Examining the Role of Public Policy in Promoting Corporate
Social Responsibility Efforts of SME Tourism Operators:
A Conceptual Model

Dawn H. Pearcy, Ph.D.
Eastern Michigan University
550 Owen
Ypsilanti, Michigan USA
(011)734-487-7564
Dawn.Pearcy@emich.edu

Michelle J. Pearcy
Consultant
W. Palm Beach, FL USA

Alicia Anderson
Eastern Michigan University
469 Owen
Ypsilanti, Michigan USA
(011)734-487-3323
aander49@emich.edu

ABSTRACT
Academics and practitioners alike are interested in the role
that businesses and governments play in assuring that the pursuit
of corporate financial success does not take place at the expense
of people and the environment. In fact, some argue that enterprises
must work to ensure that their business activities actually improve the quality of life of various stakeholders as well as the natural environment – this is the essence of the concept of corporate social responsibility (CSR). This study develops a model of CSR implementation and outcomes among small- and medium-sized (SME) tourism operators, with an analysis of public policy as a vital antecedent. The paper also describes a proposed case study based on the successful CSR strategy employed by a Jamaican Bed and Breakfast as a means to examine the theoretical framework.

General Terms
Governance, tourism

Keywords
Corporate Social Responsibility, public policy, sustainable tourism, Jamaica, SMEs

1. INTRODUCTION
Tourism plays a major role in the world economy today and for
many countries, it proves to be a key source of employment and revenue [8]. This is indeed true on the Caribbean Island nation of Jamaica. Jamaica is an Island known for its beautiful natural surroundings and welcoming spirit, attracting visitors from around the world. With the tourism sector expected to grow to US$9.09 billion in economic activity by 2017, up from US$4.57 billion in 2007 [23], Jamaica’s future appears to be quite promising.

As is the case with many other island destinations, Jamaica is experiencing the pressure of balancing the benefit of increased tourism with the preservation of various natural and cultural resources as well as the economic impact upon its residents. This concern is reflected in the popular business press and a stream of academic research conducted on sustainable tourism [19, 11]. While a number of definitions of sustainable tourism exist, The United Nations World Tourism Organization (WTO) defines sustainable tourism as:
“Tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. Rather than being a type of product, it is an ethos that underpins all tourism activities. As such, it is integral to all aspects of tourism development and management rather than being an add-on component” [24].

According to the WTO, a key component of sustainable tourism is the establishment of a suitable balance between environmental, economic, and socio-cultural aspects of tourism development. Thus, sustainable tourism should: preserve and make optimal use of natural resources, respect the various social-cultural elements of host communities, and ensure fair distribution of long-term economic benefits to host communities, which contribute to the alleviation of poverty. For the purpose of this paper, sustainable tourism will be examined under the broad umbrella of a concept termed Corporate Social Responsibility (CSR).

While many definitions of CSR exist, some commonalities prevail. CSR involves the firm’s adoption into its business model, corporate actions and processes that are in accordance with the protection and support of human rights, preservation of the environment and compliance with legal requirements, ethics, and international norms which impact the communities in which it operates [4,5]. It is commonly held that CSR extends further than simply following the law and underscores the fact that all companies have obligations to a wider community.

The premise of CSR as applied to the tourism industry is that tourism service providers have a responsibility to ensure that their business practices not only work to ensure profit for the enterprise, but also enhance the lives of the wider community in which they operate. What could not be clearer is the need for
the sector to play a larger role in the equitable distribution of economic benefits derived from tourism in Jamaica. Despite the fact that millions of dollars in tourism revenue flow into Jamaica each year, nearly 17% of the population remains in an impoverished state [22]. While Jamaica has experienced a steady downward trend in poverty since 1994, the prevalence of poverty among women and those living in rural areas is still quite substantial [22]. Needless to say, poverty reduction is just one area in which great opportunity exists for tourism to make a positive impact.

Balancing environmental, socio-cultural and economic aspects of tourism development can prove to be quite challenging and requires concerted effort on the part of various individuals and groups impacted by tourism services (stakeholders). The Jamaican government acknowledges the critical role of public policy in advancing (sustainable) tourism development in its tourism sector plan contained in the document, “Vision 2030 Jamaica”. This document is the country’s development plan, which details its path toward achieving developed nation status by the year 2030.

