The challenges of the ecotourism concept in Manaus
-
A contrasted on site perspective

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Abstract

The purpose of this thesis is to identify and describe what implementation barriers companies face when implementing the ecotourism concept in Manaus, Brazil. To accomplish this, we have traveled to Manaus, in the heart of the Amazon rainforest, and conducted one quantitative and one qualitative study.

The quantitative study consists of a survey directed at the locals of Manaus, and the qualitative study consists of interviews with key informants related to the ecotourism industry in Manaus. A complementary study was later conducted in Cuzco, Peru, to learn lessons from similarities and differences between the two areas.

The results indicate that the locals of Manaus have an overwhelmingly positive view of the ecotourism industry. Moreover, this view is shown to be affected by their general view of tourists visiting Manaus, and their beliefs regarding the benefits that ecotourism brings to the locals of Manaus, as well as the Amazon rainforest. The results also highlight many implementation barriers, such as a lack of previous business experience among company owners, poor infrastructure in the Amazonas region, and an insufficient level of cooperation and communication between the different stakeholders in Manaus' ecotourism industry

The conclusions drawn from this thesis is that ecotourism is welcomed among the locals in Manaus, and that the region has great potential for ecotourism, but that this potential is not yet reached. We conclude that in order to reach this potential, more governmental investments in many different aspects of the city and the industry are required, as is a higher degree of cooperation between all active stakeholders of the ecotourism industry.

Keywords: ecotourism, implementation barriers, Manaus, Cuzco, stakeholder theory

Resumo

O objetivo desta tese é identificar e descrever quais barreiras as empresas enfrentam para a implementação do conceito de ecoturismo em Manaus, Brasil. Para entender isso nós viajamos para Manaus, no coração da floresta amazônica, e realizamos um estudo quantitativo e qualitativo.

O estudo quantitativo consiste em uma pesquisa direcionada aos habitantes de Manaus e o estudo qualitativo, em entrevistas com informantes-chave relacionados à indústria do ecoturismo de Manaus. Um estudo complementar foi posteriormente realizado em Cuzco, Peru, para aprender lições de semelhanças e diferenças entre as duas áreas.

Os resultados indicaram que os habitantes de Manaus têm uma visão predominantemente positiva da indústria do ecoturismo. Além disso, essa visão se revelou afetada pela visão geral dos turistas que visitam Manaus e pelas crenças acerca dos benefícios que o ecoturismo traz para os habitantes, bem como para a floresta amazônica. Os resultados também destacaram muitas barreiras para essa implementação, como a falta de experiência comercial anterior dos proprietários das empresas, a infraestrutura precária na região do Amazonas e um nível insuficiente de cooperação e comunicação entre as diferentes partes interessadas na indústria de ecoturismo de Manaus.

As conclusões obtidas nesta tese é que o ecoturismo é bem-vindo entre os habitantes de Manaus e que a região tem um grande potencial, mas que esse potencial ainda não foi alcançado. Concluímos que, para alcançá-lo, são necessários mais investimentos governamentais em muitos aspectos diferentes da cidade e da indústria, assim como um maior grau de cooperação entre todos os participantes ativos da indústria do ecoturismo.

Palavras-chave: ecoturismo, barreiras de implementação, Manaus, Cuzco, teoria dos stakeholders

Foreword

In the autumn of 2018, when we started contemplating potential thesis subjects, neither one of us could have possibly imagined the journey our thesis would take us on. We both knew we wanted to do something different. To think that "something different" would mean conducting a study in the exciting environment of the Amazon rainforest in Manaus, Brazil, and in the beautiful scenery of Cuzco, Peru, was beyond our wildest dreams. We put ourselves in a situation that would challenge ourselves to the maximum, and we certainly got what we bargained for in that respect.

We are immensely grateful for the opportunity to contribute to developing countries' development through the Swedish "Minor Field Study" scholarship. A big thank you to everyone working with the project and providing students and governments with these amazing opportunities and insights. There were many factors and most importantly *people* that made this project into what it is in its final form. We are grateful towards ourselves, for taking a risk and seizing such an amazing opportunity to manage a highly engaging graduation thesis project. More importantly we would like to extend our greatest gratitude to every individual who assisted us before, during and after the field study in the unfamiliar and amazing South America. Everything from translation, to distribution of the survey, to friends and family has been crucial for the results in this thesis. Without these people, both this project and our experience would be greatly limited. A few honorable mentions are *Fabian Melcher*, *Professor Manuel Lima Junior*, *Obryan Gaete* and *Stefanie Natalina Da Silva Alecrim*.

Moreover, we would like to extend our gratitude towards our thesis supervisor, research fellow *Sara Helén Månell*. Her enthusiasm in our project was beyond anything we had ever expected from a supervisor. We would also like to thank *André Hedberg* and *Erik Bahri*, two Stockholm School of Economics alumni, who had conducted an award-winning Minor Field Study as their bachelor thesis. Although vastly different than ours, their thesis served as a great inspiration for us to produce the best thesis we possibly could. Last, but certainly not least, we would like to say muito muito obrigado, muchas gracias and thank you so much, to all participants in our survey study, all participants in our interviews, and perhaps most importantly, the incredibly welcoming people of Brazil and Peru.

Thank you!

Stockholm, Sweden, the 15th of May, 2019

Sebastian Gierlowski Carling & Pavel Strandh

Prefácio

No outono de 2018, quando começamos a ponderar possíveis temas para a nossa tese, nenhum de nós poderia ter imaginado a jornada em que a tese escolhida nos levaria. Nós dois sabíamos que queríamos fazer algo diferente. Mas, pensar que esse "algo diferente" iria significar conduzir um estudo no ambiente excitante da floresta amazônica em Manaus - Brasil, e nas belas paisagens de Cuzco - no Peru, estava além dos nossos sonhos mais loucos. Nós nos colocamos em uma situação que nos desafiaria ao máximo e, certamente, alcançamos o que nós havíamos planejado.

Somos imensamente gratos pela oportunidade de contribuir para o desenvolvimento dos países em desenvolvimento através da bolsa de estudos sueca "Minor Field Study". Um grande obrigado a todos que trabalham com o projeto e providenciam aos alunos e governos essas incríveis oportunidades e insights. Havia muitos fatores e, o mais importante, pessoas que transformaram este projeto no que ele é em sua forma final. Em primeiro lugar, gostaríamos de agradecer pela oportunidade de gerenciar esse projeto altamente envolvente de tese de graduação. Mais importante, gostaríamos de direcionar nossa maior gratidão a todos que nos ajudaram antes, durante e depois do estudo de campo na desconhecida e surpreendente América do Sul. Tudo, desde a tradução até a distribuição da pesquisa para amigos e familiares, foi crucial para os resultados obtidos. Sem essas pessoas, tanto esse projeto quanto nossa experiência seria muito limitado. Alguns agradecimentos especiais a *Fabian Melcher*, *Professor Manuel Lima Junior*, *Obryan Gaete* e *Stefanie Natalina Da Silva Alecrim*.

Além disso, gostaríamos de estender nossa gratidão a nossa supervisora de tese, a pesquisadora Sara Helén Månell. Seu entusiasmo em nosso projeto foi além do que esperávamos de uma supervisora. Gostaríamos de agradecer a André Hedberg e Erik Bahri, dois ex-alunos da Stockholm School of Economics, que conduziram um premiado Minor Field Study como sua tese de bacharelado. Embora muito diferente da nossa, sua tese serviu como uma grande inspiração para produzirmos a melhor tese que pudéssemos. Por último, mas certamente não menos importante, gostaríamos de dizer muito muito obrigado, muchas gracias e thank you so much, a todos os que participaram dessa pesquisa, aos entrevistados e, talvez o mais importante, as pessoas incrivelmente receptivas do Brasil e Peru.

Obrigado!

Estocolmo, Suécia, a 15 de maio de 2019

Sebastian Gierlowski Carling e Pavel Strandh

Table of Contents

Definitions

Ecotourism - Tourism activities that aim to:
(1) Be done in natural places.
(2) Be done with focus on local culture.
(3) Be good for local environment and people.
(4) Educate tourists on sustainability.

(The definition above is the definition we use, there is more information about this definition in chapter 2.1 Definition of ecotourism.)

BRIC - "Brazil, Russia, India, and China, used especially to refer to the fast-growing economies of these countries." (Cambridge Dictionary n.d.)

NGO - Non governmental organization, "an organization that tries to achieve social or political aims but is not controlled by a government." (Cambridge Dictionary n.d.)

1. Introduction

The phenomenon of ecotourism has affected the way tourism companies operate in areas with high environmental value. An increasing number of companies want to connect the ecotourism notion to their business. At the same time it is said that the word is losing its concrete meaning (McNamara & Gibson, 2008), not surprisingly since there appears to be at least 85 different definitions of the term. (Fennell, 2001) The word is therefore claimed freely by different businesses and organisations. The principles such as reduction of waste, human impact and giving back to the local population are not always considered. There has been relatively little research done on this sector of tourism and this has been brought to attention by several of the authors mentioned in this study.(Kenawy, 2015, Silva & Mcdill, 2004) The individual companies' challenges in this sector have not been satisfyingly presented in an academic way. Furthermore, limited amounts of ecotourism research have been found to have taken place in the Amazon area, despite its great ecotourism potential and inspirational nature (Margulis, 2003, Palhares, 2012). The relevant studies that are identified in this paper have often been executed in other locations and with other goals in focus. Furthermore, academia shows a gap in the area of ecotourism and the challenges that ecotourism companies experience. Therefore this study aims to present the challenges that ecotourism companies face in the capital of the Amazonas state in Brazil, Manaus(Brazilian Institute of Geography and Statistics, 2018).

The view on ecotourism among the locals in Manaus, the gateway to the Amazon rainforest, has also been insufficiently researched. Failing to consider the opinions of local stakeholders has led to difficulties implementing similar concepts in different places (Kenawy, 2015). As this may be a key implementation barrier in the field of ecotourism, studying the locals' opinions will be key part of this thesis.

The individual companies' challenges identified in Manaus is contrasted with companies' challenges identified in Cuzco, Peru, to see what similarities and differences there are between the ecotourism implementation challenges between the two cities.

1.1 Background

1.1.1 The country of Brazil

Brazil is the largest country in South America and an economy that is a part of BRIC. The country has underperformed economically on the expectations that were set on BRIC. Brazil is however the most important industry nation in South America. The tourism industry brings in 5 Billion US Dollars annually and has grown with 5 million visitors since 1993. The ecotourism sector has grown along with this development. The overall economic development has however been hampered by the lack of transportation possibilities in the Amazonas region, at the same time as the access to internet has increased dramatically. Brazil's energy consumption is 90% produced through water sources and the

country has been gradually democratised since 1985. Meanwhile, poverty levels have been decreasing and the standard of living has been rising. (Nationalencyklopedin n.d.)

The country has a large problem with violence and criminality. Many police officers are killed off duty and mistreatments in jail are common. Apart from the war on criminality Brazil is not engaged in any major conflicts. (Human Rights Watch, 2018). Brazil has also struggled with corruption involving both companies and political officials. (Central Intelligence Agency, 2019). These challenges are reflected in the most important priorities of the Brazilian people. After healthcare and education comes corruption, crime and preservation of nature as top priorities(MY World Analytics).

1.1.2 The city of Manaus

The city of Manaus is the capital of the Amazonas state. It is the 7th largest city in Brazil with more than 2,1 million inhabitants (Brazilian Institute of Geography and Statistics, 2018). Manaus is located in the heart of the Amazon rainforest. The city grew prosperous in the late 19th and early 20th century as a result of its rubber production, but declined when the rubber prices on the world market dropped in the 1920s. The prosperity returned to the city in 1967, when it was declared a duty-free zone. Today, tourism is a growing part of the city's economy.(Encyclopædia Britannica n.d.) As it is located in the heart of the Amazon rainforest, and tourism is a growing part of its economy, Manaus is an interesting research area in the field of ecotourism.

1.1.3 The tourism sector in Brazil

The tourism industry in Brazil makes up for a bigger share of the county's GDP than the sum total of the agriculture, forestry, logging and fishing sectors combined(Central Intelligence Agency, 2019, The Travel & Tourism Competitiveness Report 2013). Despite this fact, there are a lot of unexploited opportunities to increase this number significantly. According to the World Travel & Tourism Council, Brazil places 11th out of 185 countries on tourism's contribution to GDP in absolute numbers, but only places 111th on the relative size contribution to GDP, and even worse, 174th on growth of this sector's importance (The Travel & Tourism Competitiveness Report 2013). Also, according to (Palhares, 2012), the Amazon jungle is seen as one of the major inspirational locations to travel to, and yet, it only attracts a few percent of all visitors, while Rio de Janeiro for example attracts around 30%. Furthermore, according to the 2015 edition of the Travel and Tourism Competitiveness Index, the natural resources were seen as Brazil's main competitive advantage, ranking first of all countries considered in the report. The identified drawbacks for Brazil's tourism competitiveness were the infrastructural aspects, as well as relatively high price points. These factors will be interesting when analysing the answers of our study and the challenges of the companies.

1.1.4 The Amazon rainforest

The Amazon rainforest is the world's largest rainforest, believed to be the home of 10% of all known species on earth, spanning 670 million hectares (World Wildlife Foundation n.d.). The amount of of

carbon dioxide the Amazon captures has given it the nickname "The lungs of the planet" (British Broadcasting Corporation). However, these lungs are in great danger, as the Amazon rainforest also serves as the single largest deforestation front in the world, something that could potentially lead to an irreversible ecological disaster (World Wildlife Foundation n.d.). According to "Causes of Deforestation of the Brazilian Amazon, World Bank Working Paper No. 22" (Margulis, 2003) the worldwide concern for with the deforestation of the Amazon rainforest is not only motivated by the irreversible loss of natural wealth, but also by the perception that the social and economic gains from the deforestation are smaller than the environmental losses. Additionally, (Margulis, 2003) points out that recent deforestation action is mainly caused by medium to large scale cattle ranch corporations, which not only harms the environment, but is also largely exclusive, and therefore do little to reduce the social and economical inequalities in the area.

These factors lead us to believe that there must be a way to better utilise the overwhelming wealth of natural resources that exist in the Amazon rainforest, economically, socially and environmentally. (Margulis, 2003) identifies ecotourism in the Amazonas region as an incipient area which has yet to be systematically researched, but that nonetheless shows potential for growth in the Amazonas area, with a growing demand as well as an incurred net loss of revenue of 9US$ per hectare per year as a result of non-development of ecotourism.

1.1.5 The country of Peru

Peru is a neighbouring country to Brazil, with a very diverse climate. Marine, agricultural and mineral resources served as the backbone of the country's economy for a long time, and during the 20th century, tourism became another important contributor to the economy in Peru. Peru can be categorised according to three main regions, the Costa, the Sierra and Amazonia, Amazonia being where the Peruvian part of the Amazon rainforest is located. (Encyclopædia Britannica n.d.)

1.1.6 The city of Cuzco

Just like Peru in general, Cuzco has a high degree of geographical diversity with high mountains, river valleys and tropical lowlands. Cuzco has become a hub for international tourists on a quest to visit Machu Picchu, the Inca trail, and other ecotourism destinations (Encyclopedia of Latin American History and Culture n.d.). The fact that Cuzco is a hot spot for ecotourism travelers, and is located in a neighbouring country to our city of primary focus, Manaus, makes it an interesting location to contrast to Manaus.

1.2 Thesis question

Based on the issues discussed above, our study aims to answer the overarching thesis question:

What implementation barriers do companies face when implementing the ecotourism concept in Manaus?

In order to properly answer this question, we have divided it into two sub-questions:

1. What factors can cause the local stakeholders to act as an implementation barrier for ecotourism in Manaus?

2. What implementation barriers for the ecotourism concept are identified among key informants in Manaus, and how do they contrast to the barriers identified in Cuzco?

1.3 Purpose

The primary purpose of this study is to identify and describe the implementation barriers that ecotourism companies may face when operating an ecotourism business in Manaus. Additionally, while Manaus is our main focus, the purpose is also to contrast these barriers with ecotourism implementation barriers found in Cuzco, to see if the two locations can learn from each other.

1.4 How our research contributes to the current academic literature

The cry for further research in the ecotourism sector has been heard from several academic sources, some of them mentioned in the theory section of this paper. (Silva & McDill, 2004) for example discussed the need for the companies' own perspective of barriers to implementation and development of ecotourism. This thesis aims to contribute with that in an Amazon rainforest context. Current academic ecotourism literature in Brazil and South America has been identified as scarce by the literature brought up in this paper and by the authors of this work. Furthermore, this thesis also aims to investigate the potential barriers that fall in the "host community" category mentioned above, by taking the views of the locals into account. These are barriers that were discussed and brought up by participants in (Silva & McDill, 2004) but never actually studied. By choosing to study this topic this thesis contributes to further shedding light on a relatively unexplored area (Margulis, 2003). We expect it to contribute with insights to companies in the ecotourism sector, as well as to researchers studying ecotourism and stakeholder theory. This contribution will hopefully increase the chances of decision makers taking the findings in this study, and other related studies, into account. This would in turn help the development of the ecotourism sector around the globe.

While ecotourism is an area that has been previously researched, implementation barriers for ecotourism companies in Brazil, and South America in general, is a subject that to the best of our knowledge is heretofore unexplored, as are the factors affecting locals' view on ecotourism. Therefore, we expect to contribute with valuable insights regarding implementation barriers to companies active in the ecotourism sector of Manaus, as well as to researchers in the fields of ecotourism and stakeholder theory.

2. Theory and hypothesis

In this chapter follows a review of previous academic literature on ecotourism, and the hypotheses we formulate with the help of this literature.

2.1 Definition of ecotourism

In order to find the most relevant answers of what challenges companies implementing the ecotourism concept in Brazil face, we must first come to a clear definition of what ecotourism actually is. (Fennell, 2001) has examined and analysed 85 different definitions of the term ecotourism, and also states that this examination is not to be considered as exhaustive. (Fennell, 2001) does, however, regard these 85 definitions as representative of the attempts to describe the term ecotourism. Fennell describes the development of definitions as "One of the most habitual practices in the sub-field of ecotourism…" This practice may come to interfere with the execution of our study, and therefore; it is important for us to be sufficiently sure of what aspects we want to include in the definition to be able to specifically target these aspects.

With the intention of finding a satisfying definition, we continue to study (Fennell, 2001), and closer examine the definitions brought up in the article. (Fennell, 2001) finds that out of the 85 definitions of ecotourism examined, 62.4% included a reference to where ecotourism occurs, which was the most frequently cited variable, followed by conservation, 61.2%, reference to culture, 50.6%, benefits to locals, 48.2%, education, 41.2%, sustainability, 25.9%, and impacts, 25%. Below follows a definition, as well as some key aspects, brought up by (Fennell, 2001).

(Fennell, 2001) mentions that the following definition of ecotourism, developed by Ceballos-Lascurain in 1983 is one of the most used definitions:

Traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in these areas. (Ceballos-Lascurain, 1987, in van der Merwe, 1996)

(Fennell, 2001) states that (Buckley,1994) developed a structure of ecotourism based on four different aspects, those being that ecotourism is nature based, environmentally educating, sustainably managed and conservation supporting. Additionally, (Fennell, 2001) mentions that (Pedersen, 1991) had five criteria to fulfil for something to count as ecotourism: production of revenue, local participation, local involvement, education and protection of natural areas. Lastly, (Fennell, 2001) describes that (Wallace & Pierce, 1996) have compiled a lengthy overview of what constitutes ecotourism, and that according to them ecotourism contributes to conservation, minimises impacts, allows locals to make decisions of their own, increases awareness, is economically beneficial to locals and provides opportunities for locals to enjoy natural areas.

Having taken (Fennell, 2001) into account, we took part in what he describes as "One of the most habitual practices in the sub-field of ecotourism…" and created our own definition. This was done in an effort to make it easily understandable by everyone responding to our survey and to have a shared definition during interviews. We considered many of the existing definitions to be either too long or

too complex to have in a short survey. Our approach also gave room for interview participants to give their opinion on a suitable definition.

Ecotourism is tourism activities that aims to:
(1) Be done in natural places.
(2) Be done with focus on local culture.
(3) Be good for local environment and people.
(4) Educate tourists on sustainability.

