



A CRITICAL REFLECTION OF
A SUSTAINABLE
LEADERSHIP VENTURE IN
ST. VINCENT AND THE
GRENADINES.

Assessment 3

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Table of Contents

Introduction.....	2
Adventure Island SVG Critical Reflections	
➤ Sustainable Development, SDGs, and Sustainable Tourism in SVG.....	3
➤ Social Entrepreneurship and Sustainable Leadership Practices.....	7
➤ Recommendations	12
Conclusion.....	15
Appendix.....	16
References.....	17

Introduction

The purpose of this paper is to provide a critical analysis of a local venture/project in St. Vincent and the Grenadines that contributes to the notion of sustainable leadership. This paper will also examine how and to what extent the selected local venture/project emphasises sustainability leadership. Adventure Island SVG is the St. Vincent and the Grenadines-based company that will be discussed further in terms of sustainable leadership for the objectives of this essay. First, the essay analyses significant concepts such as Sustainable Development, Sustainable Development Goals, and Sustainable Tourism in order to better understand the local context in which Adventure Island SVG operates. In addition, the essay investigates how Adventure Island SVG operates its business activities as a Social Entrepreneur as well as how it has implemented sustainable leadership practises. Finally, recommendations for improving Adventure Island SVG's business resilience and performance for a sustainable future would be presented by adopting the Triple Bottom Line (TBL) framework.

Adventure Island SVG is a local eco-tourism venture on the Caribbean island of St. Vincent and Grenadines that was established in 2018 and has been operating since then as a small, family-owned sports and recreational business. Eco-tourism can also be referred to as nature tourism, and that means it is tourism that is centred around nature intended to minimise an area's ecological impact; it includes activities such as scenery viewing, cycling, hikes, and kayaking, Stoddard, et al., 2012. Mr. Edson Reece, the sole-trader is a native Vincentian who grew up in the fishing town of Barrouallie in St. Vincent. The community is located on the southwest coast of St. Vincent, about 10 kilometres from the country's main city, Kingstown. The community is well-known for its distinct cultural legacy related with its whaling history, according to Lanier & Reid 2007. With such deep cultural roots and understanding about the

environment, Mr. Reece of Adventure Island SVG lays a significant focus on his operations to provide a unique eco-tourism product/service to both residents and visitors by emphasising not only monetary considerations but ethical and cultural considerations as well, Koslowski 1995. Therefore, Adventure Island SVG has positioned its business endeavour to purposefully contribute towards sustainability leadership and to the achievement of a sustainable future in St. Vincent and the Grenadines, despite the fact that this contribution may be little in comparison to others as it employs under five employees for its daily operations.

Sustainable Development, Sustainable Development Goals, and Sustainable Tourism in St. Vincent and the Grenadines

To evaluate the concept of sustainable leadership in terms of Adventure Island SVG's role, one must consider the following threads of discourse. First, what is sustainability or, alternatively, what does sustainable development entail? How important is it for enterprises, notably in the tourism sector of St. Vincent, to contribute meaningfully to a sustainable future and the achievement of the United Nations 2030 Agenda for Sustainable Development (SDGs)? In order to evaluate Adventure Island SVG's commitment to sustainable leadership, this essay will now focus on critical concepts such as Sustainable Development, Sustainable Development Goals, and Sustainable Tourism.

This essay does not endeavour to explain the origins of the terms sustainability and sustainable development. Consideration is given to the common usage of the phrase sustainable development. The Brundtland Commission's 1987 report provided a firm explanation and defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Thus, in order to

establish a sustainable future, there must be a global commitment to attaining equity for everyone, especially future generations, through the redistribution of already scarce resources to impoverished nations, according to this research.

Additionally, the United Nations has designated the Sustainable Development Goals (SDGs) as its top priority for achieving a secure and more sustainable future. These SDGs are possibly the most exhaustive and widely acknowledged summary of societal grand challenges. Societal grand challenges were extensively discussed by George, et al., 2016. The United Nations Development Programme 2015 identified and explained the 17 sustainable development goals, also known as the "Global Goals" and are regarded as an international appeal to action to eliminate poverty, preserve the planet's resources, and create a more sustainable world for future generations. Concerning these 17 SDGs and their relationship to the tourism industry, the United Nations World Tourism Organization's 2017 report confirmed and Nair & McLeod's 2020 article elaborated the following:

Each year, approximately 1.2 billion tourists are crossing the border. Hence, the tourism industry has a profound and wide-ranging impact on societies, the environment and the economy. Representing 10% of world GDP, 1 in 10 jobs and 7% of global exports, tourism has a decisive role to play in the achievement of the 2030 Agenda. The sector is mentioned in, and must deliver on, three of the 17 SDGs, namely SDG 8 on 'Decent Work and Economic Growth', SDG 12 on 'Responsible Consumption and Production' and SDG 14 on 'Life below Water'. Yet, given the multitude of links it has with other sectors and industries along its vast value chain, it can in fact accelerate progress towards all 17 SDGs. It can help build a new culture of sustainability and peace.