2. PURPOSE

The purpose of this paper is to develop a theoretical model of CSR, in the tourism sector based on existing literature. This model will guide the direction of a planned case study involving a SME tourism provider that has successfully engaged in CSR in the town of Ocho Rios, Jamaica. This model considers the vital role of public policy in supporting and advancing CSR, the practical importance of collaboration between the Jamaican government, SME tourism operators and various stakeholders and other vital antecedents to socially responsible outcomes.

This research is relevant to the Caribbean Small Island Developing States in that it addresses many key issues elaborated in the Barbados Programme of Action (e.g., environmental sustainability and economic development), which resulted from the global conference on the sustainable development of Small Island Developing States in 1994. The paper is organized as follows: the theoretical model will be developed using existing academic literature, current efforts in place to support sustainable tourism in Jamaica and relevant aspects of “Vision 2030 Jamaica”. This will be followed by a description of the proposed case study of CSR efforts employed by the Blue House Boutique Bed & Breakfast Villa located in Ocho Rios, Jamaica. The paper concludes with a discussion of potential implications for practice.

3. LITERATURE OVERVIEW

3.1 Public Policy

3.1.1 Government’s Role in Supporting CSR

The World Business Council for Sustainable Development (WBCSD) has defined corporate social responsibility as “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life” (7, page 1). A key element of CSR is implementing a method to oversee the costs and benefits of the firm’s activities in relationship to internal and external stakeholders (e.g., employees, shareholders, community members, non-government organizations, etc.). Most would argue that the responsibility for management of these costs and benefits is shared by business enterprises and the government [7].

Fox, et al. (2002 [7]) note that various government standards with respect to tourism operations should go beyond a do-no-harm view to include a stance that, if managed in a sustainable manner, the sector can actually improve the environmental and socio-economic circumstances of the wider community. In order to promote these types of CSR efforts, Fox, et al. (2002 [7]) identify four key public sector roles – mandating, facilitating, partnering, endorsing. When various levels of government assume a “mandating” role, they establish minimum performance standards to which firms must adhere and that are rooted in law. Governments’ “facilitating” role includes actions to support and provide assistance or incentives to companies to promote engagement in CSR practices. According to Fox, et al. (2002 [7]) governments’ assumption of the “partnership” role is vital in achieving CSR goals. This occurs when governments work closely with the private sector to share complementary skills, inputs and other resources to address various issues germane to the wider community. Finally, the “endorsing” role is carried out by governments when they give their public approval to firms’ CSR efforts. This can take many forms; including recognizing firms with awards, adoption of exemplary CSR actions into public policy and “honorable mentions” in public speeches [7].

Fox, et al. (2002 [7]) note that the concept of CSR has not yet been fully embraced and implemented in the public sector of many industrialized and developing nations. However, the Jamaican government acknowledges the role of the tourism sector in addressing more than simple economic goals and objectives. According to the tourism sector plan of Vision 2030 Jamaica, one of the Jamaican government’s desired outcomes is “increased social responsibility on the part of the tourism sector”[23]. The document notes that “encouraging tourism enterprises to operate as good corporate citizens with integrity and ethical codes of practice should lead to improved quality of life in adjoining communities”[23]. One of the most apparent challenges with this desired outcome is the fact that a lack of consensus regarding the definition of CSR exists [1, 17]. Further, the notion of ethicality is also subject to interpretation, but is often viewed as doing the right thing. Some interpret this as the “do-no-harm principle” and would include practices such as ensuring that the firm does not contribute to air or water pollution or mistreat employees. However, this premise is quite different from the true spirit of CSR, which entails engaging in practices that go beyond do-no-harm and that are actually helpful to a community such as the efforts undertaken by the Blue House Bed and Breakfast (discussed in a later section).
independent states in the Western Hemisphere whose primary goals are democracy, peace, security, and development acknowledges the value of CSR in many ways [18]. One such example of the OAS’s emphasis on corporate social responsibility is a workshop which was held to create awareness of CSR and its significance in the Caribbean tourism industry. This workshop was sponsored by the Small Tourism Enterprises Program (STEP), which is a program initiated by OAS. In addition to creating CSR awareness, the workshop sought to build capacity in both the public and private sectors in the Caribbean and provide the requisite resources to facilitate the implementation of CSR initiatives in the Caribbean tourism industry. Following the three-day workshop, participants were expected to devise action plans for implementing effective CSR strategies in their country’s tourism sector.

