

STAKEHOLDERS INVOLVEMENT TOWARDS SUSTAINING ECOTOURISM DESTINATIONS: THE CASE OF SOCIAL ENTREPRENEURSHIP AT MANGALAJODI ECOTOURISM TRUST IN INDIA

Harshavardhan Reddy KUMMITHA*

Budapest Business School, Faculty of Commerce, Hospitality and Tourism,
Budapest-1055, Hungary, e-mail: harshavardhankummitha@gmail.com

Citation: Kummitha, H.R. (2020). STAKEHOLDERS INVOLVEMENT TOWARDS SUSTAINING ECOTOURISM DESTINATIONS: THE CASE OF SOCIAL ENTREPRENEURSHIP AT MANGALAJODI ECOTOURISM TRUST IN INDIA. GeoJournal of Tourism and Geosites, 29(2), 636–648. <https://doi.org/10.30892/gtg.29220-495>

Abstract: Ecotourism and sustainable development are widely debated topics in tourism industry in this 21st century. However, there are no proper strategies for protecting the ecosystem in developing countries. In India, majority of the population live in rural areas and therefore the Government faces a lot of challenges in protecting the natural ecosystem. In order to develop a successful sustainable ecotourism destination, there should be adequate involvement of stakeholders and their incentives. Mangalajodi Ecotourism Trust is a community owned and managed ecotourism facility promoted by Royal Bank of Scotland Foundation India (RBSFI) in partnership with Indian Grameen Services (IGS) and local Government bodies. The project is based on the principles of community ownership and Ecotourism involvement of key stakeholders for destination development. This paper describes the participatory framework and descriptive case study which analyze the various key stakeholders to the development of the Mangalogdi ecotourism destination. The research methodology involved in-depth interviews with key decision makers and communities involved in the destination development. The findings show a destination development system model that represents the various stakeholders, including local communities, local organizational involvement, tourism enterprises and tourists, with roles to promote and sustain the destination.

Key words: Sustainable Development, Social Entrepreneurship, Stakeholders Involvement, Ecotourism, Community development

* * * * *

INTRODUCTION

In recent decades, a large amount of research has been down to understand the importance of biodiversity and ecosystem service for humans (Kremen, 2005; Foster et al., 2011). Ecosystems are often analyzed in terms of the services they provide to society.

* Corresponding author

The Millennium Ecosystem Assessment framework brings more challenges to the service industry (MEA, 2015). Cultural ecosystem service represents the recreation and spiritual enrichment values (Hernández - Morcillo, 2013; Abson & Termansen, 2011). The interaction between tourism and landscape could be solved through the new development methods for natural and cultural historical benefits of ecosystems.

Tourism, selected as a cultural ecosystem that gained significant growth in service industry, has attained larger contribution of sustainable development discourse and gained momentum. As an industry, tourism accounts for about 10 percent of the total global GDP (Hirotsune, 2011; Vos & Meekes, 1999). According to the United Nations World Tourism Organization (UNWTO), international tourism arrivals are expanding to the tune of 6.5 percent annually and the income generated has increased to 11.2 percent by 2016. It is further estimated that by 2030 there could be 1.8 billion tourists cross the international borders for tourism purpose (UNWTO, 2017). There is a growing trend that social entrepreneurship which traditionally aims to address social and environmental problems has now started looking into tourism as a potential area in order to enhance local potential (Tetzschner & Herlau, 2003).

Social enterprises innovate to address social or environmental problems while adopting bottom-up approaches with strong participation from various stakeholders involved. Overall, this trend aims to achieve sustainable development while addressing several social problems at local levels. However, due to its nascent nature, the theory of social entrepreneurship still lacks systematic research scholarship (Austin et al., 2006; Lenssen et al., 2005). Ecotourism is one of the popular forms of alternative tourism. It is often defined as sustainable natural-based tourism. However, ecotourism also incorporated social and cultural dimensions where visitors interact with residents. Ecotourism is something new, but its market is increasing in global market. Eco tourists are very concerned about nature and culture of the environment and they are intent to minimize negative effects on the environment and willing to pay high for quality vacation (Wight (2001). Nowadays tourists don't prefer current urban tourism products because of over tourism in these destinations (Vainikka (2014). Increase in natural and cultural awareness is the biggest factor that determines the growth of ecotourism, along with concern for the fact that the quality of natural resources will lead to decrease the environmental and cultural inequality in tourism destination (Carvache-Franco et al., 2019). These facts show that proper development of ecotourism will improve the welfare of stakeholders surrounding or within the area of ecotourism destinations. Their involvement will also ensure environmental sustainability (Situmorang et al., 2012).