With this definition, we intend to capture the vast meaning of the word in a short and easily translatable format.

Given the fact that there are so many different definitions for ecotourism, but that most of them still embrace a common theme, we believe that it may be important for companies to capture the essence of the definition, in order to foster a positive attitude towards ecotourism among locals. Based on the parts of the ecotourism definition stated above, we formulate the following hypotheses (please note that there is a list of all hypotheses further down in chapter 2.4):

h_1 :*Previous knowledge of the ecotourism concept has a positive effect on the locals' view of ecotourism.*
h_2:*Locals who believe that ecotourism has a positive effect on the preservation of the Amazon rainforest are more positive towards ecotourism.*
h_3: *Locals who benefit economically from the ecotourism industry are more positive towards ecotourism.*
h_4: *Locals who believe that ecotourism benefits the locals of Manaus are more positive towards ecotourism.*

2.2 Currently identified barriers to ecotourism implementation

Upon researching the current literature related to the question of this paper, similar studies were found to have been executed in other locations around the globe. (McNamara & Gibson 2008) carried out a study on 536 tourist accommodations close to the east coast of Australia. The results showed a poor uptake of environmental initiatives among these facilities. An interesting observation from this study is that about 10% of the respondents identified as "an ecotourism facility", a number larger than those actually identified as ecotourism facilities by the Ecotourism Association of Australia. 18% stated that they were not sure if they were an ecotourism establishment. This further shines a light on the challenges related to the uncertainty surrounding the definition of ecotourism that this study faces, and the importance that we clarify what definition we use. The study also revealed that larger facilities to a greater extent implemented sustainability initiatives. This indicated that there is a certain degree of benefits of scale involved. The authors also discovered that participants received and sought small amounts of information related to environmental initiatives(32% and 11%). Finally, (McNamara & Gibson 2008) stated that there were great variations in the level of implementation depending on the local governance and environment. Regions with values corresponding with sustainability had greater implementation results. The cultural aspect is considered to be quite important since the study showed that regions that had a green culture, but fewer possibilities to implement environmental initiatives, performed better than those regions lacking green culture but having resources to implement

initiatives. Figure 1. below illustrates the potential barriers that the study reviewed and the distribution in response to the participants. The main barriers to implementation were however identified as the lack of received and sought knowledge on the benefits of environmental initiatives, great capital costs to initiate and maintain sustainability projects due to the outdated facilities and finally the customer involvement aspect. (McNamara & Gibson 2008)
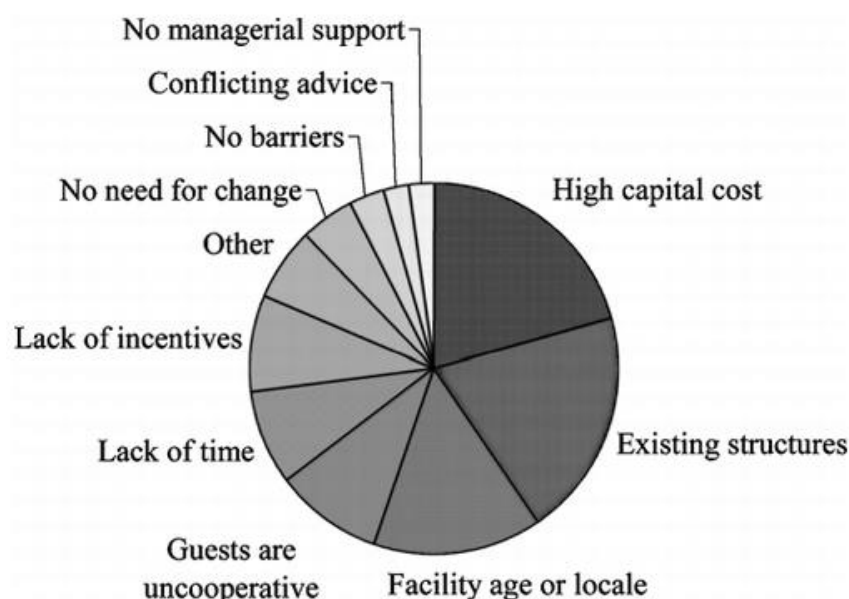
Figure 1. taken from (McNamara & Gibson 2008).

Another study by (Kenawy, 2017) that was done in Egypt, identifies the barriers of implementation in two categories: (i) Structural barriers (ii) Stakeholder barriers. These barriers are examined from more of a macro perspective than (McNamara & Gibson 2008). The structural barriers include institutional limitations problems in the public system. The stakeholder barriers are however connected to the lack of transparency, planning and communication between different stakeholders of the ecotourism projects initiated in Egypt. The lack of transparency and the failure to meet the promised outcomes have in turn significantly reduced the trust among the public. Since our study focuses on the challenges that companies face, the stakeholder barriers are presumed to be of importance and further theory surrounding this subject is discussed down below (Kenawy, 2017, McNamara & Gibson 2008). To contrast this (Sheshukova et al., 2014) talk about the barriers that Western Siberia, a possible future ecotourism hot spot, face. These challenges include information spreading to both potential visitors and potential future ecotourism business owners.

Yet another study done in ecotourism areas in the United States by (Silva & McDill, 2004) revealed another perspective on the barriers that ecotourism companies face. (Silva & McDill, 2004) categorised the discovered barriers of ecotourism faced by companies and agencies into four categories. Enterprise, agency, host community and network.

The _enterprise_ category consists of challenges related to the lack of business experience that ecotourism managers often have (McKercher & Robbins, 1998). These challenges include management, marketing, legal and financial aspects of running an ecotourism company.(Silva & McDill, 2004) points out that ecotourism managers are often individuals who made their hobby into a living and may therefore lack skills in running a business. Difficulties obtaining a good loan was identified as the biggest barrier during the first years of entry (McKercher & Robbins 1998). This was

caused by the financial institutions' evaluation of the ecotourism sector as risky, and environment and weather dependent. These arguments were however contested by ecotourism managers participating in the study. Furthermore, the lack of marketing knowledge often crippled the growth of the business since ecotourism managers did not use marketing tools such as packages and market analysis is seldom conducted to target the right audience with the right amount of advertisement. (Silva & McDill, 2004, Weaver, Glenn & Rounds, 1996).

This category also includes the personal characteristics of the owner where traits such as being able to "stand people" are considered necessary for the business to be viable. The risk of burnout connected to this lack of knowledge or ability to cope with the day to day social interaction was also mentioned as a barrier for the development of ecotourism companies (Silva & McDill, 2004).

The _agency_ category cover barriers related to programs, regulation, marketing and education that agencies provide in order to effect the ecotourism sector. (Silva & McDill, 2004) presents the lack of financial incentives, marketing assistance, educational resources and outreach to new entrants and current actors as a clear barrier to the development of both the ecotourism sector and the individual companies' ability to grow. Government agency barriers that were mentioned were taxes, regulations, bureaucratic red tape and lack of coordination with other agencies, which connects to the network category below. The dependence on natural resources that categorises ecotourism can also become a barrier. Natural resources are often owned by governments and can out of protection purposes be restricted from ecotourism business (Silva & McDill, 2004).

The _host community_ category involves barriers related to the local people's attitude to visitors, traditions, patronage and development of the local ecotourism activities by the locals and other activities that draw overall tourism to the area. This category was not examined by the authors, but nevertheless, company and agency representatives identified these barriers (Silva & McDill, 2004).

Finally the _network_ barriers relate back to (Kenawy, 2017, McNamara & Gibson 2008) on the stakeholder perspective. Lack of communication and coordination of activities between different stakeholders such as agencies, companies and the local communities were showed to be barriers for effective development of ecotourism. (Silva & McDill, 2004)

All of the mentioned barrier categories are relevant for the qualitative study. Moreover, we believe that the mentioned host community barriers may negatively affect the locals' attitude towards ecotourism, or that a lack of these barriers may positively affect the locals' attitude towards ecotourism. Therefore, we formulate the following hypotheses related to the currently identified host community barriers for successful ecotourism implementation:

h5: _The locals in Manaus who have a positive view on tourists are more positive towards ecotourism._
h6: _The locals in Manaus who are active in local ecotourism activities are more positive towards ecotourism._
h7: _The locals in Manaus who are active in the development of the ecotourism sector are more positive towards ecotourism._

2.3 Stakeholder theory

Some of the most commonly cited aspects of ecotourism involves the location in which it takes place, and the benefit it has for the locals of that area (Fennell, 2001). Since the phenomenon of ecotourism itself in many cases has a built in focus on more stakeholders than simply the company and its customers, we believe that the Stakeholder theory can be of great use when analysing what effect ecotourism has on the locals of Manaus. According to (Kenawy, 2015), "Ecotourism development planning is a complex issue to the extent that it is beyond the capacity of any one stakeholder acting alone to resolve." This further motivates taking different stakeholders into account, especially when looking at what implementation barriers companies in the ecotourism might face. This in turn argues for the use of stakeholder theory in this thesis.

To test whether the consideration of the locals view of ecotourism affect their attitude towards ecotourism, we formulate the following hypotheses:
h$_8$: *The local people in Manaus who feel like their views of ecotourism are being considered by local government are more positive towards ecotourism.*
h$_9$: *The local people in Manaus who feel like their views of ecotourism are being considered by ecotourism companies are more positive towards ecotourism.*

Stakeholder theory is a theoretical framework used to describe a company as an organisational unit in which managers should not solely focus on the interests of the share owners, but on other stakeholders affected by the company's actions as well (Donaldson & Preston, 1995). (Donaldson & Preston, 1995) mention three levels that describe what stakeholder theory is according to them, descriptive, instrumental and normative, as well as a fourth level, managerial, which they go on to call stakeholder management.

They claim that stakeholder theory is descriptive because it presents a model describing what the corporation is. According to a quote regarding the descriptive level of stakeholder theory by (Donaldson & Preston 1995), "It describes the corporation as a constellation of cooperative and competitive interests possessing intrinsic value."

The reasoning behind why stakeholder theory is instrumental, is because it can be used to identify connections, or lack thereof, between traditional corporate objectives, such as profitability, and stakeholder management (Donaldson & Preston, 1995).

(Donaldson & Preston, 1995) claim that while the descriptive and instrumental aspects of stakeholder theory are important, the normative aspect of it is the fundamental part, and involves an acceptance of two ideas. The first of these ideas is that stakeholders is people or groups with a legitimate interest in corporate activity, regardless of whether the corporation has any interest in the stakeholders. This means that a group of people who are affected by the decisions of corporations should have some form of say in the decision, even if the company doesn't benefit from their input. The second key idea of the normative aspect is that the interests of all different stakeholders are of intrinsic value, meaning it should not be catered to only for the sake of benefitting some of the other stakeholders, but warrants consideration for its own sake (Donaldson & Preston, 1995).

(Mitchell, Agle & Wood, 1997) have created a model of stakeholder typography where they have categorised stakeholders based on three dimensions of stakeholder salience; power, legitimacy and

urgency. Power meaning what power the stakeholder has to get their will through the company, legitimacy meaning how legitimate, or socially accepted and expected, a stakeholder's will is towards the company, and lastly urgency, meaning how important and time sensitive a stakeholders claim is. Salience is defined as the degree to which managers prioritise certain stakeholders claims(Mitchell, Agle & Wood, 1997).

These three dimensions of stakeholder salience make up seven different stakeholder types, three with salience in one dimension, three with salience in two dimensions, and one with salience in all three dimensions, and an eighth, Nonstakeholder, with salience in none of the dimensions. The seven types are as follows: (Mitchell, Agle & Wood, 1997)

1. Dormant Stakeholder: Dormant stakeholders are those who possess power to impose their will over a company, but who do not use this power because of a lack of urgency and legitimacy. They can possess power in a utilitarian, coercive or symbolic manner, and can come to use their power should their salience status on one of the other two dimensions change (Mitchell, Agle & Wood, 1997).

2. Discretionary Stakeholder: A discretionary stakeholder is someone who has legitimacy towards the company, but lack power and urgency. As they lack both of those aspects, there is no pressure on managers to consider such a shareholder, although a manager can choose to do so (Mitchell, Agle & Wood, 1997).

3. Demanding Stakeholder: Demanding stakeholders possess salience in the urgency dimension, but lacks in the other two. This type of stakeholder is described more as a nuisance than anything else. The claims of such a stakeholder tends to be largely unconsidered (Mitchell, Agle & Wood, 1997).

4. Dominant Stakeholder: A dominant stakeholder is someone who possesses both power and legitimacy. These stakeholders have got the ability to get their claims pushed through the organisation, and both expect and receive much attention from managers (Mitchell, Agle & Wood, 1997).

5. Dangerous Stakeholder: A dangerous stakeholder is characterised by having a lot of power and urgency to carry out an illegitimate claim. These stakeholders commonly use different forms of coercion to achieve their goals. (Mitchell, Agle & Wood, 1997) mention violent environmentalists and religious or political terrorists as examples of a dangerous stakeholder. The authors state that they feel the need to "identify" this stakeholder group without "acknowledging" it, as a failure to identify them would result in missed opportunities to prevent the harm they can cause, but refusing to acknowledging dangerous stakeholders is nonetheless an effective tactic to counteract their claims and maintain civility (Mitchell, Agle & Wood, 1997).

6. Dependent Stakeholder: Those stakeholders who have urgent legitimate claims, but lack the power to have their voices heard. These stakeholders rely on the guardianship of more powerful stakeholders in order to get their claims considered, but should they secure the backing of a dominant stakeholder, they will through this backing move into the most salient stakeholder class (Mitchell, Agle & Wood, 1997).

7. Definitive Stakeholder: The definitive stakeholders possess salience in all three dimensions, and as such, managers should prioritise the claims of such a stakeholder. Managers who fail to comply with the will of such a stakeholder stands at risk of seeing oneself be replaced (Mitchell, Agle & Wood, 1997).
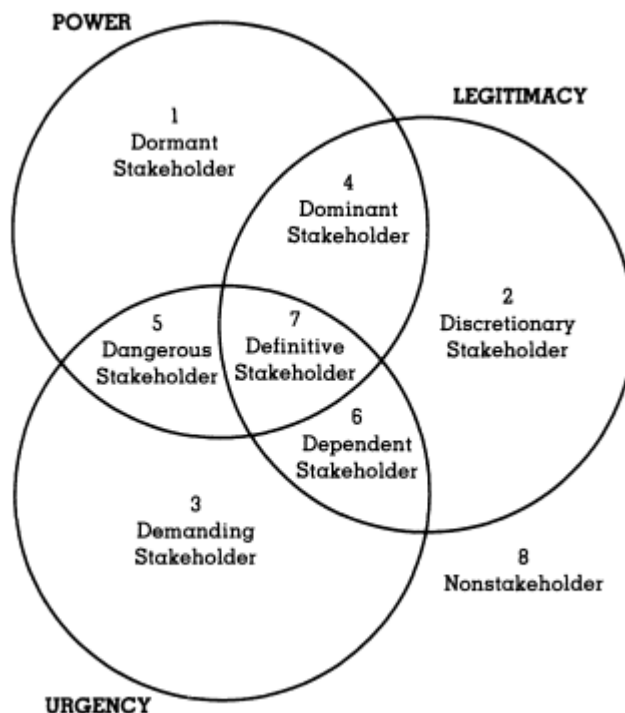
Figure 2. taken from (Mitchell, Agle & Wood, 1997).

An important aspect to keep in mind regarding stakeholder theory, is that this thesis will not go into detail on the challenges an individual company faces when implementing the ecotourism concept in Brazil, and will for this reason not go into the stakeholders of an individual company. Instead, this theory will be used to describe and analyse the stakeholders of the entire ecotourism industry operating in Manaus, Brazil. This means we will not examine the salience of a stakeholder towards an individual corporation, but towards the Manaus ecotourism industry as a whole.

We believe that the three different kinds of stakeholder claims may affect the locals' attitude towards ecotourism. Therefore, we formulate the following hypotheses:

h_{10}: *Locals with powerful stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

h_{11}: *Locals with salient stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

h_{12} : *Locals with urgent stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

2.4 Hypotheses

The following list is the full set of hypotheses that will be tested in the quantitative study.

h_1 : *Previous knowledge of the ecotourism concept has a positive effect on the locals' view of ecotourism.*

h₂: *Locals who believe that ecotourism has a positive effect on the preservation of the Amazon rainforest are more positive towards ecotourism.*

h₃: *Locals who benefit economically from the ecotourism industry are more positive towards ecotourism.*

h₄: *Locals who believe that ecotourism benefits the locals of Manaus are more positive towards ecotourism.*

h₅: *The locals in Manaus who have a positive view on tourists are more positive towards ecotourism.*

h₆: *The locals in Manaus who are active in local ecotourism activities are more positive towards ecotourism.*

h₇: *The locals in Manaus who are active in the development of the ecotourism sector are more positive towards ecotourism.*

h₈: *The local people in Manaus who feel like their views of ecotourism are being considered by local government are more positive towards ecotourism.*

h₉: *The local people in Manaus who feel like their views of ecotourism are being considered by ecotourism companies are more positive towards ecotourism.*

h₁₀: *Locals with powerful stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

h₁₁: *Locals with salient stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

h₁₂: *Locals with urgent stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

3. Method and study design

In this section follows a description of the methodology used to answer our problem formulation. Furthermore, this chapter will describe how the two studies were designed and conducted, and present the limitations of our studies.

3.1 Subject and area selection

Our thesis aims to find what implementation barriers or challenges that companies face when implementing the ecotourism concept in Manaus in particular, and the Amazon forest region in general. We have chosen to study this subject for several reasons. Firstly, because the situation regarding deforestation in the Amazon rainforest is very acute. As mentioned earlier, the Amazon has the largest deforestation front in the world, which tends to benefit large scale cattle ranch corporations, but cause harm for both the environment and the socially vulnerable people in this area(World Wildlife Foundation n.d.). As the concept of ecotourism involves the preservation of the natural environment, sustainability and benefit to locals, successfully implementing a large scale ecotourism industry in Manaus would serve as an aid to both socially vulnerable locals and to the environment in the state of Amazonas. The fact that a stronger ecotourism sector gives a greater benefit to the locals is further supported by (Sirakaya, 1997). Additionally, the Amazon rainforest is seen as one of the world's most inspirational travel destinations, and yet attracts very few tourists, which leads us to believe that companies trying to implement the ecotourism concept in Manaus are facing some form of challenges or implementation barriers, which keeps them from implementing the concept on a scale which the area would be able to support (Palhares, 2012).

Secondly, we chose to study this subject and area, because the subject of ecotourism in general is still largely unexplored from an academic standpoint, and the area of implementation barriers for ecotourism areas operating in Manaus is, as far as we are aware, completely unexplored. For example, (Silva & McDill, 2004) explicitly requested further research in this area. Cuzco is chosen to give a contrasting view because tourists there also have access to ecotourism destinations, but is located in a different country and may therefore have vastly different challenges, and methods of facing these challenges (Encyclopedia of Latin American History and Culture n.d.).

This thesis will in its qualitative study investigate and categorise enterprise, agency, host community and network barriers that participants brings up. Additionally, the concrete underlying factors creating host community barriers will be investigated in the quantitative study.

3.2 Study motivation

This study aims to explore the chosen subject through three different angles. First, we examine the ecotourism implementation barriers faced by actors on different markets within the same industry,

through academic literature on the matter. This acts as a theoretical base for which potential barriers that might warrant a thorough investigation.

After said theoretical walkthrough, we gather data on the subject using two different methods, through semi-structured qualitative interviews with representatives from universities, NGOs, and companies within the ecotourism sector, and through a quantitative survey directed at the locals in Manaus.

