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University of Southampton

FACULTY OF SOCIAL SCIENCES

SOUTHAMPTON BUSINESS SCHOOL

**EXPLORING THE IMPACTS OF CONTEXT ON THE SUSTAINABLE
ENTREPRENEURSHIP PROCESS OF SMALL AND MEDIUM ENTERPRISES
(SMEs) WITHIN THE VIETNAMESE MARINE PROTECTED AREAS- THE
INTERSECTION OF MACRO, MESO AND MICRO LEVELS OF ANALYSIS**

by

Tan Thu Hien Nguyen

Thesis for the degree of PhD of Philosophy

April 2020

University of Southampton

Abstract

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This thesis aims to explore how contexts affect the sustainable entrepreneurship (SE) process of SMEs operating in the tourism industry with a focus on the macro, meso and micro levels of analysis. Contexts are characterised by different levels of tourism development in the Vietnamese Marine Protected Areas. In order to achieve the research aim, this study applied the interpretivism research approach to explore (a) stakeholders' perceptions of SE, (b) the institutional logics shaping organisational sustainable actions, and (c) the legitimacy process of SMEs within the tourism sector. The findings of such empirical work are articulated in three interrelated papers which constitute the core content of this thesis.

Paper one advances the understanding of the concept of SE in a holistic way by investigating stakeholders' perceptions of SE's dimensions in a developing economy. Sixty-three semi-structured interviews with local government officers and entrepreneurs in family business settings were conducted on three islands within the Vietnamese Marine Protected Areas cluster. The study fills both theoretical and empirical gaps concerning the emergence of SE in a developing economy. It empirically examines cultural sustainability and the interconnection between four sustainability pillars (economy, society, environment, and culture), thus contributing to a more holistic concept of SE in

the tourism sector. Furthermore, it reveals that stakeholders' perceptions of SE are affected by levels of tourism development. The findings suggest important implications for family-owned businesses and policy makers.

Paper two draws on the institutional logics theoretical perspective to examine how multiple institutional logics shape tourism enterprises' sustainability activities at different stages of tourism development in the context of island tourism destinations. To accomplish this research aim, fifty-seven interviews with local family tourism enterprises in three islands of the Vietnamese Marine Protected Areas cluster characterised by different stages of tourism development were carried out. This research contributes to the literature of sustainability within the context of island tourism destinations with three key findings. Firstly, this study adds to the institutional logics' discourse two new logics emerging from the island context including cultural logic and marine logic, which shaped organizational sustainable actions in addition to market logic and community logic and the factors underpinning each of these logics. Secondly, this study advances the understanding of how certain logics dominate over others at organizational level. In particular, the market logic tended to dominate over the community logic, cultural logic and marine logic to shape the sustainable actions of tourism enterprises. Finally, this study reveals an alternative approach regarding organizational response to institutional complexity. In particular, rather than developing strategies to compromise and balance competing logics, tourism enterprises chose a logic over another logic in the context of island tourism destinations.

Paper three adopts the legitimacy theory to examine the dynamic relationships between context, networking and agency (actions to achieve legitimacy) in the legitimacy process of SMEs in a developing economy, which is understudied in the scholarship of legitimacy. In an attempt to accomplish this research aim, fifty-seven interviews with owners/managers of tourism SMEs were conducted in three islands characterised by different levels of tourism development in the Vietnamese Marine Protected Areas cluster. This research contributes to the legitimacy and network literature with two key findings. Firstly, it adds to the debate of SMEs' legitimacy process in a developing economy by revealing a dynamic interaction amongst context, which is inclusive of tourism development level and tourism structure, and networking and agency. This study

particularly found that context affected the type and role of networks and the ways in which the latter support organizations to gain legitimacy. Secondly, this study extends the understanding of SMEs' formal and informal networks by revealing that formal networks in the form of partnerships tended to become informal due to SME small size and little scrutiny from external shareholders. Finally, it provides insights into the specific roles that the local governments could play, through formal networks, to support SMEs in achieving legitimacy within the context of a developing economy. Such roles include educating, planning, supporting and monitoring.

Aligning with the focus of the whole thesis which is SE process, each of the three papers offers practical implications for management and policy makers to support sustainable development in a developing economy. Ultimately, the thesis offers a number of recommendations for future research.

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Research Thesis: Declaration of Authorship

Print name: Tan Thu Hien Nguyen

Title of thesis: Exploring the Impacts of Context on Sustainable Entrepreneurship Process within the Vietnamese Marine Protected Areas- The Intersection of Macro, Meso and Micro Levels of Analysis

I declare that this thesis and the work presented in it are my own and has been generated by me as the result of my own original research.

I confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. None of this work has been published before submission

Signature: Tan Thu Hien NguyenDate: 28/04/2020

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Chapter 1 Introduction

1.1 Overview of the chapter

This chapter provides an overview of the whole thesis. It starts with a discussion of the concept of sustainability within the entrepreneurship literature, to subsequently focus on the notion of sustainable entrepreneurship which this thesis investigates within the context of the Vietnamese Marine Protected Areas. It particularly focuses on the relevance of context in the research of sustainable entrepreneurship. Then, the chapter brings the attention to how sustainable entrepreneurship has been researched so far with a focus on three levels of analysis that are macro, meso and micro. Such a level of analysis enables to identify the current gaps in the scholarly research of sustainable entrepreneurship and, therefore, the aims and objectives for undertaking this thesis. This leads to the formulation of the main research question and inherent sub-research questions. The chapter concludes with an overview of the thesis' structure.

1.2. Entrepreneurship and Sustainability

Sustainable development/sustainability has become central to the entrepreneurship discourse. Sustainable development is defined as development that “meets the need of the present without compromising the ability of future generation to meet their own needs” (World Commission on Environment and Development, 1987, pp.8). Sustainable development seeks to balance three main objectives for the development of human being at present and in the future: economy, society and ecology (known as “the triple bottom line” including people, profit and the planet) (Elkington, 1998; Rajasekaran, 2013). Thus, with a view of sustainability, entrepreneurship research has focused on economic sustainability, socio-cultural sustainability and environmental sustainability (Escobar and Vredenburg, 2011; Forcadell and Aracil, 2019; Morozova, Popkova, and Litvinova, 2019).

The concept of sustainable entrepreneurship (SE) is an emerging topic within the entrepreneurship research, which links sustainable development to business activities (Schaltegger and Wagner, 2008). To date, this concept has increasingly gained attention from scholars, commentators, entrepreneurs and policy makers due to the pivotal role of entrepreneurs for sustainable development as they “discover and develop those

opportunities that lie beyond the pull of existing markets” (Hall, Daneke and Lenox, 2010). Particularly, the term of sustainable entrepreneurship is a combination of two concepts- sustainability and entrepreneurship with an increasing recognition that entrepreneurial actions can contribute to sustainable development (Cohen et al, 2008; Hall et al., 2010; Shepherd and Patzelt, 2011). Hence, SE seeks for the goals of sustainable development in line with entrepreneurial action (Atiq and Karatas-Ozkan, 2013; Cohen and Winn, 2007; Hockerts and Wustenhagen, 2010; Miles et al., 2009; Schaltegger, Lukede-Freund, and Hansen, 2016; Shepherd and Patzelt, 2011). In entrepreneurship studies, sustainable entrepreneurship has been conceptualized around the double bottom line with social and environmental sustainability (Gerlach, 2003; Choi and Gray, 2008; Schaltegger and Wagner, 2011), the triple bottom line with economic, social and environmental sustainability (Atiq and Karatas-Ozkan 2013; Hockerts and Wustenhagen 2010; Schaltegger, Ludeke-Freund, and Hansen 2016; Shepherd and Patzelt 2011). Few recent studies discussed sustainable entrepreneurship with a focus on the quadruple bottom line, including economic, social, environmental and cultural sustainability (Agyeiwaah, 2019; Roberts and Tribe, 2008; Swanson and DeVereaux, 2017). Despite the growing attention on the sustainable entrepreneurship scholarship, a comprehensive picture of sustainable entrepreneurship is still blurred in the theory of entrepreneurship (Costanzo, 2016; Dean and McMullen, 2007) while the contributions of business to sustainable development have been increasingly recognized. Thus, further research on different dimensions of sustainable entrepreneurship is critical. It is critical to note that despite acknowledgement of the cultural sustainability as an indispensable pillar of sustainable development (Burford et al., 2013; Nurse, 2006; Racelis, 2014; Seghzzo, 2009), there is no empirical evidence on cultural sustainability as a pillar of the concept of sustainable entrepreneurship and how it interacts with other pillars within the tourism industry (Swanson and DeVereaux, 2017).

1.2.1. Sustainable Entrepreneurship: a multi-level analysis

Sustainable entrepreneurship (SE) is not a new field. It is a spin-off concept of entrepreneurship. In the literature, entrepreneurship has been examined using processual approaches with opportunity-centred perspective. At start-up phase, the process of entrepreneurship refers to the recognition and evaluation of opportunities, together with resource allocation for creating new venture to capture these opportunities (Conrwall and Naughton, 2003; Davisson, 2015; Sirmon et al., 2007). In the latter stage after setting up,

the entrepreneurship process becomes targeting opportunities and developing strategic actions under scarce resources (Desa and Basu, 2013; Hota, Mitra, and Qureshi, 2019; Korsgaard, Mueller and Welter, 2018). Similarly, sustainable entrepreneurship has been investigated using processual approaches at three levels: macro level (international/national/local socio-economic context), meso level (organizational context), and micro level (context of entrepreneurs) with interactions existing amongst these levels.

At the macro level, existing studies have focused on the impacts of institutions in developing economies on sustainable entrepreneurship such as governmental support (Al-Ami et al., 2015; Dibra 2015; Munoz and Kibler, 2016; Silajdzic et al., 2015), and social norms (Koe and Majid, 2014). In addition, scholars have focused their attention to the issue of legitimacy by investigating how sustainable entrepreneurs can gain and maintain legitimacy (actions/agency). For instance, studies from Kibler et al (2015) and O'Neil and Ucbasaran (2011) demonstrated that context influences organizational legitimacy and sustainable entrepreneurs had to develop the actions to adapt with competing institutional logics shaped by the context (O'Neil and Ucbasaran, 2011), or they moved their operations to another context in order to ensure the firm's survival (Kibler et al., 2015). In addition, few studies found that firms adopted sustainable actions to gain and maintain legitimacy (Cho and Patten, 2007; Duff, 2017; Eugenio, Lourenco, and Morais, 2013; O'Dwyer, Owen, and Unerman, 2011). Yet, most studies on legitimacy were conducted in developed economic contexts, thus, creating an empirical gap with regard to the developing economies.

At the meso level, existing studies have focussed on two research themes. A large number of studies examined how organizations in both developed and developing contexts adopted sustainable practices using the framework of the triple botte line including economic, social and environmental sustainability while cultural sustainable practices have been understudied (Akrivos et al., 2014; Bohdanowicz and Zientara, 2008; Ciasullo and Troisi, 2013; de Grosbois, 2012; Dodds and Kuehnel, 2010; Dixon and Clifford, 2007; Holcomb et al., 2007; Koe and Majid, 2013; Santiago, 2013; Sheldon and Park, 2011; Tamajon and I Aulet, 2013). Additionally, few studies investigated the preconditions/competencies for organizations to pursue sustainable entrepreneurship and found that firms in developed countries (e.g. the UK, USA and the Netherlands) relied on industry networks (i.e. venture capitalist) (Bocken, 2015), financial resources (Cralis and

Vereeck, 2005), strategic management competencies and system thinking competencies (Ploum, Blok, Lans, and Omta, 2018) or human resources (Langwell and Heaton, 2016), whereas in developing economies such as Iran or Asia Pacific, financial resources (Parrish, 2010), or the characteristics of the entrepreneurs (i.e. work experience and education) (Hosseinia and Ramezani, 2016) have been found to be crucial to firms' sustainability.

At micro level, scholars have investigated the correlation between individual mental and emotional elements as well as entrepreneurial motivation in recognizing and implementing sustainable entrepreneurship opportunities. Studies found that personal attitudes such as sustainable attitudes, perceived desirability, ecocentrism and ecocentric attitudes were usually associated with the desire to set up a sustainable business (Koe et al., 2015; Kuckertz and Wagner, 2010 ; Ruiz-Ruano and Puga, 2016). In addition, entrepreneurs pursued sustainable entrepreneurship since they were motivated by some factors such as sustainable improvement, target setting, problem solving, and sustainability despite any challenge (Choongo et al., 2016; Muda et al., 2011).

1.2.2. Research gaps from a multi-level analysis perspective

Despite the insights from previous studies, the sustainable entrepreneurship literature is still nascent with some prominent research gaps. At macro level, the majority of studies have focused on agency (actions) to gain legitimacy (i.e. Eugenio et al., 2013; Kibler et al., 2015; O'Neil and Ucbasaran, 2011). However, scholars have argued for the need to conduct further research on the legitimacy process rather than focusing merely on the outcomes (Johnson, Dowd, and Ridgeway, 2006; Pettigrew, 1992; Suddaby, 2010). In this process, the correlation between context and agency (actions) has been revealed (Kibler et al., 2015; O'Neil and Ucbasaran, 2011). To facilitate the legitimacy process, facilitating factors such as networks have been highlighted (Bloodgood et al., 2016; Elfring and Hulsink, 2003). Nevertheless, the dynamic relationship of these factors is still understudied. Context is critical in the firm's legitimacy process because an organization has to attempt to survive economically and build legitimacy within its own environment (Carlisle and Flynn, 2005; Vestrum, Rasmussen, and Carter, 2017; Zimmerman and Zeitz, 2002), and context influences actions (agency) (Eugenio et al., 2013; Kibler et al., 2015; O'Neil and Ucbasaran, 2011). In addition, networks as a facilitating mechanism play an important role in the

legitimacy process because a firm has to mobilize its network to overcome the legitimacy barriers (Aldrich and Fiol, 1994; Cosens, 2013; Van de Ven, 1993).

At meso level, despite growing research on organizational sustainable activities (i.e. Akrivos et al., 2014; Bohdanowicz and Zientara, 2008; Ciasullo and Troisi, 2013; de Grosbois, 2012; Dodds and Kuehnel, 2010; Koe and Majid, 2013; Santiago, 2013), current research remains limiting, with only two studies investigating the mechanism behind organizational sustainable activities with the focus on the impact of institutional logics on sustainable actions. Two recent studies on this topic (Dahlmann and Grosvold, 2017; Herold and Lee, 2017) merely rely on environmental sustainability. However, this thesis argues for the multi-dimensional nature of sustainable entrepreneurship inclusive of environmental, business, social and cultural dimensions. Therefore, it is argued that exploring the nature of the institutional logics impacting on the multi-dimensionality of sustainable entrepreneurship and, therefore, sustainable organisational actions, is critical to better understand such a phenomenon holistically since the concept of sustainability has been acknowledged as being multi-dimensional inclusive of economic, social, environmental, and cultural sustainability (Racelis, 2014; Swanson and DeVeReaux, 2017)

At micro level, while existing studies have given attention to motivation and intention for pursuing sustainable entrepreneurship (Choongo et al., 2016; Koe et al., 2015; Kuckertz and Wagner, 2010 ; Muda et al., 2011; Ruiz-Ruano and Puga, 2016), an examination of different stakeholders' perceptions on the concept of sustainable entrepreneurship is still hidden while there is a call for research adopting the "psychological perspective" including perception, motivation, and passions to bring a more holistic understanding of the concept (Shepherd and Patzelt, 2011). Sustainable entrepreneurship is considered a multi-faceted and multi-actor phenomenon (Cohen et al. 2008; Schaltegger et al. 2016; Shepherd and Patzelt 2011), thus, understanding the nature of the concept among the multiplicity of the actors involved is critical. In addition, Tilley and Young (2009) suggested that, to contribute to sustainable development, entrepreneurs should look into generating wealth for the future generations, not only focusing on fixing current sustainable problems. Thus, an exploration of the perceptions of sustainable entrepreneurship from different stakeholders is critical in order to understand the concept holistically, whilst providing recommendations for the entrepreneurs on how to bring value to future generations.

Additionally, the existing literature of sustainable entrepreneurship lacks studies in developing economies as well as of comparative studies across different contexts. The embeddedness of different contexts in the examination of sustainable entrepreneurship process is crucial since context has been raised as a big influencing factor in the entrepreneurship process. In this regard, Welter (2011) claims: “context is important to understand when, how, and why entrepreneurship happens and who becomes involved” (pp. 165). At macro level (international, national or regional level) context, particularly the political, socio-economic, cultural, and educational factors, have a bearing on the constraints and opportunities in the processes of starting and running a business (e.g. Parab and Hyderabad, 2014; Seema and Vijeta, 2013). Such factors are context dependent and tend to vary according to regions of analysis, i.e. developed and developing economic contexts.

In focussing the attention on the research gaps in the sustainable entrepreneurship scholarship, it is crucial to note that, at the macro level, the organizational legitimacy process has been under researched in developing economies. Current studies on the correlation between context and agency (Kibler et al., 2015; O’Neil and Ucbasaran, 2011), and the importance of networks enabling firms to achieve legitimacy (Bloodgood et al., 2016; Elfring and Hulsink, 2003) largely rely on developed economies. Understanding the interaction between context, network and agency in developing economies is critical because, under underdeveloped institutional conditions, networks to play a more significant role in the legitimacy process to overcome inefficient market-clearing mechanisms (Khanna and Palepu, 1997; Peng et al. 2008)

From a meso level perspective, context also influences the opportunity identification and creation process (Alcaraz-Quiles et al., 2014; Aryanto and Fransyska, 2012; Chandran Govindaraju et al., 2013; Smedby and Quitzau, 2016); and the resources that can be mobilized (i.e. Oliver, 1997; Vanacker et al., 2017). The two studies which examined the influence of institutional logics on organizational sustainable activities (focusing on environmental sustainable actions) (Dahlmann and Grosvold, 2017; Herold and Lee, 2017) largely focused on the developed contexts (UK and global perspective), thus, setting the light for future research on developing economies. Understanding the relationship between institutional logics and organizational sustainable actions in developing contexts is critical since institutional logics are influenced by institutional orders of the context (i.e.

market, community, state) (Thornton et al., 2012; Fong et al., 2018). These institutional orders vary across developed and developing contexts, and institutional differences result in different organizational actions (Miller et al., 2017; Pan, Chen, and Ning, 2018).

At the micro level (individual level), context affects individual's entrepreneurial perception and intention (Lin and Si, 2014; Welter and Smallbone, 2011; Arasti et al., 2012; Estrin et al., 2013). With an acknowledgement that research on different stakeholders' perceptions on sustainable entrepreneurship is still missing since the current focus of sustainable entrepreneurship research is the intention and motivation for pursuing sustainable entrepreneurship in both developed and developing economies (Choongo et al., 2016; Koe et al., 2015; Kuckertz and Wagner, 2010; Muda et al., 2011; Ruiz-Ruano and Puga, 2016), further research on stakeholders' perceptions of sustainable entrepreneurship in both developed and developing countries is critical to bring clarity on the concept of sustainable entrepreneurship and whether it is perceived differently due to the impact of context.

In summary, by acknowledging the research gaps on sustainable entrepreneurship at each level of analysis (macro level, meso level and micro level) alongside the scarce empirical research in the context of developing economies, this PhD thesis argues for the need to research the sustainable entrepreneurship process through a multi-level analysis in the context of a developing economy, Vietnam. Such a research, particularly, focuses on organizations in the tourism industry, which greatly contributes to the national economic development of Vietnam through the support of Foreign Direct Investment (FDI) (General Statistics Office, 2019; Sadi and Henderson, 2001). Regarding the tourism industry in a developing context, the level of tourism development is also an important dimension to be considered. According to Butler (1980)'s Tourism Area Life Cycle (TALC), a tourism destination usually experiences six phases of tourism development including exploration, involvement, development, consolidation, stagnation and decline. Each phase of development affects the destination in terms of number of visitors, tourism infrastructure and facilities, change of physical appearance of the context, and influence on the type and activities of tourism enterprises. Therefore, considering that the level of tourism development affects the type and performance of tourism enterprises, this PhD thesis attempts to contribute to the literature of sustainable entrepreneurship in the tourism industry by accounting for the variation of the level of tourism development in the

sustainable entrepreneurship process at all levels of analysis (macro,meso,micro levels). In doing so, this thesis aims to advance the scholarship of sustainable entrepreneurship with an empirical focus on an under-researched context. This approach is deemed to generate novel empirical insights that will be valuable not only to the scholarship of sustainable entrepreneurship, but also to policy makers and entrepreneurs.

1.3. Research Context and Research Sites

1.3.1. Research context: the Vietnamese marine protected areas within the tourism industry

The empirical research for this PhD thesis was conducted in the context of the Vietnamese marine protected areas (MPAs). This context comprises fifteen islands and a national park with marine characteristics and tourism has been determined by the Vietnamese government as the key industry for economic development. The rationale for choosing this research context is twofold. Firstly, the Vietnamese MPAs cluster was formed to boost sustainable development within the marine context including developing marine economy, improving livelihoods of the inhabitants, contributing to protect the country's sovereignty, and resolving cross-border environmental issues (Gov, 2010). Thus, this context is appropriate to conduct research on sustainable entrepreneurship in the tourism industry. Secondly, each zone of this context is experiencing different levels of tourism development, which enables this project to take into account levels of tourism development in the multi-level empirical analysis. Description of each zone is provided in Appendix A.

Amongst sixteen zones in the context, three islands were selected as the research sites including Ly Son island (involvement level), Cham island (developing level) and Phu Quoc island (developed level). This PhD research adapted the Butler's (1980) model by including the "developing level" as an intermediary level between the "involved" and "developed". These three zones were selected on the basis of three criteria which are large population, high volume of tourism enterprises (to enable access to participants who are the firms' owners) and different stages of tourism development as derived from the adapted TALC model (Butler, 1980). In addition, consultancy with tourism experts from the Vietnamese Tourism Association was applied to justify the most proper research sites for this research.

1.3.2. Research sites: Ly Son island, Cham island, and Phu Quoc island

1.3.2.1. Ly Son Island (involved tourism setting)

Ly Son Island (Cu Lao Re) is a District of Quang Ngai province, located in the middle of Vietnam, known as “The Kingdom of Garlic” in Vietnam. The total square of the island is about 10km² with 2 islets: Large island and Small island. The island has three communes including An Vinh, An Hai and An Binh with more than 23,000 residents in 2016.

Ly Son is famous for charming and glorious landscapes as well as non-objective cultural vestiges with valuable historical and cultural relics. Additionally, there are many famous traditional cultural activities such as noble sailing festival in early spring of Ly Son coastal fishermen, the military ceremony Paracel, the whale worship, or a typical folk belief. The island retains many evidences of Sa Huynh and Cham cultures. Fresh, cheap and delicious seafood is another unique feature to attract tourists to Ly Son.

Ly Son island is considered as a destination where tourism development is at the involvement stage according to the TALC model. Ly Son island has been involved in tourism since late 2014 when electricity was first installed in the island. According to local People’s Committee’s Report on tourism development in 2016, the number of visitors increased from 36,620 people in 2014 to 164,902 people in 2016. Local authority has invested in basic tourism infrastructure including ferry crew to transport from the mainland to the island, the harbour bridge, and road system. Until March 2017, there were 6 hotels, 43 hostels, and 56 homestays for accommodation service. Local authority has coordinated with media to create basic advertising programs for the island through DVDs, leaflets, poems, songs, or Quang Ngai government’s portal. In this island, tourist seasons have become obvious. The Decision 163/QD-UBND issued on 3rd June 2015 by Quang Ngai People’s Committee authorised the relaxation tourism with the main products including marine relaxation tourism, cultural tourism, homestay tourism and ecotourism is the direction for tourism development in Ly Son.

1.3.2.2. Cham Island (developing tourism setting)

Cham Island (Cu Lao Cham) belongs to Tan Hiep Commune, Hoi An city, Quang Nam province. Cham Island is home to eight islands which are located off Vietnam’s central coast. The island has a total area of 15km² with a population of 11,000 people (June 2017).

Cham Island is a World Biosphere Reserve recognized by UNESCO based on its typical natural resources and humanity values. The island has the most diverse ecological systems of the downstream area, coastal area, and marine-island area in Vietnam. It is also an area of rich humanity resources with cultural, historical heritages and artistic architecture, which are the evidences of cultural exchange through Sa Huynh, Cham and Dai Viet cultural phases. Long white beaches, turquoise seawater, colourful coral reefs, and delicious seafood together create the magnificent beauty of this island.

Tourism development in Cham Island falls between the involvement and development stages. According to Hoi An City People's Committee, tourism in Cham Island has been involved since 2009 when Cham Island was recognized as a World Biosphere Reserve by UNESCO. It is beyond an involved tourism setting because since the Program 69/CT-UBND issued in 2013 by the Provincial People's Committee, 1000 billion VND (approximately 44 billion USD) has been invested in tourism infrastructure upgrading in Cham Island including the high-speed cano crew, harbour bridge, road system, and electricity. To date, tourism in Cham Island has been stably developing. Various tourism services such as transportation, food and beverage, accommodation, or souvenirs have been consolidated. Some traditional jobs have been recovered to satisfy the demand of tourism development and have brought stable income to the inhabitants. Advertising has been also moderately intensive via local government channels, travel blogs, DVDs, leaflets, especially via biodiversity conservation training programs for other areas nationwide. According to a report on tourism development from Tan Hiep Commune People's Committee, for the first eight months of 2017 the number of visitors to Cham Island reached 330,614 people. Meanwhile, the total number of tourists in 2015 and 2016 are 367,548 visitors and 402,187 visitors respectively. Until August 2017, Cham Island had 31 accommodation units which were all homestays. However, tourism in this island has not reached the development stage since tourism facilities are still limited with scant recreation services, and no large-scale accommodations. In addition, despite the increasing number of visitors, the growth speed remains moderate. With a direction of sustainable development for Cham Island as a world biosphere reserve, community-based tourism is the official direction for tourism development in Cham Island.

1.3.2.3. Phu Quoc Island (developed tourism setting)

Phu Quoc island is a District of Kien Giang province, located in the Gulf of Thailand. Phu Quoc comprises the island itself and more than 100 other islets. The island covers a total area of 580 km² with a population of about 85,000 people (2016). Phu Quoc is famous for its cuisines and a natural charming coastline. The most famous specialities of Phu Quoc are fish sauce and black pepper. However, the factor that attracts tourists to visit Phu Quoc is its untouched coastline featuring several heavenly beaches. With its precious natural resources, Phu Quoc is recognized as a World Biosphere Reserve by UNESCO.

Since the Decision 01/2007/QD-TTg approved by the Vietnamese Prime Minister in 2007, Phu Quoc has been developed to be a relaxation tourism destination, meeting the demands of relaxation together with MICE (Meeting, Incentives, Conventions, Exhibitions). Since then, Phu Quoc has seen a rapid growth of the tourism industry and tourism in this island has reached the development stage according to the TALC model (Butler, 1980). People's Committee's Report on tourism development in 2016 shows that from 2013 to 2016, the number of tourists was threefold (from 416,353 visitors in 2013 to 1,450,000 visitors in 2016). Tourism infrastructure and tourism facilities have been constructed intensively including international airport, roads, ferry terminals, luxury hotels and resorts, recreation centres, and golf courses. Tourism investment in Phu Quoc has witnessed the participation of large international and local investors in the hospitality industry such as Accor, Marriot, Intercontinental, Vin Group, Sun Group, and Shell Group. Until January 2017, Phu Quoc had 524 accommodation units, amongst which there were four 5-star hotels/resorts, and six 4-star hotels/resorts. The rest includes 3-star, 2-star, 1-star hotels/resorts, hostels, and guesthouses.

1.4. Research aim, questions and thematic connections between the three papers

The main aim of this PhD thesis is to investigate how contexts characterised by different levels of tourism development affect the sustainable entrepreneurship process from the perspective of three intersecting levels of analysis (macro, meso, and micro). Linking sustainable entrepreneurship process with levels of tourism development is relevant from both a theoretical and methodological perspective since different levels of tourism

development differently influence stakeholders' perceptions of tourism impacts on sustainable development of the destinations (Allen et al., 1988; Johnson et al., 1994; Upchurch and Teivane, 2000) (micro level). In addition, levels of tourism development, which affect the destinations in terms of both a physical perspective (i.e. tourism facilities and infrastructure) (Butler, 1980), and institutional perspective regarding tourism planning from the local government (Rodríguez, Parra-López and Yanes-Estévez, 2008; Upchurch and Teivane, 2000), may affect the actions (agency) of tourism enterprises differently (meso and macro level). Furthermore, from a practical perspective, in doing so, it is possible to provide empirical insights, which are not merely relevant for advancing scholarship in the field of entrepreneurship and sustainable development, but also for supporting policy making that can be differentiated by the level of context development with regard to the tourism sector (Buhalis, 2000; Hall, 2019) in the specific region of the Vietnamese marine protected areas.

Given the above overarching research aims, the thesis pursues additional three sub-aims, with each of them constituting the aim of each of the three papers included in this thesis:

- Sub-aim 1: to investigate the perceptions of sustainable entrepreneurship (SE) from different groups of stakeholders in terms of SE's dimensions within contexts characterised by different levels of tourism development (Paper one);
- Sub-aim 2: to examine how institutional logics guide organizational sustainable actions by accounting for the contexts of island tourism destinations (Paper two);
- Sub-aim 3: to investigate how context, networking and legitimacy agency interact within the legitimacy process of small and medium enterprises (SMEs) within a developing economy (Paper three).

Therefore, this study was guided by the main overarching research question: "How do contexts of the Vietnamese marine protected areas affect sustainable entrepreneurship process at the intersection of macro-meso-micro levels?" In pursuing the additional sub-aims, the following sub-questions further guided the development of the empirical research:

- RQ1: How do different stakeholders at different stages of tourism development perceive sustainable entrepreneurship in terms of SE's dimensions? (macro-micro level of analysis, paper one);

- RQ2: How do institutional logics shape organizational sustainable actions at different stages of tourism development within the context of the Vietnamese island tourism destinations? (macro-meso level, paper two);
- RQ3: How do context, networking and legitimacy agency interact within the legitimacy process of SMEs in a developing economy? (meso and macro level, paper three).

The aims and research questions across the three papers are connected through the three themes of perceptions, actions and legitimacy and underpinned by the context/agency interplay.

1.5. Thesis' structure

This thesis' content consists of six pillars including the context, background and motivation of the thesis; thesis aims and questions; a discussion of the thematic connections throughout three papers; a critical evaluation of research strategies, three papers and ends with a summary of the research contributions. Particularly, the thesis' content is articulated in six chapters as follows. Chapter 1 presents the introduction, followed by the methodology and research design in chapter 2. Chapter 3 includes paper one focusing on stakeholders' perceptions of sustainable entrepreneurship. Chapter 4 includes paper two focusing on the institutional logics shaping sustainable organisational actions. Chapter 5 includes paper three focusing on the legitimacy process of tourism enterprises through the dynamic interactions of context, networking and agency. Chapters 3, 4 and 5, constitute the core of the empirical research for this thesis, with each of them having a specific research aim that addresses a specific research question. Therefore, each of them consists of an introduction, literature review, methodology, findings, discussion and conclusions. Finally, chapter 6 provides the final conclusions for the overall thesis. This final chapter recalls the research aims, summarises the research findings, theoretical contributions and practical implications. It concludes with an overview of the limitations and suggestions for future research

Chapter 2 Methodology

2.1. Introduction

This chapter presents the research methodology and design adopted in this thesis. It starts by outlining the philosophy in general including three perspectives: ontology, epistemology and methodology and methos and, then, discusses the philosophical paradigm adopted throughout each of the three empirical papers, which is interpretivism. The next section discusses the research process with five steps comprising the research question development, research design, data collection, data analysis, and data interpretation and conclusion.

2.2. Research philosophy: ontology, epistemology, methodology and methods

The research philosophy or paradigm reflects the researcher's worldview and core beliefs about the world (Burrell and Morgan, 1979; Noddings, 2018). Research philosophy is led by the research aims/questions and guides the research strategy, methods, approaches and the overall research design (Creswell, 2013). The quality of the research is, therefore, dependent on the researcher's awareness of the philosophical assumptions about the phenomenon of interest and the choices made in every decision associated with the research (Easterby-Smith et al., 2012). A research paradigm is built up by four main dimensions including ontology, epistemology, methodology and methods (Scotland, 2012). Each of these dimensions is discussed in the subsequent sections.

2.2.1. *Ontology*

Ontology deals with the nature of being, of which reality is one concept considered, (Punch, 2013). It relates to the assumptions made by the researcher in order to believe that something makes sense or is real, or the nature or essence of the social phenomenon which is investigated (Kivunja and Kuyini, 2017). An ontological position indicates the researcher's view and beliefs about the nature of the world (Kivunja and Kuyini, 2017; Marsh and Furlong, 2002), whether facts and reality are objective or subjective (Punch, 2013). Philosophical assumptions about the nature of reality are important as they guide the researcher's thoughts in defining the research problem, significance of research and research design. In addition, ontology affects the way the researcher makes meaning of the

data because ontology guides the understanding of the real nature or the foundation concepts which constitute themes (in data analysis) through which gives the meaning for the data from the research (Kivunja and Kuyini, 2017)

2.2.2. Epistemology

Epistemology is related to the sources of knowledge and how one constitutes what is knowledge and the evidence one uses to make this assessment, in other words, how knowledge can be created, acquired and communicated (Lincoln and Guba, 1985) as defined by Manion and Morrison (2007): “the very bases of knowledge – its nature and form, how it can be acquired and communicated to other human beings” (pp.7). Epistemology looks into the relationship between knowledge and the researcher during the research process (Killam, 2013). Epistemological assumptions will guide the researcher to choose appropriate research methods. In particular, if knowledge is viewed as hard, objective and tangible, the researcher will then use the methods of testing or measuring. However, if knowledge is viewed as personal, subjective and unique, methods to get greater involvement in the subject(s) such as observation, in-depth interviews would normally be used (Manion and Morrison, 2007) for the empirical investigation.

2.2.3. Methodology and methods

Methodology is the strategy or plan of action that determines the choices and use of particular methods (Crotty, 1998). Methodology asks the question: “How can the inquirer go about finding out whatever they believe or not” (Guba and Lincoln, 1994), thus, determines “why, what, from where, when and how data is collected and analysed” (Crotty, 1998, pp.3)

Methods refers to the specific techniques and procedures used to collect and analyze data (Crotty, 1998). The data collected for the phenomenon being researched can be either qualitative, quantitative or both. In other words, all paradigms can use both quantitative and qualitative data. Research methods are ascertained by methodology, epistemology, and ontology whereby different ontological and epistemological positions will determine different research methods and data towards the same phenomenon (Grix, 2004).

2.3. Overview of research paradigms and selection of the paradigm for the thesis

In reviewing the research paradigms in entrepreneurship and management studies as part of the broader field of social sciences, five paradigms of research can be identified (Saunders, 2009) including positivism, post-positivism, critical realism, interpretivism, and pragmatism.

2.3.1. Positivism and post-positivism

Positivism views the world as having one reality of cause and effect and draws these inferences from observable phenomena and testing, using the scientific method and where knowledge can be independently measured and observed (Saunders et al., 2009). Post-positivism “represents the thinking after positivism, challenging the traditional notion of the truth of knowledge and recognising that we cannot be positive about our claims of knowledge when studying the behaviours and actions of humans” (Creswell, 2014, pp. 7). Post-positivists argue that reality is socially constructed and consequently contains multiple perspectives (Creswell, 2009). Post-positivists believe that laws and theories govern the world (Creswell, 2014). Positivists focus on formulating laws for predictions and generalization as well as identifying causes which affect the outcomes (Creswell, 2009), thus they often use quantitative methods. For data collection, they are inclined to use the tools such as standardized tests, closed ended questionnaires and descriptions of phenomena using standardized observation tools (Pring, 2000a), while descriptive and inferential statistics often involves in data analysis. Similarly, post-positivist researchers attempt to understand causal relationships; thus, they often use experimentation and correlational tools. However, post-positivist research tends to collect more data related to participants’ perspectives. Furthermore, as knowledge is tentative, hypotheses are not proved but simply not rejected (Creswell, 2009).

2.3.2. Interpretivism

Interpretivism sees reality as being socially constructed by participants through language, consciousness and shared meaning (Pawson, 1997) and so differs markedly from the positivist view of the world and reality. The aim of interpretive paradigm is to understand

the subjective meanings of people in the studied domains, which have already existed in the social world, thus allowing the researcher to view the world through the perceptions and experiences of the participants involved in the research (Goldkuhl, 2012; Nguyen and Tran, 2015). Interpretivists usually attempt to understand phenomena in a specific context and seek for different viewpoints from different groups of people to gather in-depth information (Myers, 2018; Willis, 2007) because “different people and different groups have different perceptions of the world” (Willis, 2007, pp.194). Accordingly, interpretivists usually adopt a qualitative research approach by using different methods for data collection such as extensive conversations (i.e. semi-structured interviews), observations and secondary data analysis (Easterby-Smith et al., 2004).

2.3.3 Critical realism

Critical realism lies between positivism and interpretivism in that reality and belief are independent of the perceived mind (Saunders et al., 2009). Critical realists’ world view relies on structures, mechanism and casual power (Blundel, 2007). Critical realists argue that the world is not always socially constructed “Critical realism acknowledges that social phenomena are intrinsically meaningful, and hence that meaning is not only externally descriptive of them but constitutive of them (though of course there are usually material constituents too). Meaning has to be understood, it cannot be measured or counted, hence there is always an interpretative or hermeneutic element in social science” (Sayer, 2000, pp.17). Accordingly, critical realist researchers do not merely focus on a single type of research methods. Instead, they usually employ an extensive variety of research methods (mixed methods) and attempt to collect further data that helps to distinguish among alternative explanations and the community of researchers to debate them thoroughly (Allana and Clark, 2018; Zachariadis, Scott, and Barrett, 2013)

2.3.4 Pragmatism

Pragmatism paradigm focuses on the interplay between knowledge and action, which enables research approaches to intervene into the world rather than merely focusing on observing the world (Goldkuhl, 2012). Pragmatists argue that concepts are relevant when they support action, in other words, structure of relations between people is meaningless without actions (Goldkuhl, 2012). In addition, pragmatists assume that “there are many

different ways of interpreting the world and undertaking research, that no single point of view can ever give the entire picture and that there may be multiple realities” (Saunders et al., 2012). According to Patton (2002), pragmatism which is not committed to any one philosophical view but is only guided by the research question and can employ any of the range of paradigms across the spectrum in order to answer the question(s). Thus, the pragmatism paradigm can be adopted as philosophical program for social research despite either qualitative, quantitative, or mixed methods are used (Morgan, 2014). Pragmatism has been used as a research paradigm in various social science research topics such as information system (Goldkuhl, 2012), tourism planning (Pansiri, 2006), language therapy (Glogowska, 2015).