(Nair & McLeod, 2020)

Accordingly, the International Monetary Fund's Western Hemisphere Department's 2022 report on St. Vincent and the Grenadines referred to St. Vincent's exceptional comparative advantages with regards to its tourism industry's small size in comparison to its neighbouring islands. As such, tourism has the potential to become a stronger development driver as it is a significant contributor to output and employment in the country. Moreover, the report highlighted that there is potential opportunities for strengthening ties between the tourist industry and agriculture/fisheries sectors by creating supply systems that advocate for increased use of local products by resorts and the development of ecotourism.

Corresponding to a report prepared by Scott, 2022 for the United Nations Development Programme (UNDP), travel and tourism contribute 16.4% of St. Vincent's GDP, 7% of GDP is contributed by agriculture, forestry, and fisheries, and travel and tourism provide 14,200 jobs, or 38.2% of total employment. According to the data presented in this report, a large proportion of citizens make a living in the informal sector, which accounts for 38.2% of the entire economy which includes family enterprises and self-employed business proprietors like Adventure Island SVG. In addition, it is essential to note that St. Vincent and the Grenadines is currently in a phase of post-pandemic and post-volcanic recovery, which necessitates a more sustainable, resilient, and inclusive society, as highlighted by UNICEF, 2021. Therefore, despite the socioeconomic and climate change issues that are now being faced by St. Vincent and the Grenadines, tourism indeed has the potential to contribute either directly or indirectly to the country's success in reaching the Sustainable Development Goals (SDGs) outlined in the United Nations 2030 Agenda.

Rendering to the United Nations 2015 conference, the 17 SDGs lay out pathways for global leaders to eliminate extreme poverty, combat inequality and injustice, and address climate change, as well as laying the groundwork for the improvement of citizens, the environment, growth, and stability through collaborations. It is crucial that tourism industries like St. Vincent, which are more strategically positioned than any other industry, contribute to the overall success of the SDGs.

However, Adventure Island SVG's ecotourism product/service is highly dependent on natural resources and represents a vulnerability that small island nations must address. As a result of the fact that climate change can cause a decline in biodiversity, a reduction in forest cover, a loss of scenic value, and an overall instability in ecosystems, the economic survival of already vulnerable communities and businesses, such as Adventure Island SVG, is ultimately imperilled. In addition, the devastation or loss of ecological assets and historical monuments as a result of natural disasters or climate change leads to a decline in tourism revenue and a negative visitor experience. Scott, 2022. It is imperative that sustainable tourism and all stakeholders be addressed cautiously. In 2005, the United Nations Environment Programme and the United Nations World Tourism Organisation defined sustainable tourism as "tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities."

Adventure Island SVG and Sustainable Leadership Practices

This section of the essay examines how Adventure Island SVG conducts its business operations as a social entrepreneur and incorporates sustainable leadership practises.

The notion of *Social Entrepreneurship* is a relatively recent and rather untidy concept for steering enterprises towards achieving social goals, according to Peredo & Mclean, 2006.

However, Pomerantz 2003, expressed the recipe to social entrepreneurship and is as follows:

Involves taking a business-like, innovative approach to the mission of delivering community services. Developing new social enterprise business ventures is only one facet of social entrepreneurship. Another facet is maximizing revenue generation from programs by applying principles from for-profit business without neglecting the core mission.

(Pomerantz 2003)

Social entrepreneurship is unquestionably exemplified by the Adventure Island SVG venture, which seeks to affect change through the provision of a product or service in order to benefit society as a whole through sustainable initiatives, in addition to earning a profit. Adventure Island SVG distinguishes itself from traditional and large-scale tourism by emphasising environmental responsibility and community service. In contrast to the profit-driven tenets of mass tourism, Adventure Island SVG is committed to protecting and caring for the natural environment. Kaplan, et al., 2017.