Social entrepreneurship focuses on producing social change beyond the profit-seeking motive of private sector entrepreneurship. The involvement of social entrepreneurship in tourism industry is an emerging arena (Von der Weppen & Cochrane, 2012). There is little nominal written scholarly literature about tourism and social entrepreneurship (Buzinde et al., 2017). It is clearly indicated in Lordkipanidze et al. (2005), paper that there is a number of difference between the goals and objectives of social entrepreneurship, entrepreneurship, but their main goal is sustainable way of business with involvement of stakeholders for destination development. In their discussion of social entrepreneurs involvement in tourism Hall et al. (2010), note that, in general, the involvement of social entrepreneurs needs a fundamental change to reduce the negative social and environmental impacts and increasing businesses activities in sustainable way. According to Brock and Steiner (2010), social entrepreneurship is the creation of social impact by developing and implementing a sustainable ecotourism business which involves innovative solutions that benefits local communities (Figure 1).

According to (Seelos & Mair, 2005) tourism social entrepreneurs aim to create some social values for this humanity. There are several goals to create the social values for local communities: poverty reduction, environmental awareness, improving the local communities economy, environmental sustainability, and improving the health conditions of local communities. Tourism enterprises must go beyond the reduction of negative social value. According to (Dees & Anderson, 2003) it is important to note that some types of socially entrepreneurial tourism ventures could be considered examples of sustainable development, however the values may not always be true. Academic discussions on tourism and social entrepreneurship have remained rare. A study by Vonder et al., (2012) investigated several for-profit tourism ventures to understand how they balanced commercial with social and environmental objectives toward sustainability.

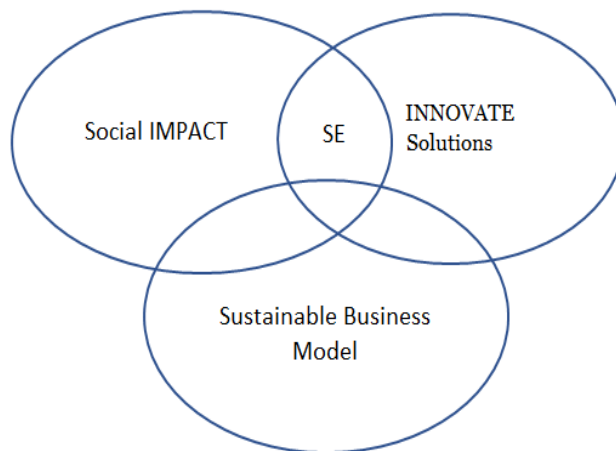


Figure 1. Social entrepreneurship business model (Source: Brock & Steiner, 2010)

*SE: Social entrepreneurship

The conceptual framework of tourism entrepreneurship for community development was identified in social system theory. Since the 1980s, the tourism literature has called for the inclusion and involvement of local communities in tourism; local residents are seen as a key resource in sustaining the product (Strydom et al., 2019). The 1992 Rio Summit introduced Agenda 21, which means a blueprint for action by local communities, which calls for tourism community interactions which are essential for destination development strategies for sustainable use. Adopted by 178 countries at Rio submit Agenda of 21 promotes rural community participation to maximize the rural community's ability to control and manage its resources (Eshun & Tichaawa, 2019). The Indian National Ecotourism policy aims "to achieve sustainability in tourism development and to ensure regulated growth of ecotourism with its positive impacts of environmental protection and development" (Maikhuri et al., 2000, p.334). Further the Working Group Report (2006) also highlights the role of tourism in achieving sustainable human development and calls for "creating a unique brand for Indian tourism which is vibrant and based on sustainable development". Thus, it can be deriving that the policy on ecotourism advocates to foster sustainable development.

It is further identified that Indian ecotourism destinations have emerged as one of the key areas of involvement for social entrepreneurs to transform the field where both nature, tourists and communities benefit equally from the developing practices (Das, 2011). In social entrepreneurship, stakeholders retain superior value Atanga (2019).

According to Freeman (2010) stakeholders are "any group or individual who can affect or is affected by the achievement of an organization's purpose". Thus stakeholders' theory argues that stakeholders are key for survival of an organization, because they gain or lose momentum depending on how organizations grow. Similarly, social entrepreneurship focuses on benefiting the communities whom they serve in addition to the employees and other stakeholders that they associate with. The bottom-up approaches largely adopted by social enterprises lead to enhance holistic participation of the stakeholders in the entire process and enable them to take responsibility in the creation and promotion of the enterprise (Ghodeswar, 2013; Hemmonsbey & Tichaawa, 2019). The social entrepreneurship organizational process is used to understand how stakeholders are managed to accomplish the organization's mission. Currently, there is limited research addressing the social entrepreneurship and ecotourism business model process (Covin & Lumpkin, 2011). The entrepreneurship process in this study is understood to be the 'construction, evaluation and pursuit of opportunities' (Roberts & Woods, 2005).