2.3.5. Interpretivism applied to the study of sustainable entrepreneurship

Given the above review of research paradigms, this research adopts the interpretivism approach as a guide for the researcher’s set of beliefs to address the above research questions, and to select the methodological approach throughout the three papers. Interpretive researchers assume that reality is socially constructed and is reflected through social constructions (Myers, 2013). Accordingly, the meaning of context is the focus of interpretive researchers as “they aim to understand the context of a phenomenon, since the context is what defines the situation and makes it what it is” (Myers, 2013, pp.39). This largely fits with the main aim of this research, which is the examination of sustainable entrepreneurship process at different stages of tourism development, reflecting different contexts including Ly Son island (involvement stage), Cham island (developing stage) and Phu Quoc island (developed stage). Additionally, interpretivists believe in multiple realities (Denzin and Lincoln, 2003), which is central to this thesis which investigates different viewpoints from a variety of stakeholders on the concept of sustainable entrepreneurship circulated around the quadruple bottom line including economic sustainability, social sustainability, environmental sustainability and cultural sustainability (which is examined in paper 1).

Interpretivists also try to discover the working logic behind the situation (Remenyi et al., 1998), which, in this thesis, is examined in paper two and paper three). Different from positivist studies that aim to test theory by developing hypotheses, interpretive research tries to capture the reality of the situation through the meaning given to it by the

participants involved in the study (Myers, 2013). Thus, interpretive researchers are likely to use extensive conversations, observations and secondary data analysis such as company documents and reports in order to look at organisations in depth (Easterby-Smith et al., 2004). This school of thought, together with the research questions, has guided the researcher to select a qualitative methodology.

2.4. Research process

The research process denotes the steps through which the researcher conducted the study of sustainable entrepreneurship in the context of the Vietnamese marine protected areas. In particular, this research was conducted through five steps including research question development, research design, data collection, data analysis, and data interpretation and conclusions as shown in Figure 2.1.

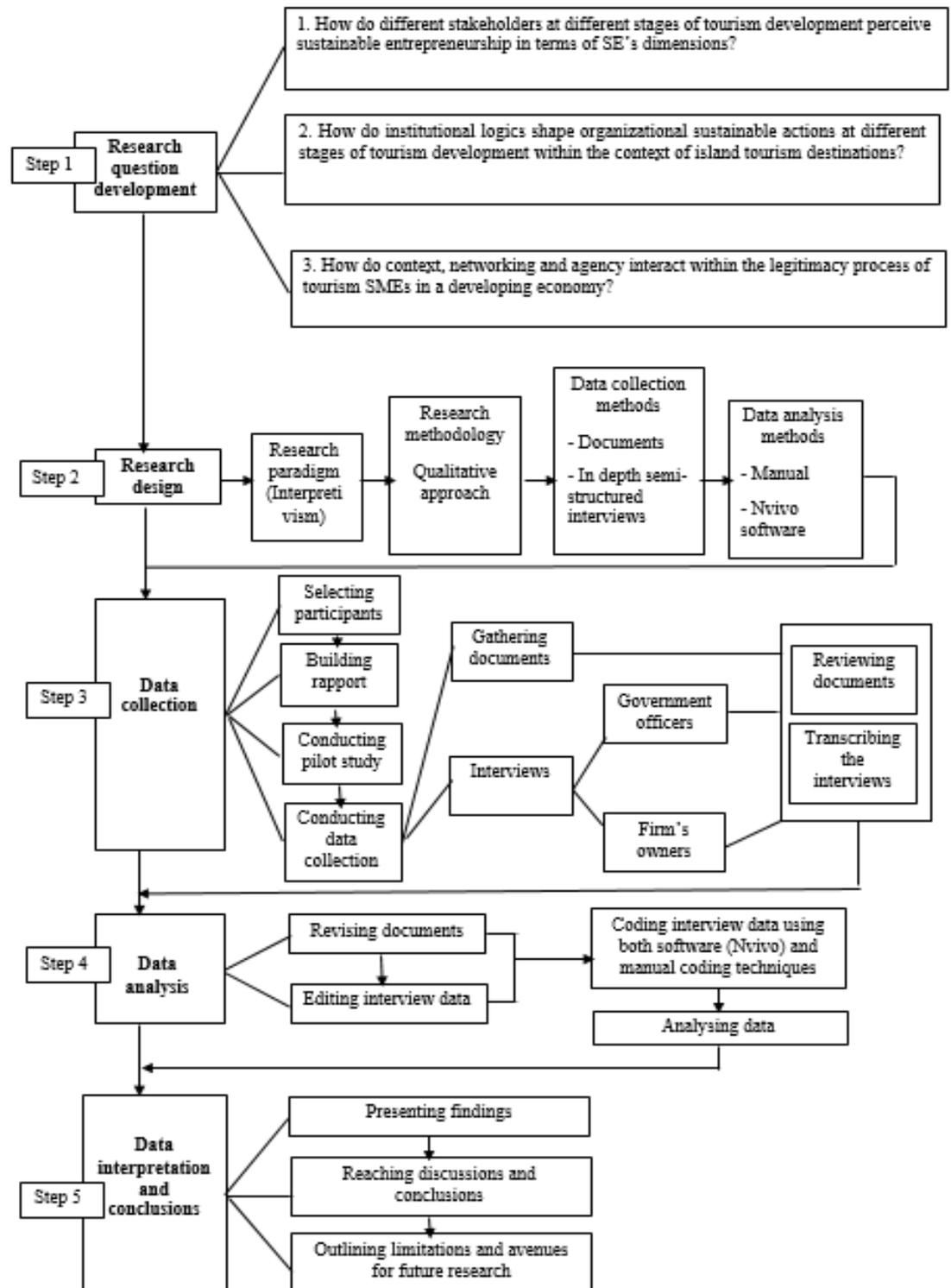


Figure 2. 1: Research process

Step 1: Research question development

According to Janesick (1994), the first important step in all research should be developing research question(s) because while identifying and formulating the research question(s), the researcher could determine the required information that needs to be collected and analysed, as well as sets expectations for the research outcomes (Blaikie, 2003). Thus, in this first step, the research questions were developed. As mentioned above, this research is guided by three research questions:

RQ1: How do stakeholders at different stages of tourism development perceive sustainable entrepreneurship (SE) in terms of the dimensions of SE? (micro and meso level, Paper one).

RQ2: How do institutional logics shape organizational sustainable actions at different stages of tourism development within the context of island tourism destinations? (meso level, Paper two).

RQ3: How do context and agency interact within the legitimacy process of tourism SMEs in a developing economy? (meso and macro level, Paper three).

Step 2: Research design

Given the above research questions, this thesis was guided by the research paradigm of interpretivism, whereby a qualitative research methodology was selected. A qualitative design is appropriate for this research as “qualitative methods offer varied empirical procedures designed to describe and interpret the experiences of research participants in a context-specific setting” (Daphet, 2013, pp.3). Particularly, the research design adopted across all the three papers is abductive. The abductive approach which refers to “a creative inferential process aimed at producing new hypotheses and theories based on surprising research evidence” (Timmermans and Tavory, 2012, pp. 167) has been used in qualitative research, which enables researchers to identify research themes, codes and categories (Lipscomb, 2012). Abductive research is a combination between deductive (to verify hypothesis) and inductive (to be more hypothetical) research, thus, can explain, develop or change the theoretical framework before, during or after the research process (Dubois and Gadde, 2002). An abductive approach is appropriate for this PhD thesis as evidenced throughout the three papers. In particular, paper one aims to explore stakeholders’ perceptions of the concept of sustainable entrepreneurship, thus, the researcher first used

a theoretical framework of four sustainability pillars including economic sustainability, social sustainability, environmental sustainability and cultural sustainability (deductive approach), then, the inductive approach by using semi-structured interviews during data collection allowed the researcher to extend sustainability as conceptualised in the main theory by adding the sub-dimensions under each sustainability pillar. In paper two, in order to investigate how institutional logics shape organizational sustainable actions, the researcher, first, relied on the theoretical framework of most established institutional logics as discussed in the literature review (i.e. market logic, community logic, environmental logic) (deductive approach), then, after the data collection using semi-structured interviews, the researcher extended the institutional logic theoretical perspective by adding two new logics, which include the marine logic and cultural logic (inductive approach). Similarly, in paper three, the researcher first used a deductive approach by adopting a theoretical framework as derived from the review of the theory concerning the concepts of context, networking and agency (see Figure 5.1 in Chapter 5- Paper three) to examine the interaction of these three factors within the SMEs' legitimacy process in a developing economy. Then, the inductive approach allowed the researcher to re-define the initial theoretical framework by adding sub-concepts to each main concept (see figure 5.3 in Chapter 5- Paper three).

Since this study aims to explore how different levels of tourism development affect different aspects of the organizations, a multi-case study research design (Eisenhardt, 1989) was adopted, whereby each case is an island with a specific level of tourism development. This research design enabled the researcher to capture the uniqueness of each island, whilst enabling comparative analysis across the cases to find similarities and/or differences, with a focus on explaining the factors influencing such differences.

This study used both primary data triangulated with secondary data. Primary data for this research is collected using in-depth semi-structured interview because "Interviews are an excellent method of gaining access to information about events, opinions and experiences" (Dunn, 2000, pp.52). Interviews allow researchers to have detailed discussions with participants, which can be much richer than data collected through written questionnaires. Minichiello et al. (1995) identified that interviews is a useful instrument to collect a diversity of opinions and experiences as "interviews provide insights into the differing opinions or debates within a group" (pp.70). Additionally, while conducting

interviews, the researcher has the opportunity to “clarify misunderstood questions and observe the level of the respondent’s understanding and cooperativeness” (LoBiondo-Wood and Haber, 2006, pp. 327). Semi-structured interviews were used in this research because this kind of instrument provides the researcher with greater flexibility compared to the instrument of structured interview (Brown and Danaher, 2019; Buhalis, 2000). In this project, choosing semi-structured interviews enabled the researcher to acquire deeper insights from the participants by asking further questions to follow up on some specific concepts emerging from the previous answers provided by the participant. In particular, to get the data for paper one, the researcher first asked the general questions on the understanding of the key concept of sustainable entrepreneurship, then from the participants’ answers, the researcher asked deeper questions around the quadruple bottom line including economic sustainability, social sustainability, environmental sustainability and cultural sustainability. To get the data for paper two, first, the researcher asked the questions related to sustainable actions underpinned by the four pillars of sustainability and the motivations behind these actions. After getting the ideas from the participants, the researcher then asked further questions on the logics behind each action. To get data for paper three, the researcher first asked the questions on the roles of some key actors in the firm’s network such as the local government, funding organizations, creditors (i.e. banks), industry partnerships, family and community in the survival and growth of the organization. Then, based on the answers from the participants, the researcher asked further questions to get deeper insights on other actors in the network and their roles as well as the ways through which the firms dealt with these actors. In addition, the researchers also collected secondary data including details of the research context and research sites as well as governmental reports on tourism development, number of tourism enterprises, and tourism planning in each research site. All the secondary data amounted to a volume of 28 pages. The data were analysed using both manual techniques and software (Nvivo). This secondary data is important for two reasons: to guide the selection of the most appropriate research sites and research participants, as well as to cross-check and further boost the internal validity (Belin et al., 2018; Korkmaz, Cakir and Özden, 2017) of the insights emerging from the primary data while comparing the results from the multi-case study.

Step 3: Data collection

The data collection began with selecting participants. To address the above research questions, the participants for this study included two groups: government officers and entrepreneurs.

Government officers (n=6)

The researcher interviewed six government officers at local level including the tourism officer from local People's Committee and the main officer from the local Marine Protected Organization in each island. The aim of interviewing these stakeholders was to gain knowledge about the indigenous tourism activities, the marine protection activities related to tourism development and sustainability, the macro-level stakeholders' understanding of SE and their expectations for tourism enterprises with regard to the actions that were deemed as necessary to achieve sustainable development in the tourism sector with particular regard to the Vietnamese marine protected area. The information provided by these participants contributed to answering the research question 1.

Entrepreneurs (n=57)

Representatives from tourism enterprises are an important group of participants as they are the decision makers for setting out the vision, mission and strategies of firms. These participants are also aware of the factors (institutional level factors, i.e. regulations, industry norms, and attitudes and beliefs at local community level) influencing their business. In particular, for this research, this group of participants can provide the information on their understanding of sustainable development within the tourism industry, the sustainable actions that their organizations have to conducted and may potentially conduct in the future, the motivations and reasons behind these actions as well as their networks and legitimacy actions to answer the research questions 1, 2, 3. This group of participants consists of 57 owners from 57 family hostels, guesthouses, and homestays in the three islands of the research context (including Ly Son island, Cham island and Phu Quoc island). The Interviews with this group of stakeholder stopped at the number of fifty seven participants; at this point the study reached the data saturation when no new insights, themes, findings, concepts or problems emerged from the field and data analysis (Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles and Grimshaw, 2010; Fusch and Ness, 2015). In addition, since this PhD study aims to explore the impacts of context on

sustainable entrepreneurship process, context was also considered in choosing participants and in reaching the data saturation. The criterion of data saturation was applied in both data collection and data analysis steps to ensure the validity of the results. Particularly, in the data collection, since each search site comprises different sub geographical areas (see section 1.3.2) (for instance, Ly Son island consists of three different communes including An Hai, An Vinh, and An Binh), the researcher interviewed participants in all sub-geographical areas instead of choosing participants in one area only. This approach enabled the researcher to compare the research results between different contexts, not only between the research sites characterised by different levels of tourism development, but also between different areas from within the same research site, in order to ensure data reliability and, accordingly, validity of the emerging insights.

The researcher interviewed a specific number of participants in each geographical area of a research site until no new finding emerged. During the data analysis stage, if the final analysis revealed a new finding, further interviews were deemed as necessary to be carried out until the data saturation was reached (Brod et al., 2009; Rubin and Rubin, 2012). Thus, the researcher analysed the data as an ongoing process during the collection stage. This approach enabled the researcher to quickly go back to the participants, if necessary (i.e. to ask for more information around a new finding), when the emerging insights were still fresh in the mind and daily records kept by the researcher. Then, in the final analysis after all the interviews were completed, the researcher also thoroughly checked if there was any new finding emerging. In the end, this research reached the data saturation with fifty seven entrepreneurs operating in the selected research sites including Ly Son island (involvement tourism setting: 25 interviews), Cham island (developing tourism setting: 12 interviews) and Phu Quoc island (developed tourism setting: 20 interviews).

After selecting the participants, rapport building with the participants became necessary given the particular contextual setting, Vietnam, where personal relationships with relevant stakeholders is critical to building high level of trust with the participants, the key stakeholders who have an interest in the research, in order to sustain the process of data collection (Horn, Edwards and Terry, 2011; Sheehan, 2018). For instance, Maruyamar and Trung (2011) admitted that their study of modern domestic retailers in Vietnam would never have been realized without the cooperation and extraordinary help from the Association of Vietnamese Retailers and Vice President of this organization. Similarly, in

this research, the aim of building rapport with government departments and local authorities was to obtain their support in gaining access to the participants and secondary data. In this regard, the researcher, via personal and cooperative relationships connected with high-position officials from the Vietnam Chamber of Commerce and Industry (the organization which controls the Small and Medium Enterprise Promotion Centre and Vietnam Business Council for Sustainable Development), the Vietnamese Ministry of Culture, Sports and Tourism (the organization which has influence on the Vietnam Tourism Association, Vietnam Hotel Association, and the Institute for Tourism Development Research), the Vietnamese Ministry of Agriculture and Rural Development (the organization controlling the Vietnamese Marine Protected Areas), and local authorities (i.e. local People's Committee) in the three islands of the research context. These stakeholders are not only important gatekeepers for the research access, but also essential informants since they have influenced, somehow, the development and performance of tourism SMEs through the making of laws and policies. In order to build the necessary level of trust with these key stakeholders, the researcher discussed the research objectives, methodology, the benefits from the research, and research ethics. This process of building rapport and trust took an amount of two weeks which is was preliminary to get subsequent access to the key informants. This process started with phone calls from the United Kingdom to get the key contacts and make appointments prior to the official field trip to Vietnam. Then, during the field trip in Vietnam, the researcher met face to face with these stakeholders.

Next, the researcher conducted a pilot study with six participants at macro and micro level (including both local government officers and entrepreneurs). The aim of the pilot study was to check the availability and quality of the secondary data to determine the most reliable data sources, and to modify the interview questionnaire as it was deemed as necessary. After the pilot study, actual administered face to face interviews with selected participants were carried out. All the interviews were recorded. The interview protocol consisted of three main parts: (1) stakeholders' perceptions of the dimensions of Sustainable Entrepreneurship (SE) (to answer the research question 1); (2) the institutional logics that affect organizational sustainable actions and the organizational sustainable activities conducted under the influence of these logics (to answer research question 2); (3) the ways different types of networks enable organizations to obtain legitimacy in different contexts characterised by different levels of tourism development (to answer the

research question 3). The interview questionnaire was translated into Vietnamese before the interviews. All the key points were verbally summarized to the participant at the end of each interview. Additionally, each interviewee was asked for a re-interviewing for further necessary data. Given the genuine trust with the participants built prior to the interview, and during the interview, it was not difficult at a later stage to go back to the participants and asks for additional information or clarifications on some aspects regarding the emerging insights from the field. The interview protocol is included in the Appendix B.

Step 4: Data analysis

In order to answer each of the three research questions, as investigated in each of the three papers, thematic axial coding (Gioia et al., 2013) was applied to draw common patterns emerging from the field data. Data were coded by using the thematic coding and by both using a computer software (Nvivo) and manual coding techniques. In the attempt to answer each of the research questions, the researcher developed three sets of coding systems respectively, each one included in each of the three papers. The thematic coding system in paper one includes the main theme of stakeholders' perceptions of dimensions of sustainable entrepreneurship. Accordingly, the aggregate theoretical dimensions include the four pillars of sustainability (economic sustainability, social sustainability, environmental sustainability and cultural sustainability). The second-order codes are the categories under each sustainability pillars and the first-order codes are the sub-dimensions of each category (Figure 3.1) (Appendix C)

In paper two, the main theme is the impacts of institutional logics on sustainable actions of tourism enterprises. Thus, the aggregate theoretical dimensions are the institutional logics affecting organizational sustainable actions, the third-order codes comprises the four categories of sustainable actions circulated around the quadruple bottom line (economic sustainable actions, social sustainable actions, environmental sustainable actions and cultural sustainable actions), and the second-order codes are the categories under each sustainability pillars and the first-order codes reflects organizational sustainable actions conducted under each logic (Figure 4.1) (Appendix D)

In paper three, the main theme is the interaction between context, networking and agency within the legitimacy process of SMEs in a developing economy. Accordingly, the aggregate theoretical dimensions include different types of legitimacy (regulative

legitimacy and normative legitimacy), the third-order codes are agency (actions to gain legitimacy), the second-order codes are the benefits from networking, and the first-order codes comprise different types of networks (Figure 5.2) (Appendix E)

Step 5: Data interpretation and conclusions

The last step is interpreting the data, and discussing the findings and implications of the study. By using a multi-case approach, findings were presented in terms of similarities and differences across the cases characterised by different levels of tourism development including Ly Son island (involved stage), Cham island (developing stage) and Phu Quoc island (developed stage) throughout the three papers. In particular, paper one aims to investigate stakeholders' perceptions of sustainable entrepreneurship at different stages of tourism development. Thus, the findings related to stakeholders' perceptions of the concept of sustainable entrepreneurship were compared between the three research sites, the islands. In doing so, the researcher first used the initial understanding of the theory of sustainability dimensions circulated around the quadruple bottom line/sustainability pillars (economic sustainability, social sustainability, environmental sustainability and cultural sustainability) from previous studies, then the findings emerging from data analysis enabled the researcher to extend the theory of sustainable entrepreneurship by adding sub-dimensions to each sustainability pillar.

Paper two aims to explore how institutional logics shaped organizational sustainable actions at different levels of tourism development within a context of island destinations. Accordingly, findings of impacts of institutional logics on sustainable actions within tourism enterprises were compared across the three islands. To enable this, the researcher first used the theoretical framework of institutional logics as derived from the review of previous studies (i.e. market logic, community logic, environmental logic). Then the results from the data analysis allowed the researcher to add two new institutional logics emerging from the context of island destinations including cultural logic and marine logic.

Paper three aims to examine the interaction between contexts, networking and agency in the legitimacy process of SMEs in a developing economy. To achieve this research aim, the findings of how networks affect agency in the legitimacy process of tourism SMEs were compared between three islands to determine whether context (characterised by levels of tourism development) affected the roles of networks and agency of the

organizations to achieve legitimacy. In doing so, the researcher first adopted the theoretical framework derived from the review of the studies on legitimacy and network with three main components including context, networking (formal and informal network) and agency (actions) to achieve legitimacy (regulative legitimacy, normative legitimacy and cognitive legitimacy). Then, the findings from the data analysis enabled the researcher to extend the initial theoretical framework by adding two sub-dimensions to the component of context (including levels of tourism development and tourism development goals) and new sub-dimensions to formal network (local government, funding organizations, creditors, partnership with airlines, and partnership with booking providers) and informal network (partnership with tour operator, partnership with recreation services, partnership with transportation services, family, and community). In addition, the researcher was able to detail the types of legitimacy that the tourism SMEs were able to achieved and the specific agency (actions) that tourism SMEs had employed to achieve legitimacy (Figure 5.3 in Chapter 5- Paper three).

In the next step after presenting the findings, the researcher discussed the findings by comparing these with the findings or propositions discussed in the established theories. This process enabled the researcher to reveal the theoretical contributions in each paper. Practical implications including policy and managerial recommendations were also suggested. Finally, given the contextualisation of the findings, the researcher reflected on the generalisation of the results and avenues for future research to overcome such limitations.

Chapter 3 Stakeholders' Perceptions of Sustainable Entrepreneurship: Dynamics of Local Context (Paper One)

3.1. Introduction

Sustainable entrepreneurship (SE) has gained attraction within scholarship in entrepreneurship. The term “sustainable entrepreneurship” is a merger of two concepts: sustainability and entrepreneurship, with an increasing recognition that entrepreneurial actions can contribute to sustainable development (Cohen, Smith, and Mitchell 2008; Hall, Daneke, and Lenox 2010; Shepherd and Patzelt 2011). Sustainable development is defined as development that meets “the need of the present without compromising the ability of future generations to meet their own needs” (Brundtland 1987, p.8). The concept of sustainability or sustainable development raises the need to balance three central objectives for the future development of mankind: society/ethics, economy and ecology, known as “the triple bottom line” (Elkington, 1997). In the domain of tourism studies, SE is an entirely new topic, barely conceptualized and empirically analysed (Crnogaj, Rebernik, Bradac, and Omerzel, 2014; Swanson and DeVereaux, 2017).

Shepherd and Patzelt (2011) suggest that a key approach to studying SE might be from the “psychological perspective” including perception, motivation and passion. Tourism literature has seen studies on stakeholders' perceptions of sustainable development issues, including the positive and negative impacts of tourism development (Almeida-Garcia, Pelaez-Fernandez, Balbuena-Vazquez, and Cortes-Macias, 2016; Byrd, Bosley, and Dronberger, 2009; Dominguez-Gomez and Gonzalez-Gomez, 2017; Holden, 2010); yet, to the best of our knowledge, no study has empirically investigated stakeholders' perceptions of the concept of SE. From the entrepreneurship perspective, tourism provides a specific context which is perceived to differ from other industrial sectors in terms of the identification of entrepreneurial opportunities (Ateljevic and Page, 2009), and warrants attention from further research. Therefore, understanding of the SE concept within the tourism domain is critical to future entrepreneurship research, in order to enhance the theoretical development with practical implications affecting

different stakeholders in different contexts. Particularly, an exploration of stakeholders' perceptions of SE in the tourism sector is important to justify how tourism enterprises can contribute to the sustainability of the whole tourism destination (Roberts and Tribe 2008). Furthermore, Tilley and Young (2009) suggested that contributing to sustainable development is the core activity of sustainability entrepreneurs, who should look into generating wealth for future generations (Tilley and Young, 2009). We have therefore captured their perceptions alongside those of other influential stakeholders. We propose that an exploration of stakeholders' perceptions of SE is pivotal to fulfilling the understanding of the concept, whilst providing recommendations for entrepreneurs on how to bring value to future generations. In this study, SE is considered a multi-faceted and multi-actor phenomenon (Cohen et al., 2008; Schaltegger et al., 2016; Shepherd and Patzelt, 2011), requiring investigation of the salient elements from among the multiplicity of actors involved. Yet it remains under researched in both the entrepreneurship and tourism fields. For instance, different stakeholders' perspectives can yield diverse actors' perceptions, which are pivotal to strategic planning in tourism (Byrd et al., 2009; Hardy, 2005; Hardy and Beeton, 2001; Markwick, 2000; Vincent and Thompson, 2002). Furthermore, the policy-making recommendations implied in tourism strategic planning and decision-making entail inputs from all stakeholders (Buhalis, 2000).

SE has been conceptualized in entrepreneurship studies focusing on the double bottom line (Choi and Gray, 2008; Crals and Vereeck, 2004; Dean and McMullen, 2007), or the triple bottom line with economic, social and environmental sustainability (Atiq and Karatas-Ozkan, 2013; Hockerts and Wustenhagen, 2010; Schaltegger, Ludeke-Freund, and Hansen, 2016; Shepherd and Patzelt, 2011). In tourism discourse, SE has been discussed with a focus on the quadruple bottom line, including economic, social, environmental and cultural sustainability. However, the scholarly debate has focused mostly on environmental sustainability (Bohdanowicz, Zientara, and Novotna, 2011; Kornilaki, Thomas, and Font, 2019; Luu Trong Tuan, 2018), social and environmental sustainability (Bohdanowicz and Zientara, 2009; Cowper-Smith and de Grosbois, 2011; Font, Walmsley, Cogotti, McCombes, and Hausler, 2012; Kucukusta, Mak, and Chan, 2013) or economic, social and environmental sustainability (Cvelbar and Dwyer, 2013; de Grosbois, 2016; Kallmuenzer, Nikolakis, Peters, and Zanon, 2018). Cultural sustainability (CS), on the other hand, has only been conceptualized together with the other three dimensions of

sustainability without empirical exploration (Swanson and DeVereaux, 2017). Particularly, discussions of CS in the extant tourism literature has mainly focused on the CS of a destination (Aydin and Alvarez, 2016; Pueyo-Ros et al., 2018; Richins, 2009; Torabi Farsani, 2012). Meanwhile, exploration of CS at organizational level remains largely conceptual (Roberts and Tribe 2008), or simply emerges from an examination of sustainable practices, disconnected from the other dimensions of SE (Agyeiwaah, 2019; Roberts and Tribe, 2008). Thus, an empirical examination of the concept of SE with the inclusion of CS is relevant to provide a holistic understanding of the SE concept within the tourism industry.

Our study addresses the above-mentioned theoretical gaps by offering: (1) further investigation of different groups of stakeholders linked to different levels of tourism development, using a qualitative research approach, (2) empirical examination of a more holistic concept of SE in the tourism sector with the inclusion of CS. The study was underpinned by the following research question: “How do stakeholders at different stages of tourism development perceive sustainable entrepreneurship (SE) in terms of four sustainability dimensions?” In an effort to fulfil our research aim, we conducted 63 in-depth semi-structured interviews with three groups of stakeholders: local tourism officers, local marine protection organization officers and owners of family-owned accommodation businesses on three islands within the Vietnamese Marine Protected Areas, where each island was experiencing a different level of tourism development at the time of the empirical research.

The research findings suggest a more holistic concept of SE, inclusive of the four dimensions of sustainability. In particular, we extend the understanding of CS at organizational level with dimensions that varied due to different levels of tourism development, as well as organizational economic sustainability with the finding of more entrepreneurial-based dimensions. We suggest that organizational economic sustainability in the tourism industry is made up of the triangle of entrepreneurship (business viability and business growth), industry characteristics (customer satisfaction) and the whole destination (publicity of the destination). In addition, this research reveals an interconnection between sustainability dimensions, arguing that each sustainability pillar in the concept of SE does not, in fact, stand equally, as shown in previous studies. In particular, our findings demonstrate that cultural and environmental sustainability

contributes to attracting and satisfying tourists, resulting in the achievement of economic sustainability. We also found that different levels of tourism development affected stakeholders' perceptions of SE's dimensions. From a practical point of view, our attempt to examine multi-stakeholders' perceptions of SE enabled us to offer policy-making and managerial recommendations for the participant stakeholders located in contexts at different stages of tourism development.

The next section will provide a review of the dimensions of SE and stakeholders' perceptions linked to levels of tourism development. Next, the research methods and research context will be introduced, followed by findings from the multi-case study comparative approach, and a discussion of the findings. Finally, conclusions will be offered, with policy-making and managerial recommendations, together with opportunities for future research.

3.2. Literature Review

3.2.1. Dimensions of Sustainable Entrepreneurship

In the entrepreneurship literature, SE has been defined as entrepreneurial actions which contribute to sustainable development based on the double bottom line (Choi and Gray, 2008; Crals and Vereeck, 2004; Dean and McMullen, 2007) or the triple bottom line (Atiq and Karatas-Ozkan, 2013; Hockerts and Wustenhagen, 2010; Schaltegger et al., 2016; Shepherd and Patzelt, 2011; Tilley and Young, 2009). For instance, a definition by Dean and McMullen (2007) includes economic and environmental sustainability/double bottom lines: "the process of discovering, evaluating and exploiting economic opportunities that are present in market failures which detract from sustainability, including those that are environmentally relevant." (pp.58). The triple bottom line with economic, social and environmental sustainability was used by Shepherd and Patzelt (2011) to define SE: "Sustainable entrepreneurship is focused on the preservation of nature, life support, and community in the pursuit of perceived opportunities to bring into existence future products, processes, and services for gain, where gain is broadly construed to include economic, and non-economic gains to individuals, the economy, and the society" (pp. 142). Examination of the dimensions of SE has revealed different results in different contexts. Findings from research in developed contexts have concluded that sustainable

activities circulate around the triple bottom line with economic, social and environmental sustainability (e.g. Ciasullo and Troisi, 2013; Hogevoid et al., 2014; Schimmenti, Migliore, Di Franco, and Borsellino, 2016). Meanwhile, studies in developing economies reveal that businesses have limited involvement in sustainability, or that it is embedded in terms of social and environmental perspectives (e.g. Koe and Majid, 2013; Mathew, 2009; Santiago, 2013; Tarnanidis, Papathanasiou, and Subeniotis, 2017). Hence, economic sustainability in this context remains under studied.

With regard to the tourism industry, most empirical tourism studies have concentrated on social sustainability, focusing on increasing welfare for local communities and company employees, or environmental sustainability, focusing on protecting and improving the environment (Bohdanowicz et al., 2011; Horng et al., 2018; Kucukusta, Mak, and Chan, 2013). Meanwhile, economic sustainability has been investigated in a few studies, focusing on local economic development through job creation and tax contributions (de Grosbois, 2012), company cost reductions (Ayuso, 2006; Kasim, 2007) or developing sustainable tourism products (Horng et al., 2018). In addition to economic, social and environmental sustainability, the cultural dimension should be added to the framework of SE (Swanson and DeVereaux, 2017). Racelis (2014) maintains that the cultural dimension cannot stand outside the elements of sustainability, since culture affects lifestyle, individual behaviour, consumption patterns, values related to environmental stewardship and human interaction with the natural environment, and can foster ideas about ways to tackle ecological challenges and other sustainable issues, including biodiversity loss, land degradation, climate change and poverty. It is argued that culture should be viewed as a central pillar in the multiple bottom line approach as “culture shapes what we mean by development and determines how people act in the world” (Nurse 2006, p.37). Sharing this view, other scholars have highlighted that culture is both an important dimension of sustainability and a missing pillar of sustainable development (Burford et al., 2013; Racelis, 2014; Seghezze, 2009). We argue that the sphere of SE should be broadened, with cultural sustainable dimensions in addition to the economic, social and environmental aspects.

3.2.2. Cultural Sustainability

Cultural sustainability (CS) is a hot spot of tourism geography, since culture and cultural tourism products are strongly attached to the place where tourism takes place (McIntosh,

Lynch, and Sweeney, 2011; Pueyo-Ros, Ribas, and Fraguell, 2018). Swanson and DeVereaux (2017) developed a model of culturally driven SE in the tourism industry to “sustain and enhance the values and traditions of a community for its self-defined benefits, rather than imposing economically-driven entrepreneurial models that change conditions within a community” (pp. 80). The authors assert that culturally driven SE aims to sustain culture whilst concurrently creating economic, social and environmental values through entrepreneurial initiatives. Culturally inspired SE is more significant in the tourism industry than in other sectors, because culture is a unique factor which attracts tourists to a destination (Frias, Rodriguez, Alberto Castaneda, Sabiote, and Buhalis, 2012; Ritchie and Zins, 1978; Timothy, 2011).

Furthermore, despite acknowledging CS, there is a dearth of empirical studies to substantiate claims regarding its importance. Soini and Birkeland (2014) asserted that the concept of CS suffers inaccuracies and ambiguity due to lack of a thorough definition. Indeed, CS has been conceptualized and empirically researched at both destination level and organizational level, most research focusing on destination level. For instance, Pueyo-Ros et al. (2018) found that CS in the coastal wetlands of Costa Brava (Spain) refers to conserving authentically natural landscapes and allowing for access. CS in Cusco (Peru) covers three dimensions, including respect for cultural and local values, cultural exchange (destinations offer cultural exchange between tourists and hosts), and knowledge (interpretation/knowledge about the history and culture of destinations received through visiting) (Aydin and Alvarez, 2016). Meanwhile, CS comprises recovering and protecting the cultural identities of destinations in Australia and Iran (Richins, 2009; Torabi Farsani, 2012). CS at destination level in the tourism literature also refers to preserving cultural heritage, including both tangible and intangible heritages. Tangible heritages comprise churches and temples in Russia and China (Smith, 2015), colonial signs in Korea (Pai, 2001), heritage sites in Vietnam and China (Tuan and Navrud, 2008; Wai-Yin and Shu-Yun, 2004). Intangible heritages consist of cultural festivals and events in the US and Kenya (Lee and Paris, 2013; Okech, 2011), and indigenous knowledge in Indonesia and Kenya (Czermak, Delanghe, and Weng, 2003; Kwanya, 2013). This dimension of CS is a crucial stimulus to tourist demand.

At organizational level, studies have largely focused on sustainable practices of tourism enterprises and combined social and CS. Roberts and Tribe (2008) developed a

framework of sustainability indicators for small and medium-sized tourism enterprises based on sustainable tourism indicators without empirical examination. Their framework suggested that socio-cultural indicators consist of the dimensions of community involvement, resident access, host reaction to tourists, crime and harassment actions, cultural promotion and ownership patterns. Agyeiwaah (2019) revealed a number of socio-cultural sustainable practices of tourism enterprises in Ghana, including family interaction, community interaction, sharing of local food, speaking the local language, encouraging local dress, giving special African crafts as souvenirs, giving local names, and encouraging religious activities. Despite emerging conceptual and empirical studies of CS in the tourism industry, empirical studies at organizational level remain scant.

Hence, scholarship on SE requires further empirical studies for a more holistic and comprehensive understanding of the topic, inclusive of CS, particularly with regard to the tourism sector. We argue that CS addresses the uniqueness and cultural integrity of the place where tourism takes place, whereby its meaning and contribution to SE will need to account for the variation of geographical contexts and inherent level of tourism development.

3.2.3. Stakeholders' Perceptions in Tourism Research

Tourism scholars have investigated stakeholders' perceptions to understand how stakeholders perceive different kinds of tourism (Arroyo, Barbieri, and Rich, 2013; McGehee, Meng, and Tepanon, 2006; Miller, Rathouse, Scarles, Holmes, and Tribe, 2010; Timur and Getz, 2009). Since sustainable development has become an emerging topic in the tourism research agenda, studies have examined stakeholders' perceptions of the positive and negative impacts of tourism development (Almeida-Garcia et al., 2016; Byrd et al., 2009; Dominguez-Gomez and Gonzalez-Gomez, 2017; Holden, 2010; Johnson et al., 1994; Upchurch and Teivane, 2000). However, although highlighting the crucial role of entrepreneurship in sustainable development (Akrivos, Reklitis, and Theodoroyiani, 2014; Ateljevic and Page, 2009; De Lange and Dodds, 2017; Sardianou et al., 2015), the subject of stakeholders' perceptions of sustainable development in tourism in connection with entrepreneurship remains under-researched.

Only a few studies (Allen et al., 1988; Johnson et al., 1994; Upchurch and Teivane, 2000) have expanded the research stream on stakeholders' perceptions by linking the latter

with levels of tourism development, and concluding that different levels of tourism development affect stakeholders' perceptions. Some studies in developed countries have revealed that tourism development did not lead to positive socio-economic and environmental impacts (Allen et al., 1988; Johnson et al., 1994). In similar vein, tourism development in developing Latvia led to negative economic and environmental impacts, although social impacts were perceived more positively (Upchurch and Teivane, 2000). Yet, existing studies (Allen et al., 1988; Johnson et al., 1994; Upchurch and Teivane, 2000) only focus on one group of stakeholders, the supply side (residents), using quantitative research methods (mainly through surveys). These studies have paved the way for future research examining the perceptions of other stakeholder groups in relation to tourism development levels by adopting a qualitative approach, so that deeper insights of the phenomenon can be gained.

