

# **Entrepreneurship in the Tourism Sector: A Comparative Approach of Haiti, Coastal Kenya and Mauritius**

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## **Abstract**

The entrepreneurship sector is an important component of any tourism industry. In Haiti, Kenya and Mauritius entrepreneurship appears to have a potential to contribute to the sustainable development of their respective tourism sectors. Moreover, no academic paper has been written so far about entrepreneurship in the tourism sector comparing Haiti, Kenya and Mauritius. This article therefore aims to contribute to the body of meta-literature in this area and seeks to identify the characteristics of entrepreneurs and the entrepreneurial process in the tourism sector of the three post colonial destinations. The findings indicate that even if entrepreneurship is a contextual concept, destinations with similar profiles are developing similar types of entrepreneurial schemes. It is also very important that the different governments rethink their financial systems. The lack of funding has constraining impacts on the development of social enterprise and enterprise in general. Although many enterprises have a survival strategy, particularly in Kenya and Haiti it is becoming evident that a weakness can be turned into a strength. Social entrepreneurship linked to the tourism sector seems to be the way forward.

**Keywords:** Tourism, Entrepreneurship, Haiti, Mauritius, Kenya

## **Introduction**

The component of a tourism destination comprises a variety of stakeholders nurturing a wide range of both compatible and conflicting interests (Cooper, 2011). As such, one important sector which makes significant contributions in the tourism industry is entrepreneurship. This paper therefore seeks to study this particular component of tourism by choosing Haiti, Mauritius and Kenya, as case studies.

Tourism has been a central pillar in the development strategy for developing nations since the 60s, strongly advocated by such organisations as the Organisation for Economic Cooperation and Development (OECD), World Bank and United Nations (Crick, 1989). Indeed, tourism has been a growing contributor to Gross Domestic Products (GDPs) and exports in over half of all African countries, and as such has been identified as a key sector for poverty alleviation in Africa (Karambakuwa, et al, 2011 ; Mshenga and Owuor, 2009).

Since the 80s there is a growing awareness that alternative forms of tourism with a more equitable involvement and distribution amongst all stakeholders is required. Locals instead of standing on the periphery need to be involved in a form of tourism where less foreign

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capital, more local people, food and architecture are engaged (Crick, 1989; Michel, 2000; Manyara and Jones, 2005; Akama, 2002 and Mshenga and Owuor, 2009). The tourism sector on the Kenya coast straddles a wide range of business opportunities and provides a fertile source of possibilities for local entrepreneurs (Mshenga and Owuor, 2009). However, due to external control and management of tourism establishments and the limited access of local entrepreneurs to resources, credit, training, education and cross cultural awareness, local entrepreneurs are uncompetitive in the 'knowledge based' tourism industry (Akama and Kieti, 2007; Mshenga and Owuor, 2009). Most entrepreneurs have small and short lived businesses based purely on a survival strategy. This is the situation in Mauritius where small and medium tourism enterprises (SMTEs) remained small with their organisational structures constraining development; objectives are just business survival (Morisson, 2006).

In Haiti, coastal Kenya and Mauritius, businesses in the tourism sector do not seem to operate with a strategy but are driven by a need to survive (Van der Sterren, 2008) and yet, the academic community tends to increasingly agree that entrepreneurship is a crucial element in fostering economic development and growth. Although a statistically significant relationship between entrepreneurial activity and national growth has been found (Huggin and Williams in Carter, and Jones-Evans, 2012), Baumol (1990) argues that the form that entrepreneurial activity takes is governed by the incentives that a given society's rules and norms create. In some societies in certain points in time, institutional factors lead to destructive environmental and rent seeking entrepreneurial activities rather than socially productive activities. Thus, entrepreneurial activity can exist on a continuum from destructive, unproductive, survival, productive to socially and environmentally constructive and proactive activities. The concept of social entrepreneurship and its positive relation to sustain ability principles and global citizenship goals fall in the positive end of the entrepreneurial continuum. Moreover, entrepreneurship in the tourism sector of tropical coastal environments seems to have a specific form of development different from main stream entrepreneurship. This paper will therefore focus on examining the impact of entrepreneurship on a specific sector of the economy; the tourism (and hospitality) sector in Haiti, coastal Kenya and Mauritius. The three destinations are chosen for the following reasons:

- Seraphin's mother is from Haiti; Butler grew up in Kenya and Gowreesunkar is Mauritian;
- The slave trade has impacted on the tourism and hospitality sector in Kenya the starting point and Haiti the extension point (Seraphin & Butler, 2013);
- Haiti and Mauritius are geographically insular and form part of the Small Island Developing States (SIDS);
- Coastal Kenya and Mauritius are both part of the African continent;
- Tourism is an important pillar for all three economies with entrepreneurship, as a major component.
- All three destinations offer similar tourism products like culture, nature, heritage, sea, sun and sand;
- Each of the destinations is characterized by similar challenges regarding the management of their respective tourism industry;
- To date, there has been no comparative study conducted on tourism entrepreneurship focusing on those three destinations.

This paper seeks to identify the characteristics of entrepreneurs and the entrepreneurial

process in the tourism sector of the three post colonial destinations. The most pertinent factors common to all three destinations are that they have a history of slavery and colonisation, with Kenya as a starting point and Mauritius and Haiti as extension points. Haiti, Mauritius and coastal Kenya all share a similar climate and coastal environment offering an enormous potential for coastal tourism development. All three countries have strong pro-tourism policies. In order to entice foreign direct investment (FDI) Third World countries have offered generous financial incentives, such as tax free profits (Crick, 1989).