Study Objectives:

- 1) To assess the involvement of different stakeholders in Mangalajodi ecotourism operations.
- 2) To identify the leverage points for development of Mangalogdi ecotourism destination.

MATERIAL AND METHODS

The researcher selected Mangalogdi ecotourism destination to conduct the field research. The researcher stayed in MET organization lodging for two and half months (October to December 2017) while conducting the field work. Face to face focused in-depth interviews were conducted with 16 respondents. The main reason why focused interviews were used in this research was because it allows people's views and feelings to emerge but at the same time the interviewer has some control over the issues being discussed (Robson, 1993). The formal interviews were conducted with the key informants in the village, and stakeholders of the organization (Table 1) in which they could express their views and feelings, and their involvement in particular situations. After transcribing the interviews, it resulted in about 150 pages of data.

Table 1. Mangalajodi organization interview members

Sector	No of people Interviewed	Organizations and Communities
Organization management	4	Member of the Mangalajodi organization and local residence
Local Government Members	3	Village major, district administrative members
Stakeholders of Mangalaj odi	4	Royal Bank of Scotland, Chilka development authority, Local tourism authorities
Local Communities Members	5	Who is majorly involved in organizational activates

The data was then analysed manually. As part of the analysis, researcher read through the transcripts and then coded the text. A discourse analysis method was then applied to the scripts which consisted of identifying the convergent leverage points provided by respondents in relation to specific questions. Although a mix of quantitative and qualitative data were obtained during these interviews the analysis was mainly focused on qualitative elements for evaluation stages of social entrepreneurship organization to the protection of the destination. Some quantitative data was collected from local communities to understand their social and economic situation. For this, the researcher asked local communities to fill a questionnaire form. A total number of

(n=57) local communities filled the questionnaire, which means all local communities who were involved in Mangalajodi ecotourism. In order to view social and economic characteristics of local communities, the researcher used descriptive statistical analysis.



Figure 2. Map showing the regional location of Mangalajodi ecotourism near Chilika Lagoon

Study Area

Mangalajodi is a fishing village settled in the marshy shores, north east of Chilika Lake in south western state of Odisha in India. The area (about 10 sq.km) is primarily a fresh water zone connected, by channels cutting through the reed beds, with the brackish water of Chilika lagoon. The numerous channels that crisscross through the greenery, harbors thousands of water birds, both migratory and resident visit every year. The place is a waterfowl haven. Its vast wetlands attract thousands of migratory birds from far-off places in the Siberian region and other parts of the world, yes, of course tourists, researchers and bird lovers. Its vast wetlands host more than 1, 50,000 of birds of different species in the peak season. November to March is the best time to enjoy an amazing experience of a visit to this haven. It has been declared as an "Important Bird Area (IBA)" by Birdlife International. A community based institution known as Mangalajodi Ecotourism Trust has evolved in this ecosystem during the last sixteen years with specific goal and objective of protecting and developing this once deteriorating ecosystem to a birds' paradise while providing economic sustenance to the local people who once earned their livelihood from hunting migratory birds.

Poachers to Protectors

Earlier, local communities of **Mangalajodi** of Khordha district, Odisha (India) were making their living mostly by catching fishes from the **Chilika** Lake at **Mangalajodi** and by illegal poaching of migratory birds and selling at the nearby market for their economic wellbeing purposes. As time passed by, large scale poaching activities resulted in ecological imbalance, biodiversity degradation and with a lot more negative impacts gradually started becoming ardent threat for the future of biodiversity at this **Birds Paradise**. The alarming scenario got a kind of rejuvenation with the introduction of **ecotourism** and related activities at **Mangalajodi**. This initiation employs almost 200 families of the village. The poachers eventually turned into protectors of biodiversity Pattanaik, (2007). This is a classic example of development of ecotourism at **Mangalajodi** in a sustainable manner with the participation of various stakeholders such as local communities, **Mangalajodi Ecotourism Trust (MET)**, NGOs like; **Indian Grameen Services (IGS)**, **Corporate house like; RBS Foundation India (RBS FI)**, travel operators, government organizations, and tourists at various levels. Another major aspect is to figure out various socioeconomic, environmental and other key driving factors influencing local residents in such a remarkable transformation from destructor of the environment to getting involved in ecotourism activities. The concept of ecotourism at Mangalajodi wetland has truly inspired people from many spheres to come and experience, the local government and authorities, communities residing around Chilika Lake. The demonstration of ecotourism services and conservation efforts by the locals for the past 7-8 years has significantly contributed towards restoration of the wetland ecosystem, community resilience, and a preferred destination for many nature lovers, wildlife enthusiasts and photographers, bird watchers, and researchers. The ecotourism model at Mangalajodi is so simple, and has immense potential for replication anywhere around the wetland landscape.