Current tourism discourse focuses on four main groups of tourism stakeholders: government officers, entrepreneurs, residents (supply side), and tourists (demand side) (Byrd et al., 2009; Goeldner and Ritchie, 2003; Styliadis, Belhassen, and Shani, 2015). However, in this study, we focus on investigating the perceptions of government officers and entrepreneurs only. The rationale is that, from a social-political perspective, these stakeholder groups pursue different interests, due to different decision-making capacity and power, yet they are significantly interconnected (Clarkson, 1995; Dominguez-Gomez and Gonzalez-Gomez, 2017). In particular, government policies can support or hinder SE, especially in small and medium-sized enterprises (SMEs) in developing countries (Al-Amin et al., 2015; Lawal, Worlu, and Ayoade, 2016). Furthermore, different levels of tourism development can impact differently on stakeholders' perceptions. Therefore, it is imperative to understand the perceptions of different groups of stakeholders involved in tourism planning (government officers), and those who are affected by tourism planning (entrepreneurs) by accounting for different levels of tourism development. This could enable tourism projects to be more sustainable (Flybvjerg, 1998) by balancing the perceptions and interests of the stakeholders involved (Byrd et al. 2009; Hardy 2005; Hardy and Beeton, 2001; Markwick, 2000; Vincent and Thompson, 2002).

In addition, investigating stakeholders' perceptions of SE is extremely important for entrepreneurs to become sustainability entrepreneurs. Tilley and Young (2009) suggested that contributing to sustainable development is the core activity of sustainability

entrepreneurs, and yet, “sustainability entrepreneur is still a theoretical abstract” (pp.90). This is because most companies aim to address current environmental and social issues for financial growth, while sustainability entrepreneurs should also look into generating wealth for future generations (Tilley and Young, 2009). Furthermore, as maintained by Tilley and Young (2009), models of SE cannot be achieved without governmental intervention. Thus, we propose that understanding the perceptions of SE from two groups of stakeholders, including the policy makers and entrepreneurs, is crucial to generate a holistic understanding.

In summary, the literature review reveals two prominent research gaps. Firstly, there is a need for further empirical research on SE in the tourism sector within the developing contexts, using a more comprehensive framework of the quadruple bottom line, including economic, social, environmental and cultural sustainability. Secondly, the literature on stakeholders’ perceptions demonstrates that qualitative examination of different stakeholders’ perceptions (SMEs and governmental officers) of issues related to sustainable development and entrepreneurship linking with levels of tourism development remains neglected. Thus, we attempt to fill these gaps by investigating different stakeholders’ perceptions of SE’s dimensions in destinations characterised by different stages of tourism development.

3.3. Methodology

3.3.1. Research designs and methods

This study attempted to explore the perceptions of SE inclusive of four pillars (economic, environmental, social and cultural sustainability) from different groups of stakeholders including government officers and entrepreneurs. Thus, we adopted an interpretivist research paradigm to guide the development of the research design since interpretivist research enables researchers to capture the research phenomenon holistically through interpreting participants’ perceptions (Bogdan and Taylor, 1975; Shaw, 1999). Additionally, interpretivists believe in multiple realities (Denzin and Lincoln, 2003), which drives this study to investigate different viewpoints from a variety of stakeholders. In addition, the meaning of context is the focus of interpretive researchers (Gephart, 2004; Myers, 2013) and “they aim to understand the context of a phenomenon, since the context is what defines the situation and makes it what it is” (Myers, 2013, pp.39). This largely fits the main

objective of this study, which is the examination of stakeholders' perception of SE at different stages of tourism development, characterised by different contexts. Particularly, the study aimed to explore such a phenomenon by accounting for different levels of tourism development, whereby different islands, characterised by different levels of tourism development, were selected as case studies within the Vietnamese Marine Protected Areas Cluster. Thus, a multi-case study research design (Eisenhardt, 1989) was adopted to capture the uniqueness of each island, whilst enabling comparative analysis across the cases.

In order to ascertain the level of tourism development of each of the three research sites, this study applied the Tourism Area Life Cycle (TALC) model developed by Butler (1980) which is largely used in tourism studies (i.e. Cooper, 1992; Hovinen, 2002; Meyer-Arendt, 1985; Upchurch and Teivane, 2000). The TALC model specifies the characteristics of each of the six stages of a tourism destination's development (Exploration, Involvement, Development, Consolidation, Stagnation, Decline, Rejuvenation) (Appendix 3.1). This model is suitable for investigating SE in the Vietnamese Marine Protected Areas which comprise islands characterised by different levels of tourism development. In particular, we drew on the TALC model and adapted it to include an island, the development stage of which fell between the "involvement" and the "development" stages; hence we labelled this intermediary stage the "developing" stage. The abductive purposive multi-case study design enabled us to select and focus our empirical work on Ly Son Island, Cham Island and Phu Quoc Island as tourism settings, respectively characterised as "involved", "developing" and "developed". We chose these three islands based on two criteria: large population volume, and large number of tourism enterprises, in order to easily access the participants who were entrepreneurs, and to ensure that the operation of each island was sufficient for this study (Table 3.1). We also had discussion with tourism experts, including the Chairman of the Vietnam Tourism Association and the Vice Chairman of the Vietnam Hotel Association, to verify the development stage of each research site and ensure that we chose proper contexts. The cross-sectional and multi-comparative case study approach enabled us to consider similarities and differences within and across cases. The findings made it possible for us to provide policy and management recommendations for future tourism planning which could be tailored according to the islands' development dynamics.

Table 3.1: General characteristics of the research sites

Island	Size (km ²)	Number of residents (June 2017)	Number of enterprises (June 2017)
Ly Son (involved tourism setting)	9.97	21,835	Total: 105 - Large: 1 -SMEs (non-family owned): 8 -Family-owned micro and SMEs: 96
Cham (developing tourism setting)	8.3	3,047	Total: 31 (only family-owned businesses/homestays)
Phu Quoc (developed tourism setting)	593	122,367	Total : 524 - Large: 9 - Micro, small and medium: 515

Data were collected through semi-structured interviews as the main instrument for primary data collection, triangulated with secondary data (Table 3.2). The interview protocol (Appendix 3.2) was developed aligning with the research aim to understand stakeholders' perceptions of SE dimensions. It included open-ended questions to guide the exploration of the broad theme of SE, and to deepen participants' understanding of this phenomenon through their own accounts and interpretations of specific pillars of SE. To do so, the researcher first explained to the participants the key concept of SE aligning with four pillars of sustainability. Economic sustainability was generally described as the ability to exist and develop constantly. Social and environmental sustainability was explained as how to contribute to the society and to protect the environment whilst cultural sustainability was justified as preserving and promoting local culture. Then, understanding was sought on how a specific pillar of SE could be achieved in the island context by having regard to both present and the future. Based on the answers from the participants, the researcher asked further questions to substantially capture the understandings of the participants around four pillars of the key concept of SE. Internal validity was strengthened through maintaining this focus during the interviews, supported by the interview protocol (Yin, 2003; 2009), which was used more as a guide rather than a rigid protocol. As a result of this approach, during the data analysis, the first order categories (Fig. 3.1) emerged directly from the field.

Table 3.2: Secondary data sources

Secondary data	Source
Classification of enterprises in Vietnam	Vietnam Chamber of Commerce and Industry (2015)
General introduction of the research context and research sites (size, population, number of tourists, number of tourism enterprises)	Local tourism department
Tourism planning of each research site	Local tourism department
Official local governmental papers on Sustainable Development	Local People's Committee

Data were collected from July 2017 to October 2017 by one of the team's researchers, physically accessing the islands under mild weather conditions. The process of data collection began with rapport-building and a pilot study. Building rapport with key stakeholders, including governmental bodies and local authorities of the research sites was a pivotal action in order to gain access to secondary data and participants (Table 3.3).

Table 3.3: Contacted Stakeholders in the Stage of Rapport Building

National governmental stakeholders	Local stakeholders in each research site
Vietnam Ministry of Agriculture and Rural Development	Local People's Committee
Vietnam Chamber of Commerce and Industry	Local Marine Protected Organization
Vietnam Tourism Education Association	

Following a pilot study with six participants, face-to-face semi-structured interviews were conducted with 63 participants. In accordance with our research aim, participants for this research were from two stakeholder groups: local government officers and local firm owners. Specific research participants information were provided in Appendix 3.3.

Local government officers (n=6)

The researchers interviewed a total of six government officers at local level, two at each research site. The first person to be interviewed was a key tourism officer from the local People's Committee. The aim in interviewing this person was to understand local tourism activities, planning and development, and to hear the participant's perceptions on the different dimensions of SE and the role of key stakeholders involved in SE. A key officer from the local Marine Protected Organizations was also interviewed, because the operation of Marine Protected Areas in Vietnam is associated with tourism development in each area. This participant was interviewed about the marine biodiversity conservation actions linked to tourism development, and, again, the participant's perceptions on SE were sought in terms of the different dimensions and the role of key stakeholders involved in SE.

Firm owners (n=57)

The interviewees from each accommodation enterprise were the business owners. This group of participants consisted of the owners of 57 family-owned hostels, guesthouses and homestays in three research sites. We chose family-owned micro and SMEs, classified by the Vietnam Chamber of Commerce and Industry (2015) (Table 3.4) as our research population, because the majority of accommodation enterprises in the research contexts were family-owned micro businesses and SMEs (Table 1). The selection process of the individual tourism enterprises included two steps. Firstly, since this study attempted to understand how different levels of tourism development affected stakeholders' perceptions, it was necessary to choose participants with regard to the level of tourism development in each research site. For instance, at the involved stage of tourism development (Ly Son island), we interviewed both homestays and guesthouses, since at this stage, local government predominantly encouraged entrepreneurial development through these two types of enterprises. In the developing island (Cham island), due to tourism planning that allows only homestays to develop, only homestay owners were selected. In the developed island (Phu Quoc island), owners of guesthouses and small hotels were selected, since at this stage, very few homestays were operating, or not operating effectively. Secondly, in order to allow comparisons across the islands, the criterion of micro enterprises and SMEs had to be satisfied. All entrepreneurs selected across the islands were micro enterprises and SMEs according to the definition provided by the Vietnam Chamber of Commerce and Industry (2015). Additionally, we discussed the

research aim with the local government, which provided additional insights on the typology of tourism enterprises operating on the island during the rapport building step. This, indirectly, enabled us to further verify the suitability of the selected enterprises for the aims of our research.

Table 3.4: Classifications of enterprises in Vietnam

Sector	Micro enterprise	Small enterprise		Medium enterprise		Large enterprise	
	Labour	Labour	Capital	Labour	Capital	Labour	Capital
Agriculture, forestry and fishery	<=10	Over 10, under 200	<=20 billion VND (892,857 USD)	Over 200, under 300	Over 20 billion VND, under 100 billion VND (4,464,285 USD)	Over 300	Over 100 billion VND
Industrial and construction	<=10	Over 10, under 200	<=20 billion VND (892,857 USD)	Over 200, under 300	Over 20 billion VND, under 100 billion VND (4,464,285 USD)	Over 300	Over 100 billion VND
Trade and services	<=10	Over 10, under 50	<=10 billion VND (446,428 USD)	Over 50, under 100	Over 10 billion VND, under 50 billion VND (892,857 USD)	Over 100	Over 50 billion VND

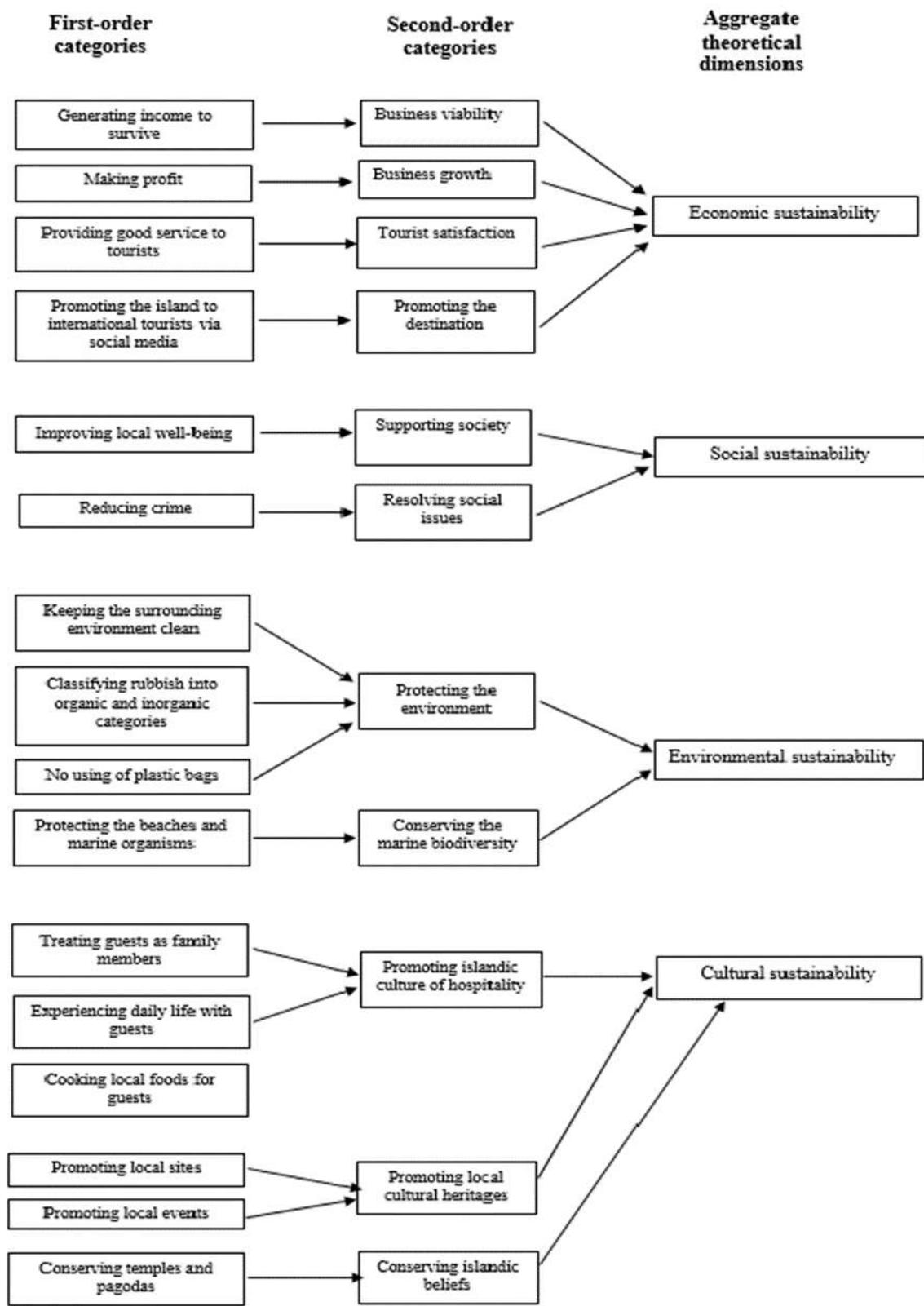
Source: Vietnam Chamber of Commerce and Industry (2015)

All the interviews were conducted in Vietnamese, since all participants were Vietnamese and preferred discussing issues in their first language. Accordingly, the interview protocol was developed in English, then translated into Vietnamese. Finally, the interview transcripts and main ideas from the interviews were translated from Vietnamese into

English to support the data analysis (coding). Each interview lasted between 45 and 60 minutes, giving a total interview time of 50 hours. The researcher recorded the interviews as well as taking notes and transcribing them manually to maintain literal evidences. All key points were verbally summarized to participants at the end of each interview. The researcher also asked the interviewees for permission to re-interview them if necessary for further essential information, and to check points during data analysis.

The data were coded using thematic coding approach by both computer software (Nvivo) and manual coding techniques. In this research, the main coding theme was stakeholders' perceptions of SE dimensions. The coding system is shown in Figure 3.1 below.

Figure 3.1: The coding system



3.3.2. Research context: the Vietnamese Marine Protected Areas

The Vietnamese Marine Protected Areas Cluster was created in 2010 under the Decision 742/QD-TTg issued by the Vietnamese Prime Minister. The aims in forming this Cluster were to develop the marine economy, improve the livelihoods of the inhabitants, and contribute to protecting the country's sovereignty and resolving cross-border environmental issues in the South China Sea area and within the nations involved. The Cluster includes 16 zones with 15 islands, and a National Park with marine characteristics.

Tourism was identified as the key industry for economic development in all 16 zones, since they have a large amount of tourism potential, including ecotourism, relaxation tourism, community-based tourism, cultural tourism and religious tourism. As a result, the majority of incumbent enterprises are hotels, resorts, hostels, guesthouses and homestays.

Among the 16 Vietnam Marine Protected Areas, three islands were selected as the research sites for this study. The main selection criteria were large population, high volume of tourism enterprises (to enable access to participants who were firm owners) and different stages of tourism development captured by the adapted TALC model (Butler 1980) (Appendix 3.1). Following these criteria, the study sites included Ly Son Island, Cham Island and Phu Quoc Island. Table 3.5 provides a summary of the research sites' characteristics.

Table 3.5. Summary of the research sites

Characteristic	Ly Son Island (involved tourism setting)	Cham Island (developing tourism setting)	Phu Quoc Island (developed tourism setting)
Number of visitors	The number of visitors increased from 36,620 people	The number of visitors reached 330,614 people in August 2017.	From 2013 to 2016, the number of tourists was threefold (from

	in 2014 to 164,902 people in 2016	Meanwhile, the total number of tourists in 2015 and 2016 was 367,548 visitors and 402,187 visitors respectively	416,353 visitors in 2013 to 1,450,000 visitors in 2016)
Tourism infrastructure and facilities	Basic tourism infrastructure including ferry crew to transport from the mainland to the island, the harbour bridge, and road system.	-Since 2013, 1000 billion VND (approximately 44 billion USD) has been invested for tourism infrastructure upgrading on Cham Island including the high-speed canoe crew, harbour bridge, road system, and electricity. - Various tourism services such as transportation, food and beverages, accommodation, or souvenir shops have been consolidated.	- Intensive infrastructure including international airport, roads, ferry terminal, luxury hotels and resorts, recreation centres and golf courses. - Investment from numbers of large international and local investors such as Accor, Marriot, Intercontinental, Vin Group, Shell Group and Sun Group.
Accommodation services	6 hotels, 43 hostels, and 56 homestays (March, 2017)	31 accommodation units which are all homestays (August 2017)	524 accommodation units (four 5-star hotels/resorts, and six 4-star hotels/resorts. The rest includes 3-star, 2-star, 1-star hotels/resorts, hostels, and guesthouses)

Tourism planning	Community-based tourism	Community-based tourism	Destination tourism
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Source: Tourism reports from Ly Son District, Tan Hiep Ward and Phu Quoc District

3.4. Findings

The aim of this study was to investigate multiple stakeholders' perceptions of sustainable tourism entrepreneurship dimensions aligned with different levels of tourism development. Findings of the study were derived from a cross-case comparison methodological approach. Each case was a specific island with a specific level of tourism development. We will compare the perceptions of government officers and entrepreneurs on the dimensions of SE across the cases (Table 3.6)

Table 3.6. Findings across the cases

Main theme	Aggregate theoretical dimensions	Second-order categories	First-order categories	Ly Son Island (involved stage)		Cham Island (developing stage)		Phu Quoc Island (developed stage)	
				Government Officers	Entrepreneurs	Government officers	Entrepreneurs	Government officers	Entrepreneurs
Dimensions of STE	Economic sustainability	Business viability	Generating income to survive	v	v				
		Business growth	Making profit	v	v	v	v	v	v
		Tourist satisfaction	Providing good services to tourists	v	v	v	v	v	v
		Promotion of the destination	Promoting the island to international tourists via social media	v	v				
	Social sustainability	Supporting the society	Improving local well-being					v	
		Resolving social issues	Reducing crime					v	
	Environmental sustainability	Protecting the environment	Keeping the surrounding environment clean	v	v	v	v	v	v
			Classifying rubbish into organic and inorganic			v	v		
			No use of plastic bags			v	v		
		Conserving the marine biodiversity	Protecting the beaches and marine organisms	v	v	v	v	v	v
	Cultural sustainability	Promoting islandic culture of hospitality	Treating guests as family members	v	v	v	v		
			Experiencing daily life with guests	v	v	v	v		
			Cooking local food for guests	v	v	v	v		
		Promoting local cultural heritages	Promoting local sites	v	v				
			Promoting local events	v	v	v	v		
Conserving islandic beliefs	Conserving temples and pagodas		v						

The findings reveal that SE was perceived to balance economic, social, environmental and cultural concerns through entrepreneurial actions. However, while economic dimensions often prevailed across all the cases, the relevance of social and cultural aspects varied depending on the level of tourism development. Particularly, it was noticed that in the early stages of tourism development, cultural aspects played a prominent role in sustainability, whilst social aspects were neglected. By contrast, social aspects were emphasised in the developed stage of tourism development, whilst cultural dimensions were neglected. The economic dimensions of SE were mentioned by all the respondents, with a focus on business viability, business growth and tourist satisfaction. Table 3.7 provides examples of interviewees' quotes across the cases.

Table 3.7. Illustrative data

Main theme	Aggregate theoretical dimensions	Second-order categories	First-order categories	Ly Son Island (involved stage)		Cham Island (developing stage)		Phu Quoc Island (developed stage)		
				Government officers	Entrepreneurs	Government officers	Entrepreneurs	Government officers	Entrepreneurs	
Dimensions of STE	Economic sustainability	Business viability	Generating income to survive	<p>“To be sustainable, firms need to earn money to survive first, then make profit. Firms also need to satisfy tourists by providing good services. As we are at the early stage of tourism development, we need to promote the island to international tourists by many ways such as the government portal, or advertising campaigns”</p>	<p>“Survival is the most important thing, then making profit to grow. Satisfying tourists with good services is also important. We also need to promote the islands to international tourists to attract more tourists via social media. By this way, we can attract more international tourists to make higher profit”</p>	<p>“I think making profit and tourist satisfaction are parts of SE”</p>				
		Business growth	Making profit					<p>“Earning more money and satisfying tourists with good services should include in SE”</p>	<p>“Firms need to gain economic development for themselves by making higher profit. In tourism, satisfying tourists by good services is a way to earn money”</p>	<p>“Sustainable development is how to earn more money from tourism, make the business richer and satisfy guests”</p>
		Tourist satisfaction	Providing good service to tourists							
		Promotion of the destination	Promoting the island to international tourists via social media							

	Social sustainability	Supporting society	Improving local well-being					“The companies should be responsible for helping other people in the society as a way of paying back”	
		Resolving social issues	Reducing crime					“Since tourism development has caused many issues including crime, tackling this issue is not only the responsibility of local authority but also of local firms”	
	Environmental sustainability	Protecting the environment	Keeping the surrounding environment clean	“Firms are also responsible for keeping the environment clean; protect the beaches and marine biodiversity to attract tourists”	“Keeping the environment clean, protecting the beach and marine biodiversity are also important”	“As being guided by us, residents need to classify rubbish into organic and inorganic to protect and not using plastic bags to protect the environment. “	“We all know that we need to keep the environment clean, keep the beach clean and not exploit fish or corals to attract tourists. We have classified rubbish into organic and inorganic and	“Everyone needs to keep the environment clean”	“We also have to keep the surrounding environment clean”
Classifying rubbish into organic and inorganic									

							do not use plastic bag to protect the environment”		
			No use of plastic bags						
		Conserving the marine biodiversity	Protecting the beaches and marine organisms	“Firms are also responsible for keeping the environment clean; protect the beaches and marine biodiversity to attract tourists”	“Keeping the environment clean, protecting the beach and marine biodiversity are also important”	“Everyone also needs to keep the environment clean, protect the beach and the marine biodiversity”	“We all know that we need to keep the environment clean, keep the beach clean and not exploit fish or corals to attract tourists”	“They also have the responsibility to protect the beach as a tourism product and protect the marine biodiversity to bring a good image of the island to tourists”	“We also have to keep the surrounding environment clean, protect the beaches and marine biodiversity. Otherwise, tourists will not return and we cannot earn money”
	Cultural sustainability	Promoting island culture of hospitality	Treating guests as family members	““People in this island are very hospitable, which is a good feature of local culture. Firms need to show that to tourists to satisfy tourists and make them return.	“Building up our marine culture of honesty, friendliness, and hospitality through serving guests. Tourists come to homestays to experience life with the host’s family. Therefore, we always let our guests take part in our daily life as a member of our family. We usually talk and cook the	“Hosts need to be hospitable to show tourists the hospitality culture as a way to attract tourists. Households also needs to show guests the islandic culture of hospitality, which can help them to attract tourists”	“We also need to promote our culture of hospitality to attract tourists through positive attitude and excellent services provided to guests. When guests come to our homestay, we will serve them as our family members. We		
Experiencing the daily life with guests									
Cooking local foods for guests									

					local food together. We are trying to make them feel that our homestay is their home”		cook our local food for them and bring them for a sightseeing around the island. We always serve them with our best hospitality to show them the friendliness of islandic inhabitants”		
		Promoting local cultural heritages	Promoting local sites	“They should also introduce pagodas, communes or events to tourists as a way of tourist satisfaction”	“Promote local vestiges such as temples, pagodas or communal houses as well as local events to attract tourist is also important”				
			Promoting local events				“We organize a cultural show with folk song and camping fire every Saturday night named “The island night” to attract tourists, which also needs to be promoted to tourists	“We also introduced a cultural events called “The Island night” to tourists as part of promoting local culture to attract tourists”	
					“For islandic people, belief is very important. We all do believe that we are protected by				

		Conserving islandic belief	Conserving temples and pagodas as an islandic belief		marine genius. Therefore, we contribute to conservation of pagodas, temples and communal houses annually. We also introduce our belief to tourists and they are very keen”				
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In **Ly Son Island** (involved tourism setting), where tourism is an emerging industry, and where tourism enterprises, especially family-owned businesses, are still in the process of establishment, both local government officers and entrepreneurs perceived that SE aims to achieve economic, cultural and environmental sustainability.

To be sustainable, firms need to earn money to survive first, then make profit. Firms also need to satisfy tourists by providing good services. As we are at the early stage of tourism development, we need to promote the island to international tourists by many ways such as the government portal, or advertising campaigns. Firms are also responsible for keeping the environment clean; protect the beaches and marine biodiversity to attract tourists. In addition, people in this island are very hospitable. They need to show that to tourists to satisfy tourists and make them return. They should also introduce pagodas, communes or festivals to tourists as a way of tourist satisfaction.
(Government officer).

Well, survival is the most important thing, then making profit to grow. Satisfying tourists with good services is also important. We also need to promote the islands to international tourists to attract more tourists via social media. By this way, we can attract more international tourists to make higher profit. Keeping the environment clean, protecting the beach and marine biodiversity are also important. It's also a way to attract tourists. Additionally, building up our marine culture of honesty, friendliness, and hospitality as well as promote local sites and events to attract tourist is also important
(Entrepreneur).

Firms can build up our islandic culture of honesty, friendliness, and hospitality through serving guests. Tourists come to homestays to experience life with the host's family. Therefore, we always let our guests take part in our daily life as a member of our family. We usually talk and cook the local food together. We are trying to make them feel that our homestay is their home. Additionally, for islandic people, belief is very important. We all do believe that we are protected by marine genius. Therefore, we contribute to

conservation of pagodas, temples and communal houses annually. We also introduce our belief to tourists and they are very keen (Entrepreneur).

Economic sustainability refers to business viability (generating income to survive), business growth (making profit) and tourist satisfaction (providing good service to tourists). In addition, promotion of the destination is also considered a dimension of economic sustainability. Participants stated that, by promoting the island to international tourists via social media, publicity will be enhanced, which could lead to a larger number of tourists visiting the islands, helping them make bigger profits to achieve business growth. Meanwhile, promoting the islandic culture of hospitality through activities including serving guests as family members, experiencing daily life with guests and cooking local food for guests, promoting local sites and festivals, and conserving temples and pagodas as an islandic belief also promotes cultural sustainability. Environmental sustainability includes protection of the environment (keeping the surrounding environment clean) and conservation of the marine biodiversity (protecting the beaches and marine organisms).

Similar to stakeholders in Ly Son Island, both government officers and entrepreneurs in **Cham Island** (developing tourism setting) defined SE based on the triple bottom line (economic, environmental and cultural sustainability). This consistency comes from the fact that, along with tourism development, local marine protection organizations have conducted numerous activities to make local people aware of the importance of marine biodiversity conservation and local cultural preservation in tourism development, along with economic development. They asserted that to achieve SE, companies must sustain business growth (make higher profits), satisfy tourists (provide good service to tourists), protect the environment (keep the surrounding environment clean), conserve the marine biodiversity (protect the beaches and marine organisms) and promote the islandic culture of hospitality via the interaction between host and guests, including serving guests as family members, cooking local food for guests and experiencing life with guests in joint sightseeing tours around the island as well as promoting local events. However, business viability (generating income to survive) did not appear to be a dimension of economic sustainability, because all stakeholders claimed that households have been able to earn a stable income with the current state of tourism development. In addition to keeping the surrounding environment clean and protected as part of environmental sustainability, all participants stated that

classifying rubbish as organic or inorganic, and minimizing the use of plastic bags was part of environmental sustainability. This perception came from a high awareness of local autonomy in environmental sustainability. Furthermore, the promotion of local sites was not included in cultural sustainability, since these were not prominent on this island.

I think making profit and tourist satisfaction are parts of SE. As being guided by us, residents need to classify rubbish into organic and inorganic to protect and not using plastic bags to protect the environment. Everyone also needs to keep the environment clean, protect the beach and the marine biodiversity. Hosts need to be hospitable to show tourists the hospitality culture as a way to attract tourists. Households also need to show guests the islandic culture of hospitality, which can help them to attract tourists. In addition, we organize a cultural show with folk song and camping fire every Saturday night named "The island night" to attract tourists, which also needs to be promoted to tourists (Government officer).

Earning more money and satisfying tourists with good services should be included in SE. We all know that we need to keep the environment clean, keep the beach clean and not exploit fish or corals to attract tourists. We have classified rubbish into organic and inorganic and do not use plastic bag to protect the environment. We also need to promote our culture of hospitality to attract tourists through positive attitude and excellent services provided to guests. When guests come to our homestay, we will serve them as our family members. We cook our local food for them and bring them for a sightseeing around the island. We always serve them with our best hospitality to show them the friendliness of islandic inhabitants". We also introduced a cultural event called "The Island night" to tourists as part of promoting local culture to attract tourists (Entrepreneur)

In **Phu Quoc Island** (developed tourism setting), the perceptions of local government officers and entrepreneurs were slightly different. Local government officers perceived that SE must achieve economic, social and environmental sustainability through entrepreneurial actions. In contrast with the other island settings, cultural sustainability did not appear in the perceptions of stakeholders on this island. This group of stakeholders claimed that

tourism enterprises, including family-owned businesses, had no difficulty in seeking business viability, since the number of tourists coming to the island was stable and increasing - a clear advantage of a developed tourism setting. However, to be sustainable, in addition to achieving business growth (making higher profits) and satisfying tourists (providing good service to tourists), tourism enterprises should be aware of supporting society (improving local well-being), resolving social issues (reducing crime) as a consequence of tourism development, protecting the environment (keeping the surrounding environment clean) and conserving the marine biodiversity (protecting the beaches and marine organisms).

Firms need to gain economic development for themselves by making higher profit. In tourism, satisfying tourists by good services is a way to earn money. The companies should be responsible for helping other people in the society as a way of paying back. Furthermore, since tourism development has caused many issues including crime, tackling this issue is not only the responsibility of local authority but also of local firms. Everyone needs to keep the environment clean. They also have the responsibility to protect the beach as a tourism product and protect the marine biodiversity to bring a good image of the island to tourists (Government officer)

3.5. Discussion

Moving away from the dominant focus on economic and environmental sustainability, an emerging stream of literature (i.e. Aquino, Luck and Schanzel, 2018; Hall et al., 2010; Tilley and Young, 2009;) has called for better understanding of the significance of stakeholder perceptions and interactions in shaping SE as a holistic phenomenon. Indeed, we respond to such calls in this paper by offering insights into the critical role played by stakeholder perceptions of SE dimensions at different levels of tourism development and practice in island contexts. Particularly, the perceptions of two stakeholder groups, entrepreneurs (family-owned accommodation) and government officers, were the focus of analysis. Emerging from the findings are two prominent aspects, which make significant contributions to the theory of SE in the tourism sector: (1) a more holistic conceptualization of SE, and (2) the influence of different levels of tourism development on stakeholders' perceptions of SE. Initially, our study extends the SE scholarship by enriching the definitional debate on the concept, and arguing for a more holistic concept of SE in the tourism sector in three ways: (i) the inclusion

of the cultural dimension of sustainability, (ii) new entrepreneurial-based characteristics of economic sustainability, and (iii) interaction among the sustainability pillars of SE. Firstly, CS within the SE concept, which is discussed without empirical evidence in the existing tourism literature (Swanson and DeVereaux, 2017), appears in the perceptions of stakeholders in the 'involved' and 'developing' tourism settings to conserve (conserving islandic beliefs) and promote local culture for current and future sustainability. With the finding of CS in the SE framework, we empirically support scholarly argument that CS is a missing pillar from the sustainability discourse, and requires attention in future research (Burford et al., 2013; Nurse 2006; Racelis, 2014; Seghzzo, 2009). Our study extends existing tourism studies of CS at organizational level, by revealing different meanings of CS due to different levels of tourism development in the island context. Regardless of the immediate context, the level of tourism development has a differing impact on specific dimensions of SE. Cultural dimension becomes an enabling factor for economic sustainability in the early stages of development. The relative importance of CS diminishes as the level of development increases, because of shifting emphasis towards economic sustainability manifested in increasing investment in infrastructure, volume of tourists attracted to the place and associated commercial activity. More specifically, in Ly Son island (involved stage), CS refers to both aspects of promoting the island culture of hospitality through activities, including treating guests as family members, experiencing the daily life with guests, and cooking local foods for guests, promoting local cultural sites (tangible heritage) (Tuan and Navrud, 2008; Wai-Yin and Shu-Yun, 2004) and events (intangible heritage) (Lee and Paris, 2013; Okech, 2011), as well as conserving temples and pagodas (tangible heritage) as an islandic belief. Meanwhile, CS at the developing stage (Cham island) focused more on promoting the islandic culture of hospitality, since the tourism planning in this island has prioritized community-based tourism for a long time. Promoting local cultural sites and conserving temples and pagodas as an islandic belief were not included in the dimensions of CS on this island because of its physical location. With these outcomes, our findings echo the results of a previous study on CS on the dimensions of sharing local food (i.e. Agyeiwaah, 2019). With these findings we show that in the early stage of tourism development, aspects of CS, such as "conserving" and "promoting" local culture in terms of tangible and intangible heritages were critical to the current and future economic

sustainability of the island. This also aligns with more general entrepreneurship discourse (Shepherd and Patzelt, 2011; Tilley and Young, 2009) that SE aims to achieve both preservation in the current present, and gains for future generations. We also empirically support the CS dimensions of the framework put forward by Roberts and Tribe (2008), including host reaction to tourists and cultural promotion. Furthermore, we largely support the argument that cultural sustainability is a unique factor to attract tourists (Frias et al., 2012; Ritchie and Zins, 1978; Timothy, 2011). Therefore, both tangible and intangible attributes of CS should be considered in the overall planning of island development. Secondly, unlike previous studies on economic sustainability in the tourism industry which focused on the impact of economic sustainability, such as contributions to local economic development through job creation and tax contributions (De Grosbois, 2012), cost reduction within companies (Ayuso, 2006; Kasim, 2007), or creating sustainable tourism products (Horng et al., 2018), our study demonstrates that the economic sustainability dimension of the SE concept is more entrepreneurially inclusive of economic viability (firm survival), firm growth (making profit), tourist satisfaction and promotion of the destination. This finding reveals a close link between economic sustainability within tourism enterprises and economic sustainability of the destination and the whole industry, which has not been examined in previous tourism studies. Thus, we suggest that to achieve economic sustainability, tourism enterprises need to take into account the triangle of entrepreneurship, industry characteristics and the whole destination.

Thirdly, our study adds a theoretical contribution to the literature on SE in the tourism sector by revealing interconnections between the sustainability pillars within the concept of sustainable tourism entrepreneurship. Previously, each sustainability pillar in this concept was discussed equally (i.e. Cohen and Winn, 2007; Hockerts and Wustenhagen, 2010; Schaltegger et al., 2016; Shepherd and Patzelt, 2011). However, our study reveals that sustainability pillars in SE are connected, and that such connections are impacted by levels of tourism development. In particular, cultural and environmental sustainability need to be promoted to achieve economic sustainability in the early stage of tourism development, since they appear as driving forces to attract and satisfy tourists, which is an important dimension of economic sustainability for the present and future generations. Therefore, we propose that environmental sustainability and CS play a critical role in achieving economic sustainability.

This finding provides opposite evidence to the argument that economic sustainability and cultural sustainability are incompatible: “The economic values that underlie the inexorable progress of globalization are in many respects at odds with the cultural values that are an indispensable component of the product, consumption and experience of culture” (Throsby 2008, pp. 29). Additionally, this finding extends the findings of Horng, Hsu, and Tsai (2018), which highlighted the intra-relational elements within a sustainability pillar. We add to this, by exploring the interrelation between sustainability pillars. In particular, Horng et al. (2018) revealed that, within economic sustainability dimensions, sustainable tourism products affected philanthropy, supplier assessment and local benefits. Thus, we argue that SE is not merely perceived by adding up four dimensions on the basis of the quadruple bottom line. It is also about linking sustainability dimensions in conjunction with entrepreneurial actions. Such interaction allows entrepreneurial opportunities to prosper in tourism contexts, with the ultimate objective of achieving sustainable development, thus using sustainability in its most inclusive sense, as emanating from our research.