We utilise both a qualitative and a quantitative study because of their ability to complement each other. The qualitative study aims to give a deep insight into what barriers there are to an implementation of ecotourism from the point of view of people closely connected to either the industry in itself, or the philanthropic goals that ecotourism by nature aims to achieve, such as preservation of nature and benefit to locals. Their insights are important because they face these challenges daily, and therefore know which challenges they struggle with the most. This study method has several benefits, in that they express the participants' view of the issue being studied (Maxwell, 1996), it has been used in several previous successful studies(e.g. Burton, 1998, Silva & Mcdill, 2004, Weaver, Glenn & Rounds, 1996), and lastly that results based on data gathered in such a manner are understandable and credible to the people who will use the study findings, and that recommendations based on such findings are more likely to be applied, due to the fact that it takes the right stakeholders into consideration. (Krippendorff, 2004)

The quantitative study is of importance for two main reasons. Firstly, taking the opinions of locals into account has been characterised as a crucial factor for success regarding the implementation of the ecotourism concept in previous studies.(Kenawy, 2015). This in itself would warrant a study, but there is another important factor. As the concept of ecotourism in itself involves benefits to locals, we believe that a thesis on ecotourism would be incomplete if it lacked input from the people who are supposed to benefit from it. This is also supported by the fact that recommendations based on findings from research based on the affected stakeholders is more likely to be applied (Krippendorff, 2004). Stakeholder theory has been chosen as a theoretical framework to help give a deeper insight into what salience the locals of Manaus possess to have their claims taken into consideration.

3.3 Reliability and validity

When performing a study, or several studies as in our case, the reliability and validity of the findings are a key area to focus on, to ensure one does not run the risk of having the findings of the study lack credibility.

3.3.1 Reliability

The reliability of the study captures degree to which its results are believable (Jacobsen, 2002). What this essentially means is that if someone else were to reproduce our study, they could expect to see the same results.

3.3.2 Validity

The validity of the study captures the degree to which the study measures what it is supposed to measure. A high degree of validity allows for the results of the study to be generalised for the population which is greater than the sample (Jacobsen, 2002). Thereby; one can capture the views of a population at large through the results of a study in which only a sample of the population has taken part. We will be discussing internal validity, the degree to which our studies are related to our theoretical framework, and external validity, the degree to which the results can be generalised for the population of Manaus (Jacobsen, 2002).

3.4 Study design

In this section, we will present how we designed and conducted the two studies, discuss the validity and reliability of our findings, and present the limitations in our overarching study.

3.4.1 Quantitative study design

To answer our first sub-question: "What factors can cause the local stakeholders to act as an implementation barrier for ecotourism in Manaus? ", we distribute a survey that aims to capture the locals' attitude towards ecotourism, and different variables that we have identified from previous research as possible factors affecting this attitude. The goal is to capture the views of a sample of the population of Manaus, and use quantitative methods in an attempt to generalise the findings for the population at large. This means we have a fairly small amount of variables, but a large amount of respondents, which suggests an extensive study method (Jacobsen, 2002).

The quantitative study aims to find which variables are the strongest drivers of a positive view on ecotourism in the city of Manaus, in order to find which factors will make the locals oppose additional ecotourism development, should these factors not be present.

3.4.1.1 Variables

The fact that we have not been able to find any study on how locals' view of ecotourism is created presents us with a rather interesting challenge. Being the first ones what affects different variables have on the local stakeholders' views of ecotourism, not only in Brazil but worldwide, also means that we will have to create our survey without any previous survey as inspiration. Fortunately, we are not completely left in the dark, as the area of ecotourism has been previously studied using other methods, which has sparked relevant questions to ask the locals. Additionally, the seven point scale we use has previously been used to measure attitudes(Malhotra, Agarwal & Bolton, 2010) More about what sparked the questions for the different variables follows down below.

3.4.1.1.1 Dependent variable

(Kenawy, 2015) identifies "... absence of effective negotiation mechanisms between various stakeholders" as one of the main flaws in Egypt's current plan-making process regarding ecotourism planning. Furthermore, he describes ecotourism development planning as an issue far too complex to be handled by a single stakeholder. These factors make it crucial that different stakeholders are engaged in development planning for ecotourism activities, the locals being one of these stakeholder groups. We do not, however, expect a massive amount of engagement in ecotourism among the locals of Manaus when conducting the survey. (Kenawy, 2015) goes on to state a lack of real stakeholder motivation as one of the key limiting factors for engagement among the important stakeholders. We will regard a positive attitude towards ecotourism taking place in Manaus as a prerequisite for motivation to participate in ecotourism activity planning, and will therefore have the attitude towards ecotourism in Manaus as our dependent variable. Factors that negatively affect the attitude towards ecotourism in Manaus will be identified as barriers for motivation to participate in ecotourism activities, and in extension, as barriers for ecotourism implementation.

3.4.1.1.2 Independent variables

A negative attitude towards tourist has previously been identified as barrier for local businesses that a host community can create (Mathieson & Wall, 1982). This set of variables will measure if a negative view of tourism in general leads to a negative view of ecotourism in Manaus.

Some of the most common aspects of ecotourism definitions is that it is supposed to benefit the locals, and preserve or benefit the area in which it takes place (Fennell, 2001). Therefore, we test whether a belief that ecotourism benefits locals in Manaus and the Amazon rainforest has an effect on the attitude towards ecotourism.

We will also ask respondents about their perceived personal economic gains to be had from increased ecotourism.

(Silva & McDill, 2004) identifies two additional host community variables that we will be studying; the level of local participation in ecotourism development, and the local patronage of ecotourism businesses. They also identify the amount of activities organised by the local community as a key variable, but we consider the level of participation in ecotourism development closely related to the number of activities, and will therefore only create a variable related to the level of participation.

Because of the importance of taking the views of the local stakeholders into account (Kenawy 2015, Krippendorff, 2004) we ask the respondents whether they feel like their views of ecotourism are taken into consideration by local government and local ecotourism companies.

Lastly, we ask the respondents a set of demographically related questions, such as where they live, to ensure that they are in fact locals in Manaus, as well as questions about age, profession and gender in order to categorise the respondents in different demographic groups.

3.4.1.2 Sample selection

In researching how the views of the locals can act as an implementation barrier for companies active in the ecotourism sector in Manaus, the one criterion we require that the respondents meet, is that they are in fact living in Manaus. This criterion is important because of the stakeholder perspective brought up in study motivation subsection of the method section. Other demographic variables than where the respondents live are of little to no importance when it comes the salience of their claims, as demographic variables are not a part of the commonly cited aspects of ecotourism, like benefit to locals is. However, other demographic variables will act as an indicator of whether the results of this study can be seen as representative of the population of Manaus.

A total of 139 survey responses were recorded from Manaus, 111 of which finished the entire survey. From those 111, responses that showed obvious flaws, such as incorrect answers to the control question, or filling the entire span from 1-7 on variables that had a Cronbach's alpha close to one, was removed. The number of valid responses from Manaus landed at 97.

42 of the 97 respondents were students, and among the other 55, people worked in everything from the military, police department and fire department, to forestry and as professors. 41 of the people who responded to the survey were male, and 56 were female. The respondents were also separated into different age groups, where 29 people were in the 15-20 age group, 39 in the 21-25 age group, 15 in the 26-30 age group, 10 in the 31-40 age group, 2 in the 41-50 age group, and 2 who were 51+.

3.4.1.3 Study execution

The quantitative study is in the form of an online survey, created through Qualtrics Survey Software. To assist the locals of Manaus with completing the survey, the survey has been translated into Portuguese with help from a Portuguese-speaking contact. The translation has furthermore been checked by a professor at UFAM(Federal University of Manaus) to ensure that the Portuguese translation corresponds well with the original English survey, and that it is academically correct. All respondents were presented with the questions in both English and Portuguese, to ensure that both people native to Manaus and as well as people who recently moved there from other countries are able to respond to the survey.

The survey responses were gathered from the 21st of February to the 26th of March in Manaus. The technological infrastructure in Manaus was sufficient for us to utilise an online based survey. As such, the survey was distributed through a link to the survey. Everyone we encountered during the stay in Manaus was encouraged to answer the survey and to distribute it further to contacts living in Manaus. The responses can be sorted based on where the respondents reside, and therefore, we do not run a risk of compromising the results through such a method.

This method of acquiring survey responses is called snowball sampling, and brings with it both benefits and difficulties, discussed by (Atkinson & Flint, 2001). The main concern this method brings to our particular study is that snowball samples tend to be biased, and therefore do not allow for the results of the study to be generalisable (Griffiths et al, 1993). This, of course, goes against our goals of being able to generalise our findings for the population of Manaus at large. However, we chose to use this method despite this obvious flaw due to the benefits that it brings. According to (Atkinson & Flint, 2001), the common denominator for the studies that has used this sampling method, is that they all tend to target populations that are hard to reach. This study was performed in a country, and even on a continent, that neither of us had visited before, where the population speaks a language that is foreign to both of us. Therefore, we saw this as a necessary trade-off in order to be able to perform a quantitative study at all, as we expected these challenges to make the population very hard to reach for us as foreigners.

3.4.1.4 Tools of analysis

Following the gathering of survey responses, these responses are analysed through the IBM created software tool SPSS Statistics. The statistical methods of analysis used are as follows:

3.4.1.4.1 Mean evaluation

In order to have a consistent way of determining whether the mean values we find are high or low, we utilise quartile categorising into four quartiles. The responses are recorded on a seven grade likert scale, with 1 being the lowest and 7 being the highest value. That means values between 1-2.5 are in the lowest quartile, values between 2,5-4 are in the low-middle quartile, values between 4-5,5 are in the high middle quartile, and values between 5.5-7 are in the high quartile.

3.4.1.4.2 Reliability test

To test if variables in our survey can be indexed, we use Cronbach's alpha reliability test. A Cronbach's alpha value above 0.7 means that we can index the variables.

Table 1. shows the indexed groups of survey questions.

Variable	Cronbach's alpha/*Pearson correlation
Belief that ecotourism benefits Manaus, question 5,6 and 7	0.934
Belief that ecotourism benefits the Amazon rainforest, question 8 and 14 *(Pearson correlation value)	*0.721
Participation in local ecotourism activities, question 10,11 and 12	0.939

Participation in tourism generating activities, question 15,16 and 17	0.748
View on tourists, question 18,19 and 20	0.891

3.4.1.4.3 Correlation analysis

In order to analyse whether there is a connection between different variables, we use bivariate correlation analyses that measure Pearson's correlation coefficient. In the results section, we go into detail on whether a connection is shown at the 0.01 significance level, the 0.05 significance level, or if there is no significant correlation shown, for the various hypotheses.

3.4.1.4.4 Regression analysis

In order to make sure that there is not just a correlation between the dependent and independent variables, but that there is a causation, we use regression analysis. We use this method of analysis to see how much of the variation in the dependent variable that is explained by variations in the independent variable. As with the correlation analyses, we go into detail on if the explanation holds at the 0.01 significance level, the 0.05 significance level, or not at all, in the results section. We also check for autocorrelation and multicollinearity with Durbin-Watson test and collinearity Condition Index respectively. Lastly, we perform a visual analysis of heteroscedasticity, to ensure we do not have residuals that inhibit our ability to draw conclusions. The independent variables being tested in the regression analysis are those that showed at least a 0.05 significance level in the correlation analysis, and all those variables are tested in one common regression analysis.

3.4.1.5 Reliability of the quantitative study

For the quantitative study, we regarded the area most likely to cause a low degree of reliability to be the translation of the survey. We were concerned that if the translation from English to Portuguese would be done poorly, then someone with a better understanding of the Portuguese language may get different results. To prevent this, we translated the survey in two steps. The first step was through the aid of a Portuguese-speaking friend of ours. When we had the finished survey translated to Portuguese with his help, we brought the English survey and the Portuguese translation of it to Professor Manuel Lima Junior at the Federal University of Manaus, to ensure the translation was correct, both in terms of corresponding well with the Brazilian version of Portuguese, and from an academic standpoint. Additionally, we let the respondents themselves choose if they wanted to answer the survey in English or in Portuguese, to make sure we did not prevent people who had moved to Manaus from non-Portuguese speaking countries from responding to the survey. This was important because the study aimed to capture the views of everyone living in Manaus, not just of those who originate from Manaus. Lastly, we only used well-known tools of statistical analysis, to make sure our analyses could be replicated without an extensive explanation of how the tools we used works.

3.4.1.6 Validity of the quantitative study

Concerning the internal validity of the quantitative study, we had a challenge in that the specific field that we are studying hasn't been previously researched through quantitative methods. However, previous studies have identified factors that can act as barriers for businesses that host communities may create, so we are not left in the dark when it comes to this matter (Mathieson & Wall, 1982, Silva & McDill, 2004). Additionally, the stakeholder perspective which is presented has been seen as a key to successful ecotourism implementation(Kenawy 2015, Krippendorff 2004) , and the stakeholder theory itself is well documented (Donaldson & Preston, 1995, Mitchell, Agle & Wood, 1997), making it easily quantifiable. Lastly, since it lies within the very definition of ecotourism to benefit the area and the locals of the area in which it takes place (Fennell, 2001), we created questions regarding whether the locals of Manaus actually believes that ecotourism is beneficial. To ensure that the respondents understood the definition of ecotourism, we included what it is supposed to achieve in the beginning of the survey, and our definition was controlled by every single person we interviewed as part of the qualitative study, to ensure that all key informants agreed on our definition. As previously mentioned, these factors will help us identify what creates a positive attitude towards ecotourism in Manaus. This is important because a lack of stakeholder motivation has been shown to be one of the biggest inhibitors of stakeholder engagement, in which in turn acts as a barrier for ecotourism implementation (Kenawy, 2015). Just to bring up a concrete example, one of the factors that could potentially cause the locals of Manaus to act as an implementation barrier for ecotourism in Manaus is a disbelief amongst the locals that ecotourism benefits them.

When it comes to the external validity of our quantitative study, we have to examine how well we have created a sample that represents the population of Manaus. In regard to that, we have had a varying level of success. Concerning the occupations of the sample, we suspect we may have a slight predominance in students compared to the population at a whole. We do, however, have respondents within a wide range of work, everything from forestry to the military. We consider that aspect of the sample satisfactory. Another demographic aspect we are satisfied with, given our limited time and resources, is the distribution of men and women who responded to the survey. More women than men finished the survey, but the distribution is relatively close to 50/50. The aspect we are most critical to, is the age distribution of our sample. Only four out of 97 respondents are over 40 years old, and while we would not be surprised to hear that the age distribution is different in Brazil compared to Sweden, where we come from, we are reluctant to believe that there is such a big predominance of young people in the population as a whole. Even though we can't say for certain, we suspect that conducting the study as an online survey may have prohibited us from reaching a larger part of the older population. We did however deem this to be a risk when we conducted the study, but considered it to be a necessary risk considering the limited time span we had to conduct the study. If we were given an opportunity to redo our study and were given more time and resources to do so, we would read up on age distributions and other demographic aspects beforehand, and make sure we had a sample that was undeniably representative of the population of Manaus at large.

Additionally, the use of the snowball sampling method, described in the study execution chapter above, has negatively impacted our external validity. As mentioned by (Griffiths et al, 1993), the use of this sampling method inhibits our ability to generalise the findings for the population at large.

The results found in the quantitative study are not reported unless they are confirmed at least at a 0.05 significance level. Many of the results are found to hold at a 0.01 significance level. All analyses are made upon significant results. Overall we believe the sample of the quantitative study to be fairly representative of the population at large, but negatively affected by the age distribution. This, and the choice of sampling method, reduces the external validity of this study.

3.5 Qualitative study design

To answer our second sub-question: "What implementation barriers for the ecotourism concept are identified among key informants in Manaus, and how do they contrast to the barriers identified in Cuzco?", we conduct a series of semi-structured qualitative interviews with professionals in the ecotourism industry primarily in Manaus but also in Cuzco, as well as interviews with representatives from universities and NGOs in Manaus. This is done in order to capture the knowledge of the people who face the difficulties we are researching on a day to day basis.

In this study, we target a lot fewer respondents, but aim to get a deeper understanding of the context they are present in, using an intensive study method (Jacobsen, 2002). The aim is to get an understanding of what hinders the ecotourism industry from growing, from the viewpoint of people who have some insight into the industry, whether it be from researching it or operating a business in it.

When designing the qualitative study, we have a very open-ended research question, and therefore; the interview design is also open. All interviews start with the interview respondent being asked to identify themselves, stating their name, what organisation they work for, and their position in the organisation. Following this, the respondents are asked to describe the organisation they work for, and are asked about specific challenges either they themselves face while working with ecotourism, or challenges they have seen other actors in the business face. Actors operating a business in the industry was asked to focus on what challenges or implementation barriers they themselves faced when running their business. Professors or representatives from NGOs on the other hand, could be more general concerning implementation barriers. The challenges or barriers mentioned are later analysed by us, and categorised in the according to the categorisation by (Silva & McDill, 2004).

3.5.1 Sample selection

In order to get a broad view from the people actually facing the implementation barriers we are researching, we wanted a sample of representatives from at least five different businesses in the ecotourism industry. We also wanted a complimentary view from people who are working with, but not in, the industry, such as professors researching it or NGOs working to expand it. The total sample ended up being representatives from six ecotourism companies in Manaus, two ecotourism company representatives from Cuzco, three professors, one academic coordinator, one representative from a Non Governmental Organisation, FAS, Fundação Amazonas Sustentável, one representative from the State owned organisation Amazonastur, and last but not least, a member of the Sateré Mawé tribe, who works together with ecotourism companies to bring tourists to his community, who we will

regard as a seventh ecotourism company representative from Manaus. All ecotourism companies interviewed worked according to the definition of ecotourism we presented earlier.

Table 2. illustrates an overview of the involved ecotourism business actors.

Name	Organisation	Position	Claimed turnover/month (USD)	Workers*
Rosney "Ney" Lima Maia	Ney EcoAdventures	Founder	20 000	8
Rubins "Billy" Joao Da Silva Peres	Amazon EcoDiscoveries	Founder	800-1500	20-25
Pedro Luniere	EcoForest Adventure	Founder	2500-7500	8
Pedro Ferreira Fernandes Neto	Amazon Eco Adventures Tours	Founder	---	5
Carlos Jorge Damasceno	Amazon Tours Brazil	Owner	---	4-5
Luiz Magalhães	Tuhiritour	Owner	---	4
Jozebias Alencar dos Santos	Sateré Mawé tribe	Leader	---	140
Professor Cleuciliz M.Santana	University Nilton Lins	Pro-rector of Research and Post-graduation	---	---
Professor Rafael Yutaka Kuradomi	University Nilton Lins	Professor of Aquaculture	---	---
Professor Olinda Pereira Marinho	North institute of technological development (INDT)	Professor of foreign trade, entrepreneurship, tourism, hospitality, innovation, and administration	---	---
Taiz Raquel Monteiro Martins	Federal University of Manaus	Academic coordinator	---	---
Maiara da Silva Gonçalves	Fundação Amazonas Sustentável (FAS)	Project manager	---	---
Orsine Rufino de Oliveira Junior	Amazonastur	Former CEO	---	---
Alfredo Rodriguez Zegarra	Andina travel	Sales and	300 000	>60

		Reservations manager		
Daniel Bustamante	Peru Eco Expeditions	Co-owner	200 000 - 250 000	2

* Full-time, part-time, contracts or freelance

3.5.1.1 Ecotourism companies and their representatives (Manaus)

Rosney "Ney" Lima Maia, owner of Ney EcoAdventures. He started his business in 2014, and today he has eight employees. He previously worked as a freelance guide and as a waiter, where he learned how to deal with people.

Rubins "Billy" Joao Da Silva Peres, owner of Amazon EcoDiscoveries. He started his business in 2001, originally without a license, but later acquired the mandatory licenses to become a guide. He is also a member of the indigenous Wapixanas tribe, and dedicates his extra time and money to educating other indigenous people.

Pedro Luniere, owner of EcoForest Adventure. He started his business in 2015, and has a degree in forest engineering. He has about eight people who work with him, but most of them are freelancers. He has a turnover of between 10-30 thousand real per month, equivalent to about 2500-7500 USD per month.

Pedro Ferreira Fernandes Neto, owner of Amazon Eco Adventures Tours. His company was founded in 2010, and he has five employees and additional freelance guides. He has a degree in tourism, and a post-grad in hotel administration.

Carlos Jorge Damasceno, owner of Amazon Tours Brazil. He started his business 35 years ago, and provide different types of riverboat experiences. He has around four or five people working for him, but he hires more people when he receive orders from big groups.