Stakeholder Participation in Met

Various stakeholders' involvement in Mangalajodi Ecotourism Trust initiative started with the key partnership of RBS Foundation India as their corporate social responsibility initiative and Indian Grameen Services (IGS), a livelihood promotion institution provided handholding support to establish Mangalajodi Ecotourism as community owned and managed social enterprise. RBS Foundation acts as financial and intellectual partner and IGS acts as implementing partner, in knowledge building, skill transfer and community

development. IGS has played a key role in bringing partnership efforts and contribution for the larger cause of conservation and livelihoods through responsible tourism services.

Based on the primary research and organizational documents, it is observed that besides members of MET there are many institutional stakeholders associated with MET and the Project (Mangalajodi Ecotourism Project). The state level departments are Forest, Environment and Tourism and the district level departments are Revenue, Panchayati Raj, Water Resources, and Fisheries. The association and relationship with various stakeholders of the Governance system of Mangalajodi Ecotourism Trust has been assessed through interaction with different stakeholders. Based on the type of association, different stakeholders have been consulted using different checklist.

Table 2. Stakeholders Involvement at MET

Stakeholders	Their involvement in Mangalogdi ecotourism Organization
RBS Foundation (Royal Bank of Scotland)	<ul style="list-style-type: none"> - Related to overall improvement in the Project approach - Related to policies of MET - Related to Fund Management
IGS (Indian grameen services service)	<ul style="list-style-type: none"> - Related to overall improvement in the destination area - Related to capacity Building - Initiating Convergence - Motivate Other stakeholders involvement - Project component wise interventions - Related to Fund Management - Suggestions to improve the destination
Community based institutions Village committee/ Local Government/ other ecotourism institutions	<ul style="list-style-type: none"> - Related to overall improvement in the Project area - Relationship between different institutions - Contribution towards common objective for village development - Suggestions to improve the destination
CDA (Chilika development authority)	<ul style="list-style-type: none"> - Related to overall improvement in the Project area - Involvement at different level of the project components - Suggestions to improve the destination
Forest Department, Govt. of Odisha	<ul style="list-style-type: none"> - Related to overall improvement in the Project area - Involvement at different level of the project components - Suggestions to improve the destination
District Level government Departments like Revenue, Panchayat raj Water resources and Fisheries	<ul style="list-style-type: none"> - Carrying out development activities in the area - Financial and administrative support - Suggestions to improve the destination.

RESULTS AND DISUSSIONS

To understand the new strategies of social entrepreneurship ecotourism development I found out some leverage points which affect Mangalogdi ecotourism trust.

- 1) The impact of increasing tourism development will affect the Chilika wetland ecosystem in terms of the garbage of villagers and which tourists throw into the lake
- 2) Poor infrastructure facilities such as inaccessibility to Chilika wetland, sanitation facilities, recreational activities, and accommodation facilities
- 3) Ignorance of local communities about sustainability
- 4) Low wage employment for local communities from tourism
- 5) Scarcity of natural resources like drinking water,

The above leverage points are categorized by three group of issues mainly: communities economy through tourism, natural resources and social characteristics conditions. These groups are as summarized in the below (Table 3).

Social Characteristics

During the interviews with stakeholders of the Mangalajodi ecotourism trust, local communities identified the need for increasing the tourist arrival to Mangalajodi

ecotourism with demand. The local government need to improve the infrastructure facilities such as accessibility to Chilika wetland, sanitation facilities, recreational activities, and accommodation facilities. To identify the social background of the local community of Mangalogdi, researcher used questionnaire data to identify the social background of local communities a quantitative descriptive analysis performed. The findings of the research on social characteristics of Mangalogdi local communities are discussed based below.