In addition, our study expands the literature of tourism development by revealing that different levels of tourism development affect stakeholders’ perceptions of SE. Prominently, business viability (firm survival) and promotion of the island as dimensions of economic sustainability only appear in the perceptions of stakeholders in the involved tourism setting, due to the limited number of tourists and low publicity of a destination at the early stage of tourism development. Additionally, only government officers in the developed tourism setting (Phu Quoc Island) mentioned social sustainability. Our data show that the awareness of sustainable development was fairly comprehensive, with the benefits of intensive media and a long history of operating in the tourism industry being advantages of a developed tourism destination. Furthermore, it is acknowledged that tackling social issues derived from tourism development, such as crime or drug abuse in the developed stage, requires coordination and engagement with local residents, including entrepreneurs, as part of their social responsibility. This perception of local government on social sustainability largely aimed for sustainable development for the future of the whole island, not merely for the current; thus, it echoed the argument from Tilley and Young (2009) that sustainability entrepreneurs should also look into generating wealth for future generations in addition to

dealing with current social and environmental issues. By contrast, in involved and developing tourism settings, such voluntary entrepreneurial engagement to resolve social issues such as poverty may be limiting, due to family-owned businesses being small, with limited financial resources. Ad-hoc responses to specific calls by local government or local unions were perceived as not being sustainable, because they did not emanate from voluntary attitudes. We argue that sustainable development actions should emanate from ethically based discourse, or that these actions should be the result of an innate duty (Racelis, 2014). This is because “as rational human beings, preserving Earth’s environment and protecting the welfare of society as a whole are morally the right and the good things to do” (Salamat, 2016, pp.5). Finally, CS did not appear in the perceptions of stakeholders in the developed tourism setting, due to different tourism planning. In the involved and developing tourism settings, the cultural values of friendliness and hospitality, together with cultural festivals and events were determined as values to attract tourists for both current and future value creation. Thus, planning by local governments was aimed at developing cultural and community-based tourism in these islands to promote the values of local culture to tourists. By contrast, in the developed tourism setting, with planning for relaxation tourism, local government has invested in tourism infrastructure and facilities to make the island an attractive destination for tourists’ relaxation and entertainment. This planning, if disconnected from consideration of the future impact of such development on the local context, could result in social and environmental issues that undermine the sustainability of the whole island. These findings add value to the nascent literature on SE in the tourism industry by suggesting that future tourism research on SE cannot be disconnected from tourism planning. It should be inclusive of the various dimensions of sustainability in each stage of tourism development, with implications for policy making. Thus, we have empirically demonstrated that, in the context of the tourism industry, actualization of SE requires ad-hoc intervention from governments (Tilly and Young, 2009).

3.6. Conclusions

This study has examined how levels of tourism development affect stakeholders’ perceptions of SE by applying an inclusive definition of SE with four dimensions, including economic sustainability, social sustainability, environmental sustainability and cultural sustainability. We sought to achieve our research aim by interviewing two groups of stakeholders at local

level, including governmental officers (tourism officers and Marine Protection officers) and entrepreneurs in three islands, each one characterised by a different stage of tourism development, identified respectively as “involved”, “developing” and “developed” stages. The study demonstrates both similarities and distinctiveness in stakeholders’ perceptions of SE across different stages of tourism development.

Regarding similarities, stakeholders in all three islands perceived that SE within family-owned accommodation businesses aimed to achieve economic and environmental sustainability in the Marine Protected Areas. Economic sustainability focused on business viability, business growth and customer satisfaction; while, environmental sustainability included a focus on protecting the surrounding environment and conserving marine biodiversity. However, there were prominent differences in stakeholders’ perceptions of SE across the islands: cultural sustainability was an important dimension that we add to the SE domain, and its relative importance was contingent upon the level of tourism development. Overall, we offer insights into the SE domain in the context of tourism by highlighting its multifaceted nature, and by demonstrating the interlocking four dimensions and the interaction between them empirically from the perspective of key stakeholders.

3.6.1. Theoretical Contributions

Our findings provide two significant theoretical contributions to SE and tourism development scholarship. Firstly, this study has added to SE research by empirically examining and expanding the theory with four pillars of SE in the tourism context, including economic sustainability, social sustainability, environmental sustainability and cultural sustainability. In this vein, we also extended the understanding of CS at organizational level by discovering that CS dimensions varied in different contexts characterised by different levels of tourism development. More importantly, we found interactions between the sustainability pillars. In particular, while previous studies discussed sustainability pillars equally (i.e. Cohen and Winn, 2007; Hockerts and Wustenhagen, 2010; Schaltegger et al., 2016; Shepherd and Patzelt, 2011), we found that cultural and environmental sustainability contributed to attracting and satisfying tourists, which leads to economic sustainability. Additionally, we added to the

understanding of organizational economic sustainability by exploring more entrepreneurial-based dimensions, and suggested that organizational economic sustainability in the tourism industry evolves from the triangle of entrepreneurship (business viability and business growth), industry characteristics (customer satisfaction) and the whole destination (publicity of the destination).

Secondly, by employing a qualitative research method, we advanced the understanding of stakeholders' perceptions from areas at different levels of tourism development. Accordingly, our study demonstrates that each stage of tourism development resulted in different perceptions of SE's dimensions. These differences derived from not only the contextual factors as a result of tourism development, but also from tourism planning. Thus, we suggested that embedding tourism planning into future research on SE is critical to discovering additional elements of sustainability pillars within the concept of SE in the tourism industry.

3.6.2. Practical and policy contributions

Emerging findings from this study also make contributions to practice and policies by demonstrating implications for both government officers and entrepreneurs. Specifically, in the developed tourism setting, local government may need to consider promoting local culture in tourism planning. Such a focus may be of benefit because cultural sustainability in the island context of this study helps to protect and promote local marine values, which can in turn help to attract more tourists. In addition, the finding of social sustainability in the perception of government officers in the developed island implies a responsibility from an entrepreneurial perspective. Tourism development is not without its drawbacks: the fast economic development of the island has occurred at the expense of social sustainability, leading to subsequent social issues, such as crime. As mentioned by local government officers, this issue cannot be tackled without the involvement of entrepreneurs; however, our study reveals that the entrepreneurs on the developed island did not acknowledge their critical role in this. Hence, it may be argued that entrepreneurs should be made aware of their role in coordinating with local government to deal with social issues caused by tourism development, not only for the social sustainability of their businesses, but also for the sustainability of the whole destination, which is beneficial to future generations. Additionally, it is local

government’s task to educate and encourage entrepreneurs to raise awareness of social responsibility.

3.6.3. Limitations and opportunities for future research

This paper has only examined the perceptions of SE from two stakeholder groups, which are government officers and family-owned entrepreneurs, in the island context. Thus, further research on the perceptions of SE from the demand side (tourists), and comparative studies between the supply and demand sides, and between island and inland areas is to be encouraged. In addition, future research on different stakeholders’ perceptions of SE might consider adopting comparative case studies between SMEs and large tourism enterprises, and across different national settings to account for institutional and cultural differences.

APPENDIX 3. 1: Clarifications of characteristics of each stage of tourism development

Stage	Characteristics
Exploration	Visitors are limited. Visitor sites have no specific facilities for visitors. The physical fabric and social milieu of the area would be unchanged by tourism. The arrival of visitors has little significance on economic and social life.
Involvement	The number of visitors increases and assumes some regularity. Tourist seasons are emerging. Locals begin to provide facilities primarily for visitors (homestay, guesthouses, etc.). Some advertising is developed to attract tourists. Organization of tourist travel arrangements. Basic infrastructure has been built.
Development	The number of visitors increases rapidly. Noticeable changes of physical appearance arise. Large-scale accommodations appear. Privately-owned tourism businesses change from local to international. Advertising becomes intensive. Tourism stakeholders are diverse. Infrastructure such as roads,

	cargo building, international airport or ferry terminal are developed. Tourism facilities are developed (golf courses, etc.)
Consolidation	The rate of increase in the number of visitors declines. Tourism has become a major part of the local economy. Tourism has been dominated by major franchises and chains. Marketing and advertising are wide reaching. Well-defined recreational business districts have been formed.
Stagnation	The number of visitors reaches its peak. The destination is no longer fashionable. The destination has heavy reliance on repeat visits. Imported artificial facilities supersede the natural and genuine cultural attractions. New development will be peripheral to the original tourist area.
Decline	The destination faces decline in the market and is unable to compete with newer destinations. The destination no longer appeals to vacationers. Tourist facilities have often been replaced by non-tourist related structures as the destination moves out of tourism. Hotels may become condominiums, convalescent or retirement homes or conventional apartments. Local involvement is likely to increase as costs decline. The destination either becomes a tourist slum or loses its tourist function completely. Carrying capacity has been reached or exceeded.
Rejuvenation	A complete change in attractions on which tourism has been based. Either a new attraction is constructed or a previously untapped natural resource has been utilized. The development of new facilities becomes economically feasible. A new avenue for recreation appears.

APPENDIX 3.2: Interview Protocol

1. What is your understanding of sustainable entrepreneurship? What would be involved? Who would be involved?
2. What is your understanding of economic sustainability? How can economic sustainability be achieved in this island to impact on the present and future?

3. What is your understanding of social sustainability? How can social sustainability be achieved in this island to impact on the present and future?
4. What is your understanding of environmental sustainability? How can environmental sustainability be achieved in this island to impact on the present and future?
5. What is your understanding of cultural sustainability? How can cultural sustainability be achieved in this island to impact on the present and future?

APPENDIX 3.3: Research Participants

GROUP A: Government Officers			
Location		Interviewee	
Ly Son Island		People's Committee 's key tourism officer	
		Marine Protected Organization's key officer	
Cham Island		People's Committee 's key tourism officer	
		Marine Protected Organization's key officer	
Phu Quoc Island		People's Committee 's key tourism officer	
		Marine Protected Organization's key officer	
GROUP B: Firm Owners			
Case	Location	Type of premise	Interviewee
1	Ly Son island	Guest house	Owner
2	Ly Son island	Guest house	Owner
3	Ly Son island	Guest house	Owner
4	Ly Son island	Guest house	Owner
5	Ly Son island	Guest house	Owner
6	Ly Son island	Guest house	Owner
7	Ly Son island	Guest house	Owner
8	Ly Son island	Guest house	Owner
9	Ly Son island	Guest house	Owner
10	Ly Son island	Guest house	Owner

Case	Location	Type of premise	Interviewee
11	Ly Son island	Guest house	Owner
12	Ly Son island	Guest house	Owner
13	Ly Son island	Guest house	Owner
14	Ly Son island	Guest house	Owner
15	Ly Son island	Guest house	Owner
17	Ly Son island	Homestay	Owner
18	Ly Son island	Homestay	Owner
19	Ly Son island	Homestay	Owner
20	Ly Son island	Homestay	Owner
21	Ly Son island	Homestay	Owner
22	Ly Son island	Homestay	Owner
23	Ly Son island	Homestay	Owner
24	Ly Son island	Homestay	Owner
25	Ly Son island	Homestay	Owner
26	Ly Son island	Homestay	Owner
27	Cham island	Homestay	Owner
28	Cham island	Homestay	Owner
29	Cham island	Homestay	Owner
30	Cham island	Homestay	Owner
31	Cham island	Homestay	Owner

Case	Location	Type of premise	Interviewee
32	Cham island	Homestay	Owner
33	Cham island	Homestay	Owner
34	Cham island	Homestay	Owner
35	Cham island	Homestay	Owner
36	Cham island	Homestay	Owner
37	Cham island	Homestay	Owner
38	Phu Quoc island	Hotel	Owner
39	Phu Quoc island	Hotel	Owner
40	Phu Quoc island	Hotel	Owner
41	Phu Quoc island	Hotel	Owner
42	Phu Quoc island	Hotel	Owner
43	Phu Quoc island	Hotel	Owner
44	Phu Quoc island	Hotel	Owner
45	Phu Quoc island	Hotel	Owner
46	Phu Quoc island	Hotel	Owner
47	Phu Quoc island	Hotel	Owner
48	Phu Quoc island	Guest house	Owner
49	Phu Quoc island	Guest house	Owner
50	Phu Quoc island	Guest house	Owner

Case	Location	Type of premise	Interviewee
51	Phu Quoc island	Guest house	Owner
52	Phu Quoc island	Guest house	Owner
53	Phu Quoc island	Guest house	Owner
54	Phu Quoc island	Guest house	Owner
55	Phu Quoc island	Guest house	Owner
56	Phu Quoc island	Guest house	Owner
57	Phu Quoc island	Guest house	Owner

Chapter 4 Organizational Sustainable Actions in Island Tourism Destinations: An Institutional Logics Perspective (Paper Two)

4.1. Introduction

Island tourism destinations have been an important topic in the tourism research agenda since tourism is the leading economy activity or, at least, a crucial source of foreign exchange earnings for island communities (Knoll, 2012; Narayan, Narayan, Prasad, and Prasad, 2010; Seetanah, 2011). In addition, island environments experience the effects of tourism perhaps more severely than other destinations since tourism is considered as the main activity for economic development in island destinations due to an isolation from a geographical perspective (Cave and Brown, 2012; Scheyvens and Momsen, 2008). Islands are considered as being special areas to attract tourists thanks to unique land formations, a blend of different lifestyles, indigenous cultures, and marine biodiversity (Baum, 1997; Hall, 2010; Uyarra, Cote, Gill, Tinch, Viner, and Watkinson, 2005). Additionally, compared to the mainland, islands also face special sustainability challenges due to their remoteness, isolation, slower pace of life, and vulnerable environment (Boukas and Ziakas, 2014; Lim and Cooper, 2009; Scheyvens and Momsen, 2008) including depleting of local resources (i.e. energy, water, capital and labour) (McElroy and de Albuquerque, 1990), limited space for assimilating waste materials or escaping major environmental problems (Deschenes and Chertow, 2004) or fragile biodiversity (Amstrong and Read, 2002). Thus, sustainability is a major issue in island tourism destinations for which scholars have called for further tourism research (Hall, 2010; Kokkranikal, McLellan and Baum, 2003).

Studies on sustainability in island destinations have focused on four main topics: impacts of tourism on the islands (Bojanic and Lo, 2016; Sharpley, 2003; Yang, Ge, Ge, Xi, and Li, 2016), contribution of tourism to sustainable development of the islands (Cores, Ridderstaat, and van Niekerk, 2018; Currie and Falconer, 2014; Jaarfar and Maideen, 2012; Kokkranikal, McLellan, and Baum, 2003; Obrador, 2017; Scheyvens and Momsen, 2008), tourism policies

for islands (Ioannides and Holcombe, 2003; Thanh Mai and Smith, 2018), and tourism sustainability in the context of islands (Ng, Chia, Ho, and Ramachandran, 2017; Thanh Mai and Carl, 2015; Xing and Dangerfield, 2011). All these studies largely focused on the destination level as a whole, with the exception of Karatzoglou and Spilani's (2010) study that applied destination environmental scorecard to understand how this management tool strengthened financial performance of local hotel small and medium enterprises (SMEs) and contributed to the overall island sustainability. Thus, despite a fertile scholarly debate exists around the theme of sustainability in island tourism destinations, research on sustainability focussed on the organizational level in the context of island tourism destinations remains largely nascent.

It has been acknowledged that the concept of sustainability is multi-dimensional inclusive of economic, social, environmental, and cultural sustainability (Racelis, 2014; Swanson and DeVeReaux, 2017). Yet, previous studies on tourism enterprises' sustainable activities conducted in the inland context (Bohdanowicz and Zientara, 2008; de Grosbois, 2012; Dodds and Kuehnel, 2010; Holcomb et al., 2007; Sheldon and Park, 2011; Tamajon and I Aulet, 2013) predominantly focus on three categories of organisational actions including environmental management, community involvement and employee satisfaction, which are consistent with the social and environmental sustainable dimensions. Studies by Tamajon and I Aulet (2013) and de Grosbois (2013) also explored economic attempts; however, economic actions in these studies fall into economic sustainability for the employees and the society rather than for the companies themselves. Furthermore, given the peculiarities of the island contexts, which are unique places due to their remoteness, geography and culture, we argue that such contexts also differ in terms of their sustainability dimensions with implications on the organizational sustainable actions. Hence, we propose that knowledge of the organizational sustainable actions can be advanced through an exploration of how the island destination context affects such actions by adopting a multi-dimensional perspective of sustainability. In so doing, we contribute to fill in a research gap in the discourse of sustainable organisational actions to account for the influence of context in different tourism island destinations.

With the aim of filling this gap, we adopted a multi-case study approach to capture entrepreneurs' organizational sustainable actions in different island destinations

characterised by different levels of tourism development so that similarities and differences within-and-across cases could be detected, resulting in subsequent management and policy recommendations. This led us to consider the institutional logics perspective as an appropriate theoretical framework. Institutional logics which “refer to the belief systems and related practices that predominate in an organizational field” (Scott, 2001, pp.139) arise from multiple institutional orders within the context such as market, community, state, family and guide social actions (Greenwood, Diaz, Li, and Lorente, 2010; Rao, Monin, and Durand, 2003; Thornton, 2004; Thornton et al., 2012). In organizational studies, this theoretical perspective has been used to explain why firms in other sectors such as logistics, electronics, retailing, chemicals pursued certain sustainable actions (Dahlmann and Grosvold, 2017; Herold and Lee, 2017). However, these studies merely focused on environmental sustainable actions. Thus, in exploring how institutional logics impact on the overall sustainability of island tourism destinations, we initially focussed on research on the link between institutional logics and sustainable actions guided by the multi-dimensional nature of sustainability: economic, social, environmental and cultural sustainability.

Accordingly, our study aims to address the main research question: *“How do institutional logics shape sustainable actions of tourism enterprises in island tourism destinations?”* To address this question, we conducted fifty-seven in-depth semi-structured interviews with family accommodation businesses’ owners in three islands of the Vietnamese Marine Protected Cluster. Each island is experiencing a different level of tourism development. By addressing this question, this study contributes to the literature of sustainability in the island context and institutional logics literature in several ways. Firstly, in addition to market logic and community logic, we discovered additional logics emerging from the island context that shaped organizational sustainable actions including marine logic and island logic. We also added the contextual factors that underpinned each logic and discovered different dimensions of organizational sustainable actions shaped by different institutional logics. Secondly, we advanced the understanding on why and how certain logics gain primacy over others at organizational level. Finally, we explored an alternative regarding organizational response to competing logics. Specifically, instead of coping with contradictory logics as

revealed by other studies, tourism enterprises in this study adopted a trade-off strategy to choose a logic over another logic.

In the next section, we will provide a review of the concept institutional logics and how it has been used in entrepreneurship and tourism studies linking with organizational actions. Section 3 denotes the research methods and research context. Section 4 presents the research findings, followed by a discussion of the findings in section 5. Finally, the paper provides policy-making and managerial recommendations and future research in section 6.

4.2. Literature Review: Institutional logics and organizational actions

4.2.1. The institutional logics perspective

The institutional logics perspective, within the broader framework of institutional theory, contributes to our understanding of the influence of institutional orders (i.e. market, community, state) on decision-making and behaviour. According to Thornton and Ocasio (1999), institutional logics are “socially constructed, historical patterns of material practices, assumptions, values, beliefs and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality” (pp. 804). They are “sets of expectations for social relations and behaviour” (Goodrick and Reay, 2011, pp.375) to which individuals and organizations tend to confirm to, whereby they represent a useful theoretical lens to explain individual and organizational behaviour (Friedland and Alford, 1991).

The literature of institutional logics has acknowledged the existence of multiple institutional logics guiding actions. In this respect, two prominent perspectives have emerged: the rivalry and co-existence of multiple logics, and the salience of a logic over the others. Firstly, on the one hand, some studies (Alvehus, 2018; Corbett, Webster, and Jenkin, 2018; Hayes and Rajao, 2011; Herremans, Herschovis, and Betels, 2009; Herold and Lee, 2017; Lounsbury, 2007) argue that competing logics lead to an issue of institutional complexity defined as “incompatible prescriptions from multiple institutional logics” (Greenwood, Raynard, Kodeilh, Micelotta, and Lounsbury, 2011, pp. 318); on the other hand, others studies

suggest that multiple logics can co-exist (i.e. Greve and Zhang, 2017; Perkmann et al., 2019; ; Pallas et al.2016; Scott, 2008a; Thornton and Ocasio, 2008). In order to deal with institutional complexity, organizations develop strategies to balance the competing logics (Battilana and Dorado, 2010; Binder, 2007; Greenwood et al., 2010; Luo, Wang and Zhang, 2017; Pache and Santos, 2013; Reay and Hinings, 2009). For example, health-care organizations in Canada managed the competition between medical professionalism logic and business-like healthcare logic by developing formal and informal collaborative relationships inside organizations (Reay and Hinings, 2009). Greenwood et al. (2010) found that Spanish manufacturing firms conducted downsizing of their workforce to balance the contradiction of market, state and family logics. Microfinance businesses in the US balanced banking logic, development logic and emerging commercial microfinance logic by developing appropriate hiring and socialization strategies (Battilana and Dorado, 2010).

Secondly, scholars have also investigated the dominance of certain logics over other logics. This dominance facet was examined at community level with only one study focused on a developed context- the US by Lee and Lounsbury (2015), who concluded that the community logics became a primary logic that filtered “the effect of other logics” (pp.862). This study found that activities to reduce waste emissions of 118 facilities in 34 communities in the US were shaped by multiple logics of community, state and market. However, the community logics including the politically conservative community logic and the pro-environmental logic tended to dominate the state logic and the market logic due to their embeddedness in social network, social reinforcements and actor engagement. Additionally, the authors argue that since this study was conducted in a fragmented regulatory regime like the US where “local geography is a pressing influence on decision making”, the dominance of the community logic was more likely. This study shed light on further research on institutional logics to investigate the salience of certain logics at other levels, i.e. organizational level, in other contexts. Previous studies on institutional logics have also been criticized for neglecting the micro-foundations of institutional logics (McPherson and Sauder, 2013; Thornton et al., 2012). Furthermore, the examination of logic salience is critical to explaining organizations’ actions under the influence of multiple institutional logics (Lee and Lounsbury, 2015).

Empirical investigations of institutional logics have largely focused on developed country contexts and have revealed the multiplicity of institutional logics shaping organizational actions (i.e. Jaskiewicz, Heinrichs, Rau, and Rea, 2016; Greve and Zhang, 2017; Miller et al., 2017; Pallas et al., 2016; Tracey, 2012; Zhao and Lounsbury, 2016). For instance, Islamic micro finance in the UK combines the logics of religion, market and social welfare and operate on principles derived from the Quran and Sunna (Zhao and Lounsbury, 2016). The family logic and commercial (market) logic led to different approaches in the succession process of German family firms (Jaskiewicz et al., 2016) or governance arrangements and financial performance of Italian firms (Miller et al., 2017). Greve and Zhang (2017) found that the state logic and market logic influenced Chinese firms' merger and acquisition strategies. Meanwhile, the trustee logic and performance logic shaped the approaches the US mutual funds ascertained contracts with independent professional money management firms (Miller et al., 2017). Yet, there is scarce empirical investigation of institutional pluralism in developing economies.

In recent studies of sustainability within the entrepreneurship domain, few qualitative studies have investigated how institutional logics shape organizational sustainable activities with a particular focus on environmental sustainability and inherent actions (Dahlmann and Grosvold, 2017; Herold and Lee, 2017). Dahlmann and Grosvold (2017) interviewed fifty-five UK firms from six sectors including food/drink, electronics, engineering, retailing, transport, and chemicals and found that the environmental logic and market logic shaped the environmental strategies of these firms. This study acknowledged the tensions between these two logics and revealed how organizations dealt with institutional complexity using balancing strategies. Accordingly, environmental managers engaged in three types of institutional work including creation (strategic creation, opportunistic creation, and conditional creation), maintenance (compliances, reviews and environmental scanning), and disruption (developing new and innovative approaches to environmental management) to balance two competing logics (market logic and environmental logic). By analysing annual reports, Herold and Lee (2017) found that among three global logistics companies comprising DHL, FDX and UPS, the sustainability logic guided the carbon disclosure of FDX while DHL and UPS's carbon disclosure was shaped by the market logic. The rationale for this difference is that FDX has pursued the economic benefits of carbon reductions. Meanwhile, DHL and UPS have aimed to gain a

competitive advantage to legitimize its performance, thus, they have prioritized sustainability logic.

4.2.2. The institutional logics perspective in tourism studies

Recently, the concept of institutional logics has been introduced in tourism research to investigate how different types of institutional logics shape tourism enterprises' activities. FitzPatrick et al. (2013) examined how a single logic (the service-dominant logic) affected the intellectual disclosure within the hotel industry in Europe and the US. Only few tourism studies explored the influence of multiple logics. Chen et al. (2016) found that the market logic and the politics logic guided Chinese tourism enterprises' involvement in tourism development. Fong et al. (2018) investigated how cooperation logics including the cooperation logic and the competition logic influenced the ways tourism actors cooperated and competed in Macau. This study found that there was a transition from a single logic of competition to multiple logics of cooperation underlying tour operators' actions in different periods. Both Chen et al. (2016) and Fong et al. (2018) highlighted the co-existence of multiple logics underlying tourism enterprises' activities. Insights from these studies revealed three prominent omissions in the tourism literature. Firstly, none of the existing tourism studies investigates the impacts of institutional logics on organizational sustainable actions. Although this topic has been considered in entrepreneurship research, the discussion remained confined to only environmental activities (Dahmann and Grosvold, 2017; Herold and Lee, 2017); thus, other sustainability dimensions (economic sustainability, social sustainability, and cultural sustainability) (Burford et al., 2013; Racelis, 2014; Swanson and DeVereaux, 2017) are neglected. In heeding the call for more research on sustainability focused on the triple bottom line of economic, social and environmental sustainability (Schaltegger, Lüdeke-Freund, and Hansen, 2016; Shepherd and Patzelt, 2011), or the quadruple bottom line of economic, social, environmental, and cultural sustainability (Racelis, 2014; Swanson and DeVereaux, 2017), we argue that further empirical research in this domain is critical to understanding not only the types of institutional logics but also how such logics impact on organizational sustainable actions within a multi-dimensional approach of sustainability.

Furthermore, the issue of overall sustainability and how organisational actions address this issue is fundamental in deepening our understanding of the logics shaping organisational strategies in this regard with impact on policy making recommendations.

Secondly, while studies have highlighted the central logics of the inland context such as market logic, state logic, family logic, religion logic (Alford and Friedland, 1985; Chen et al., 2016; Thornton et al., 2012), we argue that the central logics of the island context may be different from the inland logics due to underlying lifestyles and culture diversity (Baum, 1997; Hall, 2010). Sustainability actions of tourism organisations situated in multiple island destinations may be shaped by multiple different logics. Yet, there is a paucity of studies in this regard. Such theoretical and empirical gap deserves further attention to ensure that policy making is properly targeted.

Furthermore, within the same regional context, there are variations of tourism development and institutional contexts. Put it differently, within the same macro-institutional environment, there are regional institutional differences that result in different organizational actions (Miller et al., 2017; Pan, Chen, and Ning, 2018). For instance, Pan et al (2018) found that listed firms in areas with advanced regional institutions were more engaged in corporate social responsibility activities than the ones in less developed regions in China. Few tourism studies in developed countries reveal that entrepreneurial actions are different in each stage of tourism development. By applying archival documentation approach, Cooper (1992) found that each stage of tourism development affected strategic planning of British coastal resorts in a specific way. For instance, at the involvement stage, resorts should focus on promotion and accessing distribution channels to build up a strong market position. However, at the development stage, diversifying distribution channels, maintaining quality of the resort's products, continuing promotion to keep awareness high and adding new facilities became crucial the growing number of tourists at this stage. Russell and Faulkner's (2004) archival study also found out variations in entrepreneurs' actions in response to a chaos situation (triggered by a random and unpredictable event). Such actions varied along different stages of tourism development in the Gold Coast of Australia. With regard to the specific issue of sustainability in tourism context, we argue that different levels of institutional development intrinsic in different stages of tourism development may impact differently on tourism enterprises' organizational sustainable actions. This is because different economic, social,

environmental, and legal factors will affect the nature and extent of institutional logics dominating in a field and the ways organizations respond to them (Bramwell and Rawding, 1994; Fyal, Leask and Garrod, 2001; Wang and Fesenmaier, 2007). The application of the institutional logics perspective enables us to understand why organizational actions differ according to the level of tourism development in developing contexts, thus contributing recommendations to policy making.

Yet, to the best of our knowledge, no tourism study has considered an institutional logics framework to explore how institutional logics guide sustainable organizational actions at different stages of tourism development in developing countries. In this vein, an exploration of how different levels of tourism development affect the relationship between institutional logics and organizational response to the issues of sustainability appears promising to fully understand the issue of sustainability in island contexts. This is crucial because along with tourism development, the destinations not only changes physically in terms of tourism facilities and infrastructure (Butler, 1980), but also institutionally with regard to the involvement of local government in tourism planning (Rodríguez, Parra-López and Yanes-Estévez, 2008; Upchurch and Teivane, 2000), which may affect the response of tourism enterprises differently.

In summary, we acknowledged two prominent research gaps: (1) there is a lack of tourism research on how institutional logics shape organizational sustainable actions in developing countries; (2) the multi-faceted context of island tourism destinations has not been considered in sustainable entrepreneurial actions studies. Thus, our study aims to fill these two gaps by adopting an institutional logics approach to uncover how institutional logics shape organizational sustainable actions at different stages of tourism development in the context of the Vietnamese Marine Protected islands.

4.3. Methodology

4.3.1. Research design and methods

This study aims to examine the influence of multiple logics on organizational sustainable actions in the developing context of the Vietnamese Marine Protected Areas Cluster. Particularly, the study aims to explore such a phenomenon by accounting for different levels of tourism development, whereby different islands, characterised by different levels of tourism development, were selected as case studies within the Vietnamese Marine Protected Areas Cluster. Thus, a multi-case study research design (Eisenhardt, 1989) was adopted to capture the uniqueness of each island, whilst enabling comparative analysis across the cases.

A multi-case study method was adopted to explore the influence of multiple logics on organizational sustainable actions in three different tourism destinations, Ly Son island, Cham island and Phu Quoc island within the Vietnamese Marine Protected Area. The multi-case study approach is cross-sectional and each case is focused on each of the three island contexts that are respectively characterised by a different level of tourism development. Particularly, in selecting the island contexts, we drew on the Butler's (1980) Tourism Area Life Cycle (TALC) model and adapted it to the research contexts in order to determine the tourism development stage of each of the three island cases (Appendix 4. 1). The abductive research approach enabled us to adapt Butler's model by introducing the "developing stage" as an intermediary stage between the "involved" and "developed" that are included in the TALC model. Hence, the selected islands, Ly Son island, Cham island and Phu Quoc island, were respectively characterised as 'involved', 'developing' and 'developed' research settings. Furthermore, access to, and informal information conversations with tourism experts including the Chairman of Vietnam Tourism Association and the Vice Chairman of Vietnam Hotel Association enabled us to counter-verify the development stage of each research site and, therefore, reassure the validity of the selected destinations for our study. In addition, we ensured that the selected islands shared similar demographics. Particularly, the selection of the three islands was guided by two criteria comprising large population density and large number of tourism enterprises, which enabled access to participants – owners of small and medium tourism enterprises.

The multi-case method (Eisenhardt, 1989) enabled us to compare cases across a number of themes such as environmental, social, economic sustainability and institutional logics, which were initially derived from the literature, but also emerging themes emanating from the research field, particularly from the entrepreneurs' organisational actions as situated in specific islands' contexts. In so doing so, we were able to identify similarities but also to focus our analysis on the differences emanating from the specific local contexts. This approach subsequently enabled us to account for the levels of tourism development in explaining the varying influence of institutional logics on organizational sustainable actions with subsequent implications for policy recommendations.

Data collection

Qualitative data were collected through fifty-seven semi-structured interviews from August 2017 to October 2017 (Appendix 4. 2). We started by building rapport with local authority in each research site as the first step in the data collection process by taking into consideration that Vietnam is an emerging economy where personal relationship with governmental organizations or business community are extremely important to secure access to data (Maruyama & Trung, 2011). In particular, a meeting that one of the team's researchers had with the Deputy Chairman who is in charge of tourism issues of the local People's Committee in each research site was critical to introducing the research aim of the project and gaining access to participants.

Our research population consisted of fifty-seven family businesses including hotels, guest houses and homestays since the majority of tourism enterprises in the three island destinations are micro and small and medium enterprises (Table 4. 1). The process of selecting the individual tourism enterprises comprises two steps. Firstly, since this study attempted to understand how different levels of tourism development affected institutional logics and sustainable actions, it was critical to choose participants with regard to the level of tourism development in each research site. For instance, at the involved stage of tourism development (Ly Son island), we interviewed both homestays and guesthouses, since at this stage, these two types of premises were supported by local government. In the developing island (Cham island), we chose only homestay owners as our participants since in this tourism

setting, tourism planning only allows this type of accommodation enterprises to operate . In the developed island (Phu Quoc island), owners of guesthouses and small hotels were selected since at this stage, there are very few homestays operating and they are not operating effectively. Secondly, in order to allow comparisons across the islands, the criterion of micro, and small and medium enterprises had to be satisfied. All entrepreneurs selected across the islands were micro enterprises and SMEs according to the definition provided by the Vietnam Chamber of Commerce and Industry (2015). Furthermore, during rapport building, we discussed the research aim with the local government, which provided additional insights on types and performance of tourism enterprises operating on the island. This, indirectly, enabled us to select the most appropriate enterprises for our research. The data collection started with an initial pilot study with six entrepreneurs (two from each type of family businesses) that enabled us to accordingly refine the interview protocol before the face-to-face semi-structured interviews fully started.

Our protocol interview included questions to understand institutional logics and sustainable activities conducted by firms under the influence of these logics. The key questions are shown in Appendix 4.3. The interview protocol was translated from English into Vietnamese since most interviewees proffered discussing issues in their own native language. Then, the interview transcripts and main ideas from the interviews were translated from Vietnamese into English to support the data analysis (coding). Each interview lasted between 30 and 45 minutes for a total of 32 hours of interview. Both recording and note taking were used to maintain literal evidences and increase data reliability. At the end of each interview, the main researcher verbally summarized all the key points to the participant and asked for additional interviews as deemed as necessary for further essential information and check-in points during data analysis.