Adventure Island SVG is aware of the significance of tourism social entrepreneurship in fostering the social and commercial growth of local communities as well as contributing to the growth of the tourism sector, Kummitha et al., 2021. The local company offers an array of eco-adventure packages, including kayaking, snorkelling, camping, hiking various nature trails, rivers, and waterfalls, as well as sea excursions to the Grenadine islands and around St. Vincent (Appendix A illustrates the venture marketing on its social media platforms). Additionally, their gear and other beach supplies are available for purchase or rental. So, during their eco-adventures, Adventure Island SVG provides a selection of local organic cuisine dishes and beverages, including, among others, ground provisions, plantain, breadfruit, saltfish, blackfish, mangoes, golden apples, and coconuts. When purchasing food and beverages for resale to its eco-tourists, Adventure Island SVG supports local communities and local residents. The below picture illustrates social entrepreneur of Adventure Island SVG supporting a local road-side vegetable and fruit vendor.



Another sustainable practice of Adventure Island SVG is seen throughout its social media platforms, including Instagram adventureislandsvg 2018, Facebook Adventure Island SVG, 2018, and YouTube Adventure Island SVG, 2020, as the business promotes reducing, recycling, and reusing of resources as part of its Sustainability Marketing initiatives. Kotler et al., 2002 explains *Sustainability Marketing* with the following definition:

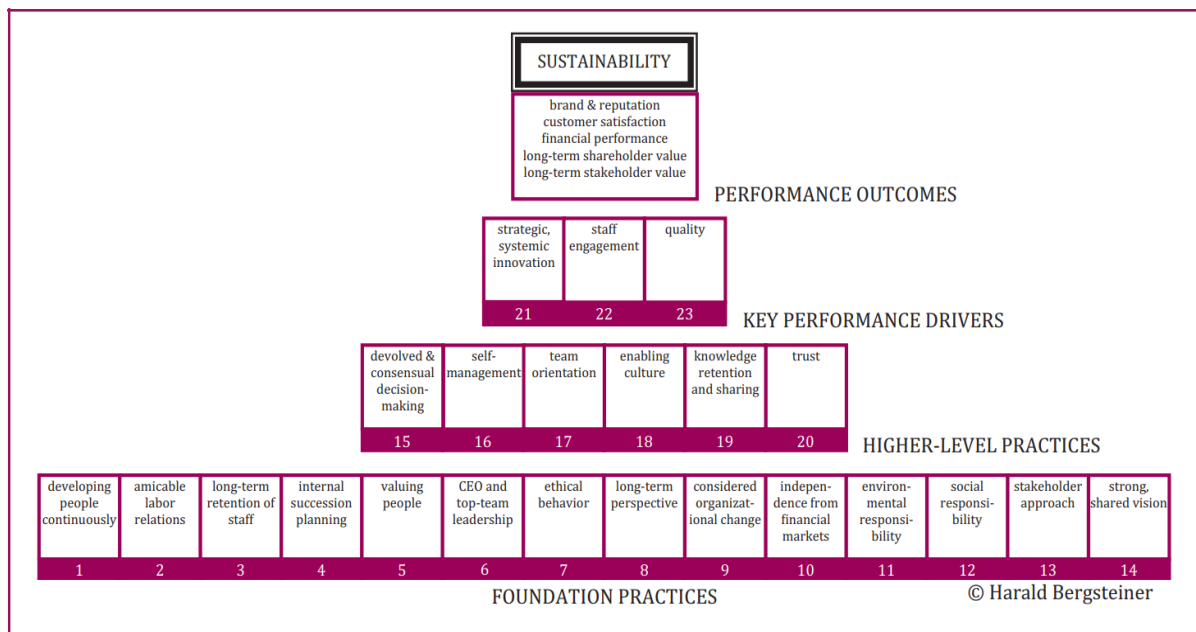
the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups, or society as a whole.

(Kotler, et al., 2002)

The image below illustrates sustainability marketing efforts as one way in which Adventure Island SVG demonstrates its commitment to environmental responsibility, social responsibility, and ethical conduct, which are described by Avery and Bergsteiner 2011 as foundational practises for sustainable leadership.



Utilising the twenty-three (23) sustainable leadership practises outlined by Avery and Bergsteiner 2011, businesses may thrive in a variety of industries and localities. This exhibit exemplifies these leadership practises.