Future OAS workshops are planned to promote CSR in the region. These workshops are to be targeted to hoteliers and other stakeholders to create awareness and establish ways by which small- and medium-sized tourism enterprises in the Caribbean can responsibly incorporate economic, social, and environmentally-sound practices into their operations.

3.1.2 Involving Tourism Sector Stakeholders in CSR Efforts

The flow of information regarding sustainability issues among relevant stakeholders (e.g., consumers, businesses, governments, and non-government organizations) expands the awareness level of all involved. Further, according to Jaffe, et al. (2000 [10]), increasing stakeholder involvement and information-sharing helps facilitate the adoption of the desired sustainable behaviors (including CSR). Principle 10 of the Rio Declaration underscores the need for stakeholder involvement in sustainable development issues, especially when considering the provision of services and consumption, as government agencies, individuals, and other entities all play a role in these matters. This concept extends to tourism [21].

CSR in general and sustainable tourism development, specifically require the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary [24]. One of the desired outcomes of the Vision 2030 Jamaica tourism sector plan is an expanded base of stakeholders in the tourism sector. In order to achieve this goal, the Jamaican government endeavors to create a structure to promote awareness, access to businesses opportunities, and broad public participation in tourism decision-making and management [23]. According to the Plan, some specific suggestions in this area include, amending the Tourist Board Act to facilitate stakeholder participation and reviewing the structure and composition of Resort Boards. A number of Jamaican organizations exist, which serve as mechanisms for stakeholder participation and governance. Some examples of these organizations are the local chapters of the Jamaica Hotel and Tourist Association (JHTA), the Resort Boards established in each resort area, Parish Development Committees and various community-based organizations [23].

The value of stakeholder involvement is further evidenced by the World Travel and Tourism Council’s Blueprint for New Tourism, which was developed in 2003, following the third Global Travel & Tourism Summit. This represents a new vision and strategy focused on the goal of creating a tourism and travel sector that provides benefits to everyone [25]. One of the foundations of “the Blueprint” is the development of a working collaboration and partnership between all industry stakeholders – both public and private. The three key principles of the Blueprint for New Tourism are: governmental recognition of travel and tourism as a high priority, corporate balance between profits, societal and environmental needs, and a shared pursuit of growth and financial success in the long-run [25]. Many of the specific recommendations under the Blueprint for New Tourism seek to further promote the notion of sustainable tourism and include: investment in the appropriate resources and infrastructure; preservation of natural resources and cultures, collaboration between the public and private sectors, increased stakeholder involvement, effective land use, and increased investment in the appropriate infrastructure. The basic tenets of the Blueprint for New Tourism are broadly reflected in the current approaches to the development of the tourism industry in Jamaica, as detailed in the Tourism Master Plan of Vision 2030 Jamaica [23].

The involvement of stakeholders in the planning and operation of the tourism industry enhances the prospect for a truly sustainable sector. According to Vision 2030 Jamaica, development of the national plan has benefited from the collaboration of various groups of people (organized into task forces), sharing information and perspectives. For example, when addressing the issue of poverty alleviation in Jamaica, some of the linkages among task forces mentioned include: education, training, gender issues, social welfare, social security, persons with disabilities and labor markets [23]. Interestingly, the document does not specifically mention the involvement of the tourism sector in this collaborative effort to combat poverty. Clearly, in the multi-faceted realm of sustainable tourism development and CSR, economic sustainability is an important issue that can be addressed by the tourism sector. The efforts of the SME tourism operator referenced later in the proposed case study illustrates how tourism can address socio-economic issues in practice.

