

Unlocking changes for sport tourism products in small islands: The case of Martinique

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Abstract

Studies show that hosting of event is an important tourism strategy of island destinations, as it has the potential to boost the marketability of a declining tourism industry and can contribute to the attractiveness of destinations and satisfaction level of visitors. In contrast, Martinique, a French overseas territory island, has not been successful in capitalising on this form of tourism. To develop a deeper understanding on this viewpoint, the focus of this study will be on 'Le Tour de Yoles de la Martinique', a traditional boat race going round Martinique. Empirical in nature, the study will seek to address a number of research questions directed towards the viability of 'Le tour des Yoles de la Martinique' as a sustainable tool for the development of Martinique Tourism. The point of force of this study is that it operationalises the Blakeley Model in conjunction with the Visser Model. Therein lies the contribution of the study. The application of the Blakeley-Visser Model has helped in identifying the blind spots and in unlocking changes to better promote this form of tourism. The empirical evidences suggest that in order to re-position 'Le tour des Yoles de la Martinique' into a major tourism event, the Martinique DMO needs to provide support directed towards training of event managers and sponsorship and media strategies need to be devised. The overall conclusion of the study is that, sport event, if appropriately managed and marketed, can be an important driving force in the re-positioning of tourism industries and promotion of island destinations.

Keywords : Sport Event; Island Tourism; Blakeley-Visser Model; Martinique; Tour des Yoles de la Martinique

1. Introduction

There are four islands that form part of the French overseas territories; they are the French Guiana, Guadeloupe, Martinique and Reunion island (McElroy and Sanborn (2005; Gay, 2012). These French territories share a common history and as most islands marked by post-colonialism, they are dependent of their tourism industries. But, it has been observed that the tourism industries of those French territories are stagnating or declining (Gay, 2012) and this poor performance is mainly attributed to limited tourism activities and the poor quality of the tourism offer; for instance, event, night life and entertainment are limited, if non-existent at those French islands (Gay, 2012:1641-1642; Dehoorne & Augier, 2011). Following the same line of observation, Ketter and Avraham

(2012) and Baker (2007) point out that many worldwide declining destinations have been successful in promoting and restoring their destination image by focussing on event-based marketing strategies. Beirman (2003) and Kaplanidou et al. (2013) further consolidate this point by stating that the hosting of diverse types of events directed at attracting tourists is one of the preferred strategies of most island destinations. Empirical evidences indeed show that events, in the form of entertainment and leisure activities, have the potential to boost the marketability of a declining tourism industry and they contribute to the attractiveness of destinations and satisfaction level of visitors (see for example, Gowreesunkar and Sotiriadis, 2015; Bhatia, 2011; Adeboye, 2012; Loi, 2008; Dwyer, et al 2004).

Martinique, as a declining tourism destination, is also struggling since long in order to identify the right combination of tourism offer that would not only attract tourists but also help to re-position itself as an attractive and desirable destination in the region. According to a study conducted by Seraphin (2014), products and services closely related to the identity of Martinique has already been identified as a potential option to revamp its tourism industry. Consequently, our hypothesis is that 'Le tour des Yoles de la Martinique', a popular sport event in Martinique, could be utilised in the promotion of its tourism industry. However, sport events require managers to increase the quality of the products and services they offer, to increase speed and flexibility in responding to customers, and to innovate and constantly provide new products and services' (Covell & Walker, 2013: 14). Constant innovation might mean that the event as it is now might use its authenticity and yet, authenticity is a major pull factors for destinations (S eraphin, 2011; Thomson, 2004). Based on these assumptions and observations, various broad questions are raised in this study: Does 'Le tour des Yoles de la Martinique' has the potential to be promoted as a sustainable form of tourism at Martinique?

Our research topic is important from a theoretical point of view as it is going to enable us to identify the strengths and limitations of sport events as tourism tool in the context of small islands. At a managerial level, this paper is aiming to identify the current 'blind spots' related to the management of this event and second, to provide recommendations to the manager of 'Le tour des Yoles de la Martinique' to turn this traditional sport event into a sustainable tourism product. So doing, we are going to address two key research questions: Is it possible to turn a traditional sport event into a tourism tool without damaging the traditional aspects of the event? Can all traditional sport events be turned into tourism events, particularly when the event is a small one? In this conceptual paper, the contextual framework is secondary. The crux of this paper is the conceptual framework that we developed. Indeed, from a practical (management) and theoretical level (academic research) level, the Blakeley-Visser Model level that adopts a bottom up approach, can help identifying the 'blind spots' of the event and unlocking changes. This innovativeness of the paper is two-fold: first, it uses two models that have never been applied to any

(sport) event context; second, it combines both models to make inferences regarding the work ability of a sport event in island tourism.