Luiz Magalhães, owner of Tuhiritour. The name Tuhiri comes from an indigenous tribe, and means "life in the forest". His wife comes from this tribe, and was named this by the shaman of the tribe. He has four people working in his company.

Lastly, we have Jozebias Alencar dos Santos, who is a member of the Sateré Mawé tribe, and is responsible for bringing ecotourism companies to his community. We categorise him under ecotourism companies and their representatives, because his local community profits from the tourists visiting them. His tribe is essentially running a tourism business that he is responsible for, however, the tribe does not have a registered business. They show how the tribe lives, how they cook, the process of extracting guarana, and the ritual of turning boys into warriors where they make gloves full of bullet ants and make the boys wear these gloves to that the ants can sting them.

3.5.1.2 Academia

Professor Cleuciliz M.Santana, pro-rector of Research and Post-graduation, University Nilton Lins.

Professor Rafael Yutaka Kuradomi, Professor of Aquaculture, University Nilton Lins.

Professor Olinda Pereira Marinho, Professor of foreign trade, entrepreneurship, tourism, hospitality, innovation, and administration, North institute of technological development (INDT).

Taiz Raquel Monteiro Martins, academic coordinator, Federal University of Manaus

3.5.1.3 Non governmental organisation FAS

Maiara da Silva Gonçalves, project manager at FAS. FAS, or Fundação Amazonas Sustentável, is an organisation that works to develop professional growth and support infrastructure developments in the ecotourism sector, facilitating for tourists to reach local indigenous communities that they normally wouldn't see.

3.5.1.4 State owned organisation Amazonastur

Orsine Rufino de Oliveira Junior, former CEO of the state owned organisation Amazonastur. They act on behalf of the state of Amazonas to promote the development of ecotourism in Manaus and in the rest of the state of Amazonas.

3.5.1.5 Ecotourism companies and their representatives (Cuzco)

Daniel Bustamante, owner of Peru Eco Expeditions. He started his company in 2009, and he had worked in the tourism industry for about 20 years prior to starting his business, and had also been working with NGOs, which he did to help preserve the rainforest. He went to school to learn how to operate an ecotourism company.

Alfredo Rodriguez Zegarra, sales and reservation manager at Andina Travel. He has worked with National Geographic to make documentaries in the rainforest, and has also worked with reforestation.

3.5.2 Study execution

The interviews were carried out from the 23rd of February to the 23rd of March 2019 in Manaus, and from 27th of march to 9th of April in Cuzco. They were generally carried out at the office or place of work of the people we interviewed, except for Professor Dr Cleuciliz M.Santana, Professor Rafael Yutaka Kuradomi and Taiz Raquel Monteiro Martins, who were interviewed in a group setting at the

Swedish Honorary Consulate in Manaus. The interviews were scheduled no more than a couple of days in advance, as this seemed to be the way things worked in Manaus and in Cuzco. The interviews ranged anywhere from 25 to 75 minutes, and all interviews were recorded to allow for us to focus on the conversation in the moment, and to write things down and pick out details at a later point. The interviews started out with formal presentations, and were followed by questions regarding ecotourism implementation barriers that they had faced in their working life. Everyone we interviewed was also asked to give their take on our definition of ecotourism:

Ecotourism is tourism activities that aims to:
(1) Be done in natural places.
(2) Be done with focus on local culture.
(3) Be good for local environment and people.
(4) Educate tourists on sustainability.

This was done, both to ensure that we were on the same page regarding the word's meaning in the interviews themselves, and that we had captured the essence of the word correctly for our quantitative study.

The interviews with the representatives from academia and with Jozebias Alencar dos Santos from the Sateré Mawé tribe were conducted in Portuguese through the use of a translator, while the interviews with the remaining six ecotourism company representatives in Manaus, the two ecotourism companies in Cuzco, with Maiara da Silva Gonçalves from FAS and with Orsine Rufino de Oliveira Junior from Amazonastur were conducted in English.

3.5.3 Tools of analysis

To analyse our findings from the quantitative study, we compile the data from the interviews and look for patterns or commonly brought up challenges from representatives of Manaus' and Cuzco's ecotourism industry. We will shine a light on these commonly mentioned factors, but we will not, however, limit the analysis to solely the most common challenges or barriers of implementation. It is not within the confines of the qualitative study to rank any challenges based on importance, only to compile and in some fashion categorise them. This categorisation will be done by matching the barriers mentioned in the interviews with the types of barriers brought up by (Silva & McDill, 2004).

We will rely more heavily on indirect speech than quotes when compiling the data from the interviews, to ensure we meet the high demands for grammar and structure required from a project on this academic level. The information gathered from the company representatives, as well as the governmental and non-governmental organizations are based on personal experiences, while the information gathered from representatives from academia are not. Additionally, one of the two interviews with academia was carried out in a group setting, and these interviews primarily had the function of nuancing the picture. Moreover, the study focuses on the challenges companies face, meaning that their experiences are in focus. Therefore, the interviews with academia will be presented in a slightly different manner than the rest. It will aim to summarise the key points under one common subchapter, while the interviews with ecotourism companies and organizations related to them will be presented in separate subchapters.

We divide the interviews with company representatives, as well as with the representatives from FAS and Amazonastur into separate subchapters in order to make sure we manage to capture the complete view of all these representatives, and list all of their identified challenges. Some relevant positive aspects brought up during the interviews will also be highlighted, to show that these aspects have not been ignored, but rather, are not identified to be challenges.

3.5.4 Reliability of the qualitative study

In the qualitative study, the respondents were asked about any challenges or implementation barriers they had come across in regard to ecotourism. What kind of challenges they wanted to then bring up during the interview was entirely up to them. We did this to make certain that any preconceived notions that we had about potential barriers an ecotourism company in Manaus might face would not affect the respondents. Instead, we wanted them to be able to give their view on the matter at hand, without outside influence. To further increase the reliability of our study, we made sure to record all interviews. Doing this allowed us to focus entirely on the interview while it is being conducted, being able to ask follow up questions and taking active part in the conversation, or ask for an explanation if something was unclear. The recorded interviews were later transcribed, to make certain we did not miss any details of the interviews.

3.5.5 Validity of the qualitative study

We consider the internal validity of the qualitative study to be very high. The aim of the second research question is to capture implementation barriers that key informants in the ecotourism industry, including government businesses, NGOs, researchers and of course company owners, have identified. The qualitative study is performed through asking the specific question regarding what implementation barriers they have faced to these key informants. Therefore; we will not present any criticism of the internal validity of the qualitative study.

Concerning the external validity of the qualitative study, we have done everything in our power to make certain that we get a representative view of key informants of Manaus' ecotourism industry, and to contrast it with important insights from the key informants in Cuzco. Just as with the quantitative study, there is a limit to how well one can mirror the population with a sample given a limited amount of time, but under the given circumstances, we are more than pleased with how well we managed represent the industry. We managed to get a view from six people running ecotourism businesses in Manaus, two people running ecotourism businesses in Cuzco, three professors, two people facilitating for the industry to grow through different methods, and perhaps most importantly, a member of the Sateré Mawé, a tribe of indigenous people in Brazil, who according to the person we interviewed allow tourists to come and see how the indigenous people of Brazil live, capturing the very essence of ecotourism.

3.6 Study limitations

In this study, we have faced a vast amount of challenges unlike any we have even come close to facing before. The combination of these challenges have resulted in limitations, some of which have been touched upon above. One of the quite glaring limitations is that these studies were conducted in a completely different part of the world than the one we come from. Coming from Stockholm, Sweden, to carry out a study out a study primarily in Manaus, Brazil, but also in Cuzco, Peru we were expecting this to be a huge challenge. One aspect of this is that we had not previously experienced the Brazilian or Peruvian culture, and therefore; had no idea what to expect. A negative view on foreigners among the Brazilian or Peruvian people could very well have impeded our entire study, without us having any possibility to find that out in advance. Thankfully, what we got to experience was quite the opposite. The people we have come in contact with through writing this thesis have been nothing but welcoming and helpful to us. Many have gone above and beyond anything we could have hoped for in terms of taking part in interviews, helping to spread the survey, and showing us their culture. For this warm welcome, we will always be grateful to the people of Manaus and Cuzco.

Another aspect which we predicted could cause some struggle was the language barrier. Neither one of use have previously studied Portuguese, the official language in Brazil. We both consider ourselves to be fluent in English, and moderately good in Spanish, but we did not know how far this would take us. This turned out to be less of an issue that we could have imagined. Most of the people we met for our interviews were able to have intricate and detailed conversations in English, allowing us to carry out interviews without the need of a translator. However, some of the interview respondents preferred to be interviewed in Portuguese with the use of a translator, and a vast majority of the survey respondents chose to complete the survey in Portuguese. In those cases, we have to put our trust in the ability of the translators to properly convey the right messages. To make sure this would be the case, we used a two-step translation of the survey, as previously mentioned, and clarified any potential misconceptions in the interviews by repeating the respondents statement if anything seemed unclear.

Another limitation we have touched upon is the sample of the study. We went out to find a representative sample of the key informants of the ecotourism industry in Manaus and Cuzco, and of the population of Manaus at large, with limited previous knowledge of the cities, the countries or the industry. Concerning the sample for the qualitative study, we consider the sample selection to be better than we expected. The same can not be said, however, for the quantitative study. As previously mentioned, we are concerned with the fact that a vast majority of our sample in the quantitative study is 40 years old or younger. We find it hard to believe that this is a proper representation of the entire population of Manaus. Apart from the suspected disproportionate amount of young people, we consider the sample to be diverse in the occupational aspect, representative in the gender aspect, and therefore representative of the population. However, due to the choice of sampling method, we are not able to draw conclusions for the general population from our sample. This is a flaw in the study, but does not keep us from making interesting findings. These findings, which would to best of our knowledge be the be the first of their kind, can then be further researched by people who would not share our challenges in finding a representative sample of this area, and give them an indication of what results to expect.

Lastly, a limitation in the study related to the sample, is that we only study Manaus and Cuzco, not the entire Amazonas rainforest. This is a limitation we decided upon for ourselves, as creating a sample that was representative for the entire Amazonas would be even more difficult given our circumstances.

Limiting ourselves to Manaus for the primary focus of our study, and Cuzco for a contrasting view, is further motivated by the fact that Manaus is the capital of the state of Amazonas in Brazil, with a population of more than two million people(Brazilian Institute of Geography and Statistics, 2018). Some limitations had to be made to fit the scope of this study, and Manaus was seen as a good candidate based on the facts presented in the introduction of this thesis. With its big population and proximity to the rainforest, we considered Manaus to be the closest representative of the Amazonas at large that we would be able to capture(Encyclopædia Britannica n.d.). Additionally, Cuzco was chosen to give a complementary view because of its role as a hub for ecotourism travelers in Peru, in addition to its relatively close proximity to Brazil and the Amazon rainforest. (Encyclopedia of Latin American History and Culture n.d.)

4. Results and analysis; quantitative study

In this section follows the results and an analysis of the results of the quantitative study. The results will be presented in a table detailing the results from the quantitative analyses. Following the table is the results of each hypothesis, categorised in the same manner as they were listed in chapter 2.

4.1 Table of results

Table 3. shows the correlation between the indexed attitude towards ecotourism and the other variables, as well as the mean value and standard deviation of the variables, and the Beta values from the regression analysis. * indicates that the result is significant at the 0.05 significance level, and ** indicates that the result is significant at the 0.01 significance level. The adjusted R Square value of the regression analysis is 0.604.

Variables	Correlation coefficient	Mean (Standard deviation)	Regression Beta
Indexed attitude towards ecotourism	1	6.7113 (0.76623)	-
Indexed attitude towards tourists	0.512**	5,9381 (1.26503)	0.287**
Indexed participation in ecotourism activities	-0.107	3.0619 (1.78233)	-
Indexed participation in tourism generating activities	0.060	3.9175 (1.60080)	-
Indexed belief that ecotourism benefits the Amazon rainforest	0.629**	6.1443 (1.21398)	0.228*
Power in the ecotourism sector	-0.117	2.58 (2.066)	-

Legitimacy in the ecotourism sector	0.076	5.20 (1.812)	-
Urgency in the ecotourism sector	0.232*	5.16 (1.812)	-0.005
Views on ecotourism being considered by local government	-0.060	2.75 (2.112)	-
Views on ecotourism being considered by local ecotourism companies	-0.037	3.01 (2.099)	-
Previous knowledge of the ecotourism concept	-0.117	-	-
Belief that ecotourism helps preserve the Amazon rainforest	0.550**	6.18 (1.233)	-
Belief that ecotourism benefits the locals of Manaus	0.690**	6.46 (1.071)	0.480**
Personal economic benefit from ecotourism	-0.015	3.63 (2.098)	-
Belief that the Amazon rainforest would benefit from increased ecotourism	0.614**	6.11 (1.384)	-

4.2 Hypothesis related to the definition of ecotourism

h₁ : *Previous knowledge of the ecotourism concept has a positive effect on the locals' view of ecotourism.*

Out of the 97 valid respondents in Manaus, 91.8%, or 89 of them, had either definitely or probably heard of the term "ecotourism" before, and 88.7%, or 86 of them, either knew of all of the aspects or some of the aspects that we included in our definition of ecotourism. This shows that the locals of Manaus aren't completely unfamiliar with the term. However, no significant correlation was found between the respondents previous knowledge of the ecotourism concept and their attitude towards ecotourism, and therefore; **h₁** is not supported.

h₂: *Locals who believe that ecotourism has a positive effect on the preservation of the Amazon rainforest are more positive towards ecotourism.*

The locals of Manaus believe that the Amazon rainforest would benefit from increased ecotourism. The mean for this is 6.11, which is in the high quartile. There is also a correlation between the belief that the Amazon rainforest would benefit from increased ecotourism, and the attitude towards ecotourism. The two variables have a Pearson correlation value of 0.614. The correlation is significant at the 0.01 level.

Additionally, the attitude towards ecotourism also correlates with the belief that ecotourism helps preserve the Amazon rainforest with a correlation value of 0.550, and is significant at the 0.01 level.

The two variables about the belief that the Amazon rainforest would benefit from increased ecotourism, and that ecotourism helps preserve the Amazon rainforest, correlate with each other with a correlation value of 0.721 and this result is significant at the 0.01 significance level.The high correlation between these two variables enables us to create an index out of them. This index has a correlation value with the attitude towards ecotourism of 0.629, and this result is significant at the 0.01 significance level. The regression analysis confirms the relationship between the belief that ecotourism benefits the Amazon rainforest and the attitude towards ecotourism, with a Beta of 0.228 at the 0.05 significance level. Therefore; **h₂** is supported.

h₃: *Locals who benefit economically from the ecotourism industry are more positive towards ecotourism.*

No significant correlation was found between personal economic gains from increased ecotourism among the respondents and their attitude towards ecotourism, and therefore; **h₃** is not supported.

h₄: *Locals who believe that ecotourism benefits the locals of Manaus are more positive towards ecotourism.*

The locals of Manaus believe that ecotourism does benefit the locals, with a mean of 6.46, which is in the high quartile. There is a positive correlation between the belief that ecotourism benefits locals and the attitude towards ecotourism, with a correlation value of 0.690 which is significant at the 0.01 level. The regression analysis confirms the relationship between the belief that ecotourism benefits the locals of Manaus and the attitude towards ecotourism, with a Beta of 0.480 at the 0.01 significance level. Therefore; **h₄** is supported.

4.3 Hypothesis related to currently identified barriers to ecotourism implementation

h5: *The locals in Manaus who have a positive view on tourists are more positive towards ecotourism.*

There is a correlation among the locals in Manaus between a positive view on tourists and a positive attitude towards ecotourism, with a Pearson correlation value of 0.512, which is significant at the 0.01 level. The regression analysis confirms the relationship between a positive view on tourists and a positive attitude towards ecotourism, with a Beta of 0.287 at the 0.01 significance level. Therefore; **h5** is supported.

h6: *The locals in Manaus who are active in local ecotourism activities are more positive towards ecotourism.*

No significant correlation was found between being active in local ecotourism activities and having a positive attitude towards ecotourism. Therefore; **h6** is not supported.

h7: *The locals in Manaus who are active in the development of the ecotourism sector are more positive towards ecotourism.*

No significant correlation was found between being active in the development of the ecotourism sector and having a positive attitude towards ecotourism. Therefore; **h7** is not supported.

4.4 Hypothesis related to stakeholder theory

The locals of Manaus do not consider themselves to have powerful stakeholder claims towards the ecotourism sector, meaning, they do not feel that they have the power to make things the way they want them to be in the sector. The mean for this variable was 2.58, which is on the edge between the lowest and second lowest quartile. They do, however, consider their claims to be somewhat salient and somewhat urgent, with a 5.20 and 5.16 mean value respectively. This puts them in the second highest quartile, but close to the highest quartile.

h8: *The local people in Manaus who feel like their views of ecotourism are being considered by local government are more positive towards ecotourism.*

No significant correlation was found between the respondents view of ecotourism being considered by local government and their attitude towards ecotourism.Therefore; **h8** is not supported.

h9: *The local people in Manaus who feel like their views of ecotourism are being considered by ecotourism companies are more positive towards ecotourism.*

No significant correlation was found between the respondents view of ecotourism being considered by ecotourism companies and their attitude towards ecotourism.Therefore; **h9** is not supported.

h_{10} : *Locals with powerful stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

No significant correlation was found between powerful stakeholder claims towards the ecotourism sector among the respondents and their attitude towards ecotourism. Therefore; h_{10} is not supported.

h_{11} : *Locals with salient stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

No significant correlation was found between salient stakeholder claims towards the ecotourism sector among the respondents and their attitude towards ecotourism. Therefore; h_{11} is not supported.

h_{12}: *Locals with urgent stakeholder claims towards the ecotourism sector are more positive towards ecotourism.*

There is a positive correlation between having an urgent stakeholder claim towards the ecotourism sector and a positive attitude towards ecotourism. The correlation value is 0.232 and it is significant at the 0.05 level. However, the regression analysis does not confirm this result as significant, and therefore; h_{12} is not supported.

4.5 Summary and analysis of results

Based on the results presented above, three out of twelve hypotheses are supported, and nine are not supported. The supported hypotheses are h_2, h_4, and h_5.

A positive view on tourists is shown to be an important driver for a positive view on ecotourism. The belief that ecotourism has a positive effect on the preservation of the Amazon rainforest is also shown to be an important factor for a positive attitude towards ecotourism. Lastly, we see that the belief that ecotourism benefits the locals of Manaus leads to a more positive view on ecotourism. All of these variables are shown to have a significant positive effect on the attitude towards ecotourism through both a correlation analysis and a regression analysis, and therefore; we feel confident to say they are drivers of a positive attitude towards ecotourism in Manaus.

5. Results and analysis; qualitative study

In this chapter, we will compile the results from our qualitative study consisting of interviews with key informants of the ecotourism industry in Manaus and Cuzco.

5.1 Barriers and challenges identified among ecotourism company representatives in Manaus

As this study aims to find the implementation barriers or challenges that the ecotourism companies in Manaus face, we start of by listing challenges the company representatives themselves have identified.

5.1.1 Rosney "Ney" Lima Maia, owner of Ney EcoAdventures

Rosney "Ney" Lima Maia, owner of Ney EcoAdventures, started his company in 2014. He starts of by explaining that ecotourism is good for both the local population and for the local environment. This does however bring him to the first challenge that he mentions, which is that there are many companies in Manaus that claim to offer ecotours or ecotourism, when they in fact do not. He explains that they use this notion, but do not respect nature and wildlife.

When asked what the hardest thing was when he started his company, Maia answers in one word, "Administration." He has previous experience of dealing with customers through his work as a waiter and as a freelance guide, but he did not know how to deal with money, or how to manage a company. He managed to get a loan from the bank when he started his company, but he struggled to get all the documents required to start a company. "I had to find a lot of documents to grow the company. This was hard. I spent about 20 years to go through all the documents for my company." In regard to this, he mentions that there were a lot of struggles related to bureaucracy. He also brings up you need to have the right contacts in the industry.