All three destinations also share some considerable challenges. It is exactly these kinds of financial enticements that have led to political corruption and fraud in the tourism industry (Crick, 1989). It has encouraged high levels of vertical integration in the tourist industry leading to strong connections between destination country elites, foreign airlines, foreign tourist operators, hotel chains, local car hire companies and foodstuff and facility contracts, which meant the tourism industry has suffered from chronic leakage of Foreign Direct Investment (FDI) which never reached the destination country (Crick, 1989). Countries such as Mauritius have had leakages of up to 90% of earned foreign exchange (Crick, 1989). Kenya has had leakages estimated at 40% - 70% (Akama, 2002). This vertical integration has also impacted on the type of job creation. Thus, employment offered by the tourism industry, has not held up to expectations; most of the jobs generated are seasonal, unskilled and low earning (Crick, 1989). Income filtering down to grassroots levels from total tourism revenues in Kenya was only in the region of 2% - 5% predominantly in low paying, servile jobs, hawking of souvenirs and agricultural produce (Akama, 2002). Clearly, the opportunities are there but other factors external to and in addition to the entrepreneur need to be considered (Akama, 2002 and Shane, 2004).

The coastal environment bestows a huge range of opportunities for entrepreneurship in tourism on the three destinations, but sustainability issues are paramount. Haiti and Mauritius are both part of the Small Island Developing States (SIDS) and Kenya has a large coast line; all three have prime marine and coastal resources which provide essential goods and services as well as strong tourist attractions. These marine and coastal ecosystems encompass complex habitats such as coral reefs, mangrove forests, sea grass meadows, estuaries, flood plain swamps and coastal upwelling sub-ecosystems that are classed as the most productive coastal and offshore waters in the world (COAST, 2012). As much as this environment holds immense potential for sustainable tourism and entrepreneurship, it also presents some challenging issues on how to implement and manage this, otherwise irreparable damage to these ecosystems would result in significant economic losses for the destination countries. Environmental degradation and human wellbeing are closely linked (Population Council, 2005). All three countries have suffered considerable damage to their reefs with human population pressures, over fishing, pollution, natural phenomena related to climate change causing coral bleaching events, institutional issues such as lack of knowledge, technologies and inadequate natural resource management (NEMA, 2009; De St. Antoine, 2011 and Reef check, 2010). The increased population puts stress on the coastal ecosystems through using the functions, habitat (biological or system properties of ecosystems), goods (food eg. Fish) and services such as waste assimilation (Cesar, 2002).

Both Haiti and Kenya are classed as low income developing countries whilst Mauritius is an upper middle income developing country (World Bank, 2012). Nunn (2008) and Nunn and Wantchekon (2011) explain that the long term effects of slavery have a negative impact on the economic development and interpersonal trust levels in African

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countries that were involved in the slave trade. Seraph in and Butler (2013) found that this had also impacted on the tourism and hospitality sector in Kenya the starting point and Haiti the extension point. Yet Mauritius which shares a history of imported slaves and sugar plantations with Haiti is thriving economically. What lessons can be learnt from Mauritius? Why has the economy in Mauritius thrived whilst those in Haiti and Kenya fall far behind? Both Kenya and Haiti have high levels of poverty, 45.9% and 78% respectively, large proportions of their population who are 24 years and under, 63% and 57% respectively (World Bank, 2012) and high unemployment rates 40% and 40.6% respectively (Etale, 2013 and CIA, 2012). In Kenya, 75% of the unemployed are youth and of the people who are employed in both Haiti and Kenya, many are underemployed with such meagre wages that they are still on the poverty line (Lukhoba, 2013 and CIA, 2012). This has led to survival, unproductive and destructive forms of entrepreneurship on the Kenya coast such as prostitution, overfishing, use of unsustainable fishing techniques and plundering of reefs for souvenir shells (IRIN, 2007 and Obura, 2005). Conversely, Mauritius only has an unemployment rate of 8.2% and a GNI per capita more than ten times that of Haiti and Kenya (Statistics Mauritius, 2012 and World Bank, 2012). However, Mauritius has CO<sub>2</sub> emissions of 3.0 metric tons per capita which is ten times as much as Kenya and Haiti (World Bank, 2012), an additional challenge for a small island state in their sustain ability considerations. Manyara and Jones (2005), explained micro and small scale enterprises can increase the participation of the poor in the tourism industry. Rogerson (2003), based on his research in South Africa backs up Manyara and Jones (2005), as he argues that it is only through small enterprises that rural people can participate in tourism. Shah (2000) also explained that when formal tourism enterprises are owned by locals, there is a high likelihood of local supplies, meaning other sectors of the local economy are going to benefit from the activity. Wanhill (2000) contended that for tourism to be beneficial in terms of income generation, economic growth, poverty reduction and improving rural livelihoods, it has to be linked to a component of the local economy. Thus entrepreneurship in tourism increases the participation of the locals in the sector and can contribute positively to the economic and social well being of a population if some conditions are met. However, impacts of the tourism industry on a destination are disparate hence the reason we have picked three different types of destinations. This paper will analyse social entrepreneurship as a tool for the development of Haiti, coastal Kenya and Mauritius.

As this paper explores the best type of entrepreneurship in tourism for a destination, we will be guided by the following research question:

(1) Can the development of (social) entrepreneurship in the tourism sector be the way forward for the economic development of Haiti, coastal Kenya and Mauritius? This paper seeks to establish a link between development theory and tourism and challenge the assumption that this linkage remains relatively limited compared to other economic sectors (Holden, 2013).

(2) What are the peculiarities of (social) entrepreneurship for island tourism and black developing countries with coastal tourism?

This paper takes the opportunity to re-emphasise that entrepreneurship is a contextual concept, by examining research papers and reports on entrepreneurship, entrepreneurship and tourism and social entrepreneurship. The study will be mainly exploratory and comparative in nature and adopts a three-stage research design:

- (1) The first stage comprises an extensive literature review on (social) entrepreneurship in tourism
- (2) A comparative approach of the studied destinations
- (3) Finally, establish theories regarding the potential of (social) entrepreneurship for poverty reduction.