Our plan is structured round three parts: In the first part, a contextual framework is proposed to introduce the destination and the sport event. The next part addresses the theoretical part where the Blakeley Model (2007) and the Visser Model (2015) will be explained and then applied to our case study. The final part will be dedicated to analysis and discussion of the results.

2. Contextual framework

2.1 Tourism in the Caribbean and in Martinique

Tourism is often described as one of the world's largest industries (Cooper and Hall, 2008: 252). The Caribbean, as a region, is comprised mostly of developing countries, and has benefited tremendously from this industry (S  raphin & Nolan, 2013). Caribbean is generally perceived as sunny with white beach paradise islands, colourful cocktails and lively music. But, not all the destinations are invested with the same image (Sheller, 2004: 23). For instance, Haiti and the Dominican Republic have two different images. On the one hand, the Dominican Republic is one of the most visited islands of the Caribbean whereas on the other hand, Haiti, branded as an insecure destination, is perceived as a place where the worst is always likely to happen (S  raphin, 2014b; S  raphin, 2011; Higate and Henry, 2009). The destinations of the Caribbean can be split into three main groups: First, as the 'Big 5', they are the destinations receiving more than 1 million visitors each year. The second group is known as the 'Followers' and they receive between half a million (or close to half a million) visitors and slightly less than 1 million visitors. The third group, the 'To be', are between half a million visitors and one hundred thousand. And finally, the 'slackers' receive less than the previous group (Table 1).

As illustrated by Table 1 and according to a study by Gay (2012), Martinique, as a French Overseas Departments and Regions (DROM) has a weak performance in tourism due to the following factors:

- Lost of international appeal and subsequently their advance over their neighbours;
- Poor ration price/quality of accommodation, excursions and restaurants;

Table 1: Tourists in the Caribbean (CTO, 2013)

DESTINATION	NUMBER OF VISITORS
Dominican Republic	4,689,770
Cuba	2,851,330
Jamaica	2,008,409
Puerto Rico	1,588,677
Bahamas	1,363,487
Aruba	979,256
US Virgin Is.	702,963
Barbados	508,520
Martinique	489,706
St Maarten	467,259
Curacao	440,044
Haiti	419,736
British Virgin Islands	355,677
Cayman Islands	345,387
St Lucia	318,626
Belize	294,176
Turks & Caicos	290,587
Suriname	249,102
Antigua and Barbuda	243,932
Bermuda	236,343
Guyana	165,841
Grenada	116,456
St Kitts	100,997
Dominica	78,277
St Vincent and Gren	71,725
Anguilla	69,068
Montserrat	7,202

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- ? Lost of international appeal and subsequently their advance over their neighbours;
- ? Poor ration price/quality of accommodation, excursions and restaurants;

- ❗? Poor customer service;
- ❗ Shopping is limited and expensive;
- ❗ Non-existent nightlife;
- ❗ Limited activities for tourists;
- ❗ Port and airport taxes are dissuasive;
- ❗ Lack of motivation of the people working in the industry;
- ❗ Foreign airlines have abandoned the destinations;
- ❗ Appalling social climate;
- ❗ Increase of intraregional competition;
- ❗ The EU standards limit the competitiveness of the Departments and Regions due to their lack of liberalism;
- ? Absence of international group in the hospitality sector. (Source: Gay, 2012)

However, being a non-independent destination presents some competitive advantages that independent destinations, as emerging countries do not have. For instance, good quality infrastructures; satisfactory water supply; sanitary, health conditions and emergency care are good; hospitals are well equipped and the warning and rescue systems for natural disasters are also good; they are in general safe destinations. Hence for instance one of the reason why Martinique is so popular with French tourists. Indeed, 80% of tourists in Martinique are from France (Comite Martiniquais du Tourisme, 2009).

2.2 Event in Island Tourism

According to King (1993:14), islands are “the most enticing forms of land. Symbols of the eternal contest between land and water...they are detached, self-contained entities whose boundaries are obvious”. Islands, as tourism destinations, have been defined from various viewpoints, but most of the definitions concur to the following characteristics : islands are small, vulnerable and geographically insular; islands face scarcity of tourism resources with reliance on sun, sea and sand; there is high percentage of importation; lack of opportunities on self-sustaining strategies is apparent; sustainability problems – resources, economic growth are ongoing; foreign ownership dominates tourism businesses and there is limited opportunities if not effectively marketed (see Gowreesunkar, 2013; Light & Dana, 2013; Brigulio, 2008; Dodds & Joppe, 2009; Dehoorne & Saffache, 2008; Pearce, 2008). These characteristics, to a large extent, reconcile with those proposed by Gay (2012) for the island of Martinique and certainly, call for specific and well-crafted marketing strategies. As a result, one of the popular workable strategy that islands choose to enhance their tourism offer is the integration of event in their respective packages. According to Avraham and Ketter (2008, 2013) and Waitt, (2001), there are seven main types of event that can be workable for tourism and these have been found to offer significant advantages for the event-hosting destination.