Table 4.1: Number of accommodation enterprises in the research sites

Island	Number of accommodation enterprises (January 2017)
Phu Quoc (developed tourism setting)	Total : 524 - Large enterprises: 9

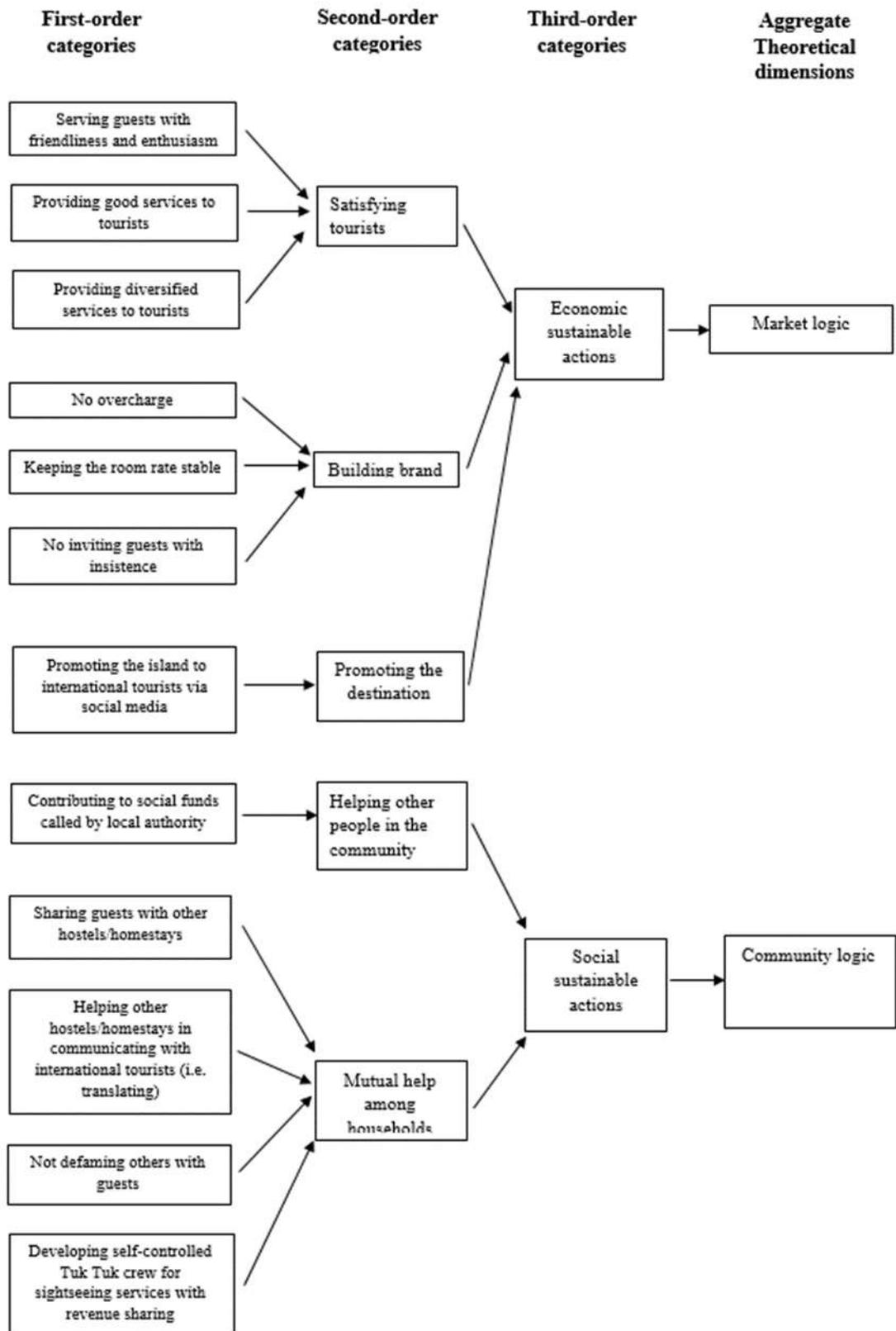
A World Biosphere Reserve	- Micro, small and medium enterprises: 515
Cham (developing tourism setting) A World Biosphere Reserve	Total: 31 (only family-owned businesses/homestays) (micro enterprises)
Ly Son (Involved tourism setting)	Total: 105 -Large enterprises: 1 - SMEs (non-family): 8 - Family-owned SMEs: 96 (micro enterprises)

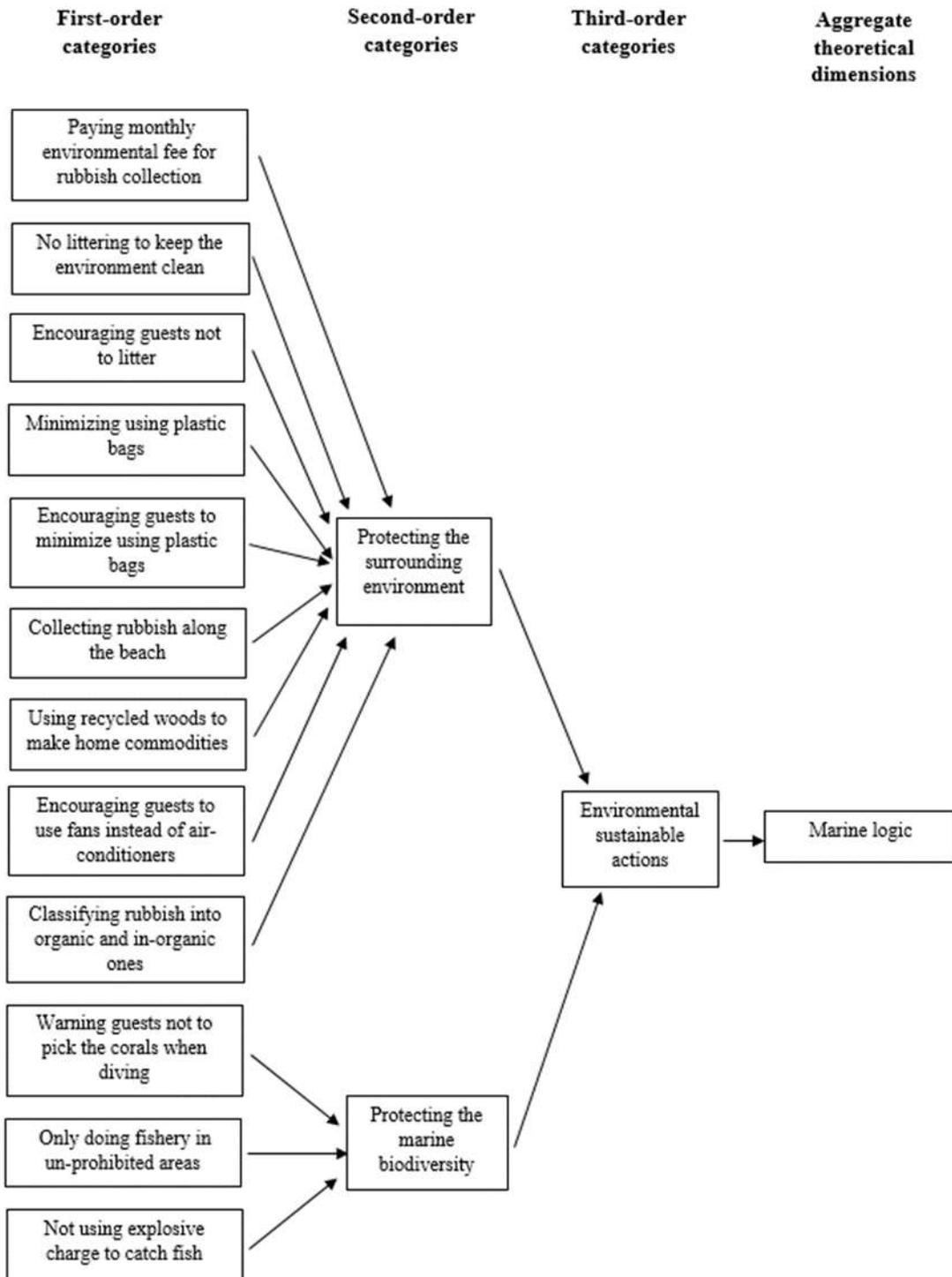
Source: Tourism reports for two first quarters of 2017 from Phu Quoc District, Tan Hiep Ward and Ly Son District

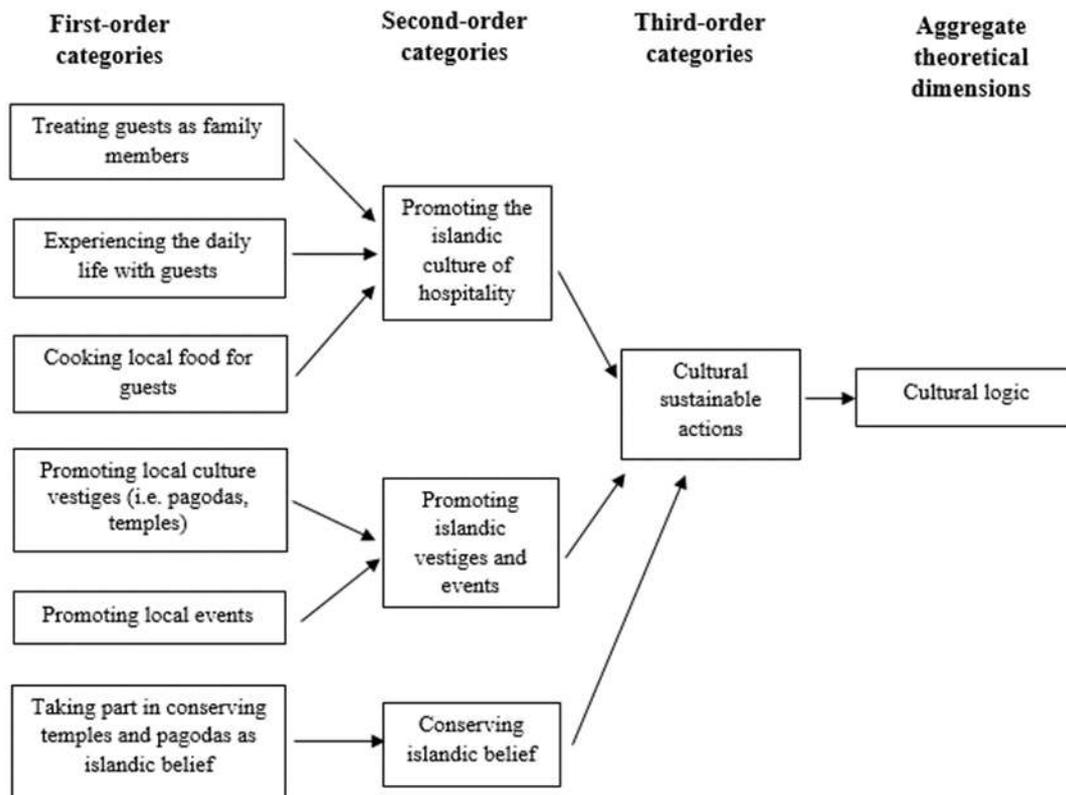
Data analysis

The data were coded using thematic coding approach by both computer software (Nvivo) and manual coding techniques. We used both deductive and inductive approaches for the data collection, coding and data analysis. First, we adopted the deductive approach by using the framework of institutional logics of market logic (Chen et al., 2016; Herold and Lee, 2017; Jaskiewicz et al., 2016; Miller et al., 2017; Tracey, 2012), family logic (Jaskiewicz et al., 2016), and environmental logic (Dahmann and Grosvold, 2017) as developed in our initial framework guiding the study. Accordingly, we asked participants which of these logics were relevant in their view to affect their sustainable actions; then, we deepened the understanding by asking questions on how these logics were impacting on their actions, particularly by placing the emphasis on organizational responses under the influence of each logic. The abductive approach also enabled us to gain deeper insights into the phenomenon by focusing on additional logics socially constructed as emanating from the participants' interactions with their local context. In so doing, emerging new insights pointed to additional institutional logics including cultural logic and marine logic. Figures 4.1 provides the full coding structure consisting of the first, second, and third order codes that reflect the main institutional logics and impacted sustainable organizational actions.

Figure 4.1: The coding system







4.3.2. Research context: the Vietnamese Marine Protected Areas Cluster

The Vietnamese Marine Protected Areas Cluster was created in 2010 under the Decision 742/QĐ-TTg issued by the Vietnamese Prime Minister. This cluster was formed for sustainable development goals including developing marine economy, improving livelihoods of the inhabitants, contributing to protect the country's sovereignty, and resolving cross-border environmental issues in the area of South China Sea and within the nations involved. There are 16 zones (15 islands and a National Park with marine characteristics) in this cluster.

Tourism has been identified as the key industry for economic development in all 16 zones since these have a large number of tourism potentials including ecotourism, relaxation tourism, community-based tourism, cultural tourism, and religious tourism. As a result, the majority of incumbent enterprises are hotels, resorts, hostels, guesthouses and homestays.

Among sixteen Vietnam Marine Protected Areas, three islands were selected as the research sites for this study. The main selection criteria were large population, high volume of tourism enterprises (to enable access to participants who are firm owners) and different stages of tourism development based on the TALC model (Butler, 1980). Hence, according to these criteria, the study sites comprised Ly Son Island, Cham Island, and Phu Quoc Island. Table 2 provides a summary of the research sites' characteristics.

Table 4.2: Characteristics of the research sites

Characteristic	Ly Son Island (involved tourism setting)	Cham Island (developing tourism setting)	Phu Quoc Island (developed tourism setting)
Number of visitors	The number of visitors increased from 36,620 people in 2014 to 164,902 people in 2016	The number of visitors reached 330,614 people in August 2017. Meanwhile, the total number of tourists in 2015 and 2016 are 367,548 visitors and 402,187 visitors respectively	From 2013 to 2016, the number of tourists was threefold (from 416,353 visitors in 2013 to 1,450,000 visitors in 2016)
Tourism infrastructure and facilities	Basic tourism infrastructure including ferry crew to transport from the mainland to the island, the harbour bridge, and road system.	-Since 2013, 1000 billion VND (approximately 44 billion USD) has been invested for tourism infrastructure upgrading in Cham Island including the high-speed canoe crew, harbour bridge,	-Intensive infrastructure including international airport, roads, ferry terminal, luxury hotels and resorts, recreation centres, and golf courses.

		<p>road system, and electricity.</p> <p>- Various tourism services such as transportation, food and beverage, accommodation, or souvenir have been consolidated.</p>	<p>- Investment from numbers of large international and local investors such as Accor, Marriot, Intercontinental, Vin Group, Shell Group and Sun Group.</p>
Accommodation services	6 hotels, 43 hostels, and 56 homestays (March, 2017)	31 accommodation units which are all homestays (August 2017)	524 accommodation units (four 5-star hotels/resorts, and six 4-star hotels/resorts. The rest includes 3-star, 2-star, 1-star hotels/resorts, hostels, and guesthouses)
Tourism planning	Community-based tourism	Community-based tourism	Destination tourism

Source: Tourism reports from Ly Son District, Tan Hiep Ward and Phu Quoc District

4.4. Findings: Cross-case study analysis

Findings of this study are derived from a cross-case comparison methodological approach. Each case is a specific island with a specific level of tourism development in the Vietnamese Marine Protected Areas Cluster. We have compared multiple logics and their influences on organizational sustainable activities across the cases (Table 4.3)

Table 4.3: Summary of findings across the cases

Institutional logic	Sustainable action	Sustainable action	Sustainable action	Ly Son Island (involved stage)	Cham Island (developing stage)	Phu Quoc Island (developed stage)
Market logic	Economic sustainable actions	Satisfying tourists	Serving guests with friendliness and enthusiasm	V	V	V
			Providing good services to tourists	V	V	V
			Providing diversified services to tourists			V
		Building brand	Not overcharging	V	V	V
			Keeping the room rate stable	V	V	V
			Not inviting guests with insistence	V	V	V
		Promoting the destination	Promoting the island to international tourists via social media	V		
Community logic	Social sustainable actions	Helping other people in the community	Contributing to social funds called by local authority	V	V	V
		Mutual helps among households	Sharing guests with other hostels/homestays	V	V	
			Helping other hostels/homestays in communicating with international tourists (i.e. translating)		V	
			Not defaming other hostels/homestays with guests	V	V	V
			Developing self-controlled Tuk Tuk crew for sightseeing service with revenue sharing	V	V	
Cultural logic			Treating guests as family members	V	V	

	Cultural sustainable actions	Promoting the islandic culture of hospitality	Experiencing the daily life with guests	v	V			
			Cooking local foods for guests	v	V			
		Promoting islandic vestiges and events	Introducing local cultural vestiges (i.e. pagodas, temples)	v	V			
			Introducing local events to tourists	v	V			
		Conserving islandic belief	Taking part in conserving temples and pagodas as an islandic belief	v	V			
		Marine logic	Environmental sustainable actions	Protecting the environment	Paying monthly environmental fee for rubbish collection	v	V	V
					Not littering to keep the surrounding environment clean	v	V	V
					Encouraging guests not to litter	v	V	V
					Minimizing using plastic bags		v	
					Encouraging guests to minimize using plastic bags		v	
Collecting rubbish along the beach	v					V		
Using recycled wood to make home commodities	v							
Encouraging guests to use fans instead of air-conditioners	v							
Classifying rubbish into organic and in-organic ones					v			
Protecting the marine biodiversity	Warning guests not to pick the corals when diving				v	v		
	Only doing fishery in un-prohibited areas			v				
	Not using explosive charge to catch fish			v				

Our study revealed that sustainable actions within family tourism businesses in the Vietnamese Marine Protected islands were guided by four dominant logics: market logic, community logic, cultural logic, and marine logic. However, the organizational sustainable

activities varied under the influence of each logic in different destinations with different stages of tourism development. Table 4.4 provides an overview of the most illustrative quotations from the interview.

Table 4.4. Illustrative data

Institutional logic (Aggregate theoretical dimension)	Sustainable action (Third order)	Sustainable action (Second order)	Sustainable action (First order)	Ly Son Island (involved stage)	Cham Island (developing stage)	Phu Quoc Island (developed stage)
Market logic		Satisfying tourists	Serving guests with friendliness and enthusiasm	"I'm always friendly with my guests and serve them politely and enthusiastically to make them happy and return" (E1)	"To earn money, we need to satisfy our guests. Therefore, we always serve our guests with our enthusiasm and help them whenever they need. We are also friendly with them" (E21)	"We attract tourists by being friendly and helpful to them" (E38)
			Providing good services to tourists	"We always try to provide the best services to satisfy our guests" (E2)	"To satisfy guests, we have tried to provide the best services with comfortable and airy rooms, nice foods and friendly smiles" (E22)	"We always try to offer good services and serve our guests as much as we can" (E39)
						"The competition in this island is very high. Thus, we have

Economic sustainability actions		Providing diversified services to tourists			connected with other service providers such as airlines, motorbike, scuba diving to develop diversified services to meet the increasing demands of tourists because they come here not only for relaxing in a hotel. By this way, we can increase our profit" (E40)
	Building brand	Not overcharging			"You can see that there is plenty of hotels, resorts and hostels in this island. Therefore, we never overcharge and we keep the same rate for our accommodation service in all seasons or guests will easily choose another service provider" (E41)
		Keeping the room rate stable	"I want to build a good image with guests. Thus, I never overcharge and never increase the room rate in the peak seasons" (E3)	"We always keep our room rate stable. We also never overcharge our guests. Otherwise, they will come to other homestays" (E23)	
		Not inviting guests with insistence	"Before, there were many hostel or homestay owners waiting for guests in the harbour bridge and invite them with insistence although they had already booked the room before.	"I never invite guests with insistence to steal guests of other homestays. I only come to the harbour bridge to pick up our guests" (E24)	"We created a website for our hostel. Guests can book a room via our website. We never invite guests with insistence because it will destroy our image" (E42)

				However, this situation has now improved. I never do that to build a good image” (E4)		
		Promoting the destination	Promoting the island to international tourists via social media	“In addition to trying to attract more tourists, my homestay also aims to promote the island to international tourists because tourism in our island is very new. I already created a website and advertise the island through this website” (E5)		
Community logic		Helping other people in the community	Contributing to social funds called by local authority	“Sometimes the local authority call for money for social funds for women or children. Whenever they call, we will contribute” (E6)	“We usually contribute money to social funds of our local authority” (E25)	“ We have contributed to social funds of the local authority” (E43)
			Sharing guests with other hostels/homestays	“We share guests with our neighbours” (E7)	“Our hostel usually share guests with other hostels or homestays in the area so that all of us can earn money. We sometimes also help them in translating for international guests” (E26)	
			Helping other hostels/homestays in communicating with international tourists (e.g. translating)			

	Social sustainability actions	Mutual help among households	Not defaming other hostels/homestays with guests	“We never say any bad words about other hostels/homestays with our guests. This is unfair competition” (E8)	“I know that there are still some homestays trying to defame other homestays to attract tourists to their premises. We never do that” (E27)	“We never tell our guests anything about other hotels/hostels. We are just trying to provide guests with our best services to retain them” (E44)
			Developing self-controlled Tuk Tuk crew for sightseeing service with revenue sharing	“We developed self-controlled Tuk Tuk crew to bring tourists for sight-seeing around the island. At the end of the month, we will calculate revenue from this service and distribute to all drivers equally” (E9)	“Our local authority helped us to develop self-controlled Tuk Tuk crew to meet the tourists’ demand of sightseeing around the island. What we really like is that the revenue will distributed equally to all drivers” (E28)	
		Promoting the islandic culture of hospitality	Treating guests as family members	“Tourists come to homestays to experience life with the host’s family. Therefore, we always let our guests take part in our daily life as a member of our family. We usually talk and cook the local food together. We are trying to make them feel that our homestay is their home” (E11)	“When guests come to our homestay, we will serve them as our family members. We cook our local food for them and bring them for a sightseeing around the island. We always serve them with our best hospitality to show them the friendliness of islandic inhabitants. This is also a way to make them happy and introduce	
			Experiencing the daily life with guests			
			Cooking local foods for guests			

Cultural logic	Cultural sustainability Actions				our homestay to their family or friends" (E30)	
		Promoting islandic vestiges and events	Introducing local cultural vestiges (e.g. pagodas, temples)	"I usually introduce to our guests the local cultural heritages, festivals or pagodas to promote our island" (E12)	"We introduce to our guests our local cultural history and local events if they want to investigate. We also recommend religious places such as pagodas or temples for them to visit" (E31)	
			Introducing local events			
Conserving islandic belief	Taking part in conserving temples and pagodas as an islandic belief	"For islandic people, belief is very important. We all do believe that we are protected by marine genius. Therefore, we contribute to conservation of pagodas, temples and communal houses annually. We also introduce our belief to tourists and they are very keen" (E13)				

Marine logic	Environmental sustainability actions	Protecting the environment	Paying monthly environmental fee for rubbish collection	“ Our household have been paying monthly environmental fee” (E14)	“We pay environmental fee every month” (E32)	“We are paying monthly environmental fee” (E46)
			No littering to keep the surrounding environment clean	“ We don’t litter and we also ask our guests not to keep the environment clean” (E15)	“Of course we don’t litter to make the environment clean to attract tourists. We are also asking guests not to litter” (E33)	“We always try to protect the environment by not littering” (E47)
			Encouraging guests not to litter		“We have reduced using plastic bags also encourage tourists to minimize using plastic bags” (E34)	
		Protecting the environment	Minimizing using plastic bags			
		Encouraging guests to minimize using plastic bags				
		Collecting rubbish along the beach	“Sometimes I organize for my family and other households in my commune to collect rubbish along the beach although not all the households are willing to do that. I saw other people littering several times, but I am afraid of reminding them because I do not		“Our household sometimes collect rubbish along the beach, otherwise tourists will complain. We want to encourage other households to do that but we are afraid that other people will not	

				want to break our relationship in the community” (E16)		like that and our neighbourhood will be affected” (E48)
			Using recycled wood to make home commodities	“Our homestay only uses recycled wood to make commodities such as tables, chairs, bookshelves, beds...to protect the environment” (E17)		
			Encouraging guests to use fan instead of air-conditioners	“Our household did not assemble air-conditioners. We have encouraged guests to use fans to protect the environment” (E18)		
			Classifying rubbish into organic and in-organic ones		“We have conducted classification of rubbish into organic and inorganic rubbish based on the guidance from the Marine Protected Organization” (E35)	

			Minimizing using plastic bags		“Our local authority has encouraged us not to use plastic bags to protect the environment. Thus, we are using bags from other materials which we can wash and reuse” (E36)	
		Protecting the marine biodiversity	Warning guests not to pick the corals when diving	“We ask our guests not to litter or pick the corals to protect the environment and the biodiversity” (E19)	“We also encourage tourists not to litter and not to pick the corals while swimming or diving” (E37)	
			Only doing fishery in un-prohibited areas	“We all see the importance of protecting the sea and marine organism for tourism development. Thus, although our household is still doing fishery in addition to running this premise, we only catch fish in unprohibited areas. In addition, before we sometimes used explosive charge to catch fish but now we don’t do it any more” (E20)		
			Not using explosive charge to catch fish			

4.4.1. Market logic and sustainable actions

In this study, the market logic was underpinned by the ideology of profitability. The market logic guided tourism enterprises in all three islands to achieve economic sustainability by satisfying guests and building brand. Participants revealed that they satisfied tourists by serving guests with their friendliness and enthusiasm, or offering guests good services to make guests happy and return (E1, E2, E21, E22, E38, E39). In the developed tourism setting (Phu Quoc island), firms had more experience in doing business. Thus, they connected with other services providers to provide diversified services to tourists, which helped to increase profit (E40). To build a good image, entrepreneurs asserted that they did not overcharge (E3, E23, E41), always kept the room rate stable even in the peak seasons (E3, E23, E41), and did not invite guests with insistence (E4, E24, E42). In the island where tourism is at the involvement stage (Ly Son island), firms have tried to promote the island to international tourists via social media so that the island would become more popular (E5).

4.4.2. Community logic and sustainable actions

This study found that the community logic enabled tourism enterprises in three islands to achieve social sustainability, in particular, respecting their competitors and helping people in their surroundings. The community logic was underpinned by a set of social values including philanthropy and community sharing. Accordingly, tourism firms have contributed to social funds for children, women or poor people called by local authority (E6, E25, E43). They also did not defame other hostels/homestays with guests (E8, E27, E44). The community logic was reflected more obviously at the early stages of tourism development (involved and developing stages) than in the developed stage. Accordingly, the community logic made businesses willing to share guests with other hostels or homestays (E7, E26). In addition, homestays in the developing tourism setting were willing to help other homestays in communicating with international tourists (E6). This action did not happen within tourism enterprises in the involved tourism setting because the number of international tourists visiting the island was very limited since this island is at the early stage of the tourism development. Meanwhile, tourism enterprises in the developed tourism setting did not conduct this activity thanks to high experience in serving international tourists of each firm. In addition, firms in both involved and developing islands developed a self-controlled Tuk Tuk crew for the service of sightseeing around the islands

and shared the revenue from this service equally amongst all drivers (E7, E28). However, the community logic also prevented firms from sustainable activities in all tourism settings. For instance, they were afraid of warning their neighbours not to litter because they were afraid that this would negatively affect the relationship with their neighbourhood (E10, E29, E45), which indicated the impact of community pressure within this logic.

4.4.3. Cultural logic and sustainable actions

Findings of this study revealed that the island logic in this research was underpinned by islandic cultural values of patriotism, national pride, and joy to promote good-natured characteristics of islandic people (i.e. honesty, friendliness, and hospitality spirit) as well as the beauty of the island. The island logic has guided hostels, homestays and hotels in the involved and developing islands (Ly Son Island and Cham Island) with actions to achieve cultural sustainability. Being guided by this logic, tourism enterprises in the involved and developing tourism settings have tried to promote the islandic culture of hospitality. They treated guests as family members, experienced the daily life with guests or cooked local foods for guests (E11, E30). They also introduced guests to local cultural festivals or pagodas and temples as a way of promoting the islands (E12, E31). In addition, firms in the involved tourism setting also took part in conserving temples and pagodas, thus reflecting the islandic belief that people are protected by marine genius (E13). Particularly, the small enterprises took pride in introducing this belief to tourists as part of their cultural values to attract tourists (E13). However, this logic did not appear in the developed tourism setting (Phu Quoc Island). This is because tourism planning in this island aims to promote the island as a relaxation tourism destination while at the early stages of tourism development, tourism planning focuses on community-based tourism and promoting islandic culture.

4.4.4. Marine logic and sustainable actions

The emerging findings also show that the marine logic shaped organizational sustainable actions in all the levels of tourism development although the influence of this logic varied across the different islands. The marine logic was underpinned by the ideology of protecting the islands' ecological system. Accordingly, tourism enterprises have conducted activities to protect the surrounding environment and the marine biodiversity to achieve

environmental sustainability. In the three stages of tourism development, interviewees claimed that their organizations paid a monthly environmental fee for rubbish collection (E14, E33, E46). In addition, they did not litter (E15, E33, E47), and encouraged tourists not to do so (E15, E33). Firms in the involved and developed settings also collected rubbish along the beach (E16, E48). Furthermore, several firms in involved tourism setting have used recycled wood to make commodities such as tables, chairs, beds or bookshelves (E17). They also encouraged guests to use fans instead of air-conditioners to save the energy (E18). Additionally, firms in the developing tourism setting did not use plastic bags and encouraged guests to do so (E34). They also conducted rubbish classification into organic and inorganic ones (E35). These activities were only conducted by tourism businesses in developing island since they were incentivised by the local authority (the Marine Protected Organization)

In the involved and developing tourism settings, in addition to protecting the environment, firms have tried to protect the biodiversity by warning tourists not to pick the corals when swimming or diving (E19, E37). Firms in the involved tourism setting have protected the marine biodiversity by only doing fishery in unprohibited areas and not using explosive charge to catch fish (E20). From the interviews with participants, these actions did not emerge in the context of developing tourism setting since firms in this island had stopped doing fishery due to the local authority' support provided to the locals in transferring from fishery to business in the tourism industry. Meanwhile, in the developed tourism settings, the influence of the marine logic on sustainable organizational actions to pursue marine biodiversity conservation was not detectable. The reasons for this were context-driven. Firstly, due to the geographical location, the accommodation premises are not located in the strictly protected area for biodiversity conservation. Secondly, with a business model of a hotel or hostel as an outcome of tourism development, the interaction between host and guests is lower than in the cases of the involved and involving stages of tourism development.

4.5. Discussion and theoretical contributions

This study investigated how multiple institutional logics shape organizational sustainable actions in island tourism destinations characterised by different stages of tourism development: involved, developing and developed stages. Three major findings from the

cross-case study comparison advanced the theory of institutional logics and organizational sustainable actions in the context of island tourism destinations: (1) island within the same region destination are governed by central logics that may vary due to variations of institutional development and inherent tourism development, (2) why and how certain logics gain primacy over others at organizational level, and (3) discovery of new reaction of organizations to institutional complexity.

Firstly, our study enriched the literature of island tourism destination by revealing that the island central logics influenced sustainability and specific organizational sustainable activities. In this vein, our study makes two theoretical contributions. Firstly, while previous studies conducted in the inland context in sectors different from tourism only discovered that organizational environmental actions were shaped by market logic and sustainability logic (Herold and Lee, 2017) or environmental logic (Dahlman and Grosvold, 2017), our study revealed additional logics which shape organizational sustainable actions in the tourism sector including marine logic and cultural logic. These logics emerged from the island context and have not been discussed in any previous studies. In addition, we advanced the understanding of contextual factors that underpinned each logic. Previous studies discovered that logics are influenced by institutional orders of the context (i.e. market, community, state) (Thornton et al., 2012; Fong et al., 2018). For instance, Fong et al (2018) found that shared values and norms in China affected the cooperation logics of Chinese firms. However, our study not only revealed the values and principles emerging from the context which underpinned each logic, but showed that different regional contexts within a macro context of island tourism destination, characterised by different levels of tourism development also affected the institutional logics, thus shaped the sustainable actions of tourism enterprises differently. This is due to different tourism planning and education from local government. With this finding, we added the importance of social actors, particularly local government into the contextual factors that facilitate institutional logics and sustainable actions. As such, we responded to the theoretical gap of institutional logics literature that further theoretical and empirical research on how values and related foci such as emotions, passion and ideology relate to institutional logics is crucial (Friedland, 2013; Voronov and Vince, 2012). Secondly, we also discovered multi dimensions of organizational sustainable actions shaped by different institutional logics

including economic, social, environmental and cultural sustainable actions. These actions vary at different levels of tourism development. With these findings, we enhanced current literature of the influence of institutional logics on firms' sustainable actions, which merely focused on environmental sustainable actions (Dahlmann and Grosvold, 2017; Herold and Lee, 2017).

Second, our study shed light on how certain logics gain salience over others at organizational level. The institutional logics literature has acknowledged the plurality and complexity of institutional logics, however, how some institutional logics gain dominance over others remains understudied (Cherrier, Goswami, and Ray, 2018; Gavetti et al., 2012; Thornton et al., 2012). Lee and Lounsbury (2015) addressed this gap at field level (community level). This study revealed that among field-level logics, community logics became first-order primary logics due to their embeddedness in social network, social reinforcements and actor engagement. This study argued that the saliency of community logics determined organizational reaction despite the influence of other field-logics. Nevertheless, these authors suggested that "We believe more attention needs to be given to the interaction between logics at different levels as well as when and how certain logics become a primary logics that filter other logics" (Lee and Lounsbury, 2015, pp.862). At organizational level, among previous entrepreneurship and tourism studies that explored the influence of multiple logics on organizational actions (Fong et al., 2018, Goodrick and Reay, 2011; Greve and Zhang, 2017; Jaskiewicz et al., 2016; Miller et al., 2017; Pallas et al., 2016; Schildt and Perkmann, 2017; Tracey, 2012), no study reveals the dominance of a logic. Thus, our study added to the understanding of a dominant logic by demonstrating a dominance of the market logic, which guides tourism enterprises' economic sustainable activities. Emerging from the findings, the market logic seemed to affect other logics (community, cultural, and marine logics) to guide social, environmental and cultural actions to achieve economic sustainability of tourism enterprises at all levels of tourism development. In other words, this study showed that social, environmental and cultural sustainable sustainability did not stand separately; they all aim to satisfy tourists to achieve economic sustainability. Additionally, the dominance of the market logic has become stronger in the developed island (Phu Quoc Island) since the tourism industry already reached the development stage with an increasing number of tourists over the years, the connection within the community has become less important meanwhile maximizing

profits emerged as the main target of enterprises in the developed tourism setting. As a result, market logic tended to dominate other logics. We believe that our finding of the dominance of a logic over other logics, in particular, market logic dominated community logic, cultural logic and marine logic as well as the fact that the dominance of a logic was different at different institutional contexts can help to fulfil the understanding of how and why a certain logic gains primacy over other logics at organizational level (Lee and Lounsbury, 2015). With this finding, we also responded to a critique that previous studies on institutional logics have seemed to neglect the micro levels, especially the local-based level (Besharov and Smith, 2014) although this level is crucial since this is the level where 'overarching sets of meaning and normative criteria become encoded in "local" logics that are manifested in rituals, practices and day-to-day behaviour (Greenwood, Raynard, Kodeih, Micelotta, and Lounsbury, 2011)

Third, we discovered new reaction of organizations to institutional complexity. Supporting other studies arguing that institutional logics are both competing and coexisted (Goodrick and Reay, 2011; Greenwood et al., 2010; Lounsbury, 2007; Herold and Lee, 2017; Martin, Amstrong, Aveling, Herbert, and Dixon-woods, 2015; Reay and Hinings, 2005; Scott, 1994), our findings revealed a similar result. We found that the coexistence of multiple institutional logics including market logic, community logic, cultural logic, and marine logic led to diversified organizational sustainable actions circulated around the quadruple bottom line including economic sustainability, social sustainability, environmental sustainability and cultural sustainability whereby each logic shaped one type of sustainable actions. However, there was still a conflict between community logic and marine logic in all three stages, indicating by the fact that people hesitated to warn their neighbours not to litter (see E16 or E48 in Table 4.4). This is because they were strongly influenced by a social norm of respecting other people. In addition, they did not expect a rift among people in the community. As a result, entrepreneurs have dealt with institutional complexity. To manage this issue, the extant literature shows that firms typically respond by adopting the paradoxical approach, which suggests that organizations will overcome the intensions by developing strategies to cope with and balance the contradictory logics (Cherrier et al., 2018; Dalhman and Grosvold, 2017; Luo, Wang and Zhang, 2017; Pache and Santos, 2013; Reay and Hinings, 2009). For example, health-care organizations in Canada managed the

competition between medical professionalism logic and business-like healthcare logic by developing formal and informal collaborative relationships inside organizations (Reay and Hinings, 2009). Meanwhile, environmental managers in the UK engaged differentiated types of institutional work to deal two competing logics: market logic and environmental logic (Dalhman and Grosvold, 2017). However, different from previous studies, our study found that tourism enterprises in the context of island tourism destination at all levels of tourism development have made a trade-off and chose a logic over another logic. In particular, tourism enterprises chose community logic over the marine logic. Accordingly, although they wanted to protect the environment shaped by the marine logic, they were afraid to warn other people not to litter. With this finding, we extended the literature of institutional complexity and organizational response by discovering an alternative approach regarding organizational responses towards institutional complexity.

4.6. Implications for policy and practice, limitations and suggestions for future research

4.6.1. Implications for policy and practice

Emerging from the findings, this study has generated implications for policy and practice. Specifically, by empirically demonstrating that institutional logics and sustainable actions conducted by tourism enterprises were influenced by tourism planning and education, we suggest that local government in involved and developed tourism settings should develop a proper tourism planning to support sustainability as well as conduct education programs to guide entrepreneurs with sufficient sustainable activities. This study suggested a holistic framework of sustainability activities circulated around the quadruple bottom line including economic, social, environmental and cultural sustainability. For the entrepreneurs, the study's findings suggest that various organizational sustainable actions underpinned by different logics should be conducted simultaneously to fully achieve sustainable entrepreneurship within the tourism sector in the long run. Particularly, given the dominance of the market logic over the other logics (community logic, cultural logic and marine logic) guiding social, environmental and cultural actions to achieve economic sustainability through tourist satisfaction, which is the most important aspect in the tourism industry, tourism enterprises should develop a company vision around a holistic

framework of sustainability. In the pursuit of this vision, tourism enterprises should implement sustainable actions that will enable sustainable development in the long run. These practical implications particularly focus on the tourism industry in a developing economy.

4.6.2. Limitations and suggestions for future research

This study was only conducted in the island context; thus, the logics and actions found are only subjective to this specific context. However, this paper may be generalized to other island destinations in other developing contexts. Future research on the link between institutional logics and organizational sustainable actions may offer greater theoretical contribution by comparing between island and inland areas. In addition, the scope of this research is only family-owned businesses. Thus, comparative studies between small-medium sized and large enterprises appear largely potential. Finally, this study is a cross-sectional research conducted in different tourism destinations with different stages of tourism development. Therefore, longitudinal studies to investigate the change in institutional logics and organizational sustainable actions in a destination with institutional transition reflected by the development of the tourism sector may significantly add insights to the literature of both institutional logics and tourism development.

APPENDIX 4.1: Clarifications of characteristics of each stage of tourism development

Stage	Characteristics
Exploration	Visitors are limited. Visiting sites have no specific facilities for visitors. The physical fabric and social milieu of the area would be unchanged by tourism. The arrivals of visitors have little significance on economic and social life.
Involvement	The numbers of visitors increases and assumes some regularity. Tourist seasons are emerged. Locals begin to provide facilities primarily for visitors (homestay, guesthouses...). Some advertising developed to attract tourists. Organization of tourist travel arrangements. Basic infrastructure has been built.

Development	Number of visitors increases rapidly. Noticeable changes of physical appearance arise. Large-scale accommodations appear. Privately owned tourism businesses change from local to international. Advertisement becomes intensive. Tourism stakeholders are diverse. Infrastructure such as roads, cargo building, international airport or ferry terminal are developed. Tourism facilities are developed (golf courses...)
Consolidation	The rate of increase in the number of visitors declines. Tourism has become a major part of the local economy. Tourism has been dominated by major franchises and chains. Marketing and advertising are wide reaching. Well-defined recreational business districts have been formed.
Stagnation	The number of visitors reaches the peak. Destination is no longer fashion. The destination has heavy reliance on repeat visitation. Imported artificial facilities supersede the natural and genuine cultural attractions arise. New development will be peripheral to the original tourist area
Decline	The destination faces decline in market and unable to compete with newer destinations. The destination no longer appeals to vacationers. Tourist facilities have often been replaced by non-tourist related structures as the destination moves out of tourism. Hotels may become condominiums, convalescent or retirement homes or conventional apartments. Local involvement is likely to increase as costs decline. The destination either becomes a tourist slum or loses its tourist function completely. Carrying capacity has been reached or exceeded.
Rejuvenation	A complete change in attractions on which tourism has been based. Either a new attraction is constructed or a previously untapped natural resource has been utilized. The development of new facilities becomes economically feasible. A new avenue for recreation appears.

Source: Adapted from Butler (1980)

APPENDIX 4.2: Interview questions

5. What economic sustainable actions has your firm conducted? What motivated you to do those?
6. What economic sustainable actions will your firm do if you have better conditions?
7. What social sustainable actions has your firm conducted? What motivated you to do those?
8. What social sustainable actions will your firm do if you have better conditions?
9. What environmental sustainable actions has your firm conducted? What motivated you to do those?
10. What environmental sustainable actions will your firm do if you have better conditions?
11. What cultural sustainable actions has your firm conducted?
12. What cultural sustainable actions will your firm do if you have better conditions?

Chapter 5 Legitimacy Process of SMEs in a Developing Economy: The Dynamic Interaction between Context, Networking and Agency (Paper Three)

5.1. Introduction

The need for more empirical research on legitimacy has been called for decades (Suddaby, Bitektine and Haack, 2017; Deephouse, 1996). Legitimacy which is defined as “assumptions that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (Suchman, 1995, pp.574) is critical to firms in order to secure resources and get support from stakeholders and society (Bruton et al., 2010). Firms may face many risks if they lack legitimacy. For instance, the ability of organizations to pursue their goals and accumulate resources is reduced (Dowling & Pfeffer, 1975; Suchman, 1995; Tsang, 1996), or early customers may not serve as an effective signal for the new ventures (Wang, Song, and Zhao, 2014).