## **2. Theoretical Framework for Entrepreneurship**

### **2.1. Entrepreneurship**

Literature has offered two different explanations for entrepreneurial opportunities, the Kirznerian (1973) perspective and the Schumpeterian (1934) perspective cited in Shane (2004). For Schumpeter, entrepreneurship and therefore the entrepreneurs play an important role on the economic development of a country. Those entrepreneurs according to his theory have to be innovative by introducing new goods or a new quality of a good, introduce new method of production, open a new market, and develop a new source of supply or raw materials or half-manufactured goods. Moreover, Schumpeter (1934) cited in Shane (2004) believed that new information is essential in the existence of an entrepreneurial opportunity which he believed came about through changes in technology, political forces, regulation, macro-economic factors and social trends. These created new information that entrepreneurs could use to recombine resources into more valuable forms. Kirzner (1973, 1985, 1997) cited in Shane (2004) argued that it was only differential access to information that gives rise to an entrepreneurial opportunity. Shane (2004) contends that both perspectives can coexist and present different types of opportunities. Schumpeterian opportunities are innovative and involve new knowledge while Kirznerian opportunities are not very innovative and replicate existing organizational forms. This makes Schumpeterian opportunities more risky but also more valuable if successful (Shane, 2004). Shane (2004) found no research to explain the sources of Kirznerian opportunities but Schumpeterian opportunities are divided into three main groups (technological changes, political and regulatory changes and social / demographic changes) which can take five different forms: new products or services, new geographical markets, new raw materials, new methods of production and new ways of organizing.

Discovery of entrepreneurial opportunities can also occur because the price system does not always distribute resources effectively, but the price system does not provide information about new ways of producing or organizing through the use of technology (Shane, 2004). Nor do prices provide information about competitors' actions in reaction to entrepreneurial entry. When people use price systems in their decision making they use mathematical rules within known means-ends frameworks in order to optimize their results.

When price systems cannot be used, people must make their decisions about resources using information that only they are privy to, creating new means-ends frameworks. This requires judgmental decision making based on a new interpretation of the same information, or new information that is only known to the entrepreneur (Shane, 2004). Once an opportunity has been discovered, a decision on whether to exploit it has to be made by the individual. Whether or not this decision is taken is strongly influenced by differences in individual level factors that are both psychological and demographic (Shane, 2004). Entrepreneurs pursue uncertain opportunities as they believe they will gain more than they are giving up (Venkataraman, 1997 cited in Shane, 2004). The expected perceived value

received from exploiting an opportunity is influenced by three factors: 1) the nature of the opportunity and the industry in which it is located as well as the institutional environment, 2) the individual's psychological factors 3) the individual's non-psychological factors. Individuals are more likely to exploit a discovered opportunity as the gap between expected returns received on exploiting the opportunity and alternative uses of their time increases (Shane, 2004). Thus, people who have higher earnings are less likely to exploit opportunities, whereas people who are unemployed are more likely to exploit them. Education also increases this gap as it gives people information and skills that enhance their ability to exploit an opportunity and improves entrepreneurial judgment (Shane, 2004).

The economic, political and cultural institutional environments influence the context in which entrepreneurs operate and strongly impact the exploitation of opportunities. The institutional environment encompasses both the 'rules of the game' that provide the economic incentives to pursue certain types of actions and the social setting which determines what is or is not legitimate and/or acceptable (Shane, 2004). Baumol (1990) contends that the number of entrepreneurs and entrepreneurial opportunities is constant over time and place; only the distribution of productive and unproductive forms varies across these dimensions depending on the institutional environment. If this is true, the occurrence of social entrepreneurship would be heavily influenced by the institutional environment.

Castellon had a more simplistic view of the entrepreneur as he considered an entrepreneur to be anyone who purchased a good at a certain price, used that good to produce a product and then sold the product at a certain price. Cantillon, however included the notion of risk and adaptation to the market in his definition. Successful entrepreneurs were those who managed to adapt to the market and cope with risk and uncertainty better than others (Cantillon, 1758). Knight in his definition of 'entrepreneurship' emphasises the risk and uncertainty factors, and adds that entrepreneurs are able to take action in the face of unknown future events (Knight, 1921). For Drucker (1985), the 'risk' exists only for the so-called entrepreneurs who don't know what they are doing. Combining these definitions of 'entrepreneurship' some key points arise, innovation, production, benefits, risk and uncertainty management. Cartland et al., 1984 make it clear that there is a difference between owning a business and being an entrepreneur. Sahlman, et al. (1999) claimed that thinking entrepreneurially is essential to be an entrepreneur. Their definition of entrepreneurship includes the importance of a management style that involves pursuing opportunities without regard to the resources currently controlled. Our first question is: Can the Haitians, Kenyans and Mauritians be considered as entrepreneurs when their main strategy is one of survival (Mshenga and Owuor, 2009). They are driven only by their perception of the opportunities that exist in their environment and are not constrained by the resources at hand. This strategic orientation requires being creative and innovative. Hence the reason we believe the Haitians, Kenyans and Mauritians are promoters instead of entrepreneurs (Hypothesis 1 (H1)).

## **2.1. Entrepreneurship and Tourism**

Das and Sharma (2009) observe that tourism destinations have two primary roles; firstly, it must seek to enhance the social and economic well-being of the residents who live within its boundaries. Secondly, it must provide this enhancement of resident well-being. Entrepreneurship in tourism encompasses both roles as it contributes to economic prosperity of the locals which ultimately enhances the well-being of residents. This sentiment is echoed in the words of Swanso and Devereaux (2012: 480): "*tourism has a potential solution for increased economic prosperity*". The tourism industry in the three countries is well suited to

entrepreneurial opportunities for the following reasons:

- Knowledge conditions - locals possess local cultural and environmental knowledge;
- The growing demand for authenticity in tourism offers new entrepreneurial opportunities.
- The size of innovating entities can be small, the tourism industry has a big, growing and segmented market, it is open to new designs(new experiences for the tourist), it can be profitable with lowcost inputs.
- Mauritius has a strong human capital foundation developed through consistent and equitable investment in human development. This enables Mauritius to exploit advantages, learn from expertise brought in through Foreign Direct Investment (FDI) and maintain competitiveness in a fast evolving international market.