- ❗ Mega sporting events

- ➊ Sporting events
- ➋ Cultural events
- ➌ Conferences and conventions
- ➍ Events aimed at consolidating destination brand
- ➎ Events aimed at attracting positive perceptions from opinion leaders and celebrities
- ➏ Events aimed at correcting negative an elements, transforming them into positive ones

Nielsen (2001) observes that hosting sports events appear to be the preferred option by most island destinations performing poorly in tourism. This is so as not much effort is required given that the event is already being conducted for locals within the destination. Studies show that events have five different types of impacts for a tourism destination namely social, cultural, political, economics and environmental (Getz, 2008; Richards & Palmer, 2010 ; Raj, Walters & Rashid, 2013) and tourism development is part of the economic impacts of events (Bladen et al, 2012 ; Raj et al, 2013). Events not only offer entertainment opportunities to tourists but also constitute business platforms for many related industries as well as local communities (Loi, 2009). Likewise, Avraham and Daugherty (2009) argue that although sporting events are preferred options, many destinations increasingly utilise those platforms to promote local products, natural phenomena, local history or cultural traditions. For instance, holding and hosting festivals in celebrating an occasion that aspires to make really unique can achieve more than successful levels in destination marketing goals (Avraham and Ketter, 2013). According to Nielsen (2001), one of the most note-worthy illustrations of a special event that was authentically exploited to improve destination image is that of Olympic Games held in 1936 in Berlin. This was done mainly towards restoring the damaged image of Nazi regime (Nielsen, 2001). Since then, other destinations have been found to hold such events as: Summer and Winter Olympics, World Expos, music shows or concerts or competitions like the Eurovision Song Contest, as platforms that offer ample opportunity for PR-driven image campaigns on an ambitious scale. Indeed, events in tourism 'provide the means to achieve a diverse range of social outcomes, including community cohesion, educational development, support for families and regional development' (Bladen et al, 2012: 379). This effect of events is even stronger in destinations where events are considered as overlapping the tourism and hospitality industry and also when the idea of events as 'products' or 'attractions' (Getz, 2012) is accepted. Taking the example of Haiti, a Small Island Developing State (SIDS), Séraphin & Nolan (2013), explain that the destination would benefit from the generating effects of events. In this paper, we are hoping to figure out the potential role that events can play on the performance of Martinique as a tourist destination.

2.3'Le tour des Yoles de la Martinique': A sport and cultural event

History reveals that sport events have played a significant role in the

development of society. They present the following features (Masterman, 2010):

- Vary in scale from local to global size event (hallmark, mega, major and minor events)
- ? Ordinary (unplanned) or special (planned)
- Organised throughout the world
- ? For able and disabled bodied men and/or women of all ages
- Single and multi-sport formats
- ? Some are universally available or specific to only one region/country
- Competition are one day or all year-round
- ? One time or recurring
- Amateur and professional
- ? Spectator or participant led
- Corporate consumers (e.g. sponsors) or individual consumers (e.g. participants)
- Different type of owners (local government and authorities, sport governing bodies and competition organisation, corporate organisation, volunteer and charitable organisations and educational institutions and organisations)
- ? Different participants (competitors, officials, entourage, suppliers, staff, spectators, media, VIPs)

As for 'Le tour des Yoles de la Martinique', it is a traditional boat race going round Martinique, with a determined starting and finishing points. It is quite a recent event, as the first race was in 1985 (Hersilie, 2001). Following the general framework provided by Masterman (2010), 'Le tour des Yoles de la Martinique' can be described as follow:

- ? Local/minor event
- ? Planned
- ? Happens only in Martinique
- ? For able bodied men and/or women
- ? Competition happens only once a year during the summer over a few days
- ? Recurring event since 1985
- ? One time or recurring
- ? Amateur and professional
- ? Spectator and participant led
- ? Corporate consumers (sponsors) or individual consumers (participants)
- ? Different type of owners (sport governing bodies and competition organisation)
- ? Different participants (competitors, officials, entourage, suppliers, staff, spectators, media, VIPs)

'Le tour des Yoles de la Martinique', as a small sport event, takes place on a regular basis since 1985. As events can have strong social and economic benefits for a destination with poor performance, it is plausible to propose Le 'Tour des Yoles de la Martinique' as a potential tool for the tourism sector in Haiti. Based on the nature of this event, can it be considered as a real tourism tool? What are the assets and limitations of this sport event? The Blakeley Model is going to help to identify the limitations (and strengths) of the sport event and the Visser model, how to overcome them.