For many decades, there has been a growing concern among institutional theorists about the need to pay attention to the process, rather than the outcomes of legitimation (Johnson, Dowd, and Ridgeway, 2006; Pettigrew, 1992; Suddaby, 2010). Prior research has highlighted numbers of factors in the organizational legitimacy process including the context (Autio, Kenney, Mustar, Siegel, and Wright, 2014; Pettigrew, 1992), influencing factors such as cultural beliefs from the surrounding society (Johnson, Dowd, and Ridgeway, 2006), facilitating factors such as networks (Bloodgood et al., 2016; Elfring and Hulsink, 2003) and agency, which is defined as the situated practice or temporary capacity of individuals to take action (Rigby et al., 2016) (Ahlstrom et al., 2008; Duff, 2017; Lock and Schulz-Knappe, 2019; Reimann et al., 2012). However, the focus lies on agency (i.e. Ahlstrom et al., 2008; Duff, 2017; Lock and Schulz-Knappe, 2019; Reimann et al., 2012), while other factors such as the context and facilitating factors have been neglected. Further, the dynamic relationship between agency, context and facilitating factors is still understudied. We argue that embedding context into the firm’s legitimacy process is crucial because there is a need for an organization to survive economically and build legitimacy within its own environment (Carlisle and Flynn,

2005; Vestrum, Rasmussen, and Carter, 2017; Zimmerman and Zeitz, 2002). Nevertheless, none of the existing research on organizational legitimacy process has examined how context influences the process. Regarding the facilitating factors, the importance of networks has been highlighted (Bloodgood et al., 2016; Elfring and Hulsink (2003) since firms have to mobilize their networks to overcome the legitimacy barriers (Aldrich and Fiol, 1994; Van de Ven, 1993) such as resource shortage (An, Xu and Zhang, 2018; Sonpar, Pazzaglia, and Kornijenko, 2010) and unfavourable institutional environment (Henisz and Zelner, 2005; Volchek, Jantunen, and Saarenketo, 2013). In the context of developing economies, often characterised by underdeveloped institutions (Andrews, 2008; Gifford, Kestler, and Anand, 2010), networks play even a more central role in the legitimization process, particularly to overcome inefficient market-clearing mechanisms (Khanna and Palepu, 1997; Peng et al. 2008). Prior research claimed that network is affected by institutional contexts where institutions shape the rules of the game for entrepreneurial activities, accordingly, influence entrepreneurs' networks in both nature and outcomes (Batjargal, Hitt, Tsui, Arregle, Webb, and Miller, 2013; Boettke and Coyne, 2009; Owen-Smith and Powell, 2008). Therefore, researching network-related issues in line with contexts is critical to understand firms' legitimation process.

In developing economies, the issue of legitimacy appears even more important for SMEs since the predominantly state-centred institutions in these countries tend to do be more supportive to large enterprises and governmental agencies (Wright et al. 2005; Ahlstrom et al. 2008), while they would be bringing more risks and high opportunity costs to SMEs, leading to their higher failure rate (Djankov et al. 2002). Therefore, the legitimacy process of SMEs is constrained and gaining a higher understanding of such a process is important not only to further advance the legitimacy discourse empirically, but also to further sustaining SMEs' growth and contribution to the development of developing economies. Established SMEs can be a significant driver for economic growth (OECD, 2009). With a focus on SMEs, most empirical research has mainly focussed on new venture creation (i.e. Almobaireek, Alshumaimeri, and, Vestrum, 2014; Vestrum, Rasmussen and Carter, 2017; Zimmerman and, Zeitz, 2002). To date, research examining the legitimacy process of SMEs in developing economies is limiting as most studies have largely focused on developed

economies (i.e. Duff, 2017; Elfring and Hulsink, 2003; Kibler et al, 2015) or, simply, large enterprises in developing countries (i.e. Baik and Park, 2019; Peng, Liu and Lu, 2019). To close this research gap, we argue that an empirical investigation of the mechanisms that can support SMEs in overcoming the challenge of smallness and in achieving legitimacy has the potential to contribute new knowledge on the legitimacy process of SMEs and add to the theory of entrepreneurship while accounting for the relevance of the context in a developing economy.

Particularly, with regard to SMEs, significant barriers include resource constraint (van Burg, Podoyntsyna, Beck, and Lommelen, 2012; Wooi and Zailani, 2010), innovation access (Marin, Marzucchi, and Zoboli, 2015; Zhu, Wittmann, and Peng, 2012) or digital technology adoption (Abou-Shouk and Eraqi, 2015; Kartiwi and MacGregor, 2007). Networks are crucial because they can enable SMEs to access resources, which are made available internally (Døving and Gooderham 2008; Pittaway et al., 2004), thus increasing the survival rate of SMEs. However, there is limited understanding of how different types of networks (formal and informal) can support SMEs' legitimacy process. Despite the research field continues to develop (Bloodgood et al., 2016; Elfring and Hulsink, 2003), theoretical and/or empirical limitations remain within the legitimacy scholarly discourse in regard to the SMEs. For instance, Bloodgood et al.'s (2016) study highlighted a positive correlation between network density and new venture legitimacy diffusion, yet without empirical investigation. Elfring and Hulsink (2003) investigated how formal networks in the form of partnerships enabled high-technology firms in the Netherlands to gain cognitive legitimacy, yet ignoring the potential influence of other forms of networks and legitimacy. We argue that investigating the role of network as a facilitator for organizational legitimacy is critical because network characteristics, such as density and centrality affect socially-affected activities of the organizations (Bloodgood et al., 2017) such as the legitimacy process. For example, the tight relationship between the network members enhances the opportunities for interaction and information sharing among the network members during the legitimacy process of new ventures (Bitektine, 2011), since it will enable innovation and enhance knowledge about how to achieve legitimacy (Tregaskis, 2003)

In summary, we argue for the need to embed context in the study of the legitimation process of SMEs in developing economies, characterised by underdeveloped institutions and,

particularly, to focus the attention on the types and role of networks as facilitating mechanisms of the legitimation process. Thus, this study attempts to examine the interaction between context, networking and agency in the legitimacy process of SMEs in the context of a developing economy such as Vietnam. This context is relevant to this study since 98% of Vietnamese enterprises are SMEs, contributing to 40% of the GDP (Vietnam Briefing, 2017), thus representing a huge contribution to the country's economy (Bruton et al. 2008). We particularly focus our study on SMEs operating in the tourism sector since the tourism industry in Vietnam significantly contributes to Foreign Direct Investment (FDI) (Sadi and Henderson, 2001), thus representing a key industry to boost economic development (General Statistics Office, 2019).

Our study contributes to the debate of legitimacy process of SMEs in a developing economy. Firstly, our study reveals a dynamic relationships between context, networking and legitimacy agency. In particular, we found that SMEs operating in the tourism industry of a developing economy adopted different legitimacy agencies (actions) to achieve legitimacy with the support from the facilitating mechanism of networking. However, context (including tourism development level and the tourism structure represented by sustainable development goals) affected type and role of networking as well as the legitimacy agency. Secondly, we extended the understanding of formal and informal networks of SMEs in a developing economy in two ways: (1) we reveal that formal networks in the form of partnerships tended to operate like informal networks due to SMEs' small size and little scrutiny from external stakeholders, and (2) reveal insights into the different roles of local governments through formal networks in supporting the SMEs' legitimacy in a developing context.

In the next section, we provide a review of the theoretical framework focusing on the dynamic interactions between context, networking and legitimacy agency. Following this, we explain the research methods and research context. We then present the research findings, followed by a discussion of the findings. Finally, we conclude with the recommendations for policy, managerial practice and future research directions.

5.2. Theoretical framework: Dynamic relationships between context, networking and agency in the organizational legitimacy process

5.2.1. Context and legitimacy agency in the organizational legitimacy process

Three types of legitimacy are discussed in the extant legitimacy literature: regulatory legitimacy, normative legitimacy and cognitive legitimacy. Regulatory legitimacy (stemming from the regulatory institutional pillar) is achieved when laws and regulations support the firms to exist (Bruton et al., 2010). Regulatory legitimacy occurs when organizations conform to the legal system (Scott, 1995). To achieve regulative legitimacy, sanctions are usually applied within the regulatory systems to ensure that organizations address rules, regulations, standards, and expectation. Normative legitimacy (stemming from the normative institutional pillar) concerns whether the organization's activities are proper and consistent with influential groups and societal norms (Suchman, 1995). An organization obtains normative legitimacy by following societal norms and expectations and by acting in ways that people believe are appropriate for the industry (Chung, Berger, and DeCoster, 2016) such as profitability, fair treatment of employees, endorsements, and networks (Selznick, 1957). Cognitive legitimacy (stemming from the cognitive institutional pillar) deals with the engagement of an organization into its cultural environment (Meyer and Scott, 1983). To improve the cognitive legitimacy of the firm, the founders and managers will attempt to communicate information about the firm's operations, personnel, resources, performance to their external constituents. This communication can be disseminated to a wide audience through press articles about the venture (Fombrun and Shanley, 1990). With regard to a developing context like Vietnam, characterised by underdeveloped institutions, we argue that regulatory legitimacy may be unpractical and SMEs operating in the tourism industry strive to achieve legitimacy by complying with the norms prevailing in the industry and engaging with its cultural environment.

The majority of studies have investigated agency (actions) in both developed and developing contexts. Accordingly, entrepreneurship studies have identified that firm's actions to gain legitimacy differ in different contexts due to the variation of the institutional

environment (Zheng et al., 2015; Gifford et al., 2010; Ahlstrom et al., 2008; Mitra, 2009). For instance, firms in developing countries like Taiwan and Eastern Europe countries gained cognitive legitimacy through corporate social responsibility initiatives to contribute to the community (Ahlstrom et al., 2008; Reimann et al., 2012). Meanwhile, in developed contexts, firms in Germany gained social legitimacy by changing the locations (Kibler et al, 2015) while companies in the UK and Germany embedded corporate social responsibility in their practices (Duff, 2017; Lock and Schulz-Knappe, 2019).

In the tourism discourse, research on legitimacy agency has been examined at two levels. At the industry level, research has investigated how different tourism sectors gained legitimacy within a specific destination (Cousins, Evan, and Sadler, 2009; Lawrence and Wickins, 1997; Spector, 2017; Zapata and Hall, 2012). These studies were conducted in developed countries where institutions are well established. With regard to less developed economies the literature on the legitimacy process has been largely scant, whereby there is an empirical gap that needs to be addressed. Further, an examination of legitimacy process in the tourism industry in developing contexts needs to account for the fact that legitimacy is socially-constructed through the interaction of the action (agency) and context, whereby it is subject to change depending on the social environment where the organisation is operating (Barkemeyer, 2007). In addition, different from developed contexts, the institutions in developing contexts are substantially immature, resulting the ways organizations achieve legitimacy (Andrews, 2008; Gifford, Kestler, and Anand, 2010). At organizational level, legitimacy has been used as a framework to investigate tourism enterprises' organizational activities, i.e. corporate philanthropy (Wang, Xu, and Li, 2018; Weeden, 2015). These studies argued that corporate philanthropy is an effective way to gain organizational legitimacy in either a developing countries (Wang et al., 2018; Weeden, 2015) or a developed country (Vestrum, Rasmussen, and Carter, 2017). However, from an empirical perspective, these studies only focused on nascent tourism enterprises (Vestrum et al., 2017), or large tourism enterprises (Weeden, 2015), or listed tourism firms (Wang et al., 2018) without specific attention to SMEs operating in the tourism sector, thus, enabling this study to focus on SMEs in the tourism sector.

5.2.2. Context and network as facilitating mechanism in the organizational legitimacy process

Network is commonly defined as “ a system of interrelated actors’ (Hohenthal et al., 2014, pp. 10) with an involvement of various actors (known as “nodes”) including customers, suppliers, partners, competitors, family members, community, and friends (Evers and Knight, 2008; Johnsen and Johnsen, 1999; Zain and Ng, 2006). In developing economies, networks are considered as a valued tool to fill in voids due to underdeveloped or inefficient formal institutions (Estrin and Prevezer, 2011; Meyer, 2001; Shou, Chen, Zhu, and Yang, 2014). In the research on networks, a researcher’s point of interest is the formal and/or informal relations between different individuals (actors/nodes). Formal networks can be considered as a ‘formally specified set of relationships’ which include local government, partnership with other businesses, competitors, suppliers, banks, accountants, lawyers, Chamber of commerce, non-governmental organizations (NGO), or small business administration (Coviello, 2006; Stafford, Polonsky, and Hartman, 2000; Wu 2014); while informal networks refer to more flexible relationships that may be related not only to work, but also be social interactions comprising business contacts, family, personal friends and other contacts (Cross and Parker, 2004; Schalk, Torenvlied, and Allen, 2011; Kwon, 2017). Informal and formal networks are different in terms of membership status; for instance, in informal networks, the actors’ membership is voluntary, which can enable workers to achieve work-related, personal, and social goals through unofficial channels (Ibarra, 1993). Entrepreneurship studies within SMEs in developing economies have highlighted the importance of both formal and informal network. For instance, with regard to the process of firms’ internationalisation, formal networks drawing on governmental institutions have facilitated the internationalization process of SMEs in Malaysia (Mahajar and Carragher 2006; Zizah et al. 2010); in contrast, informal networks drawing on business and friends contacts have been beneficial to the internationalization process of Syrian SMEs (Ibel and Kasem, 2011). We argue that variations of contexts influence on the type of networks supporting goal-oriented processes.

In the entrepreneurship literature, very few studies have demonstrated that firm’s networks (i.e. media, industrial clusters, government relations) play a pivotal role in gaining or maintaining legitimacy (Bloodgood et al., 2016; Elfring and Hulsink, 2003). Bloodgood et al.

(2016) used an epidemiological approach and argued that there was a positive relationship between network density and new venture legitimacy diffusion. This proposition was not tested in any real context. Elfring and Hulsink (2003) investigated how partnerships (formal network) helped the high-technology firms in the Netherlands gain cognitive legitimacy. The results show that a partnership with the universities and holding partners enabled Dutch high-technology firms to increase their reputation in the market, accordingly gain cognitive legitimacy.

Network research into the tourism sector has been conducted at two levels. The majority of studies investigated network issues at the destination level such as stakeholders' collaborations and partnerships in a destination (i.e. Baggio, 2011; Baggio, Scott, and Cooper, 2010; Lemmetyinen and Go, 2009; Scott, Cooper, and Baggio, 2008; Tinsley and Lynch, 2001), or the networks formed by tourist behaviours and physical movements within a destination (Asero, Gozzo, and Tomaselli, 2016; Lau and Mckercher, 2007; Lew and Mckercher, 2006). At organizational level, studies on organizational networks are very limited. Very few studies examined the role of networks enabling firms to achieve social sustainability in the local community (Zhang and Zhang, 2018), or the role of trust in micro-firms network (Kelliher, Reinl, Johnson, and Joppe, 2018).

Despite the acknowledgement of the role of networks in facilitating organizational legitimacy in both entrepreneurship and tourism literatures, there remain both theoretical and empirical gaps in those previous studies (Bloodgood et al., 2016; Elfring and Hulsink, 2003) which either lacked empirical examination (Bloodgood et al., 2016) or only investigated the importance of formal network in supporting large enterprises to gain cognitive legitimacy in a developed context (Elfring and Hulsink, 2003), thus, ignoring the informal network and other types of legitimacy and the context of a developing country. With particular regard to tourism studies, these have less focused on the connection between networks and organizational legitimacy. We argue that the examination of networks as facilitating mechanisms of SMEs' legitimacy process in a context of developing country such as Vietnam deserves attention in order to understand the role played by such mechanisms in achieving

regulative, normative and cognitive legitimacy in a context characterised by underdeveloped regulations.

Despite the increasing attention on the organizational legitimacy process, there are two research gaps that need further elaboration. Firstly, the reviews above showed the relationship between context and legitimacy, and between networking and agency, enabling us to suggest that there is a need for further research on the dynamic interaction between three factors including context, networking and agency in the legitimacy process of SMEs in which networking is an enabling factor facilitating firms to achieve legitimacy. Legitimacy is substantially affected by the context because legitimacy is built within the environment (context) in which the organization is operating (Carlisle and Flynn, 2005; Vestrum et al., 2017; Zimmerman and Zeitz, 2002) and in which institutions should be treated as legitimated conventions: “to acquire legitimacy, every kind of institution needs a formula that founds its rightness in reason and in nature” (Douglass, 1986, pp.45). In addition, legitimacy has been considered as a social process with the participation of social objects including both individuals and collective, i.e. organizational forms (Johnson et al., 2006), which can be found from networking. Thus, we argue that, the organizational legitimacy process is an entity of context, networking and legitimacy agency. Secondly there is very scant research focusing on the legitimacy process of SMEs in the context of developing economies, particularly there is a gap in regard to the mechanisms facilitating the organizational legitimacy process.

Thus, we attempt to close these two gaps by examining the legitimacy process of SMEs in the developing context of Vietnam with a focus on the interaction between context, networking as a facilitating mechanism, and legitimacy agency. On the basis of this discussion, we derive the theoretical framework (Figure 5.1) that guides this research.

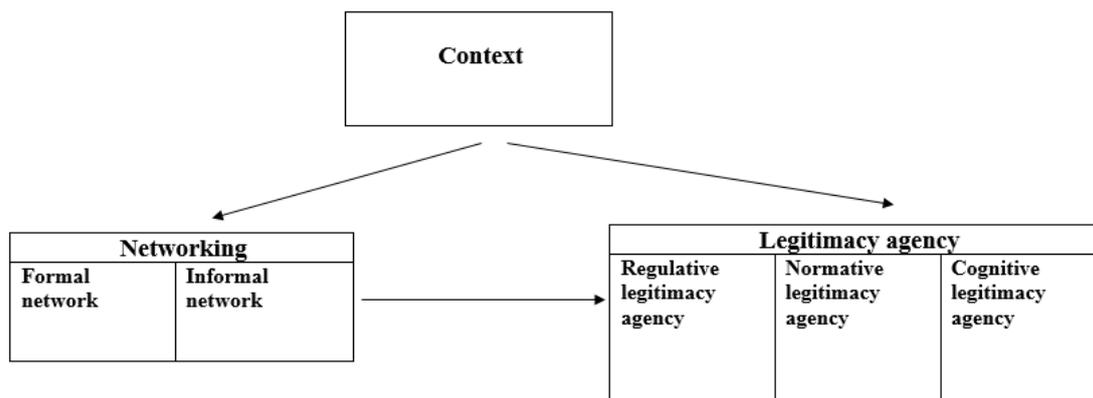


Figure 5. 1: Theoretical framework: Interaction between context, networking and agency in the legitimacy process of SMEs in developing economies

5.3. Methodology

5.3.1. Research design and methods

This study aims to examine the relationship between context, networking and agency in the legitimacy process of tourism SMEs within a developing economy. Thus, this study employed a multi-case study research design approach to ascertain different contexts (Eisenhardt, 1998). To do so, three islands characterised by a different stage of tourism development were selected. To justify the level of tourism development of each of the three research sites, the Tourism Area Life Cycle (TALC) model developed by Butler (1980) were adopted. The TALC model has been used in numbers of tourism studies (i.e. Cooper, 1992; Hovinen, 2002; Meyer-Arendt, 1985; Upchurch and Teivane, 2000) to define different levels of tourism development of a tourism destination. The TALC model suggests that a tourism destination normally experiences six stages in the development process, including Exploration, Involvement, Development, Consolidation, Stagnation, Decline, Rejuvenation (Appendix 5.1). This model is appropriate for this study since we attempted to embed different contexts into the legitimacy process of tourism SMEs. Together with the TALC model, other criteria comprising large population volume and large numbers of tourism enterprises were used to choose the three

research sites so that the researcher was fully able to access the research participants (Table 5.1). However, the TALC model was adapted in this study to include an island where the development stage falls between the ‘involvement’ and the ‘development’ stages which was labelled as the “‘developing’ stage. Accordingly, three islands including Ly Son Island, Cham Island and Phu Quoc Island as tourism settings respectively characterised as ‘involved’, ‘developing’ and ‘developed’ were selected as three research sites. Finally, to ensure that our choice was appropriate, we have consulted tourism experts including the Chairman of Vietnam Tourism Association and the Vice Chairman of Vietnam Hotel Association to verify the development stage of each research site. The cross-sectional and multi-comparative case study approach enabled us to consider similarities and differences within and across cases. The findings led us to provide policy and management recommendations for future tourism planning that can be tailored according to the islands’ development dynamics.

Table 5.1: General characteristics of research sites

Island	Size (km2)	Number of residents (June 2017)	Number of enterprises (June 2017)
Ly Son (involved tourism setting)	9.97	21,835	Total: 105 - Large enterprises: 1 - Micro and SMEs : 104
Cham (developing tourism setting)	8.3	3,047	Total: 31 (all are micro and SMEs)
Phu Quoc (developed tourism setting)	593	122,367	Total : 524 - Large: 9 - Micro, small and medium: 515

Source: Tourism reports for first two quarters of 2017 from Ly Son District, Tan Hiep Ward, and Phu Quoc District

We conducted two steps to select the individual tourism SMEs. Firstly, since this study attempted to investigate the legitimacy process of tourism SMEs at different stages of tourism development, we chose the units of analysis aligning with the level of tourism development in each research site. In particular, in Ly Son island (the involved stage of tourism development), both homestays and guesthouses owners were our research participants because at this stage, local government predominantly encouraged entrepreneurial development through these two types of premises. In Cham island (the developing island), we chose only homestays for interviews because tourism planning focusing on community-based tourism in this island allows only homestays to maintain the sustainability of the whole island. In Phu Quoc island (the developed island), we selected guesthouses and small hotels owners as our research participants since at this stage, the majority of incumbents are guesthouses and hotels while the performance of homestays was not effectively. Secondly, in order to allow comparisons across the islands, the criterion of SMEs had to be satisfied. All entrepreneurs selected across the islands were from micro and SMEs according to the classifications from the Vietnam Chamber of Commerce and Industry (2015). Furthermore, in order to select the most appropriate enterprises, we built the rapport with local government and discussed the research aim and research ethics. Local government is an important group of stakeholders in our rapport building step because they could provide additional insights on the typology of tourism enterprises who were operating on the island, which enabled us to further verify the suitability of the selected enterprises for our research aim as well as to get an easy access to the participants via their introduction.

The data collection process lasted three months, from July 2017 to October 2017, starting by an action of rapport building with key stakeholders including governmental bodies and local authorities of the research sites. This strategic action is to get support from key influencers on the enterprises to get easy access to participants. Next, a pilot study with six participants was conducted in order to adjust the interview questions. The final step in the data collection process is conducting official face-to-face semi-structured interviews with total number of fifty-seven local tourism micro and SME's owners from 57 micro, small and medium hostels, guesthouses and homestays in three research sites. Micro and SMEs in Vietnam are characterised by the Vietnam Chamber of Commerce and Industry (2015) (see

Table 5.2). We also collected secondary data from local government reports on the overview of each research site as well as tourism development information in each research site.

Table 5.2: Enterprise classifications in Vietnam

Sector	Micro enterprise	Small enterprise		Medium enterprise		Large enterprise	
	Labour	Labour	Capital	Labour	Capital	Labour	Capital
Agriculture, forestry and fishery	<=10	Over 10, under 200	<=20 billion VND (892,857 USD)	Over 200, under 300	Over 20 billion VND, under 100 billion VND (4,464,285 USD)	Over 300	Over 100 billion VND
Industrial and construction	<=10	Over 10, under 200	<=20 billion VND (892,857 USD)	Over 200, under 300	Over 20 billion VND, under 100 billion VND (4,464,285 USD)	Over 300	Over 100 billion VND
Trade and services	<=10	Over 10, under 50	<=10 billion VND (446,428 USD)	Over 50, under 100	Over 10 billion VND, under 50 billion VND (892,857 USD)	Over 100	Over 50 billion VND

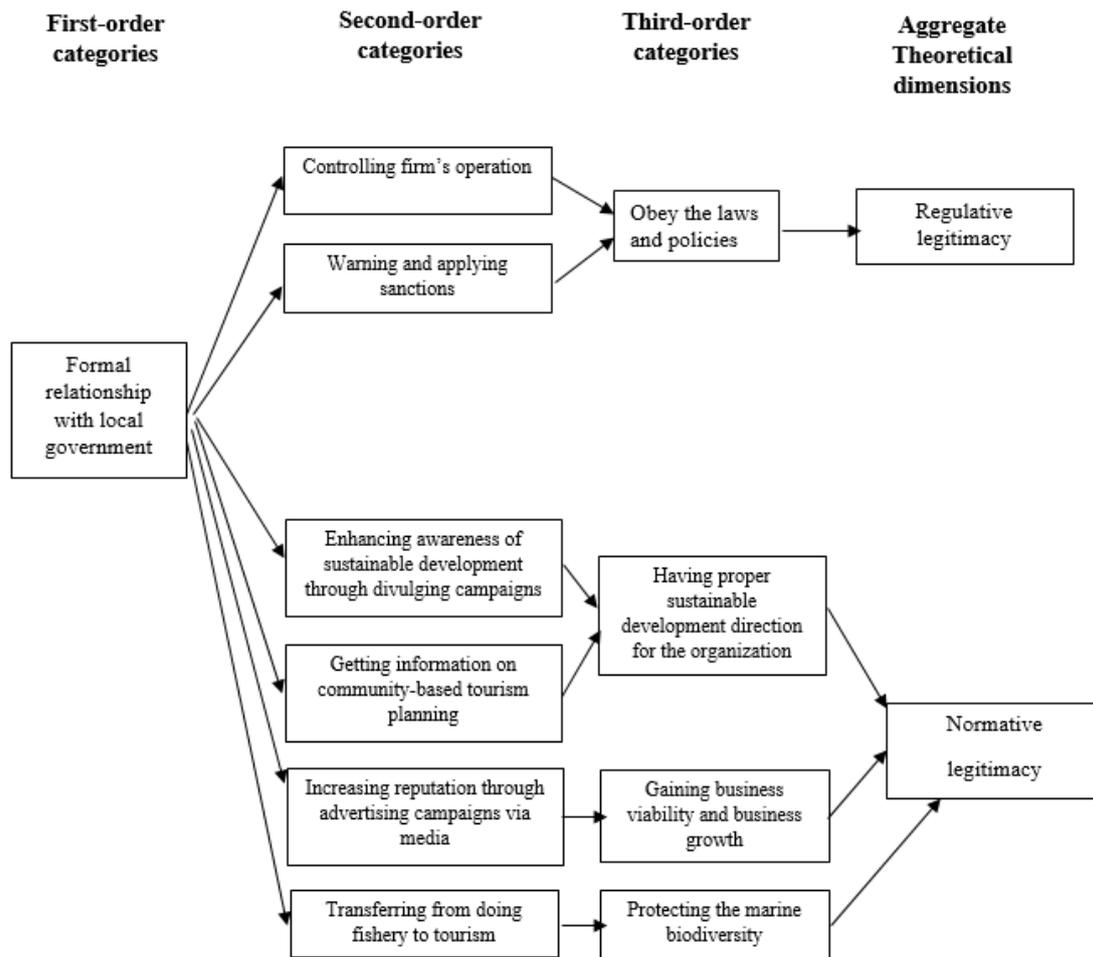
Source: Vietnam Chamber of Commerce and Industry (2015)

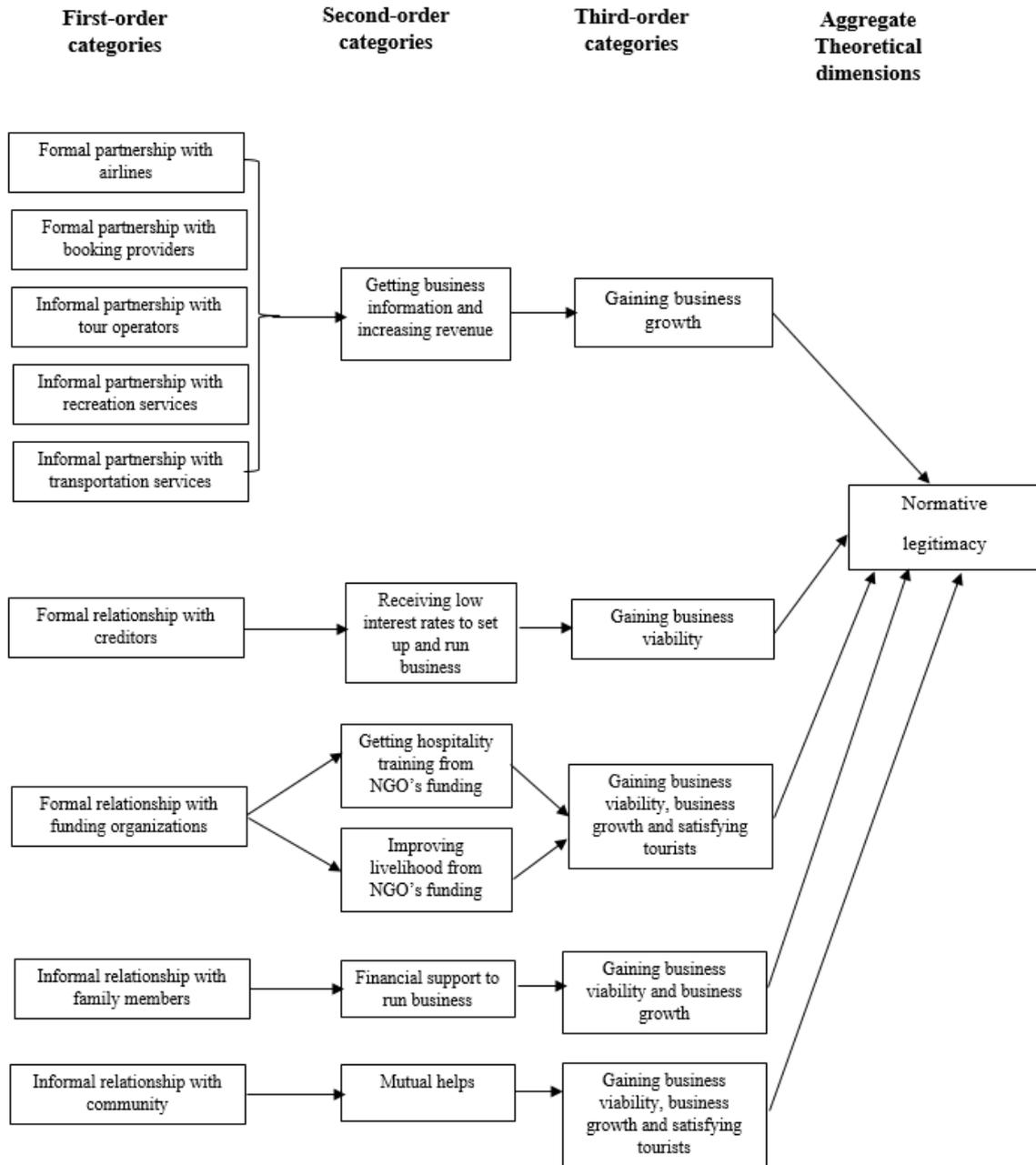
The interview protocol was designed to understand how different types of networks enable tourism micro and SMEs to gain different types of legitimacy including regulative, normative and cognitive legitimacy in different contexts (Appendix 5.2). Thus, the interview protocol comprised open-ended questions to explore the understandings of participants on the roles of their networks that helped them achieve either regulative, normative or cognitive legitimacy and legitimacy agency that their organizations have adopted. The researcher first explained the key concepts of regulative, normative and cognitive legitimacy to the participants. Regulative legitimacy was described as organization’s conformation to the legal system. Normative legitimacy was explained as the congruence of the organization with societal norms and expectations for the tourism industry. Cognitive legitimacy was prescribed

as the engagement of an organization into its cultural environment. Then, the researcher explained different types of firm' networks, the nodes within each type of network. The interview guide was translated into Vietnamese since all participants were Vietnamese and preferred discussing issues in their first language. Each interview lasted between 45 and 60 minutes, making a total interview time of 41 hours. The researcher recorded the interviews together with taking notes, and transcribed manually to maintain literal evidences. All the key points were verbally summarized to the participant at the end of each interview. The researcher also asked the interviewees for permission of re-interviewing for further essential information and check-in points during data analysis.

To code the data from interviews, a thematic coding approach was applied by using both a computer software (Nvivo) and manual coding techniques. In this research, the main coding themes consist of the types of network, benefits from each type of network, and agency adopted by the firms with the support of each type of network. The coding system is shown in Figure 5.2 below.

Figure 5.2: The coding system





5.3.2. Research context: the Vietnamese Marine Protected Areas

The Vietnamese Marine Protected Areas Cluster was created in 2010 under the Decision 742/QĐ-TTg issued by the Vietnamese Prime Minister. The aims in forming this cluster were to develop the marine economy, improve the livelihoods of the inhabitants, and contribute to protecting the country's sovereignty and resolving cross-border environmental issues in

the South China Sea area and within the nations involved. The cluster includes 16 zones with 15 islands, and a National Park with marine characteristics.

In this cluster, tourism has been determined as the key industry for economic development since all 16 zones have a large amount of tourism potential, including ecotourism, relaxation tourism, community-based tourism, cultural tourism and religious tourism. Accordingly, the majority of incumbent enterprises are hotels, resorts, hostels, guesthouses and homestays.

Amongst the 16 Vietnam Marine Protected Areas, three islands were selected as the research sites for this study. The main selection criteria were large population, high volume of tourism enterprises (to enable access to participants who were firm owners) and different stages of tourism development captured by the adapted TALC model (Butler 1980) (Appendix 5.1). Based on these criteria, the study sites included Ly Son island, Cham island and Phu Quoc island. Table 5.3 provides a summary of the research sites' characteristics.

Table 5.3. Characteristics of the Research Sites

Characteristic	Ly Son Island (involved tourism setting)	Cham Island (developing tourism setting)	Phu Quoc Island (developed tourism setting)
Number of visitors	The number of visitors increased from 36,620 people in 2014 to 164,902 people in 2016	The number of visitors reached 330,614 people in August 2017. Meanwhile, the total number of tourists in 2015 and 2016 was 367,548 visitors and 402,187 visitors respectively	From 2013 to 2016, the number of tourists was threefold (from 416,353 visitors in 2013 to 1,450,000 visitors in 2016)
	Basic tourism infrastructure	-Since 2013, 1000 billion VND (approximately 44 billion USD) has been invested for tourism	- Intensive infrastructure including international airport, roads, ferry terminal,

Tourism infrastructure and facilities	including ferry crew to transport from the mainland to the island, the harbour bridge, and road system.	infrastructure upgrading on Cham Island including the high-speed canoe crew, harbour bridge, road system, and electricity. - Various tourism services such as transportation, food and beverages, accommodation, or souvenir shops have been consolidated.	luxury hotels and resorts, recreation centres and golf courses. - Investment from numbers of large international and local investors such as Accor, Marriot, Intercontinental, Vin Group, Shell Group and Sun Group.
Accommodation services	6 hotels, 43 hostels, and 56 homestays (March, 2017)	31 accommodation units which are all homestays (August 2017)	524 accommodation units (four 5-star hotels/resorts, and six 4-star hotels/resorts. The rest includes 3-star, 2-star, 1-star hotels/resorts, hostels, and guesthouses)
Tourism planning	Community-based tourism	Community-based tourism	Destination tourism

Source: Tourism reports from Ly Son District, Tan Hiep Ward and Phu Quoc District

5.4. Findings

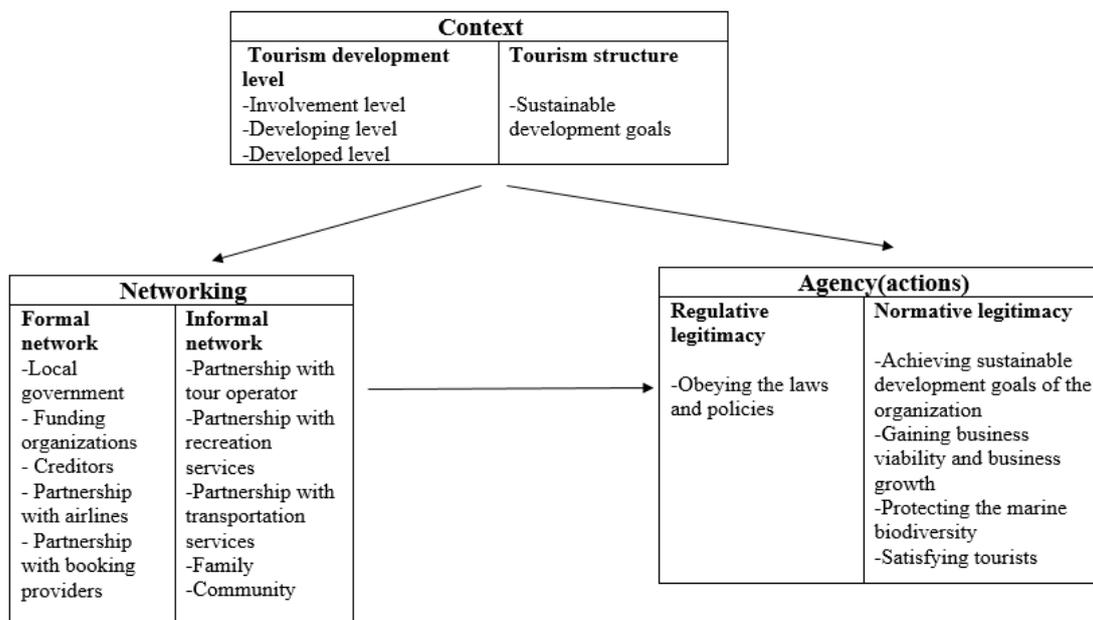


Figure 5.3: Legitimacy process of SMEs operating in the tourism industry in a developing country

The cross-case analysis shows a dynamic relationship between context, networking and legitimacy agency in the legitimacy process of SMEs operating in the tourism industry in a developing economy like Vietnam (Figure 5.3). The findings demonstrated that context (including 2 factors comprising tourism development levels and tourism structure represented by sustainable development goals in the tourism industry) affected networking (in which formal networks include local government, funding organizations, creditors and partnership with airlines and booking providers while informal networks refer to partnerships with tour operators, recreation service providers and transportation providers, family and community) and legitimacy agency (consisting of regulative legitimacy agency with the action of obeying laws and policies and normative legitimacy agency with three actions including achieving sustainable development goals for the organization, gaining business viability and business growth, protecting marine biodiversity and satisfying tourists) . Networks are the facilitating mechanism for organizations to gain legitimacy. Cognitive legitimacy did not emerge from the empirical analysis since the role of the cultural environment was not highlighted by the participants. These findings enabled us to extend the theoretical framework (Figure 5.1) by including explicit dimensions of context, networking and legitimacy

agency in regard to the legitimation process of tourism SMEs operating in a developing economy. Table 5.3 and table 5.4 demonstrate findings across case analysis and illustrative data respectively.