According to Butler (1980) when there is a growth in tourist demand, entrepreneurial development occurs in specific sectors of the tourism sector. However, Din (1992) noted that the receiving community may not possess the cultural and economic capacity to appreciate the opportunities particularly when the community is poor. Underdeveloped societies are held back by illiteracy, ignorance and superstition(Holden,2013). Kirsten and Rogerson (2002) noted the same situation in their research on tourism MSEs in South Africa where there is a limited involvement of local black entrepreneurs due to their limited resources and difficulties to secure credit from financial institutions, in addition to limited and inadequate training and education. Most of the entrepreneurs only have a primary level of education. Akama and Kietie (2007) emphasise that skills and knowledge are important factors in influencing entrepreneurship and Echtner (1995) highlighted the importance of entrepreneurship training in these situations. Thus hypothesis two(H2) is as follows: The development of entrepreneurship in the tourism sector of a destination depends on the Human Development Index (HDI) of the destination in terms of longevity, education and income. Subsequently this paper will identify where our three chosen destinations are in their entrepreneurship development in tourism.

## **2.3 Social Entrepreneurship and Tourism**

International attention is increasingly being directed at social entrepreneurship and social enterprise (Chell et al., 2010). Kuhns (2004) defines community based enterprises as those contributing to economic and social well-being and development of community members but with a clear commercial intent. As these projects' main objectives are to bring change they can be considered as being innovative and entrepreneurial as they are concerned with a process of change, emergence and creation. The concept of Social Enterprise (SE) is gaining increasing popularity. However, socially productive entrepreneurship is dependent on the strength of a country's social institutions and the rules and norms it instills in its society (Baumol, 1990). Therefore, we can expect this to be reflected in the way in which the three destinations invest in its peoples as demonstrated by their development indices. To understand social entrepreneurship from an island tourism perspective, it is necessary to examine the relation between social entrepreneurship and island tourism. Island tourism usually suffers from insularity, vulnerability and peripherality and as such is constantly involved in sustain ability issues. A truly sustainable island destination is one where social needs and welfare, and economic opportunity and environmental limits are integrally

considered while making decisions. Whilst social entrepreneurship works towards the welfare of the environment and the society, sustainability in island and coastal tourism also nurtures similar objectives. Moreover, tourism as an international industry, is dependent on a harmonious international relationship which is addressed through global citizenship. Thus, to ensure that social entrepreneurship imperatives are balanced with the broader economic, social, environmental and international objectives, its development requires a thorough educational campaign. In line with this philosophy, Gretzel et al (2008) argue that there is an ever greater recognition that sustainable tourism education has to be value-laden. Based on these observations, social entrepreneurship in the field of island tourism might be defined as: *“A creative business that progressively engages islanders in the sustainable production of authentic tourism products that benefits the islander's community, the islander's environment, the island's economy and ultimately contributes in instilling global citizenship values”*

This definition is well aligned with the realities of island destinations which often suffer from leakages and foreign ownership and control of their local resources. Social entrepreneurship and island tourism strive to uphold similar objectives of protecting the welfare of the locals. Even if the above explanation focuses on SIDS like Haiti and Mauritius, it could easily be extended to other types of destinations like coastal Kenya. Our third hypothesis (H3), is that (social) entrepreneurship in tourism is the way forward for Haiti, coastal Kenya and Mauritius. Despite the three destinations having similar features, it is important to mention that they also have differences. What works in one destination might not be a success in the other. What type of (social) entrepreneurship must be developed in each destination?

### **3. The Profile of Studied Destinations**

#### **3.1 Haiti**

Haiti is between the North Atlantic and the Caribbean Sea. It occupies the western, smaller portion of the island of Hispaniola, in the Greater Antillean archipelago, which it shares with the Dominican Republic.

Haiti was once the richest French colony. It was even called the 'Pearl of the Antilles', but today it is one of the poorest countries in the world. Indicators witness a very poor level of human development: Life expectancy (62 years), infant mortality (80%), maternal mortality (523 per 100000 live births), and adult illiteracy (50%), unemployment among the active population (around 60%), etc. The vulnerability of the Haitian population is very high with 65% of the population living below the poverty threshold (Roc, 2008). Between 1800 and 2009, the service sector moved from less than 5% to 60% of the GDP of Haiti. The move from the primary sector to the service sector as being the main part of the economy is due to a change of activity of a huge part of the population (Paul et al, 2010).

Tourism is often described as one of the world's largest industries (Cooper and Hall, 2008: 252). When it comes to the Caribbean most people think about sunny, white beach paradise islands, colourful cocktails and lively music. However, due to its diversity, not all the islands are 'vested in the branding and marketing of paradise' (Sheller, 2004: 23). Haiti and the Dominican Republic have two different images, on the one hand we have one of the most visited island of the Caribbean (The Dominican Republic), on the other hand, Haiti, branded as an insecure destination (Higate and Henry, 2009), is perceived as a place where the worst is always likely to happen (Bonnet, 2010). Haiti used to be the most popular tourist

destination in the Caribbean between 1940e – 1960e (S raphin, 2010) and as such attracted an international jet set with Mick Jagger, Charles Addams and Jackie Kennedy among those who popularised Haiti (Thomson, 2004). In 1951, the island received 10,788 visitors and in 1956, 67,700 tourists visited the island; the number of tourists had multiplied by 6 in 5 years (Jules and Laplanche, 2006).