Table 3. Social entrepreneurship characteristics for ecotourism development

Social Characteristics	Community Economy	Natural Resources
Poor infrastructure facilities such as accessibility to Chilika wetland, sanitation facilities, recreational activities, and accommodation facilities	Most of the local communities tourism is secondary source of income during off tourism sessions most of the local communities unemployed	Limitation of natural resources like drinking water
Low level of education and Unskilled local communities about sustainability	Low wage employment for local communities from tourism	Diminishing lake attractiveness (Dredging of channel for boat routes)
Pollution at Chilika lake village residence dumping garbage into lake	Limited employment opportunities at villages causes migration to cities	Lake of residences awareness about sustainability
Lake of skilled tour guides and marketing agents		Loss of biodiversity

Table 4. Social condition of local communities (n=57) (Data source: based on primary data)

What is your main employment in this destination?			
	Frequency	Percent	Valid Percent
Accommodation	12	12.1	12.1
Transport	12	12.1	12.1
Agricultural activities	19	21.2	21.2
Souvenir Shop	12	12.1	12.1
Do you own a house or other property in this destination?			
Yes	54	90.9	90.9
No	3	9.1	9.1
Total	57	100.0	100.0
Tourism is a Primary source of your income?			
Yes	41	71.9	71.9
No	16	28.1	28.1
Total	57	100.0	100.0
Are you associated with this organization or your work is related to the concerned organization?			
Yes	57	100.0	100.0
Organization related work If yes			
Volunteer work	10	12.1	12.1
Project related work	18	36.4	36.4
Part of this origination	22	45.5	45.5
Others	7	6.1	6.1
Total	57	100.0	100.0

Table 4 categorized different aspects of social condition of local communities. Firstly, the table for the variable “What is your main employment in this destination?” it is evident that there are more percentage of people (42.42%) who do other works than the ones

mentioned under the variable. The second majority of people (21.21%) are depending upon the agricultural activities and then the remaining people (12.12%) depend on providing accommodation, souvenir shop like maintaining resorts and hotels and local transportation to tourists. Secondly from the above Table, it is observed that there are 90.91% of people having their own property in the destination and the remaining very least percentage of people 9.09% do not have any kind of property in this destination. Thirdly, it is noticed that all respondents, 100% are associated with this organization and they do the organizational related works. Lastly from the above table, it is observed that there are 82.14% of people associated and being part of the organization and the remaining 18% of people are not associated with the organization but they are divided into three parts such as volunteer work (7.14%), Project related work (5.36%) and others (5.36%).

Table 5. Economic condition of local communities (n=57) (Data source: based on primary data)

What are some of the primary recreational activities that you offer to tourist?

	Frequency	Percent	Valid Percent
SIBT SHOP	4	9.1	9.1
Site Seeing, Village Walk and Agriculture	37	51.5	51.5
Football	1	3.0	3.0
Handicrafts	1	3.0	3.0
Training Programs	6	15.2	15.2
Cooking, Dancing and Singing	3	6.1	6.1
Tour guide and boating	5	12.1	12.1
Total	57	100.0	100.0

Do you belong to any local clubs, groups, organizations, or associations?

Yes	55	93.9	93.9
No	2	6.1	6.1
Total	57	100.0	100.0

Educational Qualification?

School Level	24	42.4	42.4
High School Level	08	15.2	15.2
University Level	10	18.2	18.2
Others	15	24.2	24.2
Total	57	100.0	100.0

What is your total annual household income?

10,000 to 25,000 INR	38	63.6	63.6
25,000 to 50,000 INR	15	30.3	30.3
50,000 to 75,000 INR	2	3.0	3.0
75,000 to 1,00,000 INR	2	3.0	3.0
Total	57	100.0	100.0

Tourism is a primary source of your income?

Yes	22	39.4	39.4
No	35	60.6	60.6
Total	57	100.0	100.0

Community Economy

Ecotourism development at Mangalajodi creates more employment opportunities (like tour guides, boatman, cooking people, and handicraft shops). Moreover, increased demand for local products encourage craft market in the village. Chilika lake fishing is primary employment opportunity for lots of local residences. Subsequently, to most of the local community, tourism is secondary source of income. During off tourism

sessions most of the local communities remain unemployed. To identify economic background of the local community of Mangalogdi researcher used questionnaire data to identify the economic background of local communities. A quantitative descriptive analysis was performed during the field work. The findings of the research on economic conditions of local communities of Mangalogdi local communities.

The above Table 5 categorized different aspects of socio-economic condition of local communities. Firstly, from the above Table on 'What are some of the primary recreational activities that you offer to tourist?' it is observed that local communities activities mostly provided to tourist are village walks and agriculture activities site seeing (51.52%).

Secondly, offered by training programs (15.15%). Thirdly tour guide (12.12%). Fourthly SBIT shops (9.09%). Fifthly cooking, dancing, and singing (6.06%).