Regarding legislation, Maia believes that the taxes in Brazil are too high, and mentions that ecotourism companies need to pay for licenses, licenses that in his opinion are very expensive. He says that he does not get any help from the government in return for paying these taxes and licenses, and that he has to find all his contacts by himself.
In his estimate, 25% of the money in Manaus come from ecotourism, and he says that people in Manaus are very happy to see tourists because they know that tourism brings money to the city. In his opinion the communication between ecotourism companies, locals and the government is very good. Despite the statement that he does not get any help from the government, he does point out that they have good communication, and that the government offers free education in different aspects of tourism, which he thinks is good because a lot of people can't afford to go to university.

As far as issues for his individual company goes, Maia struggles with the high variance and low predictability in demand. To ensure year round revenue, he has also started a plantation. He says that

the banks understand that the revenue from ecotourism companies varies, and that they usually know which people they can lend money to and expect to get the money back.

When asked about the most important barriers for increased ecotourism in Manaus, Maia says that it is safety, followed by education. According to him Manaus is a safe city relative to Rio de Janeiro or São Paulo, where you can't walk around with a phone or watch, "...otherwise you will lose your neck.", but it is an issue that people can't walk freely on the streets. In his opinion, criminality and corruption is not just an issue for the country at large, but especially for the ecotourism industry. He does however believe that these things will change, and that the new federal government in Brazil have very good ideas for different projects to deal with these issues.

5.1.2 Rubins "Billy" Joao Da Silva Peres, owner of Amazon EcoDiscoveries

Rubins "Billy" Joao Da Silva Peres, owner of Amazon EcoDiscoveries, started his company in 2001, and originates from one of the indigenous tribes, the Wapixanas, but he doesn't live with the tribe anymore. When he started his company, he had barely seen a telephone or a computer before, and he had to learn how all of those things worked when he started his company. He had no previous business experience and never went to school for it, so he didn't even know that he had been running his business illegally, due to the fact that he did not have the required license. In his opinion, there was a lot of paperwork to fill out.

An issue Peres brings up in the interview, is that a lot of local people lack education in how you can enjoy the nature and show it to tourists without harming it. A lot of indigenous people also lack education in general, and he tried to educate them in different aspects of ecotourism. According to Peres, a lot of indigenous people used to fire guns just for fun and go fishing with homemade dynamite, and he tried to educate them on why this behaviour is not beneficial to them.

Peres also mentions that there are a lot of government tourism agencies in Manaus, working to improve tourism, and that it is a beautiful city. He does however point out that the city is in need of a lot of investments from the government, because some parts of Manaus are really worn down and filled with trash. According to Peres, there is a big problem with littering.
He acknowledges the difficulties with this though, as there are many needs for investments in Manaus.

When asked about the biggest problems Peres had when he started his business, he answers: "The biggest problems I had was in organisation, organising my own plans, reservations coming in, and reservations going out." He had never done anything of that sort before. Since then, he has taken courses in business. He says that there are courses one can take in business and organisation, some of which are more easily accessible for indigenous people, such as the courses he took.

When asked if people in Manaus and in the indigenous tribes like tourists, he says that some of the local people may not be very open unless the tourists go and talk to them first, but they will open up if tourists talk to them. In general though, the local people are very open and welcoming towards tourists. He does not believe that the local people participate particularly much in local ecotourism activities.

In regard to the communication with the government, Peres says that "The government doesn't really help us in nothing really, and I pay a lot of taxes." He does however state that the government offer a kind of insurance in case you would get a serious accident before you reach the pension age, you will get the pension in advance. This insurance is unique for the ecotourism industry, but you have to pay for it.

When Peres started his business, he wasn't really sure if he worked in ecotourism or not. A friend of his stated that he was in fact not in the ecotourism industry, and he started to change things up to make sure it is really ecotourism. According to him, there is a problem that a lot of companies call themselves ecotourism companies, when they in fact don't care about the local communities or the environment. This lowers the credibility of actual ecotourism companies, and dilutes the meaning of the word.

For Peres, teamwork is really important. He states "I was alone. There is a saying that you alone can not save the world, you need a group of people, so I tried to make a group of workers with me. Everyone have their own responsibility and everything is working very good." He believes that if a lot of ecotourism companies work together, they can create more projects and get more attention to the ecotourism industry.

According to him there is a lack of knowledge about ecotourism in academia and in public schools in Brazil. He says: "You are the first person arriving here talking about ecotourism, I really appreciate that."

5.1.3 Pedro Luniere, owner of EcoForest Adventure

Pedro Luniere, owner of EcoForest Adventure, started his business in 2015. He started giving ecotourism tours to earn extra money during college, and studied forest engineering. When presented with our definition of ecotourism, he calls it "Simple and perfect.".

According to him the market for ecotourism is growing as people are becoming more concerned about the environment, which sparks interests in new kinds of tourism. He also states: "Especially here in the Amazon, we have many possibilities to practice ecotourism."

When Luniere started his company, he had no business or management experience, but he had some experience as a salesman. Initially, he did not have an investor, nor a bank account. His mother helped him out with some money to get started, and he also took a high interest loan from the bank. Today, he is in a partnership with an investor from the United States, who has helped him set up a website in order to draw customers from the US.

Luniere states that he likes to work with other people, but that it is hard to manage and communicate with them properly. In the beginning, his biggest struggle was the lack of money, and that he had a hard time with the administration. Today, he says that his biggest challenge right now is to build a team who believes in his business. Another challenge is that "there isn't really a culture for outdoor activities in Manaus". He had to learn this by doing, and how to diversify his portfolio of activities and work out a strategy for when the demand is lower.

Luniere says that he does not get a lot of support from the government, and especially did not get a lot of help in the beginning" I went and asked how I could get help from the government, and they just gave me a list of names." He expected much more, but says it is fine, he had to find his own way of doing things. He says that eventually the government called him and wanted to help him promote his business. Luniere was really impressed with this, considering his bad experience in the beginning. He believes things might be changing with the change of government, and possibly the pressure from the people.

A problem for Luniere is that people from Manaus thinks his ecotourism activities are too expensive. Even when they get the minimally priced activities, the locals still want a discount. He states that people from Manaus do participate in ecotourism, but perhaps not enough.

There is a need for more investments in Manaus, and there are a lot of things to improve. Luniere states that there are small towns around Brazil that have gotten big investments, and therefore have a lot of activities that you don't see in Manaus. He says that there is also a need for investments in the infrastructure, but at the same, the taxes are too high. Finally, he states that there is a lot of potential in Manaus, but it takes time to develop, and that they need more investments to promote tourism in Manaus.

5.1.4 Pedro Ferreira Fernandes Neto, owner of Amazon Eco Adventures Tours

Pedro Ferreira Fernandes Neto, owner of Amazon Eco Adventures Tours, founded his business in 2010. He has traveling experience of his own, and in addition to that he also has a degree in tourism, and a post-graduation in hotel administration. He did not require a loan to start his business, he started it and grew it with his own resources. Neto states that he prefers to work alone, but that in the ecotourism it is important to work together, and that it is hard to find success without a good team.

In regard to the biggest challenge for him, he says that forming a team of hard-working people who care about the environment is the most difficult aspect of his business. It has remained the same from when he started in 2010 until now. When he manages to form such a team, the next challenge is to maintain it.

Another challenge Neto says that he faces is to develop a business. According to him, both the Brazilian government, and the high costs of establishing an ecotourism company exacerbates these challenges. Additionally, he claims that the lack of good fiscalisation makes way for companies that doesn't represent the ecotourism concept but still claims to represent the notion, which becomes a problem for real ecotourism actors.

Neto believes that there needs to be more attractions and activities that draw people to Manaus, without relying solely or creating a negative impact on the Amazon rainforest. Lastly, he does not believe that different key informants in the ecotourism industry in Manaus want the same thing, because some of them don't even know what ecotourism is, according to him. He says that ecotourism must be done with preservation of the rainforest and low ecological impact in mind.

5.1.5 Carlos Jorge Damasceno, owner of Amazon Tours Brazil

Carlos Jorge Damasceno, owner of Amazon Tours Brazil, started his business 35 years ago. He starts of by talking about his business, in which he provides different types of riverboat experiences. He says that he tries to show "the real Amazon rainforest", unlike most of his competition. According to Damasceno, most companies do not go to remote areas far from the city and from other human beings. He says that the number of jungle lodges in the Amazon has increased a lot over the past 10 or 15 years, but that this is not the best way to visit the Amazon.

The biggest problem for Manaus' ecotourism industry that Damasceno sees is the lack of government investments. He says that the state of Amazonas is the state in Brazil with the highest potential for ecotourism, because it has the Amazon rainforest, but that it does not reach that potential because of a lack of investments. He thinks the government should do a lot more advertisement and promotion for the rainforest around the world, to increase the amount of visitors. He says this issue has existed ever since he founded his company 35 years ago. He also believes that the high taxes in Manaus keeps private investors away. To further his point about the lack of investment, he states that there are no signs in English, only in Portuguese. He goes on to say: "The biggest challenge I face is that we need more investments, more promotion. I use to say that if people knew Carlos(himself), they wouldn't be able to stay at home. Everyone in the world would come with me."

In addition to the lack of promotion from the government's side, Damasceno states that while he has a lot of knowledge that no one else does, such as things he has learned from indigenous people, he struggles to advertise himself. He brings up the jungle lodges again, saying that they are cheaper than the river boat experiences that he offers, but that the quality is totally different. He struggles to promote this quality difference to potential customers, which he sees as a development challenge to the whole industry.

Damasceno goes on to explain that ecotourism is important because it teaches people how to show the jungle without harming it, and about the importance of the rainforest. He says that this view is somewhat missing among the people of Manaus, because there are people who throw their garbage in the rivers, and then the government has to come and clean the water up. He sees this as a really big issue, and thinks that the government needs to educate people on why they can't throw their trash in the water.

He thinks the government isn't very helpful in attracting visitors to Manaus, but that the city development helps. According to Damasceno, not all tourism points are in English, which is an issue. He says that from time to time, the government invites ecotourism companies to speak about tourism, but in general, they lack cooperation and the idea of working for a common cause. He brings up Amazonastur, as a positive exception to this, and say that they do workshops and such to make people work together. Additionally, he says that locals are very helpful, towards tourist, in the city, but especially in the jungle tribes.

He thinks that one of the most important issues is that today, all the companies do advertisements for their own services, but the government doesn't do advertisement for the region as a whole. As a result of this, people have a very bad idea of what the Amazon rainforest is like. He finally brings up that some people are afraid to visit Manaus because of different diseases, such as malaria and yellow fever,

but that the risk of being affected by this diseases is almost non-existent. Things of this nature could be better communicated by the government, to stop people from being afraid of visiting Manaus.

5.1.6 Luiz Magalhães, owner of Tuhiritour

Luiz Magalhães, owner of Tuhiritour. He begins to talk about the name of the company, Tuhiri, which is the name of his wife and means "life in the forest". The first challenge he identifies is the difficulty of getting funding. He says that the interest rate he would have to pay if he got a loan from the bank would be between 16 and 18 percent per month. Therefore, he can't borrow money to grow his company.

The next problem he goes into is the lack of support from the government in terms of advertisement for Manaus and the state of Amazonas outside of Brazil. He says that many people think Manaus is a very dangerous place to travel to, but that their fears are exaggerated. He somewhat concurs with the people having these fears, and says that if you go to the harbour area late in the evening or downtown late at night, for example, there is a high risk of getting robbed, but that it is a promotional issue as much as a criminality issue. He thinks that both of these aspects need to be improved to draw more tourism to Manaus.

The next issue Magalhães raises is the high amount of refugees that have come to Manaus in the last eight years, from countries such as Venezuela, Haiti and Guatemala. He says that those people lack the knowledge required to get jobs, and that this causes problems. However, since the state government launched a tourism police two years ago, the problems caused by the refugees have diminished.

Magalhães says that when he went to the United States two years ago, he did not see any advertisement for Manaus from the state. He says that maybe they have started it since he was there, but there was nothing two years ago.

As a positive, he says that the local people from the city of Manaus, and the whole state of Amazonas, are very welcoming of tourists. He states "Everywhere that you go in the Amazonas state, you will be welcomed." and "If you don't have money and ask for a coffee, they will ask, 'would you like to join us for dinner?'". Additionally, the amount of people from Manaus who are interested in participating in ecotourism activities is increasing.

Magalhães states that his company is very focused on preserving the Amazon rainforest, and to teach all the small communities that they are the true jungle guides of the rainforest. He believes that if these people can be educated as ecotourism guides, the preservation of the rainforest would become much better. He says that he has not faced any barriers for this concept, but that it is a challenge to make the people living in the rainforest realise how important this concept is. He says it's a matter of education, and that if it was only indigenous people living in the forest it would be like it was a hundred years ago, but that the big companies that come and chop down trees are a problem.

According to Magalhães, young people have a much easier time understanding this issue, because they are more connected, even in the indigenous tribes.

The last issue he mentions is people coming from Peru and Guatemala to work in the ecotourism industry without any documents. He says that it is good to help people who have the right paperwork, but that it becomes a problem when people come without paperwork and disregard the laws. He does however say that little by little. This issue is getting better.

5.1.7 Jozebias Alencar dos Santos, member of the Sateré Mawé tribe

The last person we interviewed of those we categorise as company representatives is Jozebias Alencar dos Santos, who is a member of the Sateré Mawé tribe, and the leader of his community. Since 1997, they have had discussions about how they can bring tourism to his community, as a way of bringing extra income to the people in the community. dos Santos says that in 2018, they started to develop a plan for the visitors. It was created by a Brazilian organisation that helps develop ecotourism. The idea is to show how people in the tribe live, as an ecotourism experience. This will allow the tribe to make money, and be able to purchase things that they don't produce themselves. dos Santos says that they have already developed houses for tourists to live in. He says that right now, they are trying to find customers by themselves, but they may look for travel agents to help them later on. Despite the fact that they started to develop a plan for how to welcome visitors and to build the houses in 2018, they had people visiting before that.

According to dos Santos, there are 140 people in his community, and they like it when tourists come to see how they live. He says that some communities are not sure whether they want to invite tourists or not, but that his community has an advantage in the fact that they started doing this a long time ago.

The biggest challenge dos Santos has faced in regard to developing his community into something of an ecotourism company, is the bureaucracy in Brazil, getting all the necessary permits and licenses in order. He says that he has a friend with a degree in tourism who has helped him get all the necessary paperwork in order and to organise the business. He got help from an organisation to secure the funding for this project.

Among the things they show tourists in dos Santos community, is how they cook, how they extract guarana, which is a plant that grows in the Amazon and is the source of the caffeine in Coca Cola and many other drinks according to dos Santos, and a ritual they have for becoming a warrior. In this ritual, they make gloves full of bullet ants, and make the boys wear these gloves so that the ants can sting them. dos Santos says that in order to become a strong man, one needs to go through this ritual 20 times, and that the only way to relieve the pain from the ants' bites is to dance.

5.2 Barriers and challenges identified among academia representatives

Following the results from the interviews with the ecotourism company representatives, is a summary of the results of the interviews with representatives from academia.

The Amazon has great potential for tourism, this is something that all representatives agree on. In the past, many of the key informants of the ecotourism industry worked separated from each other, but lately the number of partnerships between companies, universities, the public sectors and NGOs have increased. There are many organisations working to improve the situation for ecotourism in Manaus, such as FAS, Codese, Panamazonic and the Tourist Secretary. Codese, for example, was founded by people, many of which are professors and senior researchers, who saw the need for the development of the ecotourism sector, and who started to develop it together. It does however not focus solely on ecotourism, but also on sustainability development of the Amazonas region in general. Their aim right now is to perform a diagnostic overview of the sustainability development in the region, and present this to the government together with suggestions on how to apply this information.

The environmental minister of Brazil have given the different organisations guidelines on how to develop the Amazon, but it is hard to make guidelines that works for the whole of Brazil because there is a big environmental difference between the north and the south region. The guidelines should be specific to every region, and that is why it is important that the government works together with different NGOs such as FAS. The government is involved in the development of ecotourism, but aspects that are lacking are things like water treatment and infrastructure.

The previous government in Brazil made a lot of plans for different projects, many of which never came to fruition. The new government is more focused on action, and there has already been an increase in different programs and partnerships that benefit ecotourism companies. The old government took some measures in order to restore old buildings and make things more attractive to tourists in that manner, but the new government has increased the opportunities for businesses to offer more different activities.

The major challenges for ecotourism companies identified by academia are the language barriers, the lack of good public transport, and the fact that ecotourism activities tend to take place far away from the city, which can make it both expensive and time-consuming. Lastly, they mention the dependency on government subsidies as an issue that may prevent people from working in general, which would also affect the ecotourism industry.

5.3 Barriers and challenges identified among governmental and non governmental organisations

In this section, we will cover the last two interviews, with Orsine Rufino de Oliveira Junior, who is the former CEO of the state owned organisation Amazonastur, and Maiara da Silva Gonçalves, who is a project manager at the NGO known as FAS.

5.3.1 Orsine Rufino de Oliveira Junior, former CEO of Amazonastur

Orsine Rufino de Oliveira Junior was the CEO of Amazonastur, a state owned organisation working for the development of the ecotourism industry in Amazonas, from October 2017 to December 2018.

During the time de Oliveira Junior was the CEO of Amazonastur, they worked on many different ways to make the city of Manaus more attractive to tourists. He shares some of the things he did, and says they worked to improve the archives and tourism boards, established who is who in the community, worked to diminish water pollution, they did a promotion campaign in major cities around the world such as Lisbon, Berlin, Washington, New York and Miami, they educated the local communities in the Amazonas that there is no other place in the world with 97% preserved rainforest, and they invested in the city tour.

According to de Oliveira Junior, the industrial parks in Manaus pays one percent of their production value to a fund which translates to "Tourism Fund and Development of the Country." Earlier, most of that fund had gone to paying "operational bills" but the new governor had restructured the fund, and the amount that went to tourism improvement had gone from 10 million reals (around 2.53 million $) to around 85 million reals (around 21.5 million $) per year. This money had helped them to improve promotion, infrastructure, roads, festivals, and partnerships between the state government and the city hall, in addition to all the previously mentioned projects. They also established a "convention bureau", to allow them to have different conventions in Manaus and draw tourism as a result of that.

de Oliveira Junior says that in regard to working with individual ecotourism companies, they mostly did guide acknowledgements. He states: "There is a problem as the ecotourism grows, that the ecotourism companies don't want to work with the certified guides." The reason for this, he says, is that the certified guides are very expensive. Instead, companies do tours without using certified guides, which is illegal. de Oliveira Junior says that Amazonastur tried to work together with the guides and the ecotourism companies to set up prices and make them work together. He says that it is important, because the certified guides are often from Manaus, and care about preserving the rainforest. This has also made ecotourism more organised, and more acknowledged by people.

From de Oliveira Junior's point of view, the biggest challenges for individual ecotourism companies, is that they need to make investments in quality labour, which they don't always do, and the infrastructural problems they have in Manaus. He says: "We are not Dubai, we don't need to build high buildings or to develop huge roads and so forth" Their struggle is that at some places, they don't have any roads, or bridges to cross rivers. He sees this as a major challenge, and Amazonastur is trying to fix this.

He also says that the companies need to organise themselves better. Right now, they are fighting over market shares with each other, instead of working together to expand the market. He says there are companies that have guides who don't speak English, or show a complete disregard for safety. He thinks that if the companies choose the more expensive certified guides, their revenue will improve. When asked if certified guides are hard to find, de Oliveira Junior answers: "Yes and no. They want to pay something like 20 dollars per day for a certified guide, but they cost 55-60 dollars a day." He says that the owners need to realise the value in using certified guides, who studied for it. According to him, going on an ecotourism trip without a good guide is like going to an art museum without a good guide. If you don't know art, you will not know what you are looking at. He says that if the owners of ecotourism companies would realise this, their service would be much better.

Regarding the contact between ecotourism companies and Amazonastur, de Oliveira Junior says that they try to set up meetings every month, and that they always keep an open door policy, so can always come and get help. They also try to email the companies when a new location suitable for ecotourism is discovered, such as a new waterfall in Presidente Figueiredo. He does not think that the legislation

and bureaucracy is an issue, like some of the company owners had expressed. He says: "I don't think the legislation and bureaucracy is a big problem. If you obey the minimum set up rules, it is easy to operate, it is not hard to operate. Some people would say it's hard because they don't want any laws. They don't see that if there is no protection law, there is no treasure."