In 1957, the dictatorship and the atmosphere of terror organised by Francois Duvalier and his TontonsMacoutes, crippled the tourism industry of the country. When Jean Claude Duvalier became president in 1972, the situation of the island improved slightly. In the late 1970s and 1980s things changed drastically for Haiti. During this decade the destination went through a severe economic crisis which developed into a socio-political crisis. Between 1987 and 2004, the number of tourists went from 239.200 in 1987 to 108.868 in 2004, which represents a decrease of more than 54% of the number of visitors in 17 years. Nowadays, Haiti is one of the least visited islands for three main reasons: The political instability; the climate of insecurity and last but not least, the lack of facilities for tourists (S raphin, 2011). However, S raphin (2012) still believes that entrepreneurship in the tourism sector is the way forward for the country. The Port-au-Prince Declaration (2011) put forward the creation of micro and small scale enterprises (MSEs) as one of the seven key pillars for growth in the tourism industry in Haiti. There is now an understanding that in any sustainable tourism strategy it is necessary to engage many stakeholders (Carey, 2009) including the local population (Darwling-Carter, 2010). As Haiti is almost virgin and full of opportunities for investment in general and tourism related activities in particular it is a legitimate option to be considered by the DMO. It is also vital that the MSEs in the sector cooperate for a collective strategy rather than operating independently as clustering minimizes logistic costs and add value to the activities of the organisations for the benefit of the tourists who perceive the destination as a single product. It is now accepted that the competitive advantage of a destination is founded on the collaborative coordination of the diversity of the supply throughout the global destination product (Botti, Torres, 2008). It is also very important that the Haitian government rethinks its financial system. The lack of funding has constraining impacts on the development of social enterprise (Karatas-Ozkan, Manville, 2011) and enterprise in general. Based on the economic situation of the country, the Haitians have for the moment no choice but to remain promoters and 'bootstrap' (Sahlman, et al. 1999) with existing resources and grow organically.

### **3.2. Coastal Kenya**

The tourism sector is a growing contributor to GDP and exports in more than half of all African countries, consequently it has been identified as a key sector for poverty alleviation in Africa (Karambakuwa, et al., 2011). Kenya turned to tourism and tourism development as a means to improve its socio-economic conditions (Akama, 2002). In 1954, 5,300 tourists are officially recorded as having visited Kenya (Jackson, 1973). By the 1960s around the time of independence (1963) this had risen to 51,000. It was due to the Kenya government's active initiatives in pushing its wildlife and natural environment heritage and by banning game hunting and creating an infrastructure to manage and develop the tourism industry, that tourist numbers grew to 700,000 during the 1980s (Akama, 2002). Income from tourism grew from 27 million Kenya pounds in 1970 (20 Ksh to 1 Kpound) to 1 billion Kenya pounds in the 1980s and by the late 1980s had become the country's principle foreign exchange earner (Akama, 2002). Tourism accounted for twelve percent of Kenya's GDP and

the industry created numerous direct and indirect jobs (Akama, 2002).

By the 1990s Kenya's tourism underwent some major hardships attributable to both internal and external factors. The main reason for the drop in visitors was political instability. The hard Moi years (1978 – 2002) had sucked the country dry. Moi's authoritarian dictatorship ruled through corruption, torture, terror and plundering, but as Kenya was anti-communist, the western world turned a blind eye until the end of the cold war in 1989 (Bertelsmann Transformation index, 2006). During the 1990s as a result of the political instability issues, the International Monetary Fund (IMF) suspended aid to Kenya. A portion of this IMF aid was used to support tourism (Njeru, 2003). Since then the government has been calling for the private sector to provide financial and technical support for tourism development, and the government in turn supports policies and executes legislature for tourism development.

The 1998 simultaneous bombings of the US embassies in Nairobi and Dar es Salaam by Al Qaeda master minded by Osama bin Laden, killed 213 and wounded a staggering 5,000 Kenyans (Beirman, 2007). In 2002 an attack was launched on an Israeli owned Mombasa tourist hotel by a car bomb killing 13 and injuring 80, at the same time two surface-to-air missiles were fired at an Israeli charter plane which it very fortunately was able to avoid (Dunn, 2004; BBC News, 2002). The 2007 post-election violence severely damaged Kenya's reputation as a tourist destination, numbers fell dramatically and the situation was exacerbated by the 2008 economic downturn resulting in a drop of 50% in tourist numbers (Tourism Review, 2009). In 2011 Somali pirates and Al Shabaab (radical Al Qaeda linked Islamist group) were responsible for the kidnapping, and resulting death of a French woman and the earlier kidnapping of a British couple resulting in the death of the man. These high profile news stories further compromised the tourism industry (Malalo, 2011).

In spite of all these issues, revenues from the tourism industry have jumped from Ksh. 52.7 billion in 2008 to Ksh. 97.9 billion in 2011 (Kenya National Bureau of Statistics, 2012), equating to 13.7% of Kenya's GDP (All Kenya News, 2012). Today tourism is a major industry in Kenya and a key driver towards the Vision 2030 goals, contributing significantly towards the country's economic development. The tourism sector employs a large number of people and the hotel industry has flourished as a result of this growth in Kenya's tourism industry (Kuria, Wanderi and Ondigi, 2012).

The coastal strip suffers from gender inequity towards women, due to heavy reliance on the religious, cultural and economic dynamics of the various communities which are based on traditional, Christian and Islamic cultures and values (NEMA, 2009). Moreover, land tenure is precarious for the majority with most of the coastal strip owned by absentee Arab and Swahili landlords whilst the majority Mijikenda people are viewed as squatters and disadvantaged in terms of land ownership (NEMA, 2009). In spite of the 2003 draft tourism policy framework setting out guiding principles for tourism development, such as job creation, poverty reduction, wealth generation and promoting social, environmental and economic sustain ability, high levels of poverty have led to overuse and destruction of natural resources as short-term livelihood concerns are pursued at the expense of long-term concerns (NEMA, 2009).

Nunn and Wantchek on (2011) pointed out that individuals whose ancestors were heavily raided during the slave trade are less trusting today, and that most of the impact of slavery is through factors such as cultural norms, beliefs and values. These social norms are reflected in the institutions of Haiti and Kenya, which according to Baumol (1990)

influences the type of entrepreneurship practiced, favouring unproductive rather than social entrepreneurship and leading to destructive forms of entrepreneurship on the Kenya coast. Séraphin and Butler (2013) found that a history of slavery had negative impacts on the relationship between locals and tourists in Haiti and Kenya, with locals viewing tourists as cash cows. Many locals have migrated to the coast in the hope of finding a tourism related job or to eke an existence as a beachboy or fisher, this in combination with the large numbers of tourists has put a severe strain on the coastal and marine ecosystems (Akama, 2002).