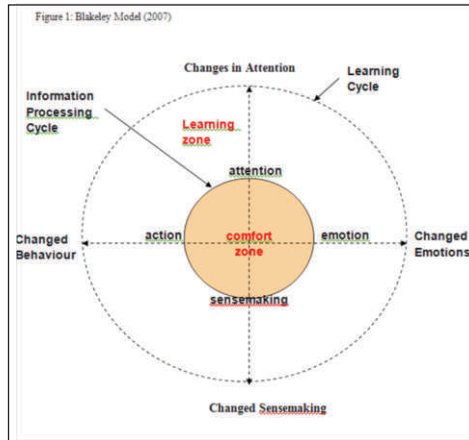
3. Conceptual framework

3.1 The Blakeley Model

Evidence has accrued for more than half a century showing that, for a variety of reasons, individuals and even whole systems defend themselves against learning (Freud, 1942; Festinger, 1957; Kelly, 1963; Argyris, 1976; Vince, 2002; Blakeley, 2007; Illeris, 2009) and the cultivation of ongoing learning requires conscious effort if it is to be sustained. There are many barriers to learning, some of which are systemic (e.g. lack of opportunity, a culture that does not support learning, lack of exposure to environmental change) and some rooted in individual psychology such as cognitive dissonance (Festinger, 1957) or Freudian defence mechanisms (Illeris, 2009). When an individual (or system) fails to learn, representations and understandings of reality no longer function effectively as changes that have taken place in the environment fail to be incorporated into the learner's mental representations of the world (Barr, Stimpert & Huff, 1982). There is a general consensus that people defend themselves against learning when the content of that learning is in some way uncomfortable or threatening to the self. A simple example might be feedback that suggests the individual is not as competent in an area as he thought he was; rather than accept the feedback the individual might rationalise it away, suggesting that it is motivated by personal dislike on behalf of the feedback giver. Failure to learn then results in blind spots which can be defined as 'a regular tendency to repress, distort, dismiss or fail to notice information, views or ideas in a particular area that results in...[failure] to learn, change or grow in responses to changes in that area' (Blakeley, 2007: 6).

In order to understand how to overcome blind spots, it is important to appreciate the process of learning as a holistic, embedded and contextual experience (rather than limiting it to something specific such as the process of acquiring information or the acquisition of a skill). There are many models of learning in adulthood (Mezirow, 1990; Argyris, 1982; Schon, 1983) but the one we will elaborate here is Blakeley's, which places the issues of blind spots and defence mechanisms as central to the understanding of learning process (Blakeley, 2007). Learning, according to this model, comprises four key processes: paying attention to a cue, experiencing emotions, sensemaking and generating behaviours in a way that results in new or changed beliefs, behaviours or emotional orientations (such as increased self-confidence or openness to change). This is not a linear process: for example it is not unlikely

that emotions can be experienced first which trigger a change in behaviour and it is only afterwards that one makes sense of the event and only then that one consciously notices the original cue. Furthermore, noticing a cue, experiencing emotions, making sense and generating behaviour in response to the cue need not involve learning – indeed, these mechanisms simply describe the ongoing information processing characteristic of all human consciousness. Learning only results when the individual notices new and different cues, or makes sense of cues in a way that generates new constructs, beliefs, emotions or behaviours. This is best illustrated in figure 1.



The inner circle represents normal information processing. When individuals pay attention to familiar cues, experience customary emotions, make sense and take action in ways that involve no change then they are in the comfort zone, drawing on existing knowledge and skills in order to survive and achieve goals within the environment. When they pay attention to new cues, learn new emotions in relation to cues (e.g. increasing self-confidence in relation to a skill), make sense in ways that expand understanding and change behaviour, they step outside of the comfort zone and into the learning zone; here they start to experience a range of emotions, depending on how novel the learning or how threatening to the self. Emotions associated with the learning zone include excitement, anxiety, frustration, anticipation, optimism, disappointment, hope, joy and fear. If people do not step outside the comfort zone and engage with these emotions however, they do not learn; consequently one of the most important skills of learning is the effective handling of the emotions. The greater the ability to do this, the greater the learning that takes place; this then contributes towards the expansion of cognitive, emotional and behavioural resources that fit learners for the complex, changing world in which they live.

The emotions that inhibit learning are clearly those that are the most negative – fear, anxiety, frustration, anger and disappointment. Anything that threatens self-esteem that generates too high a level of discomfort that challenges personal values or that appears to threaten the achievement of goals is likely to inhibit learning by triggering defence mechanisms such as denial,

confirmation bias, rationalisation and withdrawal (Blakeley, 2007; Argyris, 1982; Illeris, 2009). This then raises the question as to why might people resist lifelong learning that would appear to offer increased self-esteem and facilitate the achievement of important goals such as ongoing employment, financial security and the status that comes from holding a well-respected role in a flourishing and important economic sector?