Figure 1 below illustrates the role of public policy as described in the literature review above as an antecedent to CSR in the tourism sector. Subsequent sections discuss additional elements of the model including factors that further contribute to socially responsible outcomes.
Figure 1. Conceptual Model of Corporate Social Responsibility in the SME Tourism Sector
3.1.3 Knowledge Management

In addition to the four public sector roles identified by Fox, et al. (2002 [7]), which were noted in a previous section of this paper, the authors enumerated public sector activities, which strengthen CSR. These public sector activities were categorized by 10 key CSR themes. However, the report did not include an activity which the current author maintains is vital to reproducibility and widespread success of CSR efforts, namely knowledge management (KM). According to Mohammadi, et al. (2009 [15]), no universally-accepted definition knowledge management exists. However, the authors refer to a commonly cited one which is as follows: "Knowledge Management is the practice of selectively applying knowledge from previous experiences of decision-making to current and future decision-making activities with the express purpose of improving the organization’s effectiveness [12, page 17].

While KM is typically thought of as being utilized primarily in corporations, the public sector has always employed KM either on purpose or unintentionally [6]. In fact, Ekionea and Swain (2008 [6]) maintain that KM is inextricably tied to strategy, planning, consultation, and implementation in the realm of government operations. The Jennex (2005 [12]) definition of KM addresses sharing and applying of knowledge within a particular organization. However, this can also take place across entities. Specifically, Ekionea and Swain (2008 [6]) note that development of partnerships between governments and a wide array of its stakeholders facilitates the cost-effective sharing of useful knowledge.

Knowledge management is not only important in replicating successful CSR efforts, establishing an effective system to collect, disseminate, transfer and apply knowledge is vital in the successful development of public policy [3]. In fact, Riege and Lindsay (2006, page 28 [20]) state “the better the knowledge base upon which public policies are built, the more likely they are to succeed”. The authors note, knowledge transfer should be ongoing and should be bi-directional between the relevant stakeholders and various government agencies, thus leading to partnerships. These partnerships form the foundation for the transfer of scientific- and socially-based knowledge and are truly meaningful only when the government incorporates this knowledge into its operations; it is disseminated, and is ultimately applied to create public policy [3].

An essential aspect of knowledge management is generating the right knowledge. This requires identifying the appropriate stakeholders to create or generate the knowledge required to address specific CSR or sustainable tourism issues/problems and to allow certain strategies to be pursued. The Jamaican government should assume a coordinating role in this effort and encourage stakeholders to engage in “out-of-the-box” thinking if the nation is to establish widespread sustainable tourism efforts that positively impact the environment, the economy, and socio-cultural aspects of the community.

A key consideration in KM is not only among whom the knowledge will be shared, but also how the knowledge will be shared. Today, an option that immediately comes to mind in knowledge sharing is the use of various information and communication technology (ICT) networks. However, with national figures for Internet use in Jamaica at approximately 54% of the population in 2008 [9], not all relevant stakeholders have access to technological tools that assist in knowledge sharing. Therefore, a concerted effort must be made to implement additional ways to reach stakeholders. This includes not only mass meetings in central locations; it might also require traveling to remote locations to allow rural stakeholders to become involved.

Another key aspect of KM involves ascertaining whether the knowledge that has been created will prove to be beneficial in addressing a problem, accomplishing a project or achieving predetermined CSR goals in the tourism sector. There is always a risk that some knowledge generated is flawed. Typically, some sound ideas will emerge from participating stakeholders; while other ideas will not be viable. Key stakeholders should work together to establish an assessment process, with preset criteria for evaluating the knowledge created.

Subsequent to the knowledge creation, sharing, and evaluation process, the resulting knowledge is then put into use. In this case, the knowledge generated on the part of various stakeholders would be used to initiate, support and expand CSR efforts among SME tourism providers in Jamaica. Ultimately, the appropriate parties would evaluate the outcomes of the KM process and examine whether or not the knowledge generated and employed was indeed useful in achieving CSR objectives. It is also important to inform stakeholders how the knowledge they provided impacted outcomes, identify successful and unsuccessful elements of KM and establish what new types of knowledge will be need to be created and shared in the future.

4. Socially Responsible Outcomes – Blue House Bed & Breakfast as an Example

In the attempt to avoid and negate the detrimental effects of mass tourism, Vision 2030 Jamaica emphasizes the long-term need for various forms of sustainable tourism, including responsible and ethical tourism. The plan notes that the development and implementation of policies and careful planning are required to support this goal of furthering alternative forms of tourism. The multi-faceted nature of sustainable tourism poses a considerable challenge in implementation. To be truly successful, tourism policies and efforts must successfully address a myriad of ecological, socio-cultural and economic issues/problems [16]. An additional challenge is that achieving sustainable, responsible, and/or ethical tourism requires concerted efforts on the part of many.