Table 5.3: Findings from across case studies

Type of legitimacy	Legitimacy agency	Type of network	Benefit from networking	Ly Son Island	Cham Island	Phu Quoc Island	
Regulative legitimacy	Obey the laws and policies	Formal relationship with local government	Getting control for the operation	v	v	v	
			Getting warning of exploiting the marine biodiversity	v			
	Developing sustainable development goals for the organization	Formal relationship with local government	Raising awareness of sustainable development through divulging campaigns from local government	v	v	v	
			Getting information on community-based tourism planning from local government	v	v		
			Gaining business viability and business growth	Increasing reputation by advertising campaigns from local government via media	v	v	
			Protecting the marine biodiversity	Transferring from doing fishery to tourism	v		
	Gaining business growth	Formal partnership with airlines				v	

Normative legitimacy		Formal partnership with booking providers	Getting business information, increasing revenues			v
		Informal partnership with tour operators				v
		Informal partnership with recreation services				v
		Informal partnership with transportation services				v
	Gaining business viability	Formal relationship with creditors	Receiving low-interest rates to set up and run business	v	v	
	Satisfying tourists	Formal relationship with funding organizations	Getting hospitality training from NGOs through funding programs	v	v	
	Gaining business viability		Improving livelihood through NGOs' funding program	v		
	Gaining business viability and business growth	Informal relationship with family members	Financial support from family members to set up and run business	v	v	
	Gaining business viability, business growth and satisfying tourists	Informal relationship with community	Mutual helps among entrepreneurs	v	v	

Table 5.4: Illustrative data

Type of legitimacy	Action to gain legitimacy	Type of network	Benefit from networking	Ly Son Island	Cham Island	Phu Quoc Island
Regulative legitimacy	Obey the laws and policies	Formal relationship with local government	Getting control of operation	<p>“We are trying to follow the operation regulations from local government. However, local government should check, remind, and apply sanctions to the firms who do not meet the requirements. (Entrepreneur, E1)</p>	<p>“ I think all businesses in our island are doing well since local government always take care of us and keep an eye on us to go on the right way and not violate the laws” (Entrepreneur, E12)</p>	<p>“Local government has strict requirements and regulations on enterprises’ establishment and operation. They have regularly checked, reminded, and warned us if we have not met the requirements or violated the regulations” (Entrepreneur, E21)</p>
			Getting warning of exploiting the marine biodiversity	<p>“I know that some people’s awareness on environment protection is still weak because tourism in this island is still at the early stage. Thus, few households (who are doing business in tourism are still exploiting the marine biodiversity) Therefore, I think local government should boost warning and applying sanctions to these</p>		

				households to protect the marine biodiversity which is crucial for tourism development” (E2)		
Normative legitimacy	Having proper sustainable development direction for the organization	Formal relationship with local government	Raising awareness of sustainable development through divulging campaigns from local government	“Local government have been propagandizing to all local enterprises about guest satisfaction, environmental and marine resources protection” (Entrepreneur, E3)	“The Marine Protected Organization has conducted many propagandized activities to increase local residents’ awareness of marine biodiversity conservation and sustainable development within the tourism industry. We are following what they have guided us” (Entrepreneur, E13)	“I have heard about sustainable development through the communication programs from the government” (Entrepreneur, E22)
			Getting information on community-based tourism planning from local government	“To help a family-owned business like my homestay achieve sustainable development, there is a necessity of government control and a good tourism	“We are aware that community-based tourism is the direction for our island. Thus, all the tourism enterprises in this island have developed our	

				planning to balance the development of the whole area. In addition, we should be given the right to raise our voice” (Entrepreneur, E4)	business aligning with this direction” (Entrepreneur, E14)	
	Gaining business viability and business growth		Increasing reputation by advertising campaigns from local government via media	“Local government is not helping us in advertising our businesses so that tourists will know about our premise. We must do by ourselves. I wish they could help us because we do not have experience on that” (Entrepreneur, E5)	“Local government does not help us in advertising. We are doing by ourselves. If local government can help to advertise our businesses, we will have more guests and earn more money” (Entrepreneur, E15)	
	Protecting the marine biodiversity		Transferring from doing fishery to tourism	“We are happy to transfer from fishery to tourism because our livelihoods have been improved a lot since we ran business in the tourism industry. However, you know, not all the households can run a hostel or a homestay. We really	“The Marine Protected Organization has supported us to transfer from doing fishery to running a tourism business. Indeed, thanks to this transfer, we can earn more money. More importantly, we can protect the marine biodiversity for tourism	

				need support from local government in terms of capital, amenities, and skills in the long run" (Entrepreneur, E6)	development of the island because we do not exploit the biodiversity any more" (Entrepreneur, E16)	
Gaining business growth	Formal partnership with airlines	Getting business information, increasing revenues			"We have connected with airlines, tour operators, booking providers and other service providers such as recreation and transportation not only in this island but also in other places to bring more guests and earn more money" (Entrepreneur, E23)	
	Formal partnership with booking providers					
	Informal partnership with tour operators					
	Informal partnership with recreation services					
	Informal partnership with transportation services					
Gaining business viability	Formal relationship with creditors	Receiving low-interest rates to set up and run business	"I want to build more rooms and renovate the rooms but I do not have	"I want to expand my business to attract more tourists and if local		

				money. I do not know if I can lend money with lower interest rate. With this current interest rate, I am afraid that I cannot afford to pay back” (Entrepreneur, E7)	government could give us loans with lower interest rate, it would help” (Entrepreneur, E17)	
	Satisfying tourists	Formal relationship with funding organizations	Getting hospitality training from NGOs through funding programs	“We have received funding from NGOs which is really helpful in training the households the hospitality skills to satisfy tourists” (Entrepreneur, E8)	“We have received funding from few international NGOs to support us in terms of training skills for running a tourism business as well as improving the livelihood for households” (Entrepreneur, E18)	
	Gaining business viability		Improving livelihood through NGOs’ funding program	“We wish that there would be more funding from NGOs to transfer households from doing fishery to doing business in the tourism industry. By this way, our livelihood can improve and the marine biodiversity can be		

				protected” (Entrepreneur, E9)		
Gaining business viability	Informal relationship with family members	Financial support from family members to set up and run business	“The interest rate is very high. Thus, I had to borrow money from my family to run my business” (Entrepreneur, E10)	“To run this homestay, I had to borrow money from my parents. I was afraid of borrowing money from the bank because I cannot afford to pay back” (Entrepreneur, E19)	“I set up and run this business mostly by money from my family. The rest I borrowed from the bank” (Entrepreneur, E24)	
Gaining business viability, business growth and satisfying tourists	Informal relationship with community	Mutual helps among entrepreneurs	To survive and grow in this industry, I think that we (family-owned businesses) must be united to help each other such as sharing business experience” (Entrepreneur, E11)	“There was competition between homestays before. Some stole guests from others. Now we do not do that anymore. This island is very small. So, we must help each other to have more guests and earn more money” (Entrepreneur, E20)		

5.4.1. Dynamic relationship between context, networking and regulative legitimacy agency

In this relationship, the findings show that context (characterising by levels of tourism development) affected networking and regulative legitimacy agency (obeying the laws and policy) of tourism SMEs. In particular, tourism SMEs in all the three islands gained regulative legitimacy through networks with local government, which enabled them to achieve regulative legitimacy- firms' compliance with the laws and following governmental direction are beneficial to ensuring that tourism firms operate within the legal framework set up by the government. Firstly, local government regulates and controls the firm's performance (E1, E12, E21). In addition, another role of local government (in the involved stage of development) is to warn firms and apply sanctions to local enterprises who infringe regulations, i.e. exploiting the marine resources (E2). This is typical of the early stage of tourism development (involvement stage) since at this stage, few households (in Ly Son island) who are doing business are still exploiting the marine biodiversity to fulfil their daily survival.

5.4.2. Dynamic relationship between context, networking and normative legitimacy agency

In this relationship, the findings reveal that context (represented by both tourism development levels and tourism structure- sustainable development goals) influenced networking and normative legitimacy agency of tourism SMEs. Normative legitimacy agency refers to achieving sustainable development goals for the organizations operating in the tourism industry, gaining business viability and business growth, protecting marine biodiversity and satisfying tourists

5.4.2.1. Context, formal relationship with local government and normative legitimacy agency

Respondents reported that the formal relationship with local government helped tourism SMEs achieve normative legitimacy. Firstly, tourism enterprises in all three islands have developed proper sustainable development plans for their organizations through divulging campaigns from local government to raise awareness of sustainable development (E3, E13, E22). In addition, tourism businesses in In Ly Son island (involved

tourism setting) and Cham island (developing tourism setting) could get information on community-based tourism planning from local government to develop their businesses to fit with local tourism planning (E4, E14). This did not happen in Phu Quoc island (developed tourism setting) since tourism planning of this island focuses on destination tourism.

Additionally, tourism enterprises in Ly Son island (involved tourism setting) and Cham island (developing tourism setting) have gained normative legitimacy by gaining business viability and business growth. To do so, entrepreneurs stated that their businesses could increase their reputation via advertising campaigns conducted by local government via media. Unfortunately, they have been advertising their premises by themselves without support from local governments (E5, E15). They also mentioned that this help from local government is crucial because at the early stages of tourism development, entrepreneurs do not have much experience in doing business. This is contradictory with findings in Phu Quoc island (developed tourism setting) because with the current level of tourism development, local government does not need to support local enterprises in advertising their businesses.

Furthermore, participants in Ly Son Island (involved tourism setting) and Cham Island (developing tourism setting) indicated that they gained normative legitimacy by protecting the marine biodiversity. To do so, local government has supported them in terms of finance and training to transfer from doing fishery to run a tourism business (E6, E16). This did not happen in Phu Quoc Island (developed tourism setting) since entrepreneurs are not doing fishery and business simultaneously.

5.4.2.2. Context, partnerships and normative legitimacy agency

Respondents in Phu Quoc Island (developed tourism setting) asserted that their businesses gained normative legitimacy by forming formal partnerships with airlines and booking providers and informal partnerships with tour operators, recreation services providers and transportation service providers. These types of partnership enabled them to achieve business growth since they could obtain information, diversify services to meet the high expectations of tourists in a developed tourism destination (E23). Meanwhile, partnerships did not appear in Ly Son island (involved tourism setting) and Cham island (developing tourism setting) because at early stages of tourism development, entrepreneurs did not have enough experience in forming partnerships.

5.4.2.3. Context, formal relationship with creditors and normative legitimacy agency

Respondents in Ly Son island (involved tourism setting) and Cham island (developing tourism setting) reported that a formal relationship with creditors (i.e. banks) could enable them to gain normative legitimacy because they could gain business viability by receiving loans with low interest rates to set up and run business. However, there was no incentive from the banks for family businesses in these two contexts (E7, E17).

5.4.2.4. Context, formal relationship with funding organizations and normative legitimacy agency

Interviewees in Ly Son island (involved tourism setting) and Cham island (developing tourism setting) revealed the role of funding organizations (specifically non-governmental Organizations- NGOs) as a genre of formal network. They stated that funding from NGOs for hospitality training programs and livelihood improvements for the inhabitants (including households who are running an accommodation business) could help tourism enterprises satisfy tourists and gain business viability, which enabled them to achieve normative legitimacy (E8, E18). In addition, participants in Ly Son island (involved tourism setting) mentioned another role of NGOs in improving the livelihood for the inhabitants (including households who are running an accommodation business) with funding to help these households transfer from fishery to doing business in the tourism industry (E9). The role of NGOs was not highlighted in Phu Quoc island (developed tourism setting) because at the developed stage of tourism development, tourism enterprises can afford to set up and run businesses on their own based on strong financial status and tourism experiences.

5.4.2.5. Context, informal relationship with family members and normative legitimacy agency

Stakeholders in all islands stated that informal network with family members played an important role to achieve normative legitimacy. This is acknowledged by the fact that family support (lending money to entrepreneurs to help them set up and run business) could help them gain business viability and business growth (E10, E19, E24).

5.4.2.6. Context, informal relationship with community and normative legitimacy agency

Respondents in Ly Son island (involved tourism setting) and Cham island (developing tourism setting) acknowledged that community support as a type of informal network is crucial to achieve normative legitimacy. More specifically, mutual supports among entrepreneurs (i.e. interpreting during conversations with international tourists or sharing guests) as part of the community enabled businesses to gain business viability, business growth and tourist satisfaction (E6, E12). This kind of network did not exist in Phu Quoc island (developed tourism setting) because there was no connection among accommodation enterprises. In addition, competition in this developed context was very high.

5.5. Discussion

This study aims to examine the legitimacy process by accounting for the dynamic relationships between context, networking and agency of SMEs operating in the tourism industry within a developing country. There are two prominent findings that make significant contributions to the legitimacy discourse with a focus on SMEs in a developing economy where regulations are rather under-developed: first, an extension of understanding of the legitimacy process within SMEs in a developing country by revealing the dynamic interactions between context, networking and agency (actions) and, second, an extension of the knowledge surrounding the role of formal and informal networks of SMEs.

Our first contribution extends the legitimacy discourse by focusing the attention on the legitimacy process of SMEs operating in the tourism industry in a developing context, which is largely understudied in the legitimacy literature. Our findings show dynamic interactions between context, networking and agency which have not been discovered in any previous study on the organizational legitimacy process. In particular, we found that the role of networks in each context and the ways networks enable SMEs in the tourism industry to gain legitimacy in each context are different. In terms of contexts, our findings acknowledge two main factors: tourism development level and tourism structure. Firstly, by employing a multi-case approach, we revealed that different contexts, characterized by different levels of tourism development affected the ways networks support SMEs to

gain legitimacy. Specifically, at an advanced stage of tourism development there is a growing role of local entrepreneurs' networking which makes government intervention less and less important. In 'developed' tourism setting, firms tended to connect with other industry's stakeholders in the tourism value-chain such as airlines, tour operators, and other services providers. Such interconnectedness amongst tourism entrepreneurs boosted tourism attractiveness, thus contributing not only to enterprises' economic sustainability (Mitchelle, Font, and Li, 2015) but the whole destination's sustainability (Chigora and Zvavahera, 2015; Mitchell, 2012; Mitchell et al., 2015; Spencer, Safari, and Dakora, 2014). In a developed tourism setting characterised by increasing level of competition, entrepreneurs were highly aware of their proactive role for business viability and growth having had experience of doing business. Secondly, our findings suggest that the tourism industry itself (tourism structure) implies on "normative legitimacy" and the ways tourism SMEs achieve this type of legitimacy. Thus, our findings largely support the notion that normative legitimacy is obtained when the organization follows the societal norms and expectations and by acting in ways that people believe are appropriate for the industry (Chung, Berger, and DeCoster, 2016). However, the factor "industry" seems to be neglected in previous legitimacy studies. Our study revealed that SMEs' normative legitimacy in the tourism industry, indeed, aligns with sustainability actions, in particular, economic sustainability and environmental sustainability actions. Economic sustainability actions include having proper sustainable development goals for the organization, gaining business viability and business growth, and satisfying tourists, whereas environmental sustainability actions are associated with initiatives to protect the marine biodiversity. Previous studies have revealed different strategies that firms have used to achieve normative legitimacy such as partnering with suppliers to increase social visibility (Wang et al., 2014), following societal norms, or selecting domains in which the norms and values are more accepting of the venture's products/services and vision (Zimmerman and Zeitz, 2002). We contributed to this discourse by revealing the pertinence of normative legitimacy with regard to sustainability in the specific context of the tourism industry. Accordingly, our findings suggest that SMEs in this industry need to engage with sustainable development's actions in order to gain normative legitimacy. This is compatible with increasing calls to focus attention on sustainable development within the tourism industry (de Lange & Dodds, 2017). Accordingly, tourism enterprises are expected

to contribute to sustainable development in different ways such as increasing employment for local community (Roberts and Tribes, 2008), reducing poverty (Medina-Muñoz, D.R, Medina-Muñoz, R.D, and Gutiérrez-Pérez , 2016; Scheyvens, and Russell, 2012), providing more resource efficient products and services (Lordkipanidze, Brezet, and Backman, 2005), increasing tourist awareness of protecting the environment (Zhao and Li, 2018); promoting local culture and heritages (Aydin and Alvarez 2016; Torabi Farsani 2012). Regarding actions (agency), the agency theory suggests that individuals shape their actions in relation to contexts (Chingara and Heystek, 2019). Our findings empirically support the argument from Chingara and Heystek (2019) by showing that in different contexts characterised by different levels of tourism development, firms gained legitimacy by engaging in different activities. These findings enable us to develop a theoretical explanation of legitimacy process within SMEs operating in the tourism industry in a developing country as an emergent entity of context, networking and legitimacy actions (agency). In particular, the legitimacy process of SMEs operating in the tourism industry in a developing economy is a process of achieving regulative and normative legitimacy with support from networking (the facilitating mechanism) and this process is affected by context comprising two factors of tourism development level and tourism structure. Thus, our study contributes to the literature on legitimacy in organizational institutionalism by responding to a growing concern about the need to pay attention to the process comprising context and actions (agency) rather than the outcomes of legitimation (Pettigrew, 1992; Suddaby, 2010).

Further, our findings extend the scholarship on networks with a focus on SMEs in two aspects. Firstly, we extended the understanding of formal and informal networks. In particular, while previous studies suggested that partnership with other businesses is a type of formal network (i.e. Birley, 1985; Guidry et al., 1997; Kelly, 2007; Rezaei et al., 2015), our study revealed that most of these partnerships that SMEs engage with are informal networks due to the small size of the firms and, therefore, little scrutiny from external shareholders. Accordingly, there was no formal contract between the accommodation service providers (SMEs) and the providers of booking and recreation services. This is merely an agreement between both sides to share profits. Our findings also revealed specific roles of local governments in supporting firms to gain regulative and normative legitimacy through a focus on sustainable development. In doing so, our

findings are similar to previous entrepreneurship studies which have highlighted the role of government's intervention in promoting sustainable development (Al-Amin et al., 2015; Dibra, 2015; Woolthuis, 2010). We contribute additional insights to this stream of research, which is highly quantitative, not only by clarifying how local governments can support firms to achieve sustainability, thus, to gain legitimacy, but also by revealing specific roles of local government including educating (raising awareness of sustainable development through divulging campaigns), planning (developing proper tourism planning- community-based tourism, and guiding local enterprises to adapt), supporting (helping local enterprises to increase reputation by advertising campaigns via media) and monitoring roles (controlling the operation of local tourism enterprises and warning and applying sanctions). We consider this to be an important finding that is beneficial to SMEs' legitimacy process in order to help them survive and grow in a developing economic context, where state-centered institutions tend to be more favourable for large enterprises and government agencies (Wright et al. 2005; Ahlstrom et al. 2008).

5.6. Conclusions

5.6.1. Conclusions and theoretical contributions

This study aims to examine the legitimacy process of SMEs operating in the tourism industry within a developing economy by focusing on the dynamic interactions between context, networking and legitimacy agency. The findings show that tourism SMEs gained regulative and normative legitimacy with support from both formal and informal networks. The formal networks include local government, creditors, funding organizations, and partnership with airlines, booking providers while informal networks comprise family, community, and partnership with tour operators, recreation services and transportation services. However, along with tourism development, the roles of local government networks becomes redundant as SMEs tend to partnership with service providers in the tourism industry (i.e. airlines, booking providers, tour operators, recreation services, transportation services).

We made two significant contributions to the theory of legitimacy. Firstly, we revealed dynamic relationships between context, networking and legitimacy agency in the legitimacy process of SMEs operating in the tourism industry in a developing economy. In

particular, context (including the level of development of the tourism industry and the tourism structure representing by sustainable development goals) affects the types and roles of networks as mechanisms enabling different actions (agency) that SMEs can engage with in achieving legitimacy. In doing so, we responded to the call for more research on the legitimacy process that should account for the interactions of context and agency (rather than a focus merely on the outcomes (Johnson et al., 2006; Pettigrew, 1992; Suddaby, 2010), but expanding the legitimacy process by revealing the importance of networking as a facilitating mechanism. Secondly, we revealed that normative legitimacy of SMEs in the specific context of the tourism industry aligns with sustainability, thus contributing a novel insight to the specific literature on normative legitimacy (i.e. Zimmerman and Zeitz, 2002; Wang et al., 2014). We argue that in researching the legitimacy process of firms, empirical research should account for the characteristics of the industry context in which firms operate. Secondly, we extend the understanding of the types of networks, formal and informal, that SMEs draw on in order to achieve legitimacy in a developing economy context. In contrast with previous studies, which revealed that most firms' partnerships are formal (i.e. Birley, 1985; Lewis et al., 2015; Rezaei et al., 2015), this study revealed that SMEs used few forms of partnerships (with tour operators, recreation service providers and transportation service providers) which tended to be informal due to firms' small size and little scrutiny from external stakeholders. Additionally, we also discovered specific roles of local government in enabling SMEs in a developing economy to achieve sustainability, accordingly, gain regulative and normative legitimacy including educating, planning, supporting and monitoring roles.

5.6.2. Implications for policies and practice

Emerging findings from this study also make contributions to practice and policy by demonstrating implications for both government officers and entrepreneurs. In terms of policy implications, this study suggests that local government at the early stages of tourism development should support tourism micro and SMEs in promoting their businesses via media to help them gain business viability and business growth, which can lead to normative legitimacy. This is because at the early stages of tourism development, SMEs lack business experience. In addition, local government should intervene and regulate the banking system with ad-hoc measures so that they can offer family business

a reasonable interest rate to help them build and run business. For entrepreneurs, this study shows that, learning from the developed tourism context (Phu Quoc island), creating partnerships with other players in the network of services such as airlines, tour operators, or other service providers is paramount to achieving normative legitimacy for micro and SMEs operating in the tourism industry in developing contexts that are characterised by an advanced stage of tourism development. Therefore, micro and SMEs operating in less developed contexts within the tourism industry should recognise the importance of participating into networks to gain normative legitimacy. Particularly, they should seek for, and strengthen the connections with other businesses in the tourism supply chain including the airlines, tour operators, booking providers, recreation service providers and transportation service providers. These other network's players could support SMEs in the tourism sector in terms of growing the number of guests that is critical to business survival and growth and, therefore, achieving normative legitimacy.

5.6.3. Limitations and Suggestions for Future Research

This study focussed on the SMEs operating in the tourism industry and in the island context. Undoubtedly the findings are limited to the context of research and this should be considered in the process of generalising these results. Considering the context in terms of both its development stage and industry is critical to research SMEs' legitimacy process. We argue that the findings of this study have the potential to be generalised to other developing economic contexts. For instance, future research can be undertaken in the tourism industry in developing countries through comparative case studies to offer greater empirical evidences that reinforce the theoretical contributions that this study adds to the scholarly discourse of legitimation. Further research could also compare the legitimacy process of SMEs with that of large enterprises in a developing context. This study did not reveal any insights into the cognitive legitimacy process of SMEs. Future studies may explore this phenomenon by focusing on the interactions of the cultural context with agency to reveal, under which context conditions, how SMEs businesses can gain cognitive legitimacy.

APPENDIX 5.1: Clarifications of characteristics of each stage of tourism development

Stage	Characteristics
Exploration	Visitors are limited. Visiting sites have no specific facilities for visitors. The physical fabric and social milieu of the area would be unchanged by tourism. The arrivals of visitors have little significance on economic and social life.
Involvement	The numbers of visitors increases and assumes some regularity. Tourist seasons are emerged. Locals begin to provide facilities primarily for visitors (homestay, guesthouses...). Some advertising developed to attract tourists. Organization of tourist travel arrangements. Basic infrastructure.
Development	Number of visitors increases rapidly. Noticeable changes of physical appearance arise. Large-scale accommodations appear. Privately owned tourism businesses change from local to international. Advertisement becomes intensive. Tourism stakeholders are diverse. Infrastructure such as roads, cargo building, international airport or ferry terminal are developed. Tourism facilities are developed (golf courses...)
Consolidation	The rate of increase in the number of visitors declines. Tourism has become a major part of the local economy. Tourism has been dominated by major franchises and chains. Marketing and advertising are wide reaching. Well-defined recreational business districts have been formed.
Stagnation	The number of visitors reaches the peak. Destination is no longer fashion. The destination has heavy reliance on repeat visitation. Imported artificial facilities supersede the natural and genuine cultural attractions arise. New development will be peripheral to the original tourist area

Decline	The destination faces decline in market and unable to compete with newer destinations. The destination no longer appeals to vacationers. Tourist facilities have often been replaced by non-tourist related structures as the destination moves out of tourism. Hotels may become condominiums, convalescent or retirement homes or conventional apartments. Local involvement is likely to increase as costs decline. The destination either becomes a tourist slum or loses its tourist function completely. Carrying capacity has been reached or exceeded.
Rejuvenation	A complete change in attractions on which tourism has been based. Either a new attraction is constructed or a previously untapped natural resource has been utilized. The development of new facilities becomes economically feasible. A new avenue for recreation appears.

Source: Adapted from Butler (1980)

APPENDIX 5.2: Interview protocol

1. What are the roles of local government in the survival and development of local tourism enterprises?
2. Have local tourism enterprises received any support from funding organizations? What are the supports?
3. Since you set up this business, have you received any support from your family, relatives and friends? How?
4. Has your business formed any partnership that helps you promote and develop your business?
5. Have people in your community support you in doing your business? How?

Chapter 6 Conclusions

6.1. Introduction

This PhD thesis has examined sustainable entrepreneurship (SE) process in different contexts characterised by a different level of tourism development. Three sub-aims of the thesis were addressed in three papers respectively as follows. Paper One investigated how different stakeholders perceive SE in terms of SE's dimensions. Paper Two examined how institutional logics shape organizational sustainable actions within the context of island tourism destinations. Paper Three explored the interactions between context, networking and agency (actions to achieve legitimacy) within the legitimacy process of small and medium enterprises (SMEs) in a developing economy. All three papers adopted an interpretivism research paradigm which enabled the researcher to explore different interpretations of the key concepts including SE, institutional logics and organizational sustainable actions, networks and organizational legitimacy from different groups of stakeholders in different contexts characterised by different levels of tourism development. The data for this research were collected through in-depth semi-structured interviews with two groups of stakeholders including government officers and entrepreneurs triangulated with secondary data regarding the overview of the research contexts, tourism planning in each context, papers on sustainable development and the classifications of enterprises in Vietnam. Then, data across the three papers were analysed by using thematic coding techniques comprising manual coding and the software Nvivo.

This chapter provides a summary of the research aims, questions and key findings of three papers followed by a discussion of the theoretical and practical contributions regarding management and policy implications. Finally, limitations and suggestions for future research are proposed.

6.2. Revisit research aims, questions and key findings

This thesis aimed to explore the sustainable entrepreneurship (SE) process in different contexts labelled by different levels of tourism development. Three sub-aims were developed to achieve the main research aim. Each sub-aim was addressed in each paper.

6.2.1. Sub-aim 1

This aim was examined in paper one (Chapter 3 of the thesis). The main aim of paper one was to investigate the perceptions of SE from different groups of stakeholders to address the research question “How do stakeholders at different stages of tourism development perceive sustainable entrepreneurship (SE) in terms of four sustainability dimensions?”. This study responded to two research gaps. Firstly, there is the need for further empirical research on SE in the tourism sector within developing contexts, using a more comprehensive theoretical framework consisting of the quadruple bottom line, including economic, social, environmental and cultural sustainability. SE has been conceptualized in entrepreneurship studies focusing on the double bottom line (Choi and Gray, 2008; Crals and Vereeck, 2004; Dean and McMullen, 2007), or the triple bottom line with economic, social and environmental sustainability (Atiq and Karatas-Ozkan, 2013; Hockerts and Wustenhagen, 2010; Schaltegger et al., 2016; Shepherd and Patzelt, 2011). In the tourism discourse, despite acknowledgement of SE as a four-pillars concept including economic, social, environmental and cultural sustainability, the scholarly debate has mostly focused on environmental sustainability (Bohdanowicz et al., 2011; Kornilaki et al., 2019; Luu Trong Tuan, 2018); or social and environmental sustainability (Bohdanowicz and Zientara, 2009; Cowper-Smith and de Grosbois, 2011; Font et al., 2012; Kucukusta, Mak, and Chan, 2013); or economic, social and environmental sustainability (Cvelbar and Dwyer, 2013; de Grosbois, 2016; Kallmuenzer et al., 2018). Furthermore, cultural sustainability (CS) has only been conceptualized together with the other three dimensions of sustainability without empirical exploration (Swanson and DeVereaux, 2017). Particularly, discussions of CS in the extant tourism literature have mainly focused on the CS of a whole destination (Aydin and Alvarez, 2016; Pueyo-Ros et al., 2018; Richins, 2009; Torabi Farsani, 2012). Meanwhile, an exploration of CS at the organizational level remains largely conceptual (Roberts and Tribe, 2008), or simply emerges from an examination of sustainable practices, disconnected from the other dimensions of SE (Agyeiwaah, 2019;

Roberts and Tribe, 2008). Secondly, the literature on stakeholders' perceptions suggests that a qualitative examination of different stakeholders' perceptions (SMEs and governmental officers) of the issues related to sustainable development and entrepreneurship is largely neglected with the exception of few studies (Allen et al., 1988; Johnson et al., 1994; Upchurch and Teivane, 2000), which examined the perceptions of tourism stakeholders by linking the latter with levels of tourism development. However, these studies only focused on one group of stakeholders (residents) and mostly used quantitative research methods. A qualitative exploration of stakeholders' perceptions of SE in the tourism sector is important to justify how tourism enterprises can contribute to the sustainability of the whole tourism destination (Roberts and Tribe, 2008). In addition, Tilley and Young (2009) suggested that contributing to sustainable development is the core activity of sustainability entrepreneurs, who should look into generating wealth for future generations. Thus, paper One captured these perceptions alongside those of other influential stakeholders including the government officers.

The findings revealed that stakeholders' perceptions of SE within family-owned accommodation businesses varied in different contexts characterised by different levels of tourism development (three different islands). Stakeholders in all islands perceived that economic sustainability dimensions included business viability, business growth and customer satisfaction while environmental sustainability referred to protecting the surrounding environment and conserving marine biodiversity. Social sustainability was blurred in the early stages of tourism development but was perceived as supporting the society (increasing local well-being) and resolving social issues (i.e. crime). Cultural sustainability comprising promoting islandic culture of hospitality, promoting local cultural heritages and conserving islandic beliefs emerged as being important only in the early stage of tourism development whilst it was blurred at the developed stage.

6.2.2. Sub-aim 2

This aim was examined in the paper two (Chapter 4 of the thesis). This study aimed to explore how institutional logics shape organizational sustainable actions in the island context. The main research question of this study was "How do institutional logics shape

sustainable actions of tourism enterprises in island tourism destinations?” . This study responded to two research gaps regarding institutional logics and organizational sustainable actions in the island tourism destinations context. Firstly, there is a lack of tourism research on how institutional logics guide organizational sustainable actions in developing countries. In organizational studies, this theoretical perspective has been used to explain why firms in other sectors such as logistics, electronics, retailing, chemicals pursued certain sustainable actions (Dahlmann and Grosvold, 2017; Herold and Lee, 2017). However, these studies merely focused on environmental sustainable actions in developed contexts whereas other dimensions of sustainability and developing contexts have not constituted the focus of the empirical research. Secondly, the multi-faced context of island tourism destinations has not been considered in institutional logics and sustainable entrepreneurial actions studies. While studies have highlighted the central logics of the inland context such as market logic, state logic, family logic, religion logic (Alford and Friedland, 1985; Chen et al., 2016; Thornton et al., 2012), this study argues that the central logics of the island context may be different from the inland logics due to the underlying different islands’ conditions intrinsic in different lifestyles and cultures (Baum, 1997; Hall, 2010). Thus, in this paper, the researcher argues that sustainable actions of tourism organisations situated in multiple island destinations may be shaped by multiple different logics.

This study revealed that sustainable actions within family tourism businesses in the Vietnamese marine protected islands are guided by four dominant logics: market logic, community logic, cultural logic, and marine logic. However, when comparing these findings across different islands, the organizational sustainable activities vary. Such differences are due to the fact that each island context is characterised by a different level of tourism development.

6.2.3. Sub-aim 3

This aim was examined in paper three (Chapter 5 of the thesis). By adopting the legitimacy theory, this study aimed to investigate the interactions between context, networking and agency within the legitimacy process of tourism SMEs in different contexts within a developing economy. The main research question guiding this study was “How do context, networking and agency interact within the legitimacy process of

tourism SMEs in a developing economy?”. This study fills in a research gap represented by the limiting empirical research that has examined the legitimacy process of SMEs in developing economies. Furthermore, within the scholarship of organizational legitimacy, the focus has mainly been on the ‘outcome’ rather than the ‘process’ of legitimacy, whereby scholars have called for further research on the legitimacy process (Johnson, Dowd, and Ridgeway, 2006; Pettigrew, 1992; Suddaby, 2010). In this regard, with a focus on the ‘process’, context, networking (as a facilitating mechanism), and agency have been highlighted. Particularly, context affects agency (actions) (Eugenio et al., 2013; Kibler et al., 2015; O’Neil and Ucbasaran, 2011) and networks support an organization to achieve legitimacy (Bloodgood et al., 2016; Elfring and Hulsink, 2003) by overcoming the legitimacy barriers (Aldrich and Fiol, 1994; Crespín-Mazet and Dontenwill, 2012). Despite the established scholarship has acknowledged the relevance of the context, networks, and agency for a better understanding of legitimacy, the dynamic interactions between these factors are still understudied. In addition, in previous legitimacy studies, the focus of analysis has mainly been the context of developed economies and large enterprises including the relationship between context and agency (Kibler et al., 2015; O’Neil and Ucbasaran, 2011) and the enabling role of networks for achieving legitimacy (Bloodgood et al., 2016; Elfring and Hulsink, 2003). Thus, the legitimacy process of SMEs within the context of developing economies has been largely under researched. Understanding the interactions between context, network and agency in regard to SMEs operating in developing economies is critical for two reasons. Firstly, in developing economies with inefficient market-clearing mechanisms, the role of network in the organizational legitimacy process becomes extremely crucial (Khanna and Palepu, 1997; Peng et al. 2008). Secondly, due to the influence of state-centered institutions in developing economies, large enterprises and government agencies in this context are more supported than SMEs, which affects the legitimacy process of SMEs.

The findings reveal that tourism SMEs in the Vietnamese marine protected areas gained regulative and normative legitimacy with the support from both formal and informal networks while cognitive legitimacy was blurred. The formal networks included the networks with the local government, creditors, funding organizations, and industry

partnership with the airlines, booking providers; whereas, informal networks included the networks within the family, community, and industry partnerships with tour operators, recreation services and transportation services. However, along with tourism development, the role of local government has increasingly become redundant due to the partnership with service providers in the tourism value chain (i.e. airlines, booking providers, tour operators, recreation services, transportation services).

6.3. Contributions of research

Findings from the three studies provide significant contributions to the area of sustainable entrepreneurship, institutional logics, networks and legitimacy.

Paper one proposes two contributions to sustainable entrepreneurship and tourism development scholarship. Firstly, this study has added to SE research by empirically examining and expanding the theory with four pillars of SE in the tourism context, including economic sustainability, social sustainability, environmental sustainability and cultural sustainability. Accordingly, this study extended the understanding of CS at the organizational level by revealing that CS dimensions varied in different contexts characterised by different levels of tourism development. In this vein, this study also reveals the interactions amongst the four sustainability pillars thus adding further insights to the literature of sustainability where studies discussed sustainability pillars equally (i.e. Cohen and Winn 2007; Hockerts and Wustenhagen 2010; Schaltegger et al. 2016; Shepherd and Patzelt 2011). In particular, the findings demonstrate that cultural and environmental sustainability contributed to attracting and satisfying tourists, which led to economic sustainability. Additionally, this study added to the understanding of organizational economic sustainability by exploring more entrepreneurial-based dimensions, and suggested that organizational economic sustainability in the tourism industry evolved from the triangle of entrepreneurship (business viability and business growth), industry characteristics (customer satisfaction) and the whole destination (publicity of the destination). Meanwhile, economic sustainability in the tourism industry in previous studies referred to the impact of economic sustainability, such as contributions to the local economic development of the tourism destination through job creation and tax contributions (De Grosbois 2012), cost reduction within companies (Ayuso 2006; Kasim 2007), or creating sustainable tourism products (Horng et al. 2018).

Secondly, this study advanced the understanding of stakeholders' perceptions from areas at different levels of tourism development by employing a qualitative research method. Accordingly, this study shows that each level of tourism development resulted in different perceptions of SE's dimensions. These differences derived from not only the contextual factors as a result of tourism development, but also from tourism planning, thus, suggesting that tourism planning needs to be considered in future research on SE to discover additional elements of sustainability pillars within the concept of SE in the tourism industry in the context of developing economies.

Paper two contributes to the literature of sustainability in the island context and institutional logics literature in four ways. Firstly, previous studies conducted in the inland context and in other sectors different from tourism suggested that organizational environmental actions were shaped by market logic and sustainability logic (Herold and Lee, 2017) or environmental logic (Dahlman and Grosvold, 2017). This study compliments the extant research by revealing additional logics, marine logic and cultural logic, shaping organizational sustainable actions in the tourism. These logics emerged from the island context and have not been discussed in any previous studies. Secondly, this study fills in a theoretical gap within the institutional logics' discourse. Particularly, this study responded to a call for further theoretical and empirical research on how values and related foci such as emotions, passion and ideology relate to institutional logics (Friedland, 2013; Voronov and Vince, 2012) by adding the contextual factors (social factors) that underpinned each logic, in particular- the local government . Thirdly, this study advances the understanding on why and how certain logics gain primacy over others at organizational level, thus providing insights on how institutional logics gain dominance over others, an area for which more empirical research has been called for (Cherrier, Goswami, and Ray, 2018; Gavetti et al., 2012; Thornton et al., 2012). To date, this issue has been only examined by Lee and Lounsbury (2015) at community level. Accordingly, this study reveals that the market logic affected other logics (community, cultural, and marine logics) to guide social, environmental and cultural actions to achieve economic sustainability of tourism enterprises at all levels of tourism development. In other words, this study shows that social, environmental and cultural sustainable actions did not stand separately; they all

aimed to satisfy tourists to achieve economic sustainability. Finally, this study explored an alternative response to competing logics. While previous studies (i.e. Cherrier et al., 2018; Dalhman and Grosvold, 2017; Luo, Wang and Zhang, 2017; Pache and Santos, 2013; Reay and Hinings, 2009) argued that organizations overcome the tensions from the conflicts of logics by developing strategies to cope with, and balance the contradictory logics, this study suggests that instead of coping with contradictory logics, tourism enterprises adopted a trade-off strategy to choose a logic over another logic. In particular, tourism enterprises chose community logic over the marine logic because they did not want to strain the relationship with their neighbours.