One theory that might help to explain a resistance to learning in countries that have experienced abusive power relationships, ongoing poverty, prejudice, violence and natural disaster, is that of learned helplessness (Seligman & Maier, 1967). Learned helplessness is a state of mind causing people to attribute their situation to uncontrollable factors such as an innate lack of ability or to global factors that will never change making them feel powerless to change their circumstances. Research has shown that prolonged experiences of poverty or powerlessness tends to generate learned helplessness which in turn leads to a cessation in the exploration of the environment or engaging in learning related behaviour (Mal, Jain & Yadav, 1990; Teodorescu & Erev, 2014). Examples of attitudes and behaviours that might result from such a context might be:

- Nothing we do will make a difference
- We are in this position because our people (society) are incapable
- We are the authors of our own poverty – it's our fault
- God punishes us for our sins
- It's dangerous to try and change things
- I'm safe living my life as it is.

It can be seen that the kind of learning that would need to take place would be what is termed 'double-loop' (Argyris, 1976) or 'transformational' (Mezirow, 1990) which is the most difficult, rare and most defended against as it involves a fundamental upheaval of existing beliefs and attitudes. Why would people retain these attitudes and resist learning new perspectives? There may of course be systemic challenges. For example poverty forces people to focus on the everyday problems of ongoing family survival, leaving little energy to focus on the challenges of learning new skills and attitudes particularly when the benefits may be distant or uncertain. However, there may also be psychological issues. It is clear, for example, that transformational or double-loop learning involves energy in 'deconstructing' attitudes and exploring their experiential and hegemonic roots (i.e. they may serve the interests of certain classes in society). It may be that continuing with existing habits and beliefs is simply the easier option. The process of believing that change is possible, investing emotional and practical energy in bringing change about, of resisting those who would oppose change or simply demonstrate indifference, requires extremely high levels of hope and optimism. The danger of raising hope is that hope is crushed, that the energy invested is wasted and that the self is seen to fail once again.

Another barrier to challenging these attitudes is the skill required to help people to recognise that the 'truth' that drives their learning is historically

situated and is capable of being re-imagined. For example, if someone has performed poorly at school (due to complex systemic dynamics) then the 'truth' of their lack of competence is embodied in socially constructed symbols (e.g. school grades), roles, and attitudes. It requires sophisticated and probably facilitated processes of learning to reveal that these 'truths' need not have been the case and are in fact the result of historically contingent factors (Freire, 1996).

More practically, a belief that taking risks and setting up new businesses is worthwhile and will be supported by legal, political, social and economic systems also involves trust. Building trust is the most difficult form of emotional learning, taking time and involving the development and deepening of relationships between people on the ground and those in power.

A common factor underlying this analysis is that the kind of learning that needs to take place is systemic and grounded in community rather than simply focused at the individual level. This poses the important question of leadership and raises questions as to whether the existing system in some way supports the interests of the ruling elite, who themselves may not be motivated to implement change.

It may be that blind spots exist at a number of levels: too much discomfort is involved in believing that things might change; beliefs such as learned helplessness are in some way comfortable and self-reinforcing, requiring high levels of energy to be challenged; the existing system of powerlessness may suit a ruling elite; a lack of leadership in facilitating profound deconstructive learning.

If this in any way, describes the situation in Haiti, it seems clear that lifelong learning will only take root in the context of a planned systemic intervention led by members of the community, alongside external facilitators, with the commitment of all the key stakeholders in the tourism sector.

3.2 Application of the Blakeley Model to 'Le tour des Yoles de la Martinique'

It is necessary for Martinique to diversify its tourism products and services (Dehoorne & Augier, 2011: 3). It is even better if the products and services constitute a niche that can attract new clientele (Dehoorne & Augier, 2011). According to Masterman (2010) sport events can have different types of impact:

- Enhanced international awareness
- Increased economic activity
- Enhanced facilities, services and infrastructure
- Increased social and cultural opportunities
- Social regeneration
- Land regeneration
- Political development
- Cultural development
- Sport development
- Environmental development
- Tourism

In the present case, the hosting of 'Le tour des Yoles de la Martinique' is found to have limited impact (positive and negative) on the destination (table 2)

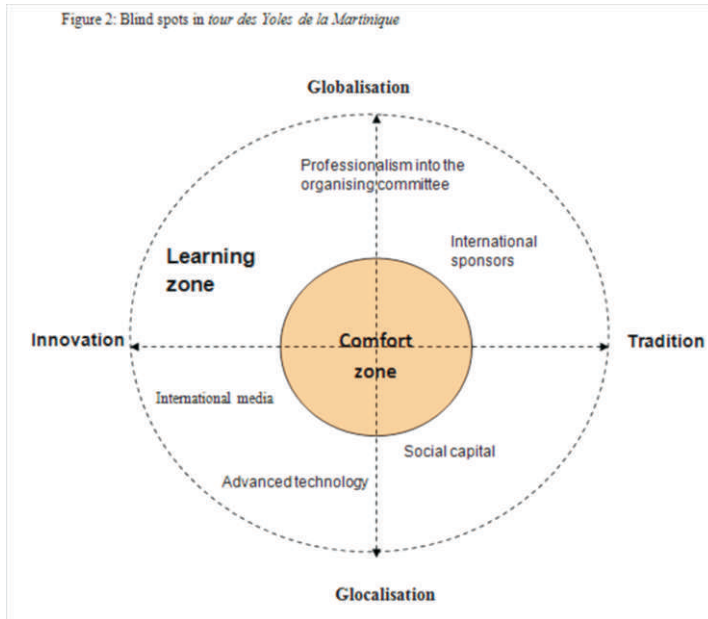
Table 2: Impacts of *Le Tour des Yoles de la Martinique*