Clearly, the efforts of a broad range of tourism providers, among others is required if a destination is to maximize its sustainability efforts. Sustainable tourism development by its very definition enables “the system in which it is located to maintain a state of health that is necessary for survival at a higher level of quality”. In this case, the “state of health” is defined as the condition of a system that is regarded as a desirable and acceptable standard for survival for a living system” [13, page 433]. One example of unyielding effort on the part of a SME tourism provider to contribute to sustainable tourism development through CSR efforts is the endeavors of the Blue House Bed and Breakfast in Ocho Rios, Jamaica.
Blue House has successfully developed and implemented a model that uses tourism as means of improving the lives of residents in local communities. Over five years ago, the proprietor of Blue House formed a non-profit organization called Bread Basket Ministries, with a goal of “alleviating human need and suffering in Ocho Rios Jamaica by helping to provide the basic necessities of life to the poor, the neglected and the marginalized” [2]. Blue House employs three broad tourism-enabled approaches to support and advance its CSR endeavors. First, the proceeds of the Bed and Breakfast assist in the support the non-profit arm. Second, Bread Basket Ministries benefits from the philanthropic efforts of concerned travelers and others. Finally, travelers interested in volunteer tourism are afforded the opportunity to devote their time and effort while visiting Jamaica to help Bread Basket Ministries further its goals of improving the quality of life in various local communities.

Bread Basket Ministries helps to improve the quality of life of residents of Ocho Rios by providing assistance to the elderly, children, and physically challenged. Some of the specific needs that are addressed include nutrition, medical care, housing and education. As a faith-based non-profit, Bread Basket Ministries also provides guidance and support to those seeking greater understanding of Christian tenets and who desire to incorporate Christian values and beliefs into their lives.

This non-profit provides an array of volunteer tourism opportunities such as teaching children basic reading, English and computer skills, which they would have not otherwise acquired as well as sports training to improve children’s physical well-being, instill teamwork principles and bolster self-esteem. In addition, volunteer tourists can assist the elderly and other impoverished families by helping with minor home repairs, creating clean water sources, sanitation, or even helping to build entire homes. Volunteer tourists who are, of course accommodated at the Blue House Bed and Breakfast are able to meet local residents and increase their awareness of the challenging socio-economic circumstances faced by a segment of Jamaica’s population, while also witnessing how their efforts make a positive difference. This is an experience that is not available to travelers who choose to vacation at the Island’s large hotels and all-inclusive resorts.

Blue House also contributes to socio-economic elements of CSR through its support of local enterprises. This ranges from their focus on the use of local ingredients in their meals to arranging tours to other smaller, locally-owned leisure, entertainment or cultural attractions in the area. These efforts, of course help to diffuse tourist dollars throughout the local community. This is in sharp contrast to what often takes place when tourists spend their vacations at large, all-inclusive resorts where they are often dissuaded from venturing outside of the resort grounds to experience the local culture.

In addition to its focus on socio-economic issues relevant to the local community, Blue House also embraces environmental responsibility. The resort is committed to various programs intended to preserve natural resources including recycling, composting, water and energy conservation, and restricting the use of industrial chemicals in the course of business. Blue House pursues its eco-friendliness goals through strategy development and execution, staff education, and systems to monitor and control outcomes. The resort makes use of its natural surroundings, flora and fauna as well as day trips to local off-the–beaten path natural sites such as waterfalls and mineral baths to create a pleasant vacation experience that proves to be particularly appealing to the eco-tourist.

5. Planned Methodology and Research Questions

The planned methodology involves an in-depth case study, which will be conducted with the proprietor of the Blue House Bed and Breakfast. The Blue house is a small entrepreneurial venture, with a staff less than ten. The case study will be conducted via phone and e-mail with the single respondent, Blue House’s owner. The case study will seek to answer a number of questions that will provide insight into a SME’s experience with various facets of CSR. The case study, which will be guided by the proposed research model, will address the following:

5.1 Public Policy Items

- To what extent does the public sector in Jamaica engage in mandating, facilitating, partnering, and endorsing for the purpose of supporting Blue House’s and other SMEs’ efforts to engage in CSR?
- What additional types of government actions and/or policies would help effectively support Blue House’s and other SMEs’ CSR efforts?
- What is needed in the way of public policy to help make SMEs’ successful CSR approaches (such as those of Blue House) replicable?
- How can public policy encourage SMEs to operate as good corporate citizens and engage in actions that will improve the quality of life in adjoining communities?