Community-based tourism enterprises (CBE) involving a partnership approach between local communities, white investors and supporting donor agencies, were seen as a possible solution as they could benefit the wider community and offer a developmental route enabling the establishment of a support network which in the longer term could benefit indigenous enterprises (Manyara, Jones and Botterill, 2006). However, Manyara and Jones (2007) found that the CBEs were mainly conservation orientated, with support agencies preferring partnership approaches involving white investment which inadequately addresses community priorities, leaving resources under foreign control and heavy reliance on donor funding promoting neocolonialism and reinforcing dependency (Manyara and Jones, 2007).

In coastal, Kenya there are several locally run enterprises that feed into the tourism industry that could be classified as social entrepreneurship. One of these is a locally owned jahazi (small dhow) which takes tourists under sail into the creek or out to sea for bird watching, mangrove expeditions, fishing and snorkeling activities. Local knowledge, low environmental impact (under sail), low cost, owner run with additional employment for about 3-4 other people, it provides a much appreciated cross cultural experience that tourists truly appreciate. Successful enterprises are not only linked to the tourism industry, but also have high levels of community involvement (either in employment, providing a service or an opportunity for self-employment), provides a sense of ownership, empowerment and leadership. The role and degree of external intervention should mainly be advisory and facilitative (Manyara and Jones, 2007). Successful enterprises appear to use local knowledge, simple business plans, fulfill a need in the local community and have low environmental impacts; all the characteristics of social entrepreneurship.

### **3.3 Mauritius**

Mauritius is of volcanic origin and the island is situated in the southwest of the Indian Ocean. Similar to Kenya, it forms part of the African continent and similar to Haiti, it forms part of the small Island Developing State (SID). However, the island is very small (1,865 *square kilometers*) as compared to Haiti (27,750 *square kilometers*) and Kenya (582,650 *square kilometers*). As a tourism destination, Mauritius is blessed with all natural and cultural ingredients necessary to successfully run a tourism industry – beautiful coral beaches, warm clear lagoons, colorful reefs, picturesque mountains, subtropical climate, safety and security, and economic stability. Unlike the poverty rate in Haiti and Kenya, Mauritius has managed to establish itself as a newly industrialized nation through its successful economic performance.

Known as the '*Singapore of Africa*', the positive economic growth of the island is acknowledged in the world economy (Source: Euromonitor, 2011). For instance, according to the Mauritian budget 2011, the Public Expenditure and Financial Accountability (PEFA) assessment indicated a score of 23 out of the 31 indicating a progressive economic

performance. The Central Statistical Office (2011) reports that the average economic growth was 5.6% over the last 3 years whilst the income per capita reached 6000 US Dollars. This positive result was achieved despite the challenges of the euro-zone financial crisis. The island's economy therefore successfully runs on sugar, tourism, textile and financial services. However, similar to Haiti and Kenya, tourism is the main economic activity in terms of income generation, employment creation, and foreign exchange earnings. This observation goes in line with Mehmet and Tahiroglu (2002) who argue that the development of the tourism sector has been a boon for small economies in many parts of the world. Taking into consideration its geographical, political, social, economic and natural advantages, tourism is certainly a fast expanding sector in Mauritius. Additionally, the island benefits from its strong position due to its economic affiliations to important global organisations like the:

- Southern Africa Development Community (SADC)
- Regional Tourism Organisation of Southern Africa (RETOSA)
- Indian Ocean Commission (IOC)

Given the above competitive advantages, the island has continued to expand its economic horizon and is considered as one of the most successful and well-established tourism destinations in the African continent. To exemplify, Mauritius is rated as one of the best island tourism destinations and this has been acknowledged in various famous magazines like Condé Nast Travel, Cote Nord and National Geographic Traveller. Moreover, the island won several tourism awards; for instance in 2011, it was conferred an award for the Indian Ocean's Leading Island Destination; in 2011, again an award was conferred for the Indian Ocean's Leading Beach (source: L'Express, 2012); in 2010, the island won an award for air Mauritius as leading airline and leading airport among others.

Tourism has always been a fertile field for entrepreneurship, as tourists are more interested to buy from small entrepreneurs to experience authenticity. However, similar to Morisson (2012) point of view, tourism entrepreneurship in Mauritius has also remained small with their organisational structures constraining development and the objectives being just for survival of business and profitability. According to Cooper and Hall (2008), the tourism sector and entrepreneurship seem to be highly compatible, as in the world the tourism industry is made up of mostly small and medium enterprises run by people inexperienced in business.

## **4. Differences and similarities between Haiti, coastal Kenya and Mauritius**

### **4.1 Dependency on tourism**

Haiti, coastal Kenya and Mauritius are dependent on their tourism sector, which is also dominated by small and micro entrepreneurs. Haiti has a huge potential as its resources have hardly been used due to the political situation of the island. However, during this decade the destination went through a severe economic and socio-political crisis resulting in Haiti being one of the least visited islands today, due to political instability, insecurity and the lack of facilities for tourists. Similar to the Government of Mauritius, the Haitian Government has put forward various initiatives to boost its tourism sector, such as the MEMA project (Mon Entreprise Mon Avenir) a Haitian business accelerator funded by the Clinton Bush Haiti Fund aiming at developing entrepreneurship in Haiti. The MEMA project aspires to help

those entrepreneurs by providing them with training, financial (10000 USD for each shortlisted applicant) and legal assistance so they can turn their venture into financially profitable businesses. The Digicel Entrepreneur of the Year Program is another initiative proposed by the Haitian Government identifying, rewarding and cultivating the new business leaders of the future. In Mauritius, the government, in collaboration with other sectors have come up with various entrepreneurship and sustainability projects namely the small enterprise project award (SMEDA), young entrepreneurship award (SMEDA), Start Up Fund Program (Development Bank of Mauritius) among others. The Maurice Ile Durable (MID) is one of the most important national project of the island and the objective is to make Mauritius a world model of sustainable development, particularly in the context of Small Island Developing States (SIDS). While the initial thrust of the project was to minimize dependency on fossil fuels through increased utilization of renewable energy and a more efficient use of energy in general, the concept soon widened to include all aspects of the economy, society and the environment that are considered to be pivotal in the pursuit of a sustainable Mauritius.