In closing, he goes on to state that they have an "Eldorado of tourism" in Manaus, but that it requires investments from the government. He thinks Amazonas is a great place to visit, but that they have some big steps to take as far as development and organisation of the ecotourism industry goes.

5.3.2 Maiara da Silva Gonçalves, project manager at FAS

Maiara da Silva Gonçalves works as a project manager for FAS, or Fundação Amazonas Sustentável, an NGO who works for the preservation and sustainable development of the Amazon rainforest. In the tourism aspect of the organisation, they work with remote communities around the state of Amazonas, to teach those communities how to provide tourism services and how to become better entrepreneurs, and also try to improve the infrastructure of those communities.

According to Gonçalves the cooperation between the government and the ecotourism companies has gotten better lately, but she says that it is still not good enough. She says that a lot of people complain about the tourism secretariat, that they take a long time to answer people's questions and that there are bureaucracy problems. She says that the organisations IPE and FAS, as well as some universities, civil associations, representatives of local producers and the government works together to improve this.

Gonçalves says that the lifestyle in the small local communities is different than in the big city, so they have a hard time keeping track of investment needs and things of that sort. She says there are a lot of opportunities in the local communities, but that unfortunately, the ecotourism companies don't work a lot with the local communities. However, they have done so successfully in "the city of waterfalls", Presidente Figueiredo. There, she says, companies prefer to work with local people. According to Gonçalves, one of the benefits of incorporating local communities in the ecotourism businesses is that it could be good marketing for the companies that they are improving the life quality for local people and investing in local culture. She also says that since it's the treasures of the local communities being shown, they have a better ability to explain the different stories and social aspects of these communities, that they have a unique insight in since they have lived there their entire lives.

Gonçalves sees a problem in that a lot of companies replicate the behaviour of an explorer, and pay the local people for giving tours, instead of investing in the development of these people. She says that it would be really good marketing to invest in these people because of the rising social movements. She also thinks that the tours visiting these local communities needs to be marketed better, because a lot of people in Manaus don't even know that these kinds of tours exist. Finally, she says that not all of these communities have internet connection or phones, something which costs a lot to fix, and that FAS can't do without help from the government. She says that the goals of the different key informants in Manaus ecotourism industry are the same, but that there are differences in the way of implementing their projects.

5.4 Barriers and challenges identified among ecotourism company representatives in Cuzco

We saw an opportunity to add more nuance to this thesis, by comparing the results from Manaus and the Amazon rainforest, with another place in South America on the border of the rainforest, Cuzco in Peru. This section serves to nuance our main studies from Manaus, and highlight similarities and differences that may exist between different parts of South America

5.4.1 Daniel Bustamante, owner of Peru Eco Expeditions

Bustamante started his company in 2009, and he had worked in the tourism industry for about 20 years prior to starting his business, and had also been working with NGOs, which he did to help preserve the rainforest. He went to school to learn how to operate an ecotourism company.

He discusses that there are government programs that funds ecotourism and sustainability projects, but with some of these projects, there is corruption that issues which cause the money to end up in the wrong hands. As an example of this, Bustamante mentions that some application forms for government funding of projects are released to the friends of those responsible for distributing the application first, and released to the public when it's only a few days left until the application deadline.

Bustamante says that there are some tax cuts for ecotourism companies, but this is much easier to exploit if you have a skilled and expensive accountant, and it causes a lot of money to flood out. There is also a lot of "informality" in the ecotourism industry, and many of the companies don't pay taxes at all.

He also says that there is a big problem with "prostituting the world of ecotourism", and he explains that he means companies apply the ecotourism notion to their business, but that they are not truly embracing the ecotourism concept. There are companies working illegally, claiming to be ecotourism companies but without doing anything eco-friendly in their business, and providing services that are impossible to compete with legally.

Bustamante also brings up the issue of safety on the ecotourism activities. According to him, some of the companies don't have any safety standards in their activities, and as a result of this, some people have died participating in these activities, such as unsafe zip line activities.

Something Bustamante says in hard when it comes to implementing the ecotourism concept, is to find a good compromise between his vision of everything he wants to achieve, and what is feasible to achieve in reality. He has a higher standard of things in his mind and on paper than what is possible to achieve, considering he has to work with other people in different ways.

Another issue he brings up is that Cuzco is one of the most visited areas in South America, but that it doesn't have the capacity to handle all the visitors. He says that it has gotten better, but that the busiest time hasn't come yet, so they have to see how it will turn out.

Additionally, Bustamante brings up that when the tourism to the rainbow mountain increased, there were a lot of social problems and conflicts, because the different communities battled over the rights to the mountain.

He also says that there is a problem with people stealing marketing material from each other. This had happened to him. Bustamante and his wife have held a guided tour in which no other company held tours, and they used pictures from this trip as marketing on their website. Later, he noticed that a lot of his competitors started holding guided tours in the same areas, and they used Bustamantes pictures to market their tours. He says that this is a major problem for several reasons, both because the culture of stealing others work removes the incentives for companies to create new experiences, and because there is nothing one can do to prevent this without paying a lot for an expensive intellectual property right, and even then, that intellectual property right doesn't protect very much.

Another challenge brought up by Bustamante is the high amount of trash that people throw in the nature. According to him, there are a lot of people who don't seem to care if they are destroying their own environment by throwing plastic around.

5.4.2 Alfredo Rodriguez Zegarra, sales and reservation manager at Andina Travel

The owner of Andina Travel had previous business experience, and had also been vice president of the national chamber of tourism in Cuzco. They had worked with National Geographic to make documentaries in the rainforest and in Cuzco, and had worked with reforestation. There are more than 60 people working for Andina Travel.

According to Zegarra, there are a lot of people in Cuzco participating in ecotourism. The government works to enable ecotourism in everything from the Inca trails to the rainforest, and all the ecotourism companies works together with the government organisation responsible for this. Right now, he says, they are working hard to reduce the use of plastics in ecotourism, and in 10 years, they aim to have no plastic waste at all.

Zegarra says that the minister of culture gives ecotourism companies a document once a year that allows them to deal in the ecotourism industry, and to receive this document, the companies have to present all the things they do to preserve the environment. Without this document, the company is not allowed to operate the Inca trails. The government does this to have a reduced number of travel agencies traveling the Inca trails, in order to facilitate the overview of these companies.

Right now, the Inca trail is the only ecotourism attraction that requires this kind of license, according to Zegarra. However, he believes that within a few years, all tourism companies will have to ensure preservation of the environment, good working conditions, and care for the local people, or they will not be allowed to work in tourism at all.

Zegarra says that the government in Cuzco incentivises ecotourism companies to offer new ecotourism experiences and to protect areas of cultural and ecological value, by granting them special permits to bring tourists to certain areas, almost like a patent.

According to Zegarra, it is important for Andina Travel to incorporate local and indigenous people into the business, because they are the people with the most knowledge of the areas in which they operate. He says that it is also important for the indigenous people, since this is their main source of income.

Zegarra says that in Cuzco, it is the ecotourism companies that pushed for the license requirements that they have introduced in the city, and to regulate the industry. The ecotourism companies want this to ensure that the safety, preservation and high quality aspects of the industry are cherished.

Lastly, he proposes an addition to the definition of ecotourism, that the company does some form of charity in order to restore natural areas that has already been damaged, or takes social responsibility beyond in ways that improve communities, not just benefit them in their current state.

5.5 Compilation and categorisation of identified ecotourism implementation barriers

In this section, we will highlight the challenges faced by ecotourism key informants as identified from the different perspectives, and make an effort to categorise these challenges based on the four types of barriers identified by (Silva & McDill, 2004), and contrast it with stakeholder theory.

5.5.1 Enterprise barriers

In regard to enterprise barriers, lack of business experience prior to establishing their ecotourism company was identified among most of the company representatives in Manaus, but not among the company representatives in Cuzco. In Manaus, this caused difficulties in areas such as administration, marketing, and management. This also revealed itself in the lack of business sense, according to de Oliveira Junior, from Amazonastur. According to him, the company owners did not see how certain choices would affect their business, such as paying more for the certified guides, to improve their offering.

Some interview respondents also brought up difficulties in obtaining loans, but this was not a universal struggle among all the respondents. Additionally, a high variance and low predictability in demand was identified as a factor making it more difficult to plan ahead.

Additionally, the fact that many businesses label themselves as ecotourism companies, when they are not actually showing any care for the environment or for local people is a problem identified by company owners in both Manaus and Cuzco, Amazonastur, and FAS alike. This causes issues as the tourists do not know whether a company that calls itself an ecotourism company actually follows the key principles of rainforest preservation and local community development. According to de Oliveira Junior, some ecotourism companies in Manaus also operate with uncertified guides, which is illegal.

Moreover, some ecotourism companies and the representatives from academia also identify high prices as something that could act as a barrier for their business.

5.5.2 Agency barriers

Concerning agency barriers, there has been a big increase in the amount of programs that help company owners in Manaus improve their business in the last few years, but according to several of the company owners we interviewed, this was still not enough. However, several of them had had bad experiences in the past, but better experiences recently, so some of the complaints may be directed towards an old way of doing things. Nonetheless, some business owners wanted more help in regard to programs and education to help them improve their businesses. Education is also presented as something that is lacking for the region in general.

The amount of marketing for Manaus as a tourism destination was also identified as a barrier. Several of the company owners stated that the government does no marketing in order to bring tourism to Manaus, but this was contested by Amazonastur. They did however concur with the notion that very little had been done prior to October 2017.

Moreover, taxes, regulations and bureaucracy was identified as barriers making it difficult to operate a business. In regards to this, there was a wide difference in opinions between the company owners and de Oliveira Junior from Amazonastur. According to him, it is really easy to operate a company in Manaus. This points to somewhat of a communication barrier between the two groups, which we will discuss deeper under network barriers. This can be contrasted to Cuzco, where the regulations were created by demand from the company representatives, according to Zegarra from Andina Travel in Cuzco.

In general, the interview respondents expressed a desire for more investments in many different aspects of Manaus from the government, and some saw the lack of government investments as the biggest problem for the ecotourism industry in Manaus. This serves as both an agency and a host community barrier, and differs based on the type of investment.

5.5.3 Host community barriers

There was one host community barrier that was identified by members of all different groups of respondents in Manaus, and that was the poor infrastructure in the city of Manaus, and the Amazonas region in general. This was not only said to affect the experience of the tourists, but also to reduce the willingness for people to invest in the area. Related to the infrastructural issues, several interview respondents also brought up a large amount of littering as a host community barrier. Similar issues were found in Cuzco, but more things were being done to prevent these problems in Cuzco, based on the interview responses.

Another host community barrier that some of the company representatives brought up was the safety issues in Manaus. Both the high rate of crimes such as robberies in itself, and the view among foreigners that Manaus is a crime exposed area, was brought up as issues that ecotourism companies have to deal with. The high amount of refugees that have come to Manaus in the last eight years was also brought up by the company owner Magalhães, as something that caused safety concerns because

these people have a hard time getting jobs. Corruption was also an aspect that got brought up in regard to the safety concerns. The issue of corruption was also mentioned in Cuzco, but in regards to distribution of public funds.

Additionally, a lack of ecotourism activities beyond just going to the jungle was identified as a barrier among representatives from academia, and by de Oliveira Junior from Amazonastur. This was something that they had worked to improve. Most ecotourism companies did not identify this as a barrier, but Neto from Amazon Eco Adventures Tours agreed with this. Some company representatives that had been in the industry for a long time reported that it had changed over time, but it was not seen as an issue. To contrast this with Cuzco, they had more ecotourism attractions beyond the rainforest to offer to their tourist, such as the Inca trails and the rainbow mountain.

However, the local people's attitude towards tourists, a potential barrier according to (Silva & McDill, 2004), was not identified to be a barrier in Manaus or in Cuzco. On the contrary, several interview respondents quoted the welcoming nature of the locals, both in the city and in the small jungle communities, as one of the more positive aspects of the ecotourism industry.

Lastly, academia points out language barriers as a major challenge for ecotourism companies, but this issue had not been experienced by the other groups.

5.5.4 Network barriers

Related to the network barriers, we have already touched upon one of the identified issues, the lack of communication between actors. The former CEO of the state owned organisation Amazonastur said that it was very easy to run a business in Manaus, while many of the company owners said it was very difficult. This implies a lack of communication between the two groups. Both the company owners and Amazonastur themselves pointed out that this communication was an issue, but it was something they worked to improve.

Gonçalves, project manager at FAS, pointed out that there was also a lack of communication and involvement between the company owner's and the communities of indigenous people. According to dos Santos, who is a member of the Sateré Mawé tribe, some communities have not yet decided whether the want to invite tourists to come and see how they live. In his community, however, they have accepted tourists for a long time, and he sees no issues with it.

A lack of communication and cooperation between different ecotourism companies is also identified as a barrier by several actors. The proponents for more inter company cooperation say that it could help them improve their service offerings and the marketing of Manaus as an ecotourism destination.

5.5.5 Stakeholder theory

Stakeholder barriers is not one of the four types of barriers covered by (Silva & McDill, 2004), but because of the intrinsic element of ecotourism to benefit different stakeholders who may not always have a say in business matters, such as nature or local indigenous communities, it still offers value to

examine if the ecotourism implementation barriers brought up in the interviews are related to a particular stakeholder group.

Regarding the locals, both in the cities and in the jungle communities, ecotourism seems to be a welcome concept. The most negative thing that was said about the locals view about tourists is that some locals aren't very open unless people come and talk to them first, but other than that, everything that was said indicated that the locals are appreciative towards tourists. An issue was raised as to the level of involvement of local indigenous jungle communities in the ecotourism industry, this was not an issue, and was due to some communities not knowing whether to accept tourists or not.

Another stakeholder, one that lacks a voice of its own, is the rainforest itself. Several interview respondents pointed out that there are actors in Manaus ecotourism industry who do not show enough regard to the rainforest. This behaviour was disapproved of by the people who brought it up, and most of the people we interviewed stated in some fashion that they do what they can to help preserve the Amazon rainforest.

Lastly, we have the cooperation between the more active stakeholders, those stakeholders who we have interviewed for this study. It was made clear by several of them, that the communication between them is somewhat lacking. (Kenawy, 2015) states that : "Ecotourism development planning is a complex issue to the extent that it is beyond the capacity of any one stakeholder acting alone to resolve." The interview respondents in our study,especially those in Manaus, tended to agree with this notion, and wanted an improved cooperation between key informants to work for a sustainable rainforest.

6. Conclusions

In this chapter we present our conclusions, and answer our thesis questions. Our overarching thesis question: "What implementation barriers do companies face when implementing the ecotourism concept in Manaus?", is answered by answering the two sub-questions.

1. What factors can cause the local stakeholders to act as an implementation barrier for ecotourism in Manaus?

As we presented earlier, a negative view on ecotourism can cause locals to act in a way that prevents further implementation of it, and make them act as ecotourism implementation barriers. Therefore, it is important to make sure that factors which causes a positive attitude towards ecotourism is present, in order to keep local people from acting as implementation barriers. Our results show that the people of Manaus are very positive towards ecotourism, scoring a mean value of 6.7113 on a scale from 1 to 7. The factors that are shown to drive this positive attitude towards ecotourism, is a positive view towards tourists visiting Manaus, a belief that that ecotourism benefits and helps preserve the Amazon rainforest, and a belief that ecotourism benefits the locals of Manaus. All these factors show a significant positive effect on the attitude towards ecotourism in both a correlation analysis and a regression analysis.

As a result of this, the factors that can cause the local stakeholders to act as an implementation barrier for the locals in Manaus, is a lack of a positive view on tourists visiting Manaus, and a lack of belief that ecotourism benefits the locals in Manaus and the Amazon rainforest.

2. What implementation barriers for the ecotourism concept are identified among key informants in Manaus, and how do they contrast to the barriers identified in Cuzco?

Many implementation barriers for the ecotourism concept have been identified among key informants in Manaus, and for the full list of these barriers, please view chapter 5. However, there are recurring themes. One such theme is infrastructure. It is clear that many companies struggle when some places in Manaus do not even have roads to travel on. Another recurring theme is the lack of previous business experience. Many of the ecotourism company owners had never run a business before, and they face a lot of challenges in how to properly run a business. Additionally, the lack of support and investments from the government was seen as a major issue. The potential for ecotourism in Manaus was universally praised by the interview respondents, but the lack of investments in the region inhibited the industry from reaching this potential. A final overarching barrier that was identified, was the lack communication between the key informants. Most people we interviewed agreed that more communication and cooperation between different companies, agencies, universities, local communities and the government was positive, but they still struggled to turn this vision of communication into action.

Some of these barriers were shared with the ecotourism industry in Cuzco, while others differed greatly. The infrastructure was identified as something which could potentially become an issue in Cuzco in the future, due to the fact that the city draws so many visitors. In Manaus on the other hand, the poor infrastructure inhibited ecotourism implementation at time of our interviews, and was not a problem that might occur in the future. The lack of business experience seen in Manaus was not an

issue identified in Cuzco. Additionally, unlike in Manaus, a lack of support from the government was not identified as a barrier in Cuzco. What was, however, identified as a barrier regarding this support, is the corruption present when it came to the distribution of funds.

7. Discussion and recommendations

In this chapter we will discuss the results of our two studies in relation to each other, and the theory from the previous studies. We will also cover what implications the results of our studies have for companies active in the ecotourism industry in Manaus, and discuss what theoretical contributions we have done to the field of ecotourism. Lastly, we will present suggestions for future ecotourism research.

In the beginning of this thesis, we covered academic literature detailing previously identified ecotourism implementation barriers, as well as stakeholder theory. We identified two gaps in the literature that we sought to explore, one regarding the implementation barriers for ecotourism companies in Brazil and South America, and one regarding which factors that affect locals' views on ecotourism. Our thesis answers what ecotourism implementation barriers key ecotourism informants in Manaus identify, how these barriers contrast to ecotourism implementation barriers in Cuzco, and what factors leads to a positive view towards ecotourism among locals in Manaus, thereby filling these gaps.

7.1.1 Discussion regarding the definition of ecotourism

In reviewing the past literature, we found that there are a lot of different definitions for the word ecotourism. For example, (Fennell, 2001) reviewed 85 different definitions of the word. These definitions tended to be formulated in a rather complex manner, which we did not find fit for use in a survey. Therefore; we created our own definition, based on the contents of the most commonly used definitions, and let all the people we interviewed in the qualitative study comment it. The definition received overwhelmingly positive remarks, and we conclude that it successfully captured the intricate meaning of the word in a simple way. There were however some suggestions to add some form of non-profit charity work to the definition as well.

7.1.2 What factors can cause the local stakeholders to act as an implementation barrier for ecotourism in Manaus?

While the factors that turned out to have an effect on the attitude towards ecotourism do not surprise us, the overwhelmingly positive towards ecotourism among our sample of the population in Manaus does. We expected a generally positive attitude, but the results from the quantitative show that the attitudes are almost exclusively positive. The interview respondents from the qualitative study shared the same view, and several of them told us that people in Manaus are very welcoming towards tourists.

According to (Kenawy, 2015) failing to consider the opinions of local stakeholders has previously led to difficulties implementing the ecotourism concept. This motivated us to use both a qualitative and a quantitative study, to capture the views of as many stakeholders as possible. We identified the factors leading to a positive attitude towards ecotourism to be a positive view on tourists visiting Manaus, a belief that ecotourism benefits the locals of Manaus, and a belief that ecotourism benefits the Amazon rainforest. As these factors are shown to be the most important for the locals, they are also the factors

that need to be in place, to keep the local stakeholders from becoming ecotourism implementation barriers. These factors also relates back to the very definition of ecotourism, discussed in detail by (Fennell, 2001). Benefiting local communities and the local environment are key aspects of many of the definitions brought up by (Fennell, 2001), and we are therefore not surprised to see that these are among the most important factors that have to be in place for the local communities to have a positive attitude towards ecotourism.