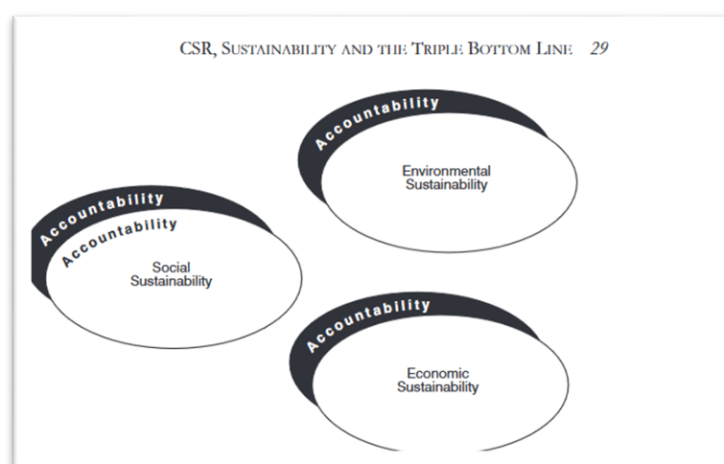
Therefore, Adventure Island SVG incorporates a number of these twenty-three leadership practises, spanning from foundational practises to critical performance drivers, in order to ensure their performance outcomes. Based on this essay's previous explanations and examples of Adventure Island SVG, the following are the venture's leadership practises:

- ✓ Developing people continuously
- ✓ Amicable labour relations
- ✓ Long-term staff retention
- ✓ Valuing People
- ✓ Ethical behaviours
- ✓ Long-term perspective
- ✓ Independence from financial markets
- ✓ Environmental responsibility
- ✓ Social responsibility
- ✓ Strong shared vision
- ✓ Self-management
- ✓ Team-orientation
- ✓ Knowledge retention and training
- ✓ Trust
- ✓ Staff engagement
- ✓ Quality

These previously laid out sustainable leadership practises are displayed by the fundamental values of Adventure Island SVG that seek to minimise environmental impact, foster cultural awareness and respect, deliver positive experiences for customers and staff, impart financial benefits and empowerment for locals, and increase sensitivity to St. Vincent's environmental and social climate according to an interview with Mr. Edson Reece, 2022.

Recommendations

Finally, the Triple Bottom Line (TBL) framework would be utilised as an instrument of accountability to assess the sustainability leadership commitment of Adventure Island SVG. The TBL framework is a valuable tool for assessing the economic, social, and environmental impact of an organisation. Tourism development organisations can use this framework to promote sustainability, according to Stoddard et al 2012. A central tenet of TBL is that a company's performance ought to help not only its shareholders but also all of its stakeholders, such as the local community in which its business activities occur. The diagram below, presented by Henriques & Richardson 2004, illustrates accountability, which is the ethical aspect of economic, environmental, and social business transactions. In addition, there are benefits that propagate from one to the next when all plan ideas are evaluated meticulously.



The following table provides a critical analysis of identified recommendations using the Triple Bottom Line framework to ascertain broader effects.

Recommendations	Triple Bottom Line
1) Develop an Environmental, Social and Governance Report.	➤ Social: Consumers, investors, and stakeholders have access to records and data that helps in creating transparency. ➤ Environmental: ESG report helps create environmental accountability for stakeholders- nature, community. ➤ Economic: Opportunity for the business to have a SWOT analysis to determine its strenghts, weaknesses, opportunities and threats. As well as increase possibilities of potential investment opportunities and grants.
2) Increase Sustainable Marketing efforts for existing and future campaigns on the Ciruclar Economy.	➤ Social: Build stronger and reputable image with consumers and public at large. ➤ Environmental: Stimulates a circular Economy (reduce, reuse and recycle initiative). ➤ Economic: May increase bookings of services and products due to positive reputation. Thus, may lead to increased sales and profits. Employees are motivated to work for a business that is environmentally conscious.
3) Increase female representation in the business.	➤ Social: Help build a stronger connection and sense of community with females in society.

	➤ Environmental: N/A ➤ Economic: May increase or help maintain sales and profits as business reputation is favourable among mothers and women. Female employees are motivated to work for a business that has their best interest at hand.
4) Establish a website for sharing the company's vision, mission, goals, events, reports, products/ services, bookings, job vacancies and complaints.	➤ Social: Online presence 24/7 where customers can find reliable information about your business. No unnecessary social media messages or phone calls for information that ought to be readily available. Helps to build a community with customers. ➤ Environmental: Help reduce carbon emissions, eliminate plastic packaging waste and conserve water resources, which are traditional issues of having a physical office space and office supplies. ➤ Economic: Builds credibility as your business is seen as more trustworthy by potential customers. Can increase revenue due to market expansion as geographically barriers are lifted. It cuts costs by eliminating overheads (utilities, rental).