In Kenya the ministry of state for youth affairs in collaboration with various private financial intermediaries is administering the Youth Enterprise Development Fund (YEDF). YEDF is based on the premise that micro, small and medium enterprise initiatives will have the biggest impact on job creation. It recognises that not only are there a shortage in jobs, but also job skills and training. USAID's Yes Youth Can Coast programme initiative focuses on empowering youth to participate effectively in political leadership and governance, build their entrepreneurial skills to enable livelihood activities and improve young people's socio-economic base. The delayed processing of national IDs has locked many youth out of voting, mobile phone money transactions and funding applications. The 'My ID My Life' campaign and training programmes such as civic education, financial literacy, book keeping addresses these issues.

Both Haiti and Kenya have a high percentage of unemployed youth and high levels of poverty whilst Mauritius has relatively low unemployment. The implications of this is that Haiti and Kenya will have a higher tendency for survival entrepreneurs who have low levels of education, little former career experience, are young and live under weak institutions. All these factors negatively influence the quality and success of the enterprise so that they are more likely to be on the lower sector of the continuum in the destructive, unproductive, survival forms of entrepreneurship.

#### **4.2 The profile of the entrepreneurs and their businesses**

Empirical evidence shows that overall entrepreneurs were found not to be too willing to become a social entrepreneur. Data obtained from Mauritian entrepreneurs showed a lack of incentive from entrepreneurs to change their business pattern. According to the entrepreneurs, incentives for tourism development were mainly directed towards hotels and restaurants whereas to convert to social entrepreneurship sounded risky.

Responses obtained from Haitian and Mauritian entrepreneurs were a testament to the lack of entrepreneurial education and global citizenship values that were prevailing in both islands. The results also reveal that small entrepreneurs were not familiar with sustainability issues and thus had no knowledge of the consequences of global warming and other international phenomena on their businesses. Interview results provided testimony to the fact that small and micro entrepreneurs had no basic entrepreneurship education. Small micro entrepreneurs unanimously lamented on their limited education and the associated difficulty to enjoy bank facilities and government incentives due to their inability to present

In light of the above findings, it was plausible to argue that social entrepreneurship did not receive any favourable responses from Haitian and Mauritian entrepreneurs. The possible reasons accounting for this non-receptiveness were:

- Lack of understanding about social entrepreneurship
- Lack of knowledge on the benefit of social entrepreneurship
- Lack of training and education on social entrepreneurship
- Fear of losing business
- Lack of awareness on sustainability threats
- Lack of support from government
- Lack of appropriate incentives

The overall results reveal that social entrepreneurship is an emerging concept for both islands and its usefulness and relevance are still unknown to tourism entrepreneurs and regulators.

Based on the findings, the present research advocates for integration of social entrepreneurship in sustainable tourism initiatives of both islands. Currently, most of the enterprises surveyed are family owned and thus, the entrepreneurs have no formal entrepreneurial education and notion on sustainability and global citizen issues. Therefore, both Mauritius and Haiti have a strong demand for responsible entrepreneurs who need awareness and critical understanding of tourism. Haiti has a master card to play, namely its authenticity (Séraphin, 2012) and findings from the study confirm that Haiti can capitalise on this card through the development of social entrepreneurs in its tourism sector. In contrast, Mauritius has still not explored its social entrepreneurship sector. While the Mauritian government currently lacks a comprehensive and strategic approach for social entrepreneurship, steps such as an enabling environment for social innovation and entrepreneurship, reward social-entrepreneurial initiatives for exceptional performance, financial incentives and social entrepreneurship training might help to introduce social entrepreneurship to increase employment opportunities and local economic diversification, increasing economic stability in regions which would often otherwise be vulnerable, a point also echoed in the work of Wanhill (2000), Rogerson (2003) and Manyara and Jones (2005). The social entrepreneur in island tourism can therefore create business opportunities while benefiting the economy, the society and the environment and respecting global citizenship values. Based on the above findings, it is plausible to suggest that the development of SE in island tourism will not only benefit the local economy but will also foster global citizenship, a pre-condition for the success of any international industry.

### **4.3 Paradigms of development of the destination**

Rostowin Harrison (1992) detailed five main stages of economic growth that he understood societies would evolve through under optimum conditions to a final age of mass consumption. For Rostow progression in the stages would involve the expansion of investment capital, entrepreneurial skills and technical knowledge. The place of the destination in the five stages has an impact on the performance of the destination, therefore it

is important to be able to identify where each destination is in the stages of economic growth:

**Table 1 Stage of economic growth in Haiti, Coastal Kenya and Mauritius**

<b>Stages of economic growth</b>	<b>Haiti</b>	<b>Coastal Kenya</b>	<b>Mauritius</b>
<p><b>Stage 1: Traditional society</b> Pre-industrial, typical agricultural societies that are characterised by low economic output, ancient technology and poor communications. The culture is hierarchical with little social mobility and values orientate towards the fatalistic</p>			
<p><b>Stage 2: Preconditions for take off</b> New ideas favouring economic progress arise, leading to the idea of economic change through increased trade and the establishment of infant industries. A new political elite emerges, such as the entrepreneurial bourgeoisie of the Industrial Revolution to challenge the power of the landed classes. Infrastructure is developed to facilitate economic growth.</p>	/	/	
<p><b>Stage 3: The take off</b> Industrialisation replaces agriculture as the driving force of the economy. This happens through new technology or the influence of the entrepreneurial class who prioritise modernisation of the economy. Agriculture also becomes commercialised with a growth in productivity. The influence of the market lead to new political, social and economic structures. Rural to urban population drift takes place.</p>			/
<p><b>Stage 4: The drive to maturity</b> Over a period of approximately 40 years, the country builds on its progress. Investment grows, 10-20 per cent of the national income is invested in industry, technology spreads to all parts of the economy and the economy becomes a part of the international systems. There is a move away from heavy industry, as what is produced now becomes a matter of choice rather than necessity.</p>			
<p><b>Stage 5: The age of mass consumption</b> The economy matures, the population can enjoy the benefits of mass consumption, a high standard of material living and, if it wants, a welfare state. According to Rostow, in the United States this stage was symbolised by the mass production of the motor car. The balance in the economy progressively shifts to a service economy vis-à-vis an industrial one.</p>			