Impacts (Masterman, 2010)	<i>Le tour des Yoles de la Martinique</i>	
	Yes (Y)	No (N)
Enhanced international awareness		N
Increased economic activity		N
Enhanced facilities, services and infrastructure		N
Increased social and cultural opportunities	Y	
Social regeneration		N
Land regeneration		N
Political development		N
Cultural development		N
Sport development		N
Environmental development		N
Tourism		N

The major strength of the event relies on its capacity to develop social capital. For Andrews and Leopold (2013) this is absolutely important for an event.

Despite the fact there is a potential to increase backward linkages between tourism and local sport event, the right positioning is still the most important criteria for the success of a destination aiming to fit into the market of the global sport industry. The first thing to do is to identify the 'blind spot' (Blakeley, 2007), in other words, anything that can stop the destination to perform well as a (sport) tourism destination. In our case, what stops *Le tour des Yoles de la Martinique* to be a sustainable tool for the development of Martinique?

At the moment, two forces seem to be in opposition and these are impacting on the event: glocalisation and globalisation. According to the Blakeley Model, stepping out of the comfort zone by taking action toward a change of behaviour is very important in the process of learning (Blakeley, 2007). The organiser of the *tour des Yoles de la Martinique* have international ambitions for the event but failed to devise appropriate marketing strategies in order to secure sponsorship and media coverage Parent and Smith-Swan (2013) argue that being at the cutting edge of technology, it is extremely important to capitalise on technology in the management of major events. At the moment, the sponsors of the '*Le tour des Yoles de la Martinique*' are small local companies. At present, the event is broadcasted by two local TV channels and is limited to the broadcast on the web only. In order to re-position '*Le tour des Yoles de la Martinique*' into a tourism major event, the Martinique DMO needs to capitalise on the event by fully embracing all the elements mentioned above, that is, sponsorship, media and marketing.



Now that we have identified the 'blind spot', the next step is to identify a sustainable strategy that might turn our selected event into a sustainable tourism development tool for Martinique. The Visser Model is going to be used to develop this sustainable strategy.

3.3 The Visser Model

As businesses are more and more aware of some of their negative impacts on the world we live in and also as they are more and more aware that some natural resources are exhausted, 'Sustainability' appears as a 'buzzword' sometimes implemented in their daily operations and sometimes used as a marketing tool to improve their corporate image. 'Sustainability' is also a topic widely covered by academics. Conferences are organised (for instance the ESRC seminar entitled: 'Architects of a better world: Building the post 2015 business engagement architecture'); books are published (for instance Blowfield, M. & Murray, A. 2014, Corporate Responsibilities, Oxford: Oxford University Press), etc. Now they are aware of the issues, finding solutions to 'solve' the problem is the next step. The title of Wayne Visser's book is quite explicit and seems to suggest that a clear set of principles to guide the transformation to sustainability will be offered in the 196 pages of the book. The title also seems to say that, sustainability can be achieved through a change of business model, leadership and type of innovation. The eight chapters of the book provide specific information to clarify what the author means in the title and provides actionable solutions for a sustainable and thriving world. From this angle, Visser's latest book differs from other books on the same topic.

The introduction summarises perfectly the content of this innovative book.

The following lines give the gist of the book: 'we will explore how we must find ways to let go of an industrial system that has served us well, but is no longer fit for purpose. We will need to let go of old styles of leadership and outdated models of business, high-impact lifestyles and selfish values. We must learn to let go of cherished ideologies that are causing destruction and beliefs about ways to tackle problems that are failing to resolve crises (...) If we are to reach sustainable frontiers, therefore, it must begin with changing our collective minds-and only then will we change our collective behaviour' (Visser, 2015: 1-4).

Chapter 1- 'Unlocking change through transformational leadership'

This chapter emphasises the fact that changes will only occur if leaders actually have the wellbeing of every single stakeholder at the heart of every single action they are undertaking. Their personal desire should not be part of the equation. The author ends the chapter by suggesting a reformation in business that can start with an evaluation of leaders following a set of 7 criteria.