Conclusion

In conclusion, Adventure Island SVG was chosen as a St. Vincent and the Grenadines business that is advancing in terms of sustainable leadership and sustainable business practises. The business integrates tourism social entrepreneurship in order to nurture the social and economic growth of local communities, while also contributing to the expansion of the tourism industry. It contributes to the development of St. Vincent and the Grenadines by facilitating the attainment of the United Nations' Sustainable Development Goals. The eighth goal is "Decent Work and Economic Growth," the twelfth is "Responsible Consumption and Production," the thirteenth is "Climate Action," the fourteenth is "Life Below Water," and the fifteenth is "Life on Land." Although its contribution is modest, it is still deemed significant and valuable.

Given the level of sustainable practises discussed throughout the essay, Adventure Island SVG's collective drive towards a sustainable future for the country contributes to the development of performance outcomes. Adventure Island SVG has already established its integrity and positive business reputation, and it endeavours to provide outstanding customer satisfaction and long-term value to a variety of stakeholders, including the environment. Such intricate interdependencies between multiple sustainable practises would attest to the business's leadership in sustainability and enhanced long-term performance. In addition, the recommendations highlighted by the Triple Bottom Line framework could benefit Adventure Island SVG by enhancing the company's competitive position. When consumers become cognizant of a business's environmental and social responsiveness, its public image is likely to be strengthened, resulting in a more advantageous market position.

Appendix

The Essential Outdoor Company.

Atlantic Road-Trip + Owia Salt Pond

Journey on the Windward Highway heading North
alongside the Atlantic Ocean.
Enjoy beautiful views of La Soufriere Volcano, intimate
villages, St Lucia and more...
Local Fruit-Shack Stop
Local Food-Shack Stop
Picnic and enjoy Owia Salt-Pond.



Experience Owia Salt-Pond
Guide & Adventurer Unit
Local Snacks & Fruits
Water, Juices & Beers Provided
Lunch Inclusive
Bonus Photography & Video
1st aid kit on hand
Transportation

1784 528 9992
adventureislandsvg@gmail.com

The Essential Outdoor Company.

Leeward Coast Road Trip + Dark View Falls Picnic

Journey the Leeward Highway heading North while
enjoy views of beautiful beaches and towns...
Arriving at two amazing falls making up the spectacular
Dark View Falls, one above the other, cascading down
high cliff faces and plunging into natural pools. The
waterfalls flow all year from a tributary of the Richmond
River. A natural Bamboo bridge spans the tumbling
river, luring you to a wide picnic area.



Experience Dark View Falls
Guide & Adventurer Unit
Local Snacks & Fruits
Water, Juices & Beers Provided
Lunch Inclusive
Bonus Photography & Video
1st aid kit on hand
Transportation

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The Essential Outdoor Company.

Vermont Nature Trail

The Vermont Nature Trail travels you through pure-lush
rainforest with a large variety of tropical flora & fauna, alongside
beautiful scenery and the home of our famous National Bird
'The Amazona Guildingi' (Vincy Parrot) . The pathway almost
rises to meet your steps as you pass along brilliant views of
ridges & valleys. The trail is approximately 2 miles (3.5 km)



Hike the trail with experienced trail guides & adventurers.
Local Snacks & Fruits
Water, Juices & Beers Provided
Bonus Photography & Video
Rope available & 1st aid kit on hand.
Transportation add-on available
Full meal add-on available

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The Essential Outdoor Company.

Trinity Falls Wallibou Hike

This amazing trail through thick rain forest jungle
or a broad river base offers an adventure movie-like
experience... the trail is currently closed to the
public because of its challenging terrain but with
the help of ropes and Guidance from Adventure
Island's crew, a keen & fit hiker will make it an ease
discovering an amazing 3 falls in one (Trinity Falls)
then journey up river bed to hot springs located at
the edge of La soufriere Volcanic Mountain.



Hike the trail with experienced trail guides & adventurers.
Local Snacks & Fruits
Water, Juices & Beers Provided
Bonus Photography & Video
Rope available & 1st aid kit on hand.
Transportation add-on available
Full meal add-on available

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