Lastly Handicrafts and football activities (3.03%). Further, it is observed that most of the community members in this destination (93.94%) belongs to Mangalogdi organizational membership and (6.06%) are not related to organization but they work for organization when there is high density of tourists at destination. Secondly on Educational qualification, it is observed that overall education qualification of community members is primary school level studies (42.42%). Others like uneducated people is (24.24%) considered as least level of qualification. High school level of educational qualification (15.15%) and finally university level (18.18%). Fourthly annual income of local communities, it is observed that there are more percentage of community members (63.64%) whose income is between 10,000 to 25,000 INR. The second majority of community members (30.30%) have their income between 25,000 to 50,000 INR and then about 3.03% of community members income between 50,000 to 75,000 INR. None of communities had their income between 75,000 and 100,000. Overall observation is that community members' economic conditions are better during tourism season. Lastly when it comes to tourism being the primary source of income, it is observed that 39.39% of community members are totally related to tourism income in that destination and the reaming 60.61 percentage of communities are not related to tourism. They have other works in that destination like fishing, construction work, and agricultural activates.

Natural Resources

Lake Chilika has a range of natural resources that play a crucial role in sustaining local communities' livelihoods and create employment opportunities through ecotourism. As a result, the tourist density at Mangalajodi part of Chilika has increased, which leads to decrease of migratory birds, increase in waste and water pollution, affecting the drinking water, causing problems for local residence since Chilika Lake is not for useful purposes. Most of the local residence lack the awareness about ecosystem sustainability. During the interview with Chilika development authority, it was evident that "local residents were not fully aware of sustainability. They are more interested in financial benefits than environmental protection". Therefore, Mangalajodi ecotourism trust started awareness programs to local residences. Another important negative impact to the ecosystem is Channel Dredging because of siltation on the main channel which joins the open Chilika, becoming difficult for the fishermen who sails boats for fishing. Similar is the situations of the small creeks through which the local community uses for bird watching as a part of ecotourism. So, many times the fishermen use motor boats entering into the bird watching areas to pass through for open Chilika which disturbs a lot for the birds and their safe feeding habitats because of the noise of motor boats.

Number of Tourist Visiting Mangalajodi Ecotourism

Ecotourism in Mangalajodi is still at an early stage of development. As many tourist visit, Mangalajodi ecotourism consider this for promoting local communities economy as

well as improving the infrastructure of the village. However, because tourism development in Mangalajodi is new, only few numbers of tourist visit every year but growth is rapidly increasing. Figure 3 indicate annual tourist visit to Mangalajodi ecotourism trust. Stakeholders plays a crucial role in promoting sustainable tourism practices at Mangalajodi organization development.



Figure 3. Number of tourists who visited Mangalajodi ecotourism
(Source: based on data received from MET office during field work)

Ecotourism Infrastructure at Mangalajodi

Destination infrastructure plays a major role in the development of a destination (Khadaroo & Seetanah, 2008). Development of proper infrastructure such as accommodation, roads, restaurants, build recreational activities, and safety tour boats. During field work, it was observed that Mangalajodi lacked this infrastructure facility due to government failure to allocate budget for development of this village. From interviews with stakeholder of Mangalajodi we found that major negative feedback about this destination was infrastructure facilities, and sanitation was a serious issue, with open defecation on the road sides at the entry areas of the wetland. It creates unhealthy situations for tourist who visited Mangalajodi. Also, it paints a negative image for Mangalajodi and the district administration regarding sanitation.

CONCLUSION

This paper is set to identify stakeholder involvement in social entrepreneurship organizational ecotourism development and their framework to understand the social entrepreneurs ecotourism development in Mangalogdi ecotourism destination. This study identifies the leverage points for development of ecotourism for sustainability. The points are classified as a social, economic and natural leverage points that includes development of ecosystem, tourism infrastructure, increases the tourism visitors to destination, social entrepreneurship organizational marketing strategies to improving the attractions of the destination (Dwyer et al., 2009; Baggio, 2008; Meadows, 1999).

Social entrepreneurship organizations give superior value to stakeholders their main concern about sustainable business model (Mort et al., 2003). With the help of stakeholders, they protect the natural resource through socio-economic conditions of local communities. Village infrastructure concern as a negative issue at Mangalajodi. Parks, alternative tourist attractions, hotels and restaurants, recreational facilities, accessibility to Chilika Lake and pollution at Chilika wetland concern main issues to solve communities who lives around Chilika mostly depend on water transport. Almost 6000

local communities use inland motor boats every year which causes water pollution, being a main point of concern which require support from government to solve this issues (Khadaroo & Seetanah, 2008; Iwasaki et al., 2009). In Mangalogdi village there are serious issues of open defecation on the road sides at the entry areas of wetland. It creates unhealthy situations for tourist who visited Mangalajodi. Also, it gives a negative image for Mangalajodi and the district administration regarding sanitation.