Chapter 2 - 'Unlocking change through enterprise reform'

To ensure that changes happen through enterprise, the author suggests a deep reform that can only happen if we change the purpose of businesses. He believes that this is possible as over the years we have already witnessed a few changes as we have moved from the point where the sole function, goal and responsibility of businesses are to make a financial profit to a belief that businesses have some social responsibilities. The ideal change would be to change the mission and culture of corporations.

Chapter 3 - 'Unlocking change through technology innovation'

For Visser, technology innovation is central to a sustainable development of the world. The current boom in technology innovation that can be compared to 'another renaissance' can bring solutions in the agri-food sector / chemical sector, etc. The fact that sustainable technology is being applied by businesses shows that the current business model is no longer fit for purpose.

Chapter 4 - 'Unlocking change through corporate transparency'

The author starts by highlighting the fact that information has never been more readily available and technology (as covered in the previous chapter) plays an important part in this new paradigm. This trend started in the early 1990s, catalysed by the disclosure requirements of the EU Eco-Management and Auditing Scheme (EMAS) and subsequently promoted by the Global Reporting Initiative (GRI) and other institutions and standards; it has continued to gain momentum and is set to continue into the future. The 2014 KPMG Survey of Corporate Responsibility Reporting indicates that the Americas have now overtaken Europe as the leading reporting region.

Chapter 5 - 'Unlocking change through stakeholders engagement'

Social media (Facebook, LinkedIn, Twitter, Google+ and many others) have helped companies to build their brand, convey messages to interested parties, and to augment their reputation, preservation and crisis communication function (Useful Social Media, 2013). At the the same time, social media

(crowdsourcing) are also putting pressure on companies to improve their performance.

Chapter 6 - 'Unlocking change through social responsibility'

This chapter starts with a genesis of CSR. However, the key information in this chapter is the fact that the author believes that CSR has broadly failed and that it will continue to do so until its natural death, unless it is reborn and rejuvenated. The other key point is the question concerning the need for a new CSR model that would not only contribute to the enrichment of shareholders and executives, but also improve the economic context in which a company operates.

Chapter 7 - 'Unlocking change through integrated value'

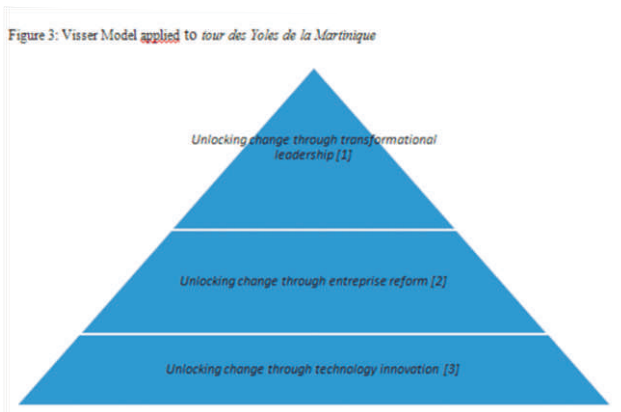
This chapter introduces shared value as the new CSR, as it has the ability to reshape capitalism and its relationship to society.

Chapter 8 - 'Unlocking change through future-fitness'

The last chapter is quite interesting as it asks an important question regarding our fitness for the future: *'How can we—as individuals, businesses, communities and policy-makers—prepare for the future? How can we maximize our chances of success, not only by being ready, but also by helping to shape the future that we desire?'*

3.4 Application of the Blakeley-Visser Model *tour des Yoles de la Martinique*

Some of the changes advocated by the Visser Model have already been highlighted as blind spots by the Blakeley Model (figure 3).



[1] The event manager has been the same since 1985. A change of manager might contribute to open up the event to visitors. [2] The event could be more opened to the world if international TV channels were invited and international sponsors brought in. New technology [3] can be a good way to broadcast the event to a bigger audience and educate visitors.

The Visser model suggests five other steps non-identified by the Blakeley Model to unlock changes for our selected sport event:

1. Unlocking change through corporate transparency
2. Unlocking change through stakeholders engagement
3. Unlocking change through social responsibility
4. Unlocking change through integrated value
5. Integrated change through future fitness

In that instance, the Blakeley-Visser Model can be said to be complementing each other. The above mentioned five points call for the need to educate international tourists about the event. Using an online educational tool could potentially help the destination to tick all the 8 'boxes' suggested by Visser (2015). The conceptual marketing strategy developed in the following section is going to demonstrate how an educational tool can be used as a marketing tool to promote a sport event like tour des Yoles de la Martinique.