5.2 Stakeholder Involvement Items

- To the proprietor’s knowledge, to what extent has the Jamaican government encouraged public participation in tourism decision-making and management? How do various stakeholders participate?
- Which stakeholder groups currently participate in the tourism decision-making and management process and are there any that have been excluded?
- What are some viable approaches to promoting public participation and stakeholder involvement in decision-making and management with respect to CSR and sustainable tourism development?
5.3 Philanthropic Support and Volunteer Tourism Items

- In Blue House’s experience, what has been the role of philanthropy and volunteer tourism in its CSR efforts?
- What role might public policy play in the promotion of volunteer tourism as a viable niche market for Jamaica?
- How can SMEs better market opportunities for philanthropic support of CSR efforts and volunteer tourism in Jamaica?

5.4 Outcomes of Successful CSR Implementation Items

- Detail the ideal CSR goals of SME tourism operators. In other words, what should SME tourism operators seek to achieve in the way of CSR?
- How might CSR success be measured?
- What are some of Blue House’s specific successes (economic, social, and environmental) in the areas of CSR and sustainable tourism?
- Detail less-than-optimal outcomes of Blue House’s CSR efforts (if any) and note opportunities for improvement.
- What are some specific observable successes on the part of other SME tourism enterprises in these areas?

5.5 Knowledge Management Items

- What information is needed to help SMEs promote CSR?
- Who is responsible for creating the information required by SMEs to engage in CSR?
- How can public policy promote knowledge sharing through traditional (e.g., public meetings) and other more innovative means?
- How might CSR-related information sharing take place among SMEs?
- What criteria are being (or should be) used for evaluating whether the knowledge shared is beneficial in promoting/supporting CSR efforts?
- Is there public policy in place to ensure that knowledge is properly managed and kept current and relevant? If not, what might be the best approach in ensuring this takes place? Who should be responsible?

6. Potential Implications for Practice

Conducting this case study as well as related research on successful implementation of CSR in the SME tourism sector is important because it has the potential to serve as input for the development of public policy. Increased knowledge about successful sustainable tourism/CSR endeavors will increase the likelihood that these practices can be replicated. However, it must be emphasized that successful widespread replication will require active government involvement in form of mandating, facilitating, partnering, and endorsing (as previously noted).

Government agencies can use what is known about the SMEs’ socially responsible strategies and outcomes to mandate that tourism providers establish objectives and work toward sustainable tourism goals. For example, research indicates that linen-reuse programs save resources and money; additionally the United States Environmental Protection Agency (EPA) notes that the use of equipment that is water-efficient and the implementation of water conservation strategies can result in a hotel’s reduction of its water consumption by up to 30% [14]. Using the public policy approach noted in the theoretical model, the Jamaican government can use what it has discovered through research to mandate linen-reuse programs and the use of water-efficient laundering equipment in accommodations across the Island. If public policy dictates that all hotels and resorts implement linen-reuse programs and employ water-efficient equipment, hoteliers would also likely benefit greatly from government support. This is where the government’s role to facilitate would come into play. This might take the form of tax breaks to help firms offset the initial cost of purchasing new equipment. In addition, the Jamaican government could seek out partnerships with tourism enterprises to market sector-wide linen-reuse and other water conservation programs. The Jamaica Tourist Board (JTB), a government agency that is responsible for marketing Jamaica as a tourism destination possesses specialized expertise and skills that would prove to be beneficial to hoteliers in their attempts to garner tourist participation in linen-reuse programs and in helping position Jamaica as an environmentally-friendly destination. Finally, the Jamaican government can endorse the efforts of tourism enterprises that implement successful sustainable tourism/CSR efforts by providing public praise of their efforts, disseminating information about the best practices of these enterprises or even establishing a system that provides awards/rewards to firms that achieve outstanding results.
REFERENCES