The issue of preserving the Amazon rainforest is certainly something we expect to be more important for people living in Amazonas. However, benefiting local communities and the local environment, are aspects that can be considered no matter where ecotourism takes place. Additionally, we believe that in most places that tourism take place, the locals have an opinion of tourism, positive or negative. Due to our use of the snowball sampling method, our findings can not be generalised for the population at large (Griffiths et al, 1993). However, we believe that our findings can still act as an indicator of which factors are the strongest drivers for a positive attitude towards ecotourism.The fact that benefiting the local communities and environment is also brought up in most ecotourism definitions further supports our case, that the belief that ecotourism does actually benefit the locals and the environment, probably leads to a more positive attitude towards ecotourism in general, not only in our sample from Manaus.

An effort could be made to categorise the locals of Manaus as a general population according to the typography created by (Mitchell, Agle & Wood, 1997), but seeing as the results showed a very positive attitude towards ecotourism, and a lack of significant relationships between the legitimacy, power and salience in the stakeholder claims and the attitude towards ecotourism, we find such efforts redundant. The results indicate that the locals of Manaus do not have a lot of claims towards the ecotourism industry. Additionally, there was no significant correlation between a feeling amongst the locals that their views on ecotourism are being considered by ecotourism companies, and a positive attitude towards ecotourism. However, the scores for a belief that ecotourism helps preserve the Amazon rainforest, and for a belief that ecotourism benefits the locals of Manaus, are both in the high quartile. This leads us to believe that the locals of Manaus do not care as much about the companies listening to what they have to say, because they already believe that the companies are doing a good job in embracing the true ecotourism concept.

An issue was raised among some of the interview respondents that some companies claim to be ecotourism companies, but don't act in a way that is compliant with the common definitions. Similar issues have been raised by previous studies, such as (McNamara & Gibson, 2008), and was also brought up as an issue in our complementary study in Cuzco. While this was an issue for the companies, who had to compete on unfair terms, it does not seem as if this lack of care from the companies that only claim the ecotourism name for profits have negatively impacted the locals' view on the industry as a whole.

7.1.3 What implementation barriers for the ecotourism concept are identified among key informants in Manaus, and how do they contrast to the barriers identified in Cuzco?

The interviews in our qualitative study highlighted many implementation barriers, some of which were unanimously agreed upon, while others were seen very differently between different key informant groups. The barriers were relatively easy to categorise into the framework created by (Silva & McDill, 2004).

7.1.3.1 Enterprise barriers

The first barrier category is enterprise barriers. According to (McKercher & Robbins, 1998), the enterprise barrier category consist of challenges related to a lack of business experience that ecotourism company owners often have prior to starting their business. This was identified among most, if not all, of the company owners we interviewed. The lack of prior business experience manifested itself in various ways, such as difficulties to market the business or manage people. However, this was not at all an issue in Cuzco. In the Cuzco interviews, one company owner said that he had gone to school to learn how to operate an ecotourism company, and a sales and reservation manager said that the owner of had a lot of prior experience. Perhaps, the key informants of Manaus' ecotourism industry should look at the education they have in Cuzco, to find aspects they can implement in Manaus in order to mitigate enterprise barriers.

Additionally, all groups of key informants brought up issues related to businesses that label themselves as ecotourism companies, despite not acting in a way that is true to the concept. A similar issue has previously been identified in Australia by (McNamara & Gibson, 2008), where more companies identified themselves as ecotourism facilities than the Ecotourism Association of Australia did. According to Rubins "Billy" Joao Da Silva Peres, an ecotourism company owner from Manaus, this behaviour reduces the credibility of the ecotourism industry, and dilutes the word.

A similar issue was found in Cuzco, but there we were also presented with a solution for the problem. In Cuzco, according to Alfredo Rodriguez Zegarra, the sales and reservation manager at Andina Travel, the companies had to present a document detailing all the efforts the company made to preserve the environment to the government. Currently, this was only required in order to get a license to sell guided tours along the Inca trails, but he said that in a few years, it will be required to get a license to operate any kind of tourism company.

In Manaus, there was a license that guides needed to acquire to be allowed to give tours in the rainforest, but the licensed guides were expensive, and according to Orsine Rufino de Oliveira Junior, the former CEO of Amazonastur, this caused some companies to operate with unlicensed guides, which is illegal.

From what we can see, these issues stem from a lack of understanding of the value that the licensed guides bring, a lack of willingness among some actors to operate their business in a responsible way, and a lack of consequences for the people who chose to act irresponsibly. As there are many issues, based on the interviews, there might not be enough resources to control all the actors in the ecotourism industry and to punish those operating in illegal ways, but unless the government starts managing the problem, we believe that it will persist. However, if the city of Manaus was to improve its education for business owners, and work to prevent illegal ecotourism activities from taking place, it is our belief that many of the enterprise barriers would diminish or disappear.

7.1.3.2 Agency barriers

Regarding agency barriers, it was clear that the cooperation between ecotourism companies and government agencies needed to be improved upon. Additionally, the ecotourism company representatives found that the marketing for Manaus as a tourism destination was very scarce. Both of these issues relate to findings (Sheshukova et al., 2014) made in Western Siberia, a potential future ecotourism destination. We found it interesting that Manaus struggled with having sufficient marketing as a tourism destination, despite the fact that everyone discussing the potential for ecotourism in Manaus found it to be vast. This had however been increased substantially in the last few years, and statements from the interviews indicated that the effects of this increase perhaps hadn't been noticed by the industry yet.

An issue that was disagreed upon between different groups of actors were the taxes, regulations and bureaucracy. While de Oliveira Junior from Amazonastur didn't have much to say in regard to the taxes, which some company representatives found to be too high, he clearly disagreed with them on the matter of regulations. Many of the company representatives stated that the bureaucracy made it very difficult to operate an ecotourism business in Manaus, but according to de Oliveira, it is easy to follow the minimum requirements. This once again ties in to the lack of proper communication and information spreading between key informant groups.

An interesting difference between Manaus and Cuzco, is that in Cuzco, the legislation was written because the ecotourism companies requested it. They believed this to be the best way to reduce the amount of irresponsible companies, one of the identified enterprise barriers. As we mentioned in the discussion about enterprise barriers, there needs to be consequences for those who chose to not abide by the laws and regulations. Otherwise, it just impedes the businesses of serious and law-abiding companies, and gets ignored by the irresponsible companies.

7.1.3.3 Host community barriers

We found little information regarding previously identified host community barriers, beyond the explanation of what such a barrier is. The most commonly mentioned host community barrier for ecotourism implementation in Manaus, and the Amazonas region in general, was the lack of functioning infrastructure. According to the interviews, this negatively impacted the tourists' experiences in the city, and the ability to draw investors to the city.

There were infrastructural issues in Cuzco as well, but the reason behind the issues in Cuzco were the vast amounts of tourists that came to the city, sometimes more than it had a capacity for. Both ecotourism destinations were thus held back by their infrastructure, but in completely different ways.

Cooperation is an important aspect of ecotourism, and has been lifted as such in this study. We have also seen that there are a lot of problems that act as barriers for further ecotourism development in Manaus. Therefore, the government may not be able to resolve all the infrastructural problems instantaneously, but may instead have to prioritise. We believe that the different stakeholders of the ecotourism industry should be involved in the infrastructural development planning, or at least be

invited to present their suggestions on how to improve the city, so that it can reach its full potential as an ecotourism destination.

In both Manaus and Cuzco, littering was found to be an issue for the ecotourism industry, and for the cities in general. In Manaus, what was presented as the most probable reason for this was a lack of education. We were told that people didn't understand the negative implications of just throwing away their trash. In Cuzco, on the other hand, we were told that people did not seem to care if they ruined their environment. We believe that the true explanation to the problem in both of these cities is somewhere between the two explanations given. We believe that the issue could be diminished with a mix of education on the importance of proper waste disposal, and some form of incentive to act in the correct manner.

In the interviews with representatives from academia, they pointed out that the language barriers were a big problem for ecotourism companies in Manaus. No company representative mentioned this as a barrier, nor did we experience much in the ways of language barriers interviewing ecotourism company representatives. The only company representative interview that required the use of a translator was with Jozebias Alencar dos Santos, a member of the Sateré Mawé tribe and the leader of his community. The business his community conducts is to invite tourists to come, together with an ecotourism company, to see how they live in his community. All the other company representatives we interviewed spoke perfectly understandable English, and we do not believe that tourists expect to be able to speak English with member of indigenous tribes in Brazil. Therefore; we do not believe this is a major barrier for the ecotourism companies.

Some respondents brought up the crime and corruption in Manaus as something that complicates the attraction of tourists to Manaus, but at the same time, they indicate that it is not as bad as people believe it to be. Corruption was also brought up as an issue in Cuzco. (Human Rights Watch & Central Intelligence Agency) indicate that these issues are in fact a problem for the region. Better education was brought up as something that could help people get jobs, and thereby keep them from resorting to criminality. Additionally, a new tourism police had been introduced to make the tourists feel safe and secure. In Manaus, this police force was observed at few occasions around the monumental opera theater, while in Cuzco, officers were observed patrolling several blocks around the touristic "Plaza de armas" area all days of the week.

Lastly, although (Silva & McDill, 2004) didn't cover host community barriers, they mentioned the local people's attitude towards tourists as a potential barrier. In Manaus, this is not seen as a barrier at all. First and foremost, the results from our quantitative study shows that the locals of Manaus regard their own view on tourists visiting Manaus as positive. Secondly, several interview respondents from the qualitative study points out that the people of Manaus are a very welcoming people. As a third and final point, we would like to add our own experiences to this discussion. In all the encounters with the locals that have been experienced during the writing of this thesis, every one of them have been nothing but friendly, helpful and welcoming. Because of this, we would rather argue that the people of Manaus should be regarded as one of the reasons to choose Manaus as a travel destination.

7.1.3.4 Network barriers

The network barriers identified in the qualitative study, all relate to a lack of communication and cooperation between different stakeholder groups, mostly between the active stakeholders, but also between the companies and the locals. This is a barrier that all the different organisations related to the ecotourism industry in Manaus need to work to improve, because, like (Kenawy, 2015) put it: "Ecotourism development planning is a complex issue to the extent that it is beyond the capacity of any one stakeholder acting alone to resolve."

Maiara da Silva Gonçalves, who works as a project manager for the NGO known as FAS, believes that the ecotourism companies need to cooperate more with the indigenous people and bring them in to the businesses. Jozebias Alencar dos Santos, who is a member of the Sateré Mawé tribe, puts more of an emphasis on that not all indigenous communities have decided on whether to invite tourists. While there are certainly communities, such as the one dos Santos is the leader of, that appreciates tourists and enjoy showing them how their tribe lives, we can also imagine that some indigenous communities would not like to bring outsiders into their communities. Companies and local communities may have difficulties finding each other, as we have seen some indication of. Therefore, we believe that FAS could do a lot of good by matching the indigenous communities that want to bring in tourists with responsible ecotourism companies that would work with these communities on fair terms.

What we find interesting is that several company representatives discussed the need for more cooperation between companies, but no one seems to take the initiative. de Oliveira Junior from Amazonastur thinks increased cooperation between different companies would facilitate for the entire industry to grow, as they could market Manaus as a tourism destination together. During his time as the CEO of Amazonastur, he worked to make different actors cooperate more. This seems to be key, as several of the interview respondents, as well as previous research, has pointed to cooperation as a key factor for a successful implementation of the ecotourism concept (Kenawy, 2015).

7.2 Implications

This thesis highlights the issues that affects the ecotourism industry in Manaus, and what barriers there are for further ecotourism development. These barriers are also contrasted to barriers identified in the ecotourism industry in Cuzco. The results and conclusions presented in this thesis brings valuable insights regarding ecotourism implementation barriers for all key informants related to the ecotourism industry in Manaus. Some of these barriers, the individual ecotourism companies can improve upon themselves, such as the communication and cooperation with other companies, while some require the attention of all stakeholders for optimal improvement, such as the infrastructural problems.

This thesis shows that our sample of the population of Manaus are positive towards tourism in general, and especially positive towards ecotourism in particular. It also highlights the fact that the positive attitude towards ecotourism depends on a general positive view on tourists, as well as a belief that ecotourism benefits the local people and local environment in which it takes place. This indicates that if the ecotourism companies in Manaus continue to embrace the true meaning of the word ecotourism, the local population will continue to support their work.

Ecotourism has been identified as important for both the preservation of the local environment, as well as the development of the local communities. The potential of Manaus and the Amazonas region as an

ecotourism destination, has also been highlighted in this study. There are certainly problems that need to be resolved in order to reach this potential, and a lot of work that has to be done, but if these issues are handled, and the key informants interviewed in this study continues their outstanding work, the ecotourism industry could bring great benefits to the Amazonas region.

7.2.1 Contribution to research

As this thesis is one of the few studies that examine the ecotourism industry in Brazil and in South America, and as far as we know, the only study examining the implementation barriers for ecotourism companies in Manaus, as well as the only study examining what factors that affect locals' views on ecotourism, it also possesses value for the academic world, particularly researchers interested in the field of ecotourism. We have also, to the best of our knowledge, contributed with the first survey study of ecotourism directed at the local population. With regard to stakeholder theory, we have realised that we have perhaps not contributed as much to this body of theory as we expected. If there is one contribution to this theory that our findings at least point towards, it is that if stakeholders are positive towards the work being conducted in an industry, they may not develop claims towards that industry, but instead let it continue its work.

7.3 Suggestions for future research

This thesis has sparked many new questions for us, and therefore; we would like to present suggestions for future research, that we think would shed some additional light on the ecotourism industry in South America, as well as the locals' view of ecotourism around the world.

The first suggestion for further research we would like to suggest, is a study researching the drivers of a positive attitude towards ecotourism in different places around the world. As presented earlier in the discussion, we presuppose that a belief that ecotourism benefits the locals of the area in which it takes place, and a belief that ecotourism benefits the natural environment in which it takes place, are drivers for a positive attitude towards ecotourism in general, not only in Manaus. However, there is no way to know this for certain unless it is further researched. There may also be other factors that turn out to be more important, depending on the specific ecotourism region.

Another study we would like to see made, is one detailing the reasons behind the differences in ecotourism implementation barriers between Manaus and Cuzco. In some aspects, they were polar opposites to each other, such as the fact that the ecotourism companies in Manaus struggled with too much regulation, while the ecotourism companies in Cuzco requested more regulation. In regard to this, we would also like to see someone finish what we started in terms of a qualitative comparison between the locals of Manaus and Cuzco. While we were held back by both time and the scope of a bachelor thesis, which caused us to prioritise other aspects, we still consider the potential differences between the view on ecotourism of the population in these two cities interesting to learn more about.

As a final suggestion for future research, we would like to see a study made on how to best incentivise cooperation and communication between different stakeholders in the ecotourism industry. While the locals of Manaus did not display a need to have their voices heard, a lot of the more active

stakeholders struggled to work together, despite fact that many of them requested more cooperation and the importance of cooperation in ecotourism implementation shown in previous studies (Kenawy, 2015). We find it fascinating how actors who request more cooperation, and who see the benefits of it, can't manage to work together. Therefore; we believe that a study detailing the cooperation and communication barriers in an ecotourism industry would do a lot of good for ecotourism destinations around the world.

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9. Appendix

9.1 Survey questions

Handelshögskolan i Stockholm

English ▾

Hello, and welcome. This survey is created by two students at the Stockholm School of Economics, and is a part of our bachelor thesis. Thank you for taking time to respond to our survey about ecotourism in Manaus. This survey should take no more than five minutes to complete, but please read and answer carefully. Please note that all responses are completely anonymous. You can choose between responding to this survey in English or Portuguese. Please click the arrow to begin.

→

Handelshögskolan i Stockholm

English ▾

Have you ever encountered the term "ecotourism"?

○ Definitely yes
○ Probably yes
● Might or might not
○ Probably not
○ Definitely not

Ecotourism is tourism activities that aim to:
(1) Be done in natural places..
(2) ...with focus on local culture..
(3)...be good for local environment and people...
(4)...and educates tourists on sustainability.

Ecotourism is tourism activities that aim to:
(1) Be done in natural places..
(2) ...with focus on local culture..
(3)...be good for local environment and people...
(4)...and educates tourists on sustainability.

Did you know what "ecotourism" meant specifically?

○ Yes
● One or a few parts of it
○ No

←   →

Handelshögskolan i Stockholm

English ▾

Have you ever been in a fistfight to the death with Ronaldinho?

○ Yes
○ No

I believe ecotourism is good for Manaus.

Completely disagree						Completely Agree
1	2	3	4	5	6	7
○	○	○	○	○	○	○

I believe ecotourism is positive for Manaus.

Completely disagree						Completely Agree
1	2	3	4	5	6	7
○	○	○	○	○	○	○

I believe ecotourism benefits Manaus.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I believe ecotourism helps preserve the Amazon rainforest.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I believe ecotourism benefits the locals of Manaus.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I often participate in local ecotourism activities.

Handelshögskolan i Stockholm

English ▼

I would personally benefit economically from increased ecotourism.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I believe the Amazon would benefit from increased ecotourism.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I often participate in activities that help bring more tourists to Manaus.

Completely disagree — Completely Agree

I often participate in local ecotourism activities.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I often interact with local ecotourism companies.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I am often a costumer to local ecotourism companies.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

← →

I often participate in activities that help bring more tourists to Manaus.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I often help highlight the city of Manaus to others.

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I am active in local activites that attract tourists to Manaus

Completely disagree — Completely Agree

1 2 3 4 5 6 7
○ ○ ○ ○ ○ ○ ○

I appreciate when tourists come to

I appreciate when tourists come to Manaus.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

I like it when tourists come to Manaus.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

I enjoy it when tourists come to Manaus.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

I have power in the ecotourism sector. (I can change things in the sector)

I have power in the ecotourism sector. (I can change things in the sector)

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

I have good reasons to care about the development of ecotourism.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

It is important for me that the ecotourism sector develops fast.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

My views of ecotourism are being

Handelshögskolan i Stockholm

English ▼

What is your gender?

O Male
O Female
O Other

My views of ecotourism are being considered by local government.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

My views of ecotourism are being considered by ecotourism companies.

	Completely disagree					Completely Agree
1	2	3	4	5	6	7
O	O	O	O	O	O	O

How old are you?

O <15
O 15-20
O 21-25
O 26-30
O 31-40
O 41-50
O 51<

What is your profession?

What is your profession?

Where do you live? (City)

← →

← →

Handelshögskolan i Stockholm

We thank you for your time spent
taking this survey.
Your response has been recorded.

Q1 Have you ever encountered the term "ecotourism"?

○ Definitely yes (1)

○ Probably yes (2)

○ Might or might not (3)

○ Probably not (4)

○ Definitely not (5)

Q2 Ecotourism is tourism activities that aim to:
(1) Be done in natural places..
(2) ...with focus on local culture..
(3)...be good for local environment and people...
(4)...and educates tourists on sustainability.

Q3 Did you know what "ecotourism" meant specifically?

○   Yes (1)

○   One or a few parts of it (2)

○   No (3)

Q4 Have you ever been in a fistfight to the death with Ronaldinho?

○   Yes (1)

○   No (2)

Q5 I believe ecotourism is good for Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	○	○	○	○	○	○	○

Q6 I believe ecotourism is positive for Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	○	○	○	○	○	○	○

Q7 I believe ecotourism benefits Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q8 I believe ecotourism helps preserve the Amazon rainforest.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q9 I believe ecotourism benefits the locals of Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q10 I often participate in local ecotourism activities.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q11 I often interact with local ecotourism companies.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q12 I am often a customer to local ecotourism companies.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q13 I would personally benefit economically from increased ecotourism.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q14 I believe the Amazon would benefit from increased ecotourism.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q15 I often participate in activities that help bring more tourists to Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q16 I often help highlight the city of Manaus to others.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q17 I am active in local activities that attract tourists to Manaus

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q18 I appreciate when tourists come to Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q19 I like it when tourists come to Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q20 I enjoy it when tourists come to Manaus.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q21 I have power in the ecotourism sector. (I can change things in the sector)

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q22 I have good reasons to care about the development of ecotourism.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q23 It is important for me that the ecotourism sector develops fast.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q24 My views of ecotourism are being considered by local government.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q25 My views of ecotourism are being considered by ecotourism companies.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
	O	O	O	O	O	O	O

Q26 What is your gender?