“Hence, to address the issue Mangalogdi team will facilitate the listing of households who are using that area for the nature’s call and other households of the village who lacks toilets and coordinates with the block and district level officials for the execution under Swachha Bharat Yojana” Ghosh et al., (2006). The district administration through appropriate department/authorities needs to focus on this as a priority to execute well before the forthcoming tourism season start. Mangalogdi team would assist the people to facilitate construction of toilets. At the same time, as part of sensitization and creating awareness among the community, information, education and communication (IEC) materials can be displayed through posters, banners and continue with campaign.

In Chilika Lake and wetland poaching is still happening in some places where local residents don’t have employment and enough income to sustain their life. The government needs to provide some financial support or employment opportunities to residents near to Chilika Lake. Mangalajodi ecotourism organization is a well-organized sustainable entrepreneurs business model. This organization is in the developing stage and this Organizational business model has significantly Involvement with above mentioned different stakeholders to development of the destination. The main aim of the stakeholders is protecting the environment and provide the financial support to local communities.

Aknowlegments

The author would like to thank two anonymous reviewers for helpful comments and critical advice.

REFERENCES

- Abson, D.J. & Termansen, M. (2011). Valuing ecosystem services in terms of ecological risks and returns. *Conservation Biology*, 25(2), 250-258.
- Atanga, R.A. (2019). Stakeholder Views On Sustainable Communitybased Ecotourism: A Case of the Paga Crocodile Ponds in Ghana. *GeoJournal of Tourism and Geosites*, 25(2), 321-333. <https://doi.org/10.30892/gtg.25204-362>.
- Austin, J., Stevenson, H. & Wei-Skillern, J (2006). Social and Commercial Entrepreneurship: Same different or Both? *Entrepreneurship, Theory and Practice*, 30 (1): 1-22.
- Buzinde, C., Shockley, G., Andereck, K., Dee, E. & Frank, P. (2017). Theorizing social entrepreneurship within tourism studies. *Social Entrepreneurship and Tourism* (pp. 21-34). Springer, Cham.
- Brock, D.D. & Steiner, S. (2010). Social Entrepreneurship: Be the Change. Social Entrepreneurship Program. Available at: SSRN, 1344412.
- Covin, J.G. & Lumpkin, G.T. (2011). Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship theory and practice*, 35(5), 855-872.
- Carvache-Franco, M., Segarra-Oña, M. & Carrascosa-López, C. (2019). Motivations Analysis in Ecotourism Through an Empirical Application: Segmentation, Characteristics and Motivations Of The Consumer. *GeoJournal of Tourism and Geosites*, 24(1), 60-73. <https://doi.org/10.30892/gtg.24106-343>.
- Das, S. (2011). Ecotourism, Sustainable Development and The Indian State. *In Economic and Political Weekly*, XLVI (37), 60-67.
- Dees, J.G. & Anderson, B.B. (2003). For-profit social ventures. *International Journal of Entrepreneurship Education*, 2(1), 1-26.
- Dwyer, L., Edwards, D., Mistilis, N., Roman, C. & Scott, N. (2009). Destination and enterprise management for a tourism future. *Tourism management*, 30(1), 63-74.
- Eshun, G. & Tichaawa, T.M. (2019). Reconsidering participation for local community well-being in ecotourism in Ghana. *GeoJournal of Tourism and Geosites*, 27(4), 1184-1200. <https://doi.org/10.30892/gtg.27406-425>.