## **5. Comparative analysis, results and discussions**

### **5.1 Comparative profile**

Mitchell and Ashley (2010) cited in Holden (2013) highlighted the fact that there is little data that informs us of the beneficiary impacts of tourism development on the poor. He also added that existing data tend to be micro-level in scope, focusing on a single enterprise or a community. This additional information backs up our original thought of the impacts of tourism and entrepreneurship as being variable. This additional information also reinforces the importance and practicality of using a comparative approach when covering topics related to the impacts of an element (X) on another one (Y). This method is undertaken in order to identify what is common and what is shared across contexts. These comparisons are usually made between systems in different countries. The value of a comparative approach is

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that it makes a systematic attempt to present a wider lens through which findings may be viewed (Hammond & Wellington, 2013). To some extent we can say that a comparative approach contributes to the validity of the results when the sample is representative of a wider population (Idem).

As mentioned earlier there is little data that inform us of the beneficiary impacts of tourism development on the poor (Mitchell & Ashley, 2010). Despite the lack of evidence of the positive impacts of tourism, the industry is still at the heart of economic development in Haiti, coastal Kenya and Mauritius. Concerning entrepreneurship in tourism we also know that all three governments have developed entrepreneurship schemes to encourage poor people to be more active in the economy of their country. Seraphin (2012), has urged the Haitian government to prioritise entrepreneurship in the tourism sector. His recommendation matches the United Nation World Tourism Organisation (UNWTO) Sustainable Tourism-Eliminating Poverty (ST-EP) initiative launched at the World Summit for Sustainable Development in Johannesburg in 2002. The ST-EP programme promotes socially, economically and ecologically sustainable tourism aimed at alleviating poverty and bringing jobs to people in developing countries. Hence the reason we have pointed out social entrepreneurship as a serious option for the economic development of those three countries. However, based on the fact that all three countries are at different stages of their economic development and life cycle, entrepreneurship schemes need to be adapted to the context.

### **5.3 Results and discussion**

Dupont(2010)has explained that the link between tourism development and poverty is going only one way, that is to say that the reduction of poverty leads to the development of tourism and not the other way round. We believe in this study that the type of entrepreneurship of a destination is dependent on the characteristic of the destination and can't be applied to another destination without any adaptation strategy. In Haiti, the MEMA project ('Mon Entreprise Mon Avenir', in English,'My business my future') is a Haitian business accelerator aimed at developing entrepreneurship in Haiti. The MEMA project also aims to create institutions to support the new entrepreneurs via the creation of networks of businessmen and women; consultants; business angels, etc. Anyone who wants to create a new business or expand an existing business is eligible for the MEMA scheme. The project submitted are in the following sectors: agro-industry; culture and hospitality; service for corporate; sustainable energy and construction; factories. Three criteria are used to short list the projects: Sustainability of the project (the project must show some evidence of potential development in terms of job creation and generation of income); Innovation (the project must bring something new to the country or make some products or services available to a larger audience); inclusive (the project must involve all the categories of the population with low income either as suppliers, customers or retailers). The project also claims to be inclusive. However, applicants are supposed to build up a comprehensive portfolio to be submitted. If we consider the fact that 50% of the population in Haiti is illiterate and 65% of this same population lives below the threshold of poverty (Roc, 2008), it is highly likely that the applicants for the two projects will be from the middle class called in Haiti 'Bourgeoisie' or even from the 'elite' as the majority of the population does not have the skills and knowledge to produce the required document to apply for the projects. As we believe the original idea of the project was to have all the categories of the population and particularly the less fortunate to participate, it is therefore important for the government and private sector to rethink the 'assessment method' as a limited part of the population for the moment can produce and provide the required document.

In Kenya, there is a concerted effort to address the factors holding back youth entrepreneurship such as possession of national ID, training (broad spectrum of business

skills, civic, governance, gender equality and leadership initiatives) and funding possibilities. However, as in Haiti a large proportion of the unemployed still have difficulty accessing these initiatives due to poverty, illiteracy and gender inequality.

Both Kenya and Haiti have weak institutions which influence the propensity for crime and rent seeking entrepreneurial activities. Why is Mauritius different? It is possible that due to its multi-cultural background which included a middle class layer of artisans and merchants of heterogeneous descent reaching back to the middle 1700s, economic diversification and a trickling down of wealth for the freed slaves became possible (EISA, 2009). Neither Haiti nor Kenya have had a middle-class going back to the mid 1700s; both Kenya and Haiti still have a vast majority who live in poverty and a small number of super rich elite, a middle class is only just emerging.

## **6. Conclusion**

MEMA in Haiti, SMEDA in Mauritius, YEDF and Yes Youth Can Coast in Kenya entrepreneurship schemes are booming in destinations whatever their level of economic development. This is clear evidence that entrepreneurship is an agreed option for the involvement of the population in the economy of their country and also a serious contender for the economic development of a destination (H3). Even if entrepreneurship is a contextual concept, destinations with similar profiles are developing similar types of entrepreneurial schemes. It is also very important that the different governments rethink their financial systems. The lack of funding has constraining impacts on the development of social enterprise (Karatas-Ozkan, Manville, 2011) and enterprise in general. In addition, the delay in processing IDs and low levels of business skills hold back entrepreneurial youth in Kenya (USAID, 2013). The level of investment in its peoples as reflected by the HDIs of the three countries has a strong link to the availability of funding, training and level of education (H2) with Mauritius outranking both Haiti and Kenya. Although many enterprises have a survival strategy, particularly in Kenya and Haiti (H1) it is becoming evident that a weakness (lack of cross cultural knowledge) can be turned into a strength. Social entrepreneurship linked to the tourism sector using local knowledge, local culture, with simple business plans and low environmental impacts and costs, which simultaneously address local community needs, seem the way forward.

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