Paper three contributes to the literature of networks and legitimacy within SMEs in a developing economy in two ways. Firstly, this study provides insights into the dynamic interactions between context, networking and agency which has not been discussed in previous studies on organizational legitimacy process. In particular, this study found that SMEs operating in the tourism industry of a developing economy adopted different agencies (actions) to achieve legitimacy through the facilitating mechanism of networks. This study revealed that context (including tourism development level and the tourism structure represented by sustainable development goals) affected type and role of networking as well as the agency. Particularly, it revealed that different contexts characterised by different levels of tourism development affected the roles of networks and the ways SMEs achieved legitimacy differently. Ultimately, this study responded to the scholars' concern about the need for more research on the legitimacy process rather than merely focussing on the outcomes (Pettigrew, 1992; Suddaby, 2010). In doing so, the findings not only reveal the relevance of factors such as context, networking, and agency in the legitimacy process, but also the dynamic interactions amongst these factors thus providing a more comprehensive picture of SMEs legitimacy process than previous studies which have mainly revealed the relationships between context and agency (Eugenio et al., 2013; Kibler et al., 2015; O'Neil and Ucbasaran, 2011) or networks and agency (Bloodgood et al., 2016; Elfring and Hulsink, 2003). Secondly, this study extends the understanding of formal and informal networks in regard to SMEs in a developing economy. While previous studies revealed that partnership is a form of formal networks (i.e. Birley, 1985; Lewis et al., 2015; Rezaei et al., 2015), this study shows that a few forms of partnership (with tour operators, recreation service providers and transportation

service providers) are de facto informal network due to the small size of the firms and little scrutiny from external shareholders with the latter due to underdeveloped formal institutions in the evolved and developing contexts. Additionally, this study provides highlights the specific roles that local governments in developing economies can play in enabling SMEs to achieve legitimacy including educating, planning, supporting and monitoring roles.

6.4. Practical implications

The emerging findings from this research also provide insights into the practical implications particularly in regard to policy making and management practices for the entrepreneurs. In terms of policy making, this study provides significant recommendations to policy makers in the tourism industry by suggesting the need for proper tourism planning and education as well as promotional support from the local governments so that local tourism enterprises can achieve legitimacy and sustainable entrepreneurship. From a management perspective, this study suggests that in achieving sustainable entrepreneurship at all levels (macro, meso and micro level), all key stakeholders should embrace a holistic concept of sustainable entrepreneurship around the quadruple bottom line, so that proper sustainable actions underpinned by economic, social, environmental and cultural logics are put into practice. Practical implications have been suggested in each paper as follows.

Paper 1 reveals that cultural sustainability was not significant in the developed tourism setting, thus, suggesting that in this context, local government may need to consider promoting local culture in tourism planning. Such a focus may be beneficial since cultural sustainability in the island context of this study helps to protect and promote local marine values, which can in turn help to attract more tourists. In addition, the finding of social sustainability in the perception of government officers in the developed island implies a responsibility from the local entrepreneurs. Tourism development is not without its drawbacks: the fast economic development of the island has occurred at the expense of social sustainability, leading to subsequent social issues, such as crime, drug addiction etc.

As mentioned by the local government officers, this issue cannot be tackled without the involvement of the entrepreneurs. Yet, the research insights from this study reveals that the entrepreneurs in the developed island did not acknowledge their critical role in coping with this issue. Hence, it may be argued that entrepreneurs should be made aware of their role in coordinating with the local government in order to deal with social issues caused by tourism development, not only for the social sustainability of their businesses, but also for the sustainability of the whole destination, which will be beneficial to future generations. Therefore, this study proposes that the local government should develop awareness programmes to educate and encourage entrepreneurs to be more attentive to their social responsibility role in all the three islands.

In paper two, the findings revealed that that institutional logics and sustainable actions conducted by tourism enterprises were influenced by tourism planning and education. However, only the local government in the developing island (Cham island) has conducted education programs on sustainability aimed at the island's residents, and embedded sustainability into tourism planning for the whole island properly. Thus, this study suggests that the local governments in involved and developed tourism settings should develop ad-hoc tourism planning to support the sustainability of the islands as well as conducting education programs to guide the entrepreneurs. For the entrepreneurs, this study suggests a comprehensive framework of sustainable activities circulated around the quadruple bottom line of economic, social, environmental and cultural sustainability. In particular, the study's findings suggest that various organizational sustainable actions underpinned by different logics should be conducted simultaneously to fully achieve sustainable entrepreneurship within the tourism sector in the long run. Particularly, since the market logic dominates over the other logics (community logic, cultural logic and marine logic) in guiding social, environmental and cultural actions to achieve economic sustainability through tourist satisfaction, the most crucial attribute in the tourism industry to achieve economic sustainability, a vision around a holistic framework of sustainability should be embedded into tourism enterprises. By adopting this vision, tourism enterprises should implement sustainable actions that will enable sustainable development in the long run.

Paper three reveals different roles of local governments in supporting tourism SMEs to achieve legitimacy. Given this finding, this study suggests that local governments at the

early stages of tourism development should support SMEs in promoting their businesses via media communication to help them gain business viability and business growth, which can lead to normative legitimacy. This is because at the early stages of tourism development, SMEs lack business experiences. Additionally, local governments should intervene in terms of laws and policies so that creditors (banks) can offer SMEs loans at reasonable interest rates in order to support the development of their businesses. For entrepreneurs, this study shows that forming partnerships with other players in the network of services such as airlines, tour operators, or other service providers, can help firms to achieve normative legitimacy. However, this only happened in the advanced stage of tourism development. Thus, this study indirectly suggests that SMEs in other contexts should also take part in some forms of partnerships (with other businesses in the tourism supply chain including the airlines, tour operators, booking providers, recreation service providers and transportation service providers who can help them to acquire more guests, which can enable business survival and growth) to achieve legitimacy.

6.5. Limitations and suggestions for future research.

Each of the three studies is not without limitations, which represent the premises for continuing this work.

Paper one has only examined the perceptions of SE from two stakeholder groups, which are government officers and family-owned entrepreneurs, in the island context, whereby the findings are valid within only this group of participants that represented the focus of analysis. Thus, further research could possibly extend the external validity of this work by considering the perceptions of SE from the demand side (tourists). Comparative studies between the supply and demand sides, between the island and inland areas, between SMEs and large tourism enterprises, and across different national settings to account for the institutional and cultural differences, could be undertaken to generate richer insights into the phenomenon of sustainable entrepreneurship within the tourism industry.

The limitations of the paper two are due to the fact that the findings are specific to the island context; thus, the logics and actions found are only valid within the specific context that has been researched. However, given the focus on developing economies, the findings from this study could be generalized to other island destinations situated in other developing contexts. Future research on the link between institutional logics and organizational sustainable actions may offer greater theoretical contribution by comparing island contexts with inland areas. In addition, this study was only conducted within family-owned businesses. Thus, comparative studies between small-medium sized and large enterprises are largely possible to further generalise the results. Finally, this study is a cross-sectional research conducted in different tourism destinations characterised by different stages of tourism development. Therefore, a longitudinal study to investigate the change in institutional logics and organizational sustainable actions in a destination to account for the institutional transition as reflected in the development of the tourism sector may significantly add novel insights to the literature of both institutional logics and tourism development.

Paper three has only examined the legitimacy process of SMEs within the tourism industry embedded in the island context, whereby as the previous two studies, the findings are only valid within the context of analysis. Thus, further research in other country contexts and industries are crucial. Indeed, this study has revealed that national contexts and industries are two important dimensions that should be considered when researching the organization's legitimacy process. In addition, further research based on comparative studies may provide additional insights on the differences between the legitimacy process of SMEs versus large enterprises in a developing economy. Furthermore, cognitive legitimacy did not clearly emerge from the inductive research, whereby ad-hoc research focusing on some aspects of cognition, (i.e. culture) can enrich the legitimacy literature in general and more specifically with regard to sustainable entrepreneurship within the tourism industry.

In general, this project was conducted within the scope of the tourism industry in a developing economy, Vietnam. In the future, the researcher will continue to expand research within the sustainable entrepreneurship domain by considering other industries in other developing countries as well as developed economies to make greater contributions that account for the diversity of geography and industries (context) which

may have different implications with regard to the influence of specific institutions influencing different contexts. Ultimately, this will affect the way sustainable entrepreneurship materializes. In order to achieve these research ambitions, the researcher may apply new theoretical lenses depending on the peculiar context-driven insights.

In particular, emerging from paper 1, stakeholder theory may be applied and extended to research on the perceptions of other groups of stakeholders of sustainable entrepreneurship to see whether there are any similarities and differences in perceptions between the supply and demand side. In the tourism industry, there are four main groups of stakeholders including government officers, entrepreneurs, residents (supply side), and tourists (demand side) (Byrd et al., 2009; Goeldner and Ritchie, 2003; Stylidis, Belhassen, and Shani, 2015). Thus, investigating the perceptions of sustainable entrepreneurship from other two groups (residents and tourists) can bring better insights on how tourism enterprises can manage their relationships with their stakeholders which is the focus of stakeholder theory (Freeman et al., 2020; Freudenreich, Lüdeke-Freund and Schaltegger, 2019) to achieve sustainable entrepreneurship. In addition, application of stakeholder theory to examine stakeholders' perceptions of sustainable entrepreneurship can be extended to other industries since different industries face different stakeholder interests (Theodoulidis, Diaz, Crotto and Rancati, 2017).

Emerging from paper 2, institutional theory can be expanded to investigate the impacts of different types of institutions (i.e. regulative, normative, cognitive institutions) on organizational sustainable actions in both developed and developing economies since institutions in developing economies are not as developed as those in the developed countries (Wright et al. 2005; Ahlstrom et al. 2008). The outcomes of this study suggest that the focus of context (including country and industry) in future research on organizational sustainable actions is crucial to explore the institutional logics behind organizational sustainable actions since institutional logic emerges from the institutional environment (Grinevich, Huber, Karatas-Ozkan, and Yavuz, 2017; Wang, Zhao, Dang, Han, and Shi, 2019) and can act at multiple levels to impact on industry emergence (Lee et al., 2017; York et al., 2016a).

Getting insights from paper 3, networking plays a crucial role in the legitimacy process of SMEs in a developing economy. This finding aligns with the previous studies' findings which demonstrated the importance of network for SMEs in developing economies (Acheampong and Hinson, 2018; Ibel and Kasem, 2011; Zizah et al. 2010). However, in developed economies, the factors influencing the legitimacy process of organizations may be different due to the influence of different institutions. Thus, researching other factors that affect the organizational legitimacy process of tourism SMEs in developed economies will contribute to enriching this domain of research.

Appendix A Information of the Research context - The Vietnamese marine protected areas

No	Zone	Total square (ha)	Population	Tourism potentials	No of tourists	Tourism Infrastructure	Tourism Development stage
1	Hon Me (18 big and small islands)	6.700	No people, only military	-Secondary forest -Diversified marine organism →Eco-tourism direction	Small number of domestic tourists for sightseeing and fishing	No accommodation	Exploration
2	Con Co	2.490	500 (2015)	-Pleasant climate -Virgin forests -Unique botany →Eco-tourism and relaxation tourism	Very small number of domestic tourists who are interested in discovery	In the process of planning and developing to welcome tourists from 2015	Exploration
3	Tran	4.200	120 (2014)	-Secondary forests -Beautiful beaches →Eco-tourism	Very small number of domestic tourists who are interested in discovery	In the process of planning and exploiting	Exploration
4	Nam Yet (biggest marine conservation zone)	35.000	No people, only military	Coral system →Eco-tourism	Very small number of domestic tourists who are interested in discovery	In the process of planning	Exploration

5	Bach Long Vy	20.700	4000 (2015)	-Coral and seaweed system → Eco-tourism	In the process of tourism exploitation	Guest houses	Exploration
6	Phu Quy (the most beautiful island in the Chinese Ocean by CNN readers)	18.980	33.000 (2013)	-Beautiful beaches with diversified seafood -Cultural vestiges and festivals →Eco-tourism and culture tourism	2000 (2013), mainly domestic	About 12 local guest houses	Exploration
7	Hon Cau	12.500		-Beautiful beaches →Eco-tourism	Small number	Home stay	Exploration
8	Cham (8 small islands-World Biosphere Reserve recognized by UNESCO)	8.265	3.000 (2013)	- Coral and seaweed system - Medicinal plants - Diversified marine organism	Mainly domestic tourists	- Home stay - No hotels, no guest houses, no restaurants.	Exploration
9	Son Tra	17.039	No people, only military	-Beautiful beaches - Virgin forests -Diversified botany →Eco-tourism	Domestic and international (mainly domestic)	-Small guest houses - Big international-brand resorts: Furama, Sunny Beach, Olalani, Silver Shore	Involvement

10	Ly Son	7.925	21.118 (2013)	<ul style="list-style-type: none"> - Beautiful landscape, cave and beaches - Historical vestiges →Eco-tourism and Culture tourism 	Mainly domestic tourists	<ul style="list-style-type: none"> -14 local guest houses - 2 restaurants 	Involvement
11	Co To	7.850	6740 (2014)	<ul style="list-style-type: none"> -Beautiful beaches -Natural forest →Eco-tourism 	Mainly domestic tourists	<ul style="list-style-type: none"> -Some small hotels and guest houses - Limited restaurants 	Involvement
12	Nui Chua (National Park)	29.865	55.000 (2014)	<ul style="list-style-type: none"> -Mixture of evergreen forest, semi-evergreen forest and deciduous forest - Biodiversity with a large number of species, especially mammals, birds and bats 	Both domestic and international tourists (connection with the tour to Ba Na hill)	<ul style="list-style-type: none"> -Guest houses - Small private hotels - 3-star resorts and hotels (3) 	Involvement
13	Cat Ba (beautiful and romantic island-World Biosphere Reserve recognized by UNESCO)	20.700	32.000 (2014)	<ul style="list-style-type: none"> -Virgin forests on limestone mountain -Willow swamp forests -Caves - Beach with small waves →Eco-tourism and relaxation tourism 	350.000 (2013)(domestic and international)	105 hotels, from cheap hotels to resorts	Involvement

14	Con Dao	29.400	7.245 (2014)	<ul style="list-style-type: none"> -Beautiful beaches -Virgin forests -Historical vestiges -→Eco-tourism and Culture tourism 	90.000 (2013) with more than 20% of international tourists	38 resorts, hotels, hostels, guesthouses and 9 restaurants (1 international resort: Six Senses)	Development
15	Phu Quoc -Biggest island in Vietnam- World Biosphere Reserve recognized by UNESCO -30 day-free visa for international tourists -Top 20 destinations for honeymoon by Roughguides	33.657	231.000 (2014)	<ul style="list-style-type: none"> -Beautiful beaches -Virgin Forests -→Eco-tourism and relaxation tourism 	622.000 including 125.000 international (2014)	<ul style="list-style-type: none"> -More than 100 hostels, hotels, and resorts -Some pubs, bar and clubs (but small) - Many international brands: Intercontinental, Novotel, Vinpearl, Crown Plaza, Sunset Sanato, Salinda... 	Development
16	Nha Trang Bay	15.000	15.200 (2014)	<ul style="list-style-type: none"> -Beautiful beaches -Coral system -Tropical forests 	Both domestic and international	<ul style="list-style-type: none"> -Small hotels and guest houses - International-brand resorts: Vinpearl, 	Development

	(consists of 19 islands)			- Willow swamp forests -→eco-tourism and relaxation tourism		Intercontinental, Merperle, Six Senses... -Entertainment complexes -Cable car from inland to island	
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Appendix B Interview Protocol

Micro level

1. What is your understanding of sustainable entrepreneurship? What would be involved?
Who would be involved?
2. What is your understanding of economic sustainability? How can economic sustainability be achieved in this island to impact on the present and future?
3. What is your understanding of social sustainability? How can social sustainability be achieved in this island to impact on the present and future?
4. What is your understanding of environmental sustainability? How can environmental sustainability be achieved in this island to impact on the present and future?
5. What is your understanding of cultural sustainability? How can cultural sustainability be achieved in this island to impact on the present and future?

Meso level

6. What economic sustainable actions has your firm conducted? What motivated you to do those?
7. What economic sustainable actions will your firm do if you have better conditions?
8. What social sustainable actions has your firm conducted? What motivated you to do those?
9. What social sustainable actions will your firm do if you have better conditions?
10. What environmental sustainable actions has your firm conducted? What motivated you to do those?

11. What environmental sustainable actions will your firm do if you have better conditions?

12. What cultural sustainable actions has your firm conducted?

13. What cultural sustainable actions will your firm do if you have better conditions?

Macro level

14. What are the roles of local government in the survival and development of local tourism enterprises?

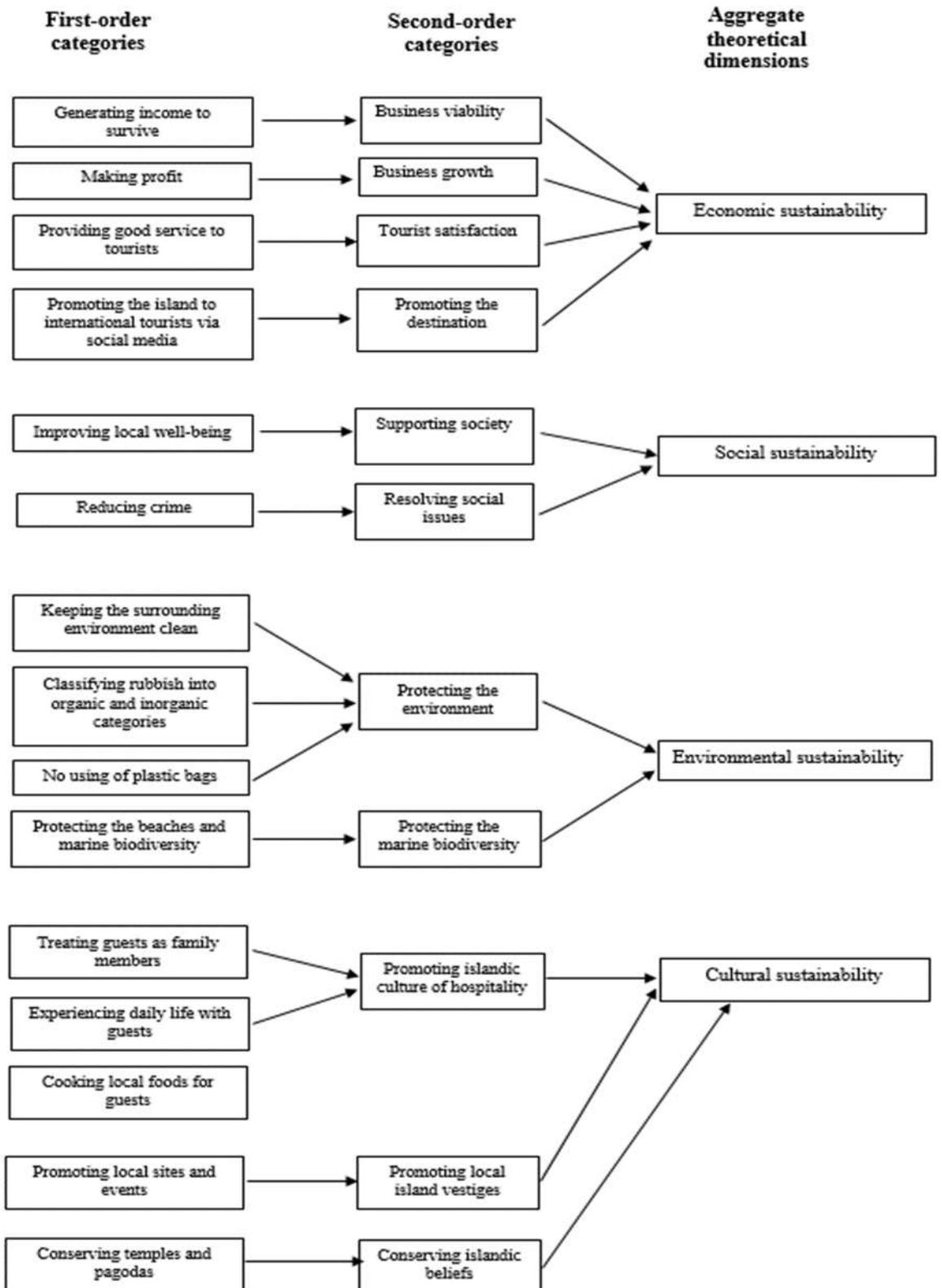
15. Have local tourism enterprises received any support from funding organizations? What are the supports?

16. Since you set up this business, have you received any support from your family, relatives and friends? How?

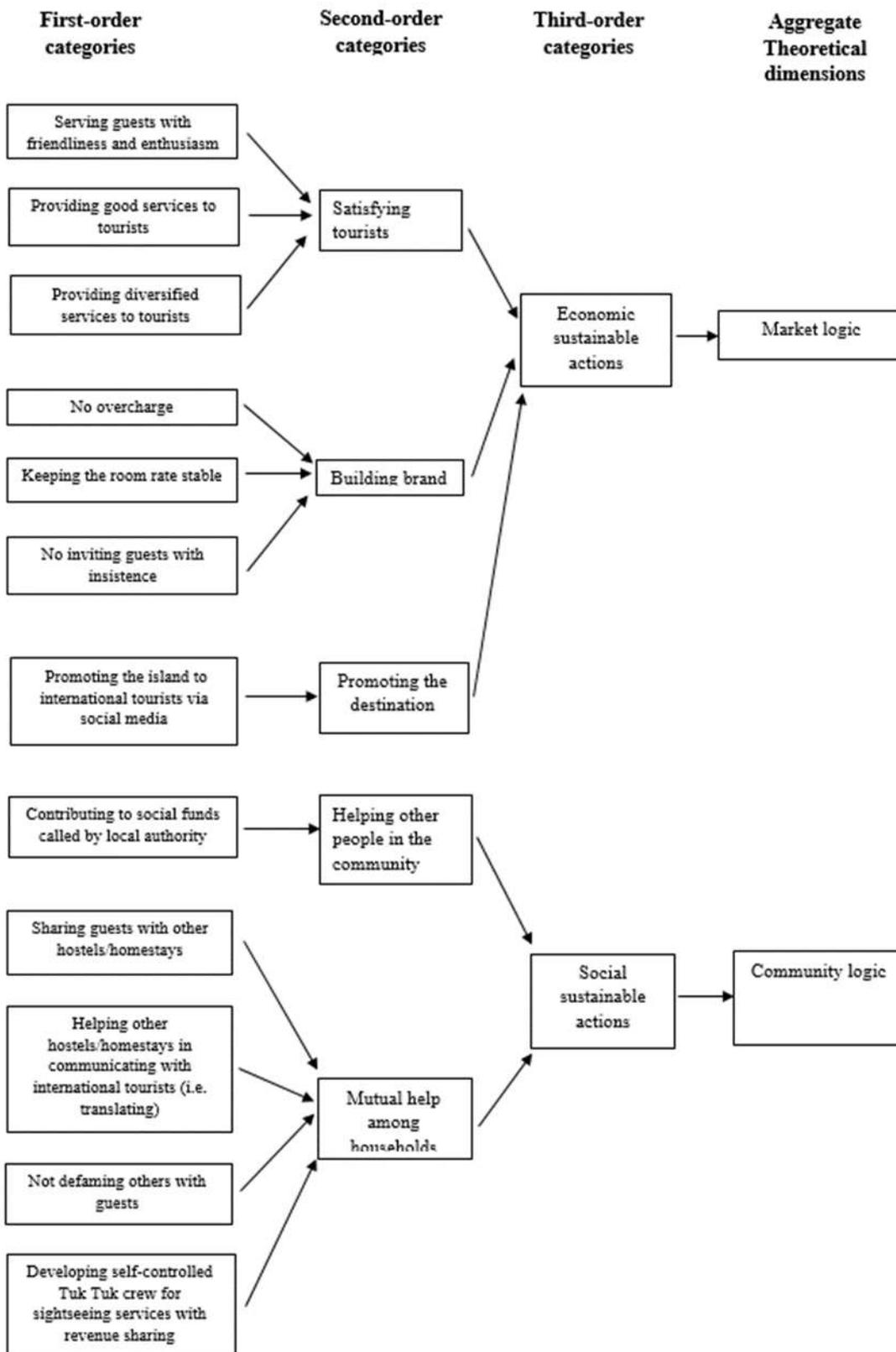
17. Has your business formed any partnership that helps you promote and develop your business?

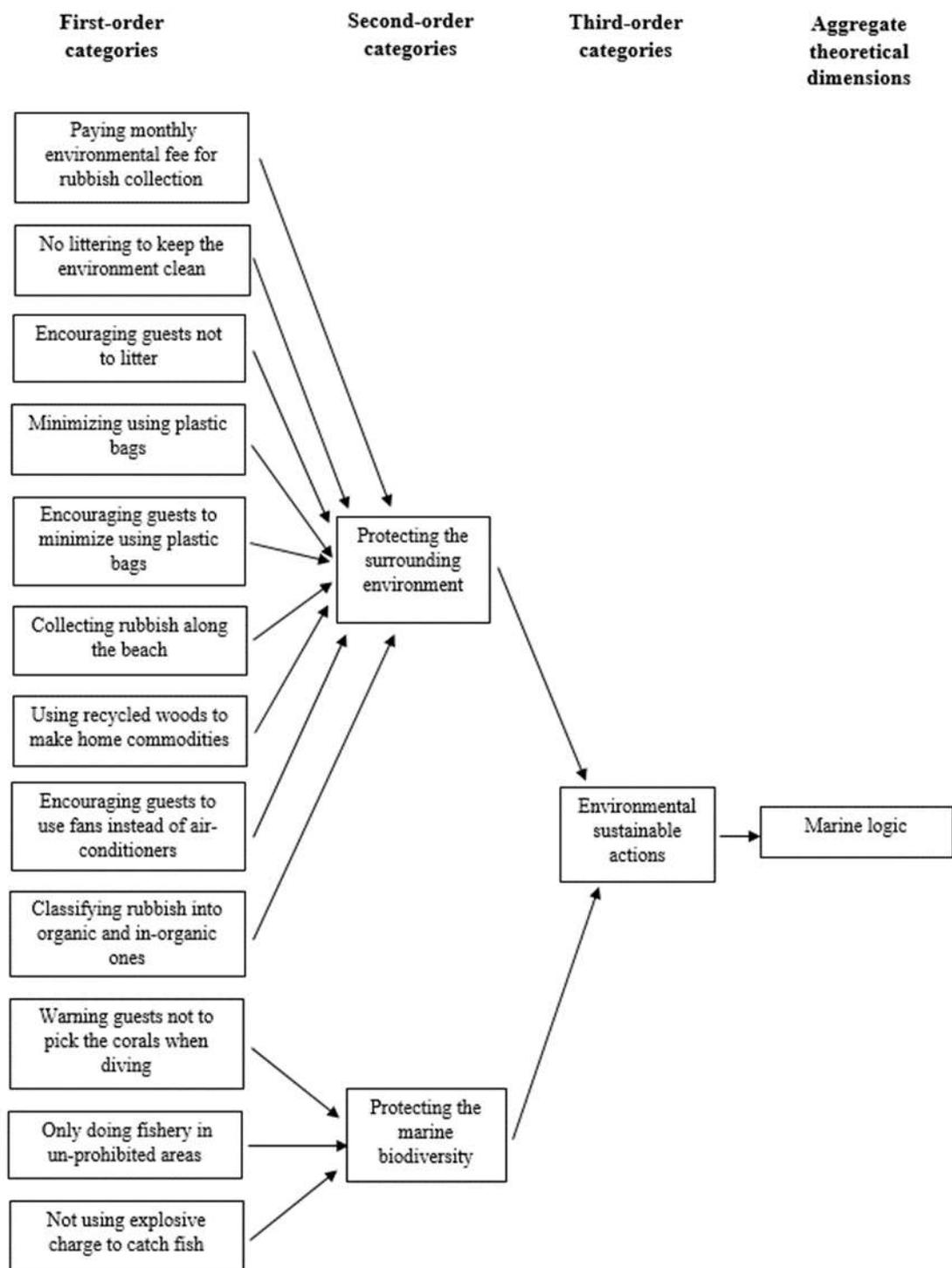
18. Have people in your community support you in doing your business? How?

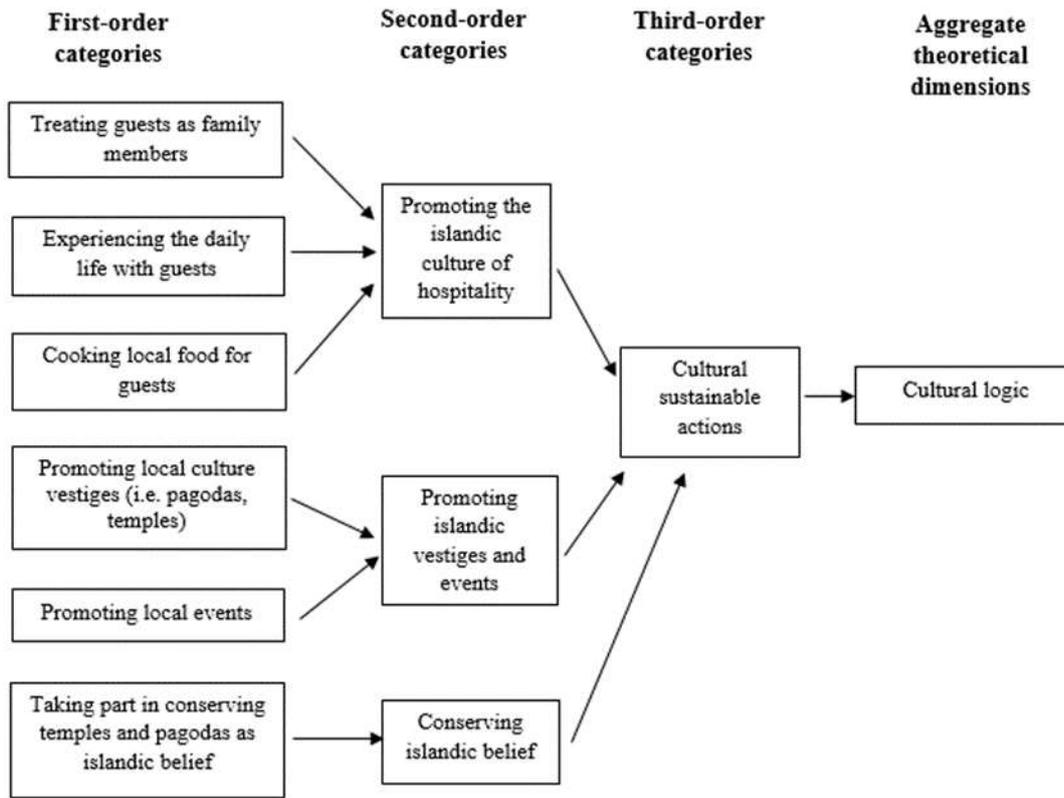
Appendix C The coding system for paper 1



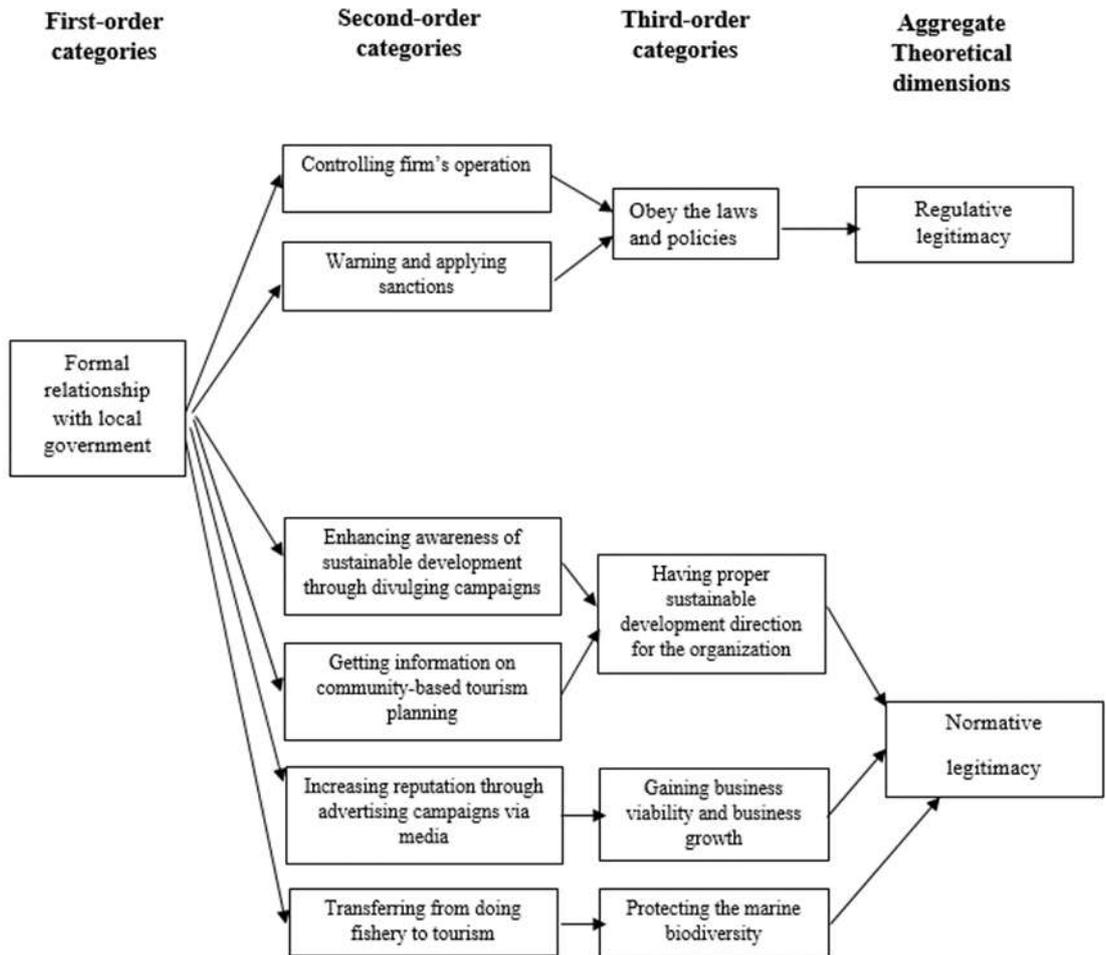
Appendix D The coding system for paper 2

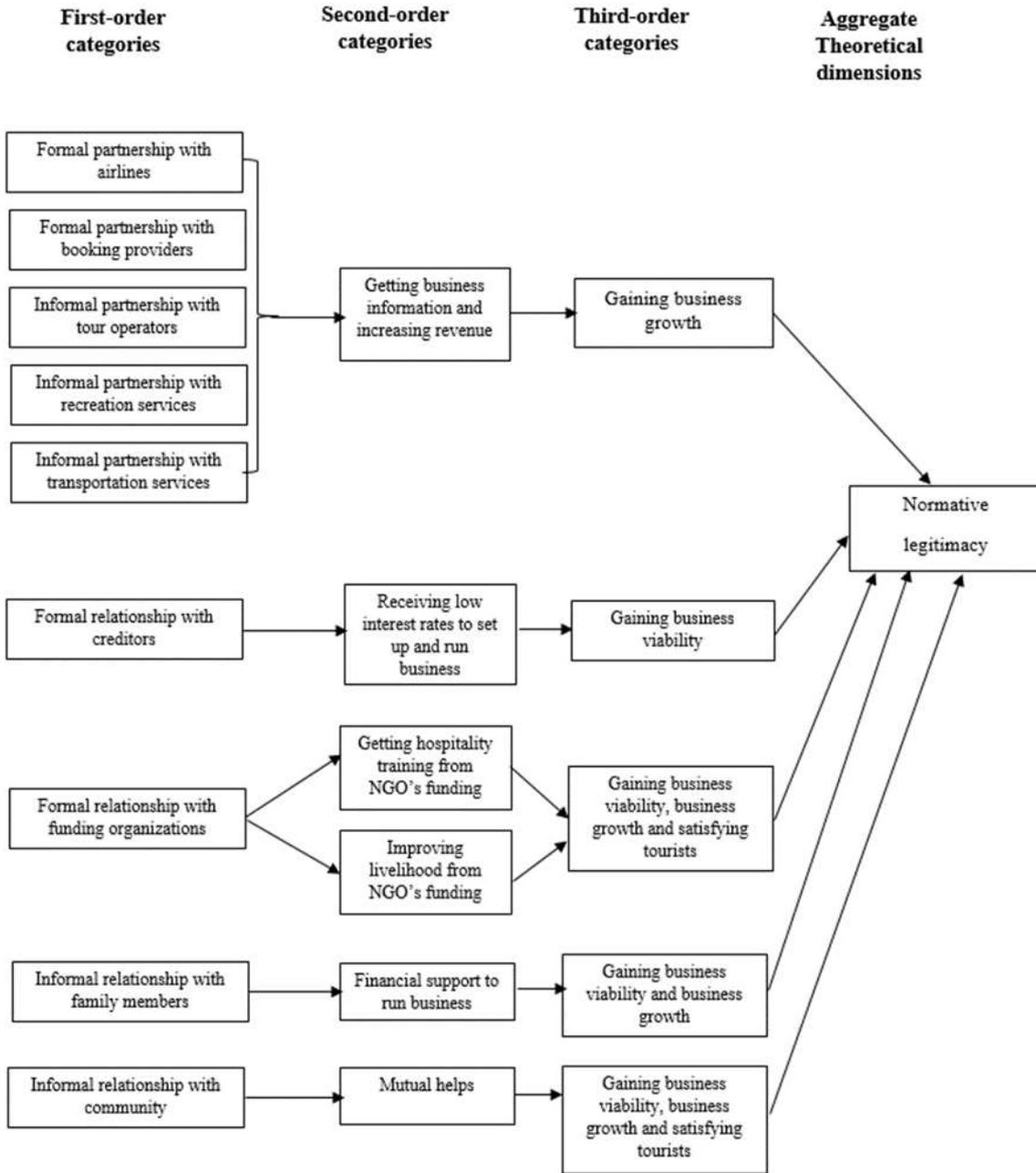






Appendix E The coding system for paper 3





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