4. Tourists Education as a Valid Marketing Strategy: A conceptual approach

Research about education of tourists is based on the education of tourists while they are at the destination, basically, at the actual-stay stage (Orams, 1996; Ballengee-Morris, 2002; Séraphin, 2013). Our approach is different as it is going to analyse the matter from the pre-visitation angle. The pre-visitation is an important phase of information processing and is shaped by personal knowledge and other third source information (Hubner & Gossling, 2012). It is very important to make people knowledgeable about the place through exposure to information apart from the one of planned communication activities, movies, news or word of mouth. If we start from the following two principles: that the country image is defined by 'The impression that a person or persons hold about a country in which they do not reside' (O'Sullivan, 1996, cited in Seddighi et al, 2001), and also from the principle that the image of a country is formed through its affective component and not through its cognitive one (Alvarez & Campo, 2014), our approach is to make potential visitors and attendees to this type of event knowledgeable using a methods that is directly going to their affective components (feelings and emotions), meaning that our strategy will have to be different from the mainstream marketing strategy that is to say advertising and promotion (Seddighi et al, 2001). Our approach is to some extent close to Walker & Mair (2012: 87) approach as we believe that communication with the tourism market and the tourist 'is essential for Destination Marketing Organisation seeking to manage the misperceptions and media-imposed attitudes held by potential visitors'. Our hypothesis is that education can contribute to turn potential tourists into tourists for the advantage of the destination and enhance the experience of the tourists for the benefits of the latest. Tourism Education is only researched from the students, academics, practitioners and employers (Dale & Robinson, 2001). Our study therefore forms the basis for an extended analysis focusing on tourists as stakeholders that need to be educated. It is important to determine the format, content, theming and domain of approach of tourists' education.

An online Application about the event can be a strong potential option.

Computer-Assisted Instruction (CAI) is considered as an effective way to enhance the teaching and learning process. In hospitality management education, CAI contributes to stimulate student participation and interest in the course and the subject content (Law, 2013) and to some extent contribute partly to the development of their intelligence (O' Halloran, 2013). Second, technology like e-learning can enhance learning (Klein, Noe & Wang, 2006 cited in Behnke, 2013). And finally, motivations (encouraged by technology and CAI for instance) are personal and emotionally driven (Behnke, 2013). It contributes to develop tourists' intelligence and particularly their naturalist intelligence, that is to say their ability to identify and classify patterns in nature but also their visually-spatial intelligence that is used to perceive and interpret that which people may or may not physically see. It can be done by the use of pictures, video and other visually representing concepts (O' Halloran, 2013). Interaction is also extremely important. The level of interaction can help to identify the level of satisfaction of the players. Creating a high impact event has been proven to be effective as pleasant experiences are easier to recall than negative (Holmes, 1970). This allows for long lasting messages to be implanted in consumer's minds. Also, 'experiences can positively and significantly influence consumer-brand relationships' (Chang & Cheing, 2006: 949). The art of convincing a target relies also on three elements: Ethos element based on the credibility and trustworthiness of the source of the message; the pathos element is linked with the emotional appeal of the message and finally, the logos element refers to the capability of the message to inform (Anderson, 2001 cited in Walters & Mair, 2012). A future study should adopt an empirical approach to test the effectiveness of such an Application. This is all the more important as new tourism initiatives can lead to recovery (Ritcher 1999, cited in Novelli et al 2012).

5. Conclusion

The current research has brought new insight on the potential of sport event as a tourism strategy for stagnating or declining island destinations. The hosting of '*Le tour des Yoles de la Martinique*', an annual sport event in Martinique, has been explored from a tourism perspective. Precisely, the study has sought to investigate the marketability of the event as a tourism attraction. The empirical evidences reveal that '*Le tour des Yoles de la Martinique*' was not generating positive impacts for the destination. The application of the Blackeley-Visser Model helped in identifying the 'blind-spots' that hindered its usage as a marketing tool to promote the touristicity of Martinique. It was found that the event was limitedly popularised and did not receive enough sponsorship and media coverage in order to promote it internationally. The study proposes that to convert the event into an important driving force of the tourism industry, there is a need to develop social capital and DMOs should support the endeavour by providing training to event managers. This is required as education can contribute to turn potential tourists into tourists for the advantage of the destination and enhance the experience of the tourist for the benefit of both the destination and the tourist. To this regard, the study proposes a conceptual

marketing strategy that demonstrates how an educational tool can be used as a marketing tool to promote a sport event like *tour des Yoles de la Martinique*. The study has been successful in meeting its overarching aim of understanding whether '*Le tour des Yoles de la Martinique*' has the potential to be promoted as a sustainable form of tourism at Martinique. The overall conclusion is that the event can be a viable option for the sustainability and marketability of a tourism industry. The promotion of this form of sport event will not only bring diversification to the existing tourism offering, but may also promote the touristicity of Martinique among competing island destinations. This reconciles with an earlier observation of Dwyer et al (2004) who observe that to achieve competitive advantage for tourism industry, destinations must ensure that they integrate entertainment and event in the tourism package, a point also echoed in the work of Gowreesunkar and Sotiriades (2015). The limitation of the study is that it is empirical in nature, and thus needs to be tested in order to validate its assumptions. Future research might consider a replication of the study on the other French islands in the Carriibbean and other regions of the world.

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