- Foster, W.A., Snaddon, J.L., Turner, E.C., Fayle, T.M., Cockerill, T.D., Ellwood, M.F. & Yusah, K.M. (2011). Establishing the evidence base for maintaining biodiversity and ecosystem function in the oil palm landscapes of South East Asia. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 366(1582), 3277-3291.
- Freeman, E.R. (2010). *Strategic Management: A Stakeholder Approach*. Cambridge: Cambridge University Press.
- Ghodeswar, B.M. (2013). Stakeholder Participation Approach to Ecotourism in India. In *International Conference on Tourism, Transport and Logistics (ICTTL 2013)* (pp. 14-16).
- Ghosh, A.K., Pattnaik, A.K., & Ballatore, T. J. (2006). Chilika Lagoon: Restoring ecological balance and livelihoods through re-salinization. *Lakes & Reservoirs: Research & Management*, 11(4), 239-255.
- Hall, J.K., Daneke, G.A. & Lenox, M.J. (2010). Sustainable development and entrepreneurship: Past contributions and future directions. *Journal of Business Venturing*, 25(5), 439-448.
- Hernández-Morcillo, M., Plieninger, T. & Bieling, C. (2013). An empirical review of cultural ecosystem service indicators. *Ecological indicators*, 29, 434-444.
- Hemmonsby, H. & Tichaawa, T.M. (2019). Using non-mega events for destination branding: a stakeholder perspective. *GeoJournal of Tourism and Geosites*, 24(1), 252-266. <https://doi.org/10.30892/gtg.24120-357>.
- Hirotsune, K.I.M.U.R.A. (2011, March). Tourism, sustainable tourism and ecotourism in developing countries. In *Proceedings of the ANDA International Conference*, Nagoya, Japan (pp. 5-7).
- Iwasaki, S., Razafindrabe, B. H. N. & Shaw, R. (2009). Fishery livelihoods and adaptation to climate change: a case study of Chilika lagoon, India. *Mitigation and Adaptation Strategies for Global Change*, 14(4), 339-355.
- Khadaroo, J. & Seetanah, B. (2008). The role of transport infrastructure in international tourism development: A gravity model approach. *Tourism management*, 29(5), 831-840.
- Kremen, C. (2005). Managing ecosystem services: what do we need to know about their ecology? *Ecology letters*, 8(5), 468-479.
- Lenssen, G., van den Berghe, L., Louche, C., Roper, J. & Cheney, G. (2005). The meanings of social entrepreneurship today. *Corporate Governance*, Vol. 5 No. 3, pp. 95-104. <https://doi.org/10.1108/14720700510604733>.
- Lordkipanidze, M., Brezet, H. & Backman, M. (2005). The entrepreneurship factor in sustainable tourism development. *Journal of cleaner production*, 13(8), 787-798.
- Maikhuri, R.K., Rana, U., Rao, K.S., Nautiyal, S. & Saxena, K. G. (2000). Promoting ecotourism in the buffer zone areas of Nanda Devi Biosphere Reserve: An option to resolve people-policy conflict. *International Journal of Sustainable Development & World Ecology*, 7(4), 333-342.
- Meadows, D. (1999). Leverage points. Places to Intervene in a System, <http://donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/>.
- Pattanaik, S. (2007). Conservation of environment and protection of marginalized fishing communities of lake Chilika in Orissa, India. *Journal of Human Ecology*, 22(4), 291-302.
- Roberts, D. & Woods, C. (2005). Changing the world on a shoestring: The concept of social entrepreneurship. *University of Auckland business review*, 7(1), 45-51.
- Robson, C. (1993) Real World Research. A Resource for Social Scientists and Practitioner Researchers. *Blackwell Publishers Inc., Oxford*.
- Situmorang, D.B.M. & Mirzanti, I.R. (2012). Social Entrepreneurship to Develop Ecotourism. *Procedia Economics and Finance*, 4, 398-405.
- Sullivan Mort, G., Weerawardena, J. & Carnegie, K. (2003). Social entrepreneurship: Towards conceptualization. *International journal of nonprofit and voluntary sector marketing*, 8(1), 76-88.
- Seelos, C. & Mair, J. (2005). Social entrepreneurship: Creating new business models to serve the poor. *Business horizons*, 48(3), 241-246.
- Strydom, A.J., Mangope, D. & Henama, U.S. (2019). Making Community-Based Tourism Sustainable: Evidence from The Free State Province, South Africa. *GeoJournal of Tourism and Geosites*, 24(1), 7-18. <https://doi.org/10.30892/gtg.24101-338>.
- Tetzschner, H. & Herlau, H. (2003). Innovation and Social Entrepreneurship in Tourism a Potential for Local Business Development (No. 49). IME Working Paper.
- Vos, W. & Meekes, H. (1999). Trends in European cultural landscape development: perspectives for a sustainable future. *Landscape and urban planning*, 46(1-3), 3-14.
- Vainikka, V. (2014). Travel agent discourses of mass tourism: beyond stereotypes? *Tourism Geographies*, 16(2), 318-332.
- Wight, P.A. (2001). Ecotourists: Not a homogeneous market segment. *The encyclopedia of ecotourism*, 37-62.
- Von der Weppen, J. & Cochrane, J. (2012). Social enterprises in tourism: An exploratory study of operational models and success factors. *Journal of Sustainable Tourism*, 20(3), 497-511.
- *** Millennium Ecosystem Assessment, M.E.A. (2015). Ecosystems and human well-being Synthesis, <https://www.millenniumassessment.org/documents/document.356.aspx.pdf>.

Submitted:
05.11.2019

Revised:
22.04.2020

Accepted and published online
29.04.2020