O   Male (1)

O   Female (2)

O   Other (3)

Q27 How old are you?

    O   <15 (1)

    O   15-20 (2)

    O   21-25 (3)

    O   26-30 (4)

    O   31-40 (5)

    O   41-50 (6)

    O   51 (7)

Q28 What is your profession?

_____

Q29 Where do you live? (City)

_____

9.2 Spss data

Index for attitude towards ecotourism

Reliability Statistics

Cronbach's Alpha	N of Items
,934	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I believe ecotourism is good for Manaus. - 2	13,40	2,410	,904	,873
I believe ecotourism is positive for Manaus. - 3	13,39	2,428	,923	,861
I believe ecotourism benefits Manaus. - 2	13,47	2,439	,776	,979

Statistics

Indexerad_attityd_mot_ekoturism

N	Valid	97
	Missing	0
Mean		6,7113

Indexerad_attityd_mot_ekoturism

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	1,0	1,0	1,0
	5,00	3	3,1	3,1	4,1
	5,33	2	2,1	2,1	6,2
	6,00	8	8,2	8,2	14,4
	6,33	6	6,2	6,2	20,6
	6,67	2	2,1	2,1	22,7
	7,00	75	77,3	77,3	100,0
	Total	97	100,0	100,0	

Index for attitude towards tourists

Reliability Statistics

Cronbach's Alpha	N of Items
,891	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I appreciate when tourists come to Manaus. - 2	11,76	6,704	,811	,823
I like it when tourists come to Manaus. - 2	11,67	6,682	,841	,798
I enjoy it when tourists come to Manaus. - 2	12,20	6,867	,712	,912

Statistics

Indexerad_attityd_mot_turister

N	Valid	97
	Missing	0
Mean		5,9381

Indexerad_attityd_mot_turister

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,00	1	1,0	1,0	1,0
	2,67	1	1,0	1,0	2,1
	3,00	2	2,1	2,1	4,1
	3,67	2	2,1	2,1	6,2
	4,00	9	9,3	9,3	15,5
	4,33	4	4,1	4,1	19,6
	5,00	5	5,2	5,2	24,7
	5,33	5	5,2	5,2	29,9
	5,67	4	4,1	4,1	34,0
	6,00	10	10,3	10,3	44,3
	6,33	9	9,3	9,3	53,6
	6,67	5	5,2	5,2	58,8
	7,00	40	41,2	41,2	100,0
	Total	97	100,0	100,0	

Index for participation in ecotourism

Reliability Statistics

Cronbach's Alpha	N of Items
,939	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often participate in local ecotourism activities. - 2	5,54	13,272	,805	,967
I often interact with local ecotourism companies. - 2	6,36	13,087	,921	,876
I am often a costumer to local ecotourism companies. - 2	6,47	12,919	,901	,890

Statistics

Index_för_deltagande_i_ekoturism

N	Valid	97
	Missing	0
Mean		3,0619

Index_för_deltagande_i_ekoturism

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	20	20,6	20,6	20,6
	1,33	4	4,1	4,1	24,7
	1,67	4	4,1	4,1	28,9
	2,00	11	11,3	11,3	40,2
	2,33	6	6,2	6,2	46,4
	2,67	7	7,2	7,2	53,6
	3,00	3	3,1	3,1	56,7
	3,33	5	5,2	5,2	61,9
	3,67	4	4,1	4,1	66,0
	4,00	5	5,2	5,2	71,1
	4,33	5	5,2	5,2	76,3
	4,67	8	8,2	8,2	84,5
	5,00	6	6,2	6,2	90,7
	5,67	1	1,0	1,0	91,8

6,33	1	1,0	1,0	92,8
7,00	7	7,2	7,2	100,0
Total	97	100,0	100,0	

Index for participation in tourist attracting activities

Reliability Statistics

Cronbach's Alpha	N of Items
,748	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often participate in activities that help bring more tourists to Manaus. - 2	8,65	10,751	,607	,627
I often help highlight the city of Manaus to others. - 2	6,41	13,682	,442	,804
I am active in local activities that attract tourists to Manaus - 2	8,44	10,187	,694	,518

Statistics

Index_för_deltagande_i_turismfrämjande_aktiviteter

N	Valid	97
	Missing	0
Mean		3,9175

Index_för_deltagande_i_turismfrämjande_aktiviteter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	6	6,2	6,2	6,2
	1,67	2	2,1	2,1	8,2

	Frequency	Percent	Valid Percent	Cumulative Percent
2,00	5	5,2	5,2	13,4
2,33	9	9,3	9,3	22,7
2,67	6	6,2	6,2	28,9
3,00	6	6,2	6,2	35,1
3,33	4	4,1	4,1	39,2
3,67	5	5,2	5,2	44,3
4,00	10	10,3	10,3	54,6
4,33	9	9,3	9,3	63,9
4,67	11	11,3	11,3	75,3
5,00	7	7,2	7,2	82,5
5,33	3	3,1	3,1	85,6
5,67	2	2,1	2,1	87,6
6,00	1	1,0	1,0	88,7
6,33	2	2,1	2,1	90,7
6,67	1	1,0	1,0	91,8
7,00	8	8,2	8,2	100,0
Total	97	100,0	100,0	

Mean for the view on how the Amazon rainforest is affected by ecotourism

Statistics

I believe the Amazon would benefit
from increased ecotourism. - 2

N	Valid	97
	Missing	0
Mean		6,11

I believe the Amazon would benefit from increased ecotourism. - 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1,0	1,0	1,0
	2	2	2,1	2,1	3,1
	3	1	1,0	1,0	4,1
	4	11	11,3	11,3	15,5
	5	13	13,4	13,4	28,9
	6	7	7,2	7,2	36,1
	7	62	63,9	63,9	100,0
	Total	97	100,0	100,0	

The recognition of the term ecotourism

Have you ever encountered the term "ecotourism"?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Definitely yes	62	63,9	63,9	63,9
	Probably yes	27	27,8	27,8	91,8
	Probably not	4	4,1	4,1	95,9
	Definitely not	4	4,1	4,1	100,0
	Total	97	100,0	100,0	

Did you know what "ecotourism" meant specifically?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	51,5	51,5	51,5
	One or a few parts of it	36	37,1	37,1	88,7
	No	11	11,3	11,3	100,0
	Total	97	100,0	100,0	

Correlation analyses

Correlations

		Indexerad_attityd_mot_ekoturism	Indexerad_attityd_mot_turister	Index_för_deltagande_i_ekoturism	Index_för_deltagande_i_turismfrämjande_aktiviteter	I have power in the ecotourism sector. (I can change things in the sector) - 2	I have good reasons to care about the development of ecotourism. - 2
Indexerad_attityd_mot_ekoturism	Pearson Correlation	1	,512**	-,107	,060	-,117	,076
	Sig. (2-tailed)		,000	,296	,562	,252	,458
	N	97	97	97	97	97	97
Indexerad_attityd_mot_turister	Pearson Correlation	,512**	1	,005	,338**	,052	,311**
	Sig. (2-tailed)	,000		,963	,001	,611	,002
	N	97	97	97	97	97	97

Index_för_deltagande_i_ekoturism	Pearson Correlation	-,107	,005	1	,717**	,594**	,250*
	Sig. (2-tailed)	,296	,963		,000	,000	,014
	N	97	97	97	97	97	97
Index_för_deltagande_i_turismfrämjande_aktiviteter	Pearson Correlation	,060	,338**	,717**	1	,508**	,302**
	Sig. (2-tailed)	,562	,001	,000		,000	,003
	N	97	97	97	97	97	97
I have power in the ecotourism sector. (I can change things in the sector) - 2	Pearson Correlation	-,117	,052	,594**	,508**	1	,353**
	Sig. (2-tailed)	,252	,611	,000	,000		,000
	N	97	97	97	97	97	97
I have good reasons to care about the development of ecotourism. - 2	Pearson Correlation	,076	,311**	,250*	,302**	,353**	1
	Sig. (2-tailed)	,458	,002	,014	,003	,000	
	N	97	97	97	97	97	97
It is important for me that the ecotourism sector develops fast. - 2	Pearson Correlation	,232*	,273**	,202*	,250*	,436**	,510**
	Sig. (2-tailed)	,022	,007	,047	,013	,000	,000
	N	97	97	97	97	97	97
My views of ecotourism are being considered by local government. - 2	Pearson Correlation	-,060	,085	,328**	,392**	,599**	,299**
	Sig. (2-tailed)	,562	,407	,001	,000	,000	,003
	N	97	97	97	97	97	97
My views of ecotourism are being considered by ecotourism companies. - 2	Pearson Correlation	-,037	,117	,410**	,457**	,698**	,210*
	Sig. (2-tailed)	,719	,255	,000	,000	,000	,039
	N	97	97	97	97	97	97
Did you know what "ecotourism" meant specifically?	Pearson Correlation	-,117	-,057	-,045	-,233*	-,033	,089
	Sig. (2-tailed)	,253	,580	,664	,022	,749	,386
	N	97	97	97	97	97	97
I believe ecotourism helps preserve the Amazon rainforest. - 2	Pearson Correlation	,550**	,339**	,028	,074	,160	,227*
	Sig. (2-tailed)	,000	,001	,784	,470	,117	,025
	N	97	97	97	97	97	97

I believe ecotourism benefits the locals of Manaus. - 2	Pearson Correlation	,690**	,267**	-,093	-,048	-,033	,055
	Sig. (2-tailed)	,000	,008	,363	,638	,749	,595
	N	97	97	97	97	97	97
I would personally benefit economically from increased ecotourism. - 2	Pearson Correlation	-,015	,157	,425**	,391**	,550**	,310**
	Sig. (2-tailed)	,880	,124	,000	,000	,000	,002
	N	97	97	97	97	97	97
I believe the Amazon would benefit from increased ecotourism. - 2	Pearson Correlation	,614**	,446**	-,032	,075	,112	,240*
	Sig. (2-tailed)	,000	,000	,752	,466	,276	,018
	N	97	97	97	97	97	97

Correlations

		It is important for me that the ecotourism sector develops fast. - 2	My views of ecotourism are being considered by local government. - 2	My views of ecotourism are being considered by ecotourism companies. - 2	Did you know what "ecotourism" meant specifically?	I believe ecotourism helps preserve the Amazon rainforest. - 2	I believe ecotourism benefits the locals of Manaus. - 2
Indexerad_attityd_mot_ekoturism	Pearson Correlation	,232*	-,060	-,037	-,117	,550**	,690**
	Sig. (2-tailed)	,022	,562	,719	,253	,000	,000
	N	97	97	97	97	97	97
Indexerad_attityd_mot_turister	Pearson Correlation	,273**	,085	,117	-,057	,339**	,267**
	Sig. (2-tailed)	,007	,407	,255	,580	,001	,008
	N	97	97	97	97	97	97
Index_för_deltagande_i_ekoturism	Pearson Correlation	,202*	,328**	,410**	-,045	,028	-,093
	Sig. (2-tailed)	,047	,001	,000	,664	,784	,363
	N	97	97	97	97	97	97
Index_för_deltagande_i_turismfrämjande_aktiviteter	Pearson Correlation	,250*	,392**	,457**	-,233*	,074	-,048
	Sig. (2-tailed)	,013	,000	,000	,022	,470	,638

	N	97	97	97	97	97	97
I have power in the ecotourism sector. (I can change things in the sector) - 2	Pearson Correlation	,436**	,599**	,698**	-,033	,160	-,033
	Sig. (2-tailed)	,000	,000	,000	,749	,117	,749
	N	97	97	97	97	97	97
I have good reasons to care about the development of ecotourism. - 2	Pearson Correlation	,510**	,299**	,210*	,089	,227*	,055
	Sig. (2-tailed)	,000	,003	,039	,386	,025	,595
	N	97	97	97	97	97	97
It is important for me that the ecotourism sector develops fast. - 2	Pearson Correlation	1	,381**	,386**	,029	,378**	,153
	Sig. (2-tailed)		,000	,000	,780	,000	,134
	N	97	97	97	97	97	97
My views of ecotourism are being considered by local government. - 2	Pearson Correlation	,381**	1	,741**	,125	,105	,001
	Sig. (2-tailed)	,000		,000	,224	,307	,995
	N	97	97	97	97	97	97
My views of ecotourism are being considered by ecotourism companies. - 2	Pearson Correlation	,386**	,741**	1	,053	,128	,081
	Sig. (2-tailed)	,000	,000		,603	,211	,429
	N	97	97	97	97	97	97
Did you know what "ecotourism" meant specifically?	Pearson Correlation	,029	,125	,053	1	,047	,044
	Sig. (2-tailed)	,780	,224	,603		,647	,670
	N	97	97	97	97	97	97
I believe ecotourism helps preserve the Amazon rainforest. - 2	Pearson Correlation	,378**	,105	,128	,047	1	,553**
	Sig. (2-tailed)	,000	,307	,211	,647		,000
	N	97	97	97	97	97	97
I believe ecotourism benefits the locals of Manaus. - 2	Pearson Correlation	,153	,001	,081	,044	,553**	1
	Sig. (2-tailed)	,134	,995	,429	,670	,000	
	N	97	97	97	97	97	97
I would personally benefit economically from	Pearson Correlation	,444**	,520**	,467**	-,061	,142	,031
	Sig. (2-tailed)	,000	,000	,000	,551	,165	,763

increased ecotourism. - 2	N	97	97	97	97	97	97
I believe the Amazon would benefit from increased ecotourism. - 2	Pearson Correlation	,321**	,081	,161	,070	,721**	,534**
	Sig. (2-tailed)	,001	,430	,115	,493	,000	,000
	N	97	97	97	97	97	97

Correlations

		I would personally benefit economically from increased ecotourism. - 2	I believe the Amazon would benefit from increased ecotourism. - 2
Indexerad_attityd_mot_ekoturism	Pearson Correlation	-,015	,614**
	Sig. (2-tailed)	,880	,000
	N	97	97
Indexerad_attityd_mot_turister	Pearson Correlation	,157	,446**
	Sig. (2-tailed)	,124	,000
	N	97	97
Index_för_deltagande_i_ekoturism	Pearson Correlation	,425**	-,032
	Sig. (2-tailed)	,000	,752
	N	97	97
Index_för_deltagande_i_turismfrämjande_aktiviteter	Pearson Correlation	,391**	,075
	Sig. (2-tailed)	,000	,466
	N	97	97
I have power in the ecotourism sector. (I can change things in the sector) - 2	Pearson Correlation	,550**	,112
	Sig. (2-tailed)	,000	,276
	N	97	97
I have good reasons to care about the development of ecotourism. - 2	Pearson Correlation	,310**	,240*
	Sig. (2-tailed)	,002	,018
	N	97	97
It is important for me that the ecotourism sector develops fast. - 2	Pearson Correlation	,444**	,321**
	Sig. (2-tailed)	,000	,001
	N	97	97
My views of ecotourism are being considered by local government. - 2	Pearson Correlation	,520**	,081
	Sig. (2-tailed)	,000	,430
	N	97	97
My views of ecotourism are being considered by ecotourism companies. - 2	Pearson Correlation	,467**	,161
	Sig. (2-tailed)	,000	,115
	N	97	97

Did you know what "ecotourism" meant specifically?	Pearson Correlation	-,061	,070
	Sig. (2-tailed)	,551	,493
	N	97	97
I believe ecotourism helps preserve the Amazon rainforest. - 2	Pearson Correlation	,142	,721**
	Sig. (2-tailed)	,165	,000
	N	97	97
I believe ecotourism benefits the locals of Manaus. - 2	Pearson Correlation	,031	,534**
	Sig. (2-tailed)	,763	,000
	N	97	97
I would personally benefit economically from increased ecotourism. - 2	Pearson Correlation	1	,072
	Sig. (2-tailed)		,483
	N	97	97
I believe the Amazon would benefit from increased ecotourism. - 2	Pearson Correlation	,072	1
	Sig. (2-tailed)	,483	
	N	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Mean for the belief that ecotourism benefits the locals of Manaus

Statistics

I believe ecotourism benefits the locals of Manaus. - 2

N	Valid	97
	Missing	0
Mean		6,46

I believe ecotourism benefits the locals of Manaus. - 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1,0	1,0	1,0
	3	2	2,1	2,1	3,1
	4	2	2,1	2,1	5,2
	5	10	10,3	10,3	15,5
	6	12	12,4	12,4	27,8
	7	70	72,2	72,2	100,0
	Total	97	100,0	100,0	

Stakeholder claims

Statistics

		I have power in the ecotourism sector. (I can change things in the sector) - 2	I have good reasons to care about the development of ecotourism. - 2	It is important for me that the ecotourism sector develops fast. - 2
N	Valid	97	97	97
	Missing	0	0	0
Mean		2,58	5,20	5,16

I have power in the ecotourism sector. (I can change things in the sector) - 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	49	50,5	50,5	50,5
	2	12	12,4	12,4	62,9
	3	8	8,2	8,2	71,1
	4	11	11,3	11,3	82,5
	5	3	3,1	3,1	85,6
	6	4	4,1	4,1	89,7
	7	10	10,3	10,3	100,0
	Total	97	100,0	100,0	

I have good reasons to care about the development of ecotourism. - 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	5,2	5,2	5,2
	2	6	6,2	6,2	11,3
	3	4	4,1	4,1	15,5
	4	18	18,6	18,6	34,0
	5	15	15,5	15,5	49,5
	6	15	15,5	15,5	64,9
	7	34	35,1	35,1	100,0
	Total	97	100,0	100,0	

It is important for me that the ecotourism sector develops fast. - 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	5,2	5,2	5,2
	2	3	3,1	3,1	8,2
	3	9	9,3	9,3	17,5
	4	20	20,6	20,6	38,1
	5	13	13,4	13,4	51,5
	6	11	11,3	11,3	62,9
	7	36	37,1	37,1	100,0
	Total	97	100,0	100,0	

Views on the effect ecotourism has on the rainforest

Correlations

		Indexerad_attityd_mot_ekoturism	Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas
Indexerad_attityd_mot_ekoturism	Pearson Correlation	1	,629**
	Sig. (2-tailed)		,000
	N	97	97
Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas	Pearson Correlation	,629**	1
	Sig. (2-tailed)	,000	
	N	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,788[a]	,620	,604	,48226	2,072

a. Predictors: (Constant), It is important for me that the ecotourism sector develops fast. -

2, I believe ecotourism benefits the locals of Manaus. - 2, Indexerad_attityd_mot_turister,

Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas

b. Dependent Variable: Indexerad_attityd_mot_ekoturism

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	

1	(Constant)	2,585	,346		7,477
	Indexerad_attityd_mot_turister	,174	,043	,287	4,007
	Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas	,144	,056	,228	2,580
	I believe ecotourism benefits the locals of Manaus. - 2	,343	,057	,480	6,034
	It is important for me that the ecotourism sector develops fast. - 2	-,002	,030	-,005	-,075

Coefficients^a

			Collinearity Statistics	
Model		Sig.	Tolerance	VIF
1	(Constant)	,000		
	Indexerad_attityd_mot_turister	,000	,802	1,246
	Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas	,011	,528	1,895
	I believe ecotourism benefits the locals of Manaus. - 2	,000	,652	1,534
	It is important for me that the ecotourism sector develops fast. - 2	,940	,837	1,195

a. Dependent Variable: Indexerad_attityd_mot_ekoturism

Collinearity Diagnostics^a

					Variance Proportions	
Model	Dimension	Eigenvalue	Condition Index	(Constant)	Indexerad_attityd_mot_turister	Index_för_tankar_kring_ekoturismens_påverkan_på_amazonas
1	1	4,865	1,000	,00	,00	,00
	2	,078	7,883	,01	,02	,01
	3	,028	13,087	,01	,89	,05
	4	,018	16,256	,55	,02	,51
	5	,010	21,639	,42	,08	,44

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions

		I believe ecotourism benefits the locals of Manaus. - 2	It is important for me that the ecotourism sector develops fast. - 2
1	1	,00	,00
	2	,02	,93
	3	,11	,00
	4	,00	,02
	5	,87	,05

a. Dependent Variable: Indexerad_attityd_mot_ekoturism

Scatterplot

Dependent Variable: Indexerad_attityd_mot_ekoturism