

Social Entrepreneurship as a tool for promoting Global Citizenship in Island Tourism Destination Management

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Abstract

■ While on one hand, social entrepreneurship, as a new movement, is being spearheaded by individuals to make the world a better place, on the other hand, small islands, dominated by Micro and Small Enterprises (MSEs) seem to have overlooked this emerging concept in their tourism management initiatives. The work of Séraphin (2012) highlighted two important social entrepreneurship schemes in Haiti, but failed to shed light on its relevance and implications for island tourism. Similarly, in Mauritius, the Ministry of Tourism and Leisure is engaged in various tourism management initiatives aligned with the governmental vision called '*Maurice Ile Durable*' (MID), but, social entrepreneurship is not considered in the tourism plan.

With these gaps as foundations, this paper examines the concept of social entrepreneurship and investigates its role in promoting global citizenship in island tourism destination management. Starting with a brief presentation of Mauritius and Haiti as tourism destinations, this paper examines two small islands heavily dependent on tourism. Exploratory in nature, it unfolds with some meaningful observations on the Haitian and Mauritian tourism industries. The paper thereafter develops new insights on the role of social entrepreneurs-

Resumen

■ Mientras que por un lado, el emprendimiento social como un nuevo movimiento, es impulsada por los individuos para hacer del mundo un lugar mejor, por otro lado, las pequeñas islas, con predominio de las micro y pequeñas empresas (MYPE) parecen haber pasado por alto las nuevas iniciativas de concepto en la gestión del turismo. El trabajo de Séraphin (2012) hizo sobresalir dos importantes planes de emprendimiento social en Haití, pero olvidó aclararnos sobre la importancia y las implicaciones para el turismo insular. Del mismo modo, en la Isla Mauricio, el Ministerio de Turismo y Ocio participa en varias iniciativas de gestión turística alineados con la visión gubernamental llamada '*Maurice Ile Durable*' (MID), pero, el emprendimiento social no es considerado en el plan de turismo.

Comenzando con una breve reseña de Mauricio y Haití como destino turístico, este trabajo examina dos pequeñas islas que dependen fuertemente del turismo. De naturaleza exploratoria, este artículo hace ver algunas observaciones muy significativas sobre las industrias del turismo de Haití y de Mauricio. A partir de eso, se desarrollaran nuevas perspectivas sobre el papel del emprendimiento social en el turismo insular y servirá como una herramienta por la gestión turística de las islas.

hip in island tourism and suggests its merit as a tool for island destination management.

Key Words:

Island Tourism, Social Entrepreneurship, Global Citizenship, Destination Management, Mauritius, Haiti

Palabras clave:

Turismo insular, Emprendimiento social, Ciudadanía global, Gestión de destinos, Mauricio, Haití

Introduction

■ With the world as a global village, social entrepreneurs get more exposed to international transactions and this exposure engages them in various international networks and relationships. To initiate an understanding of this pattern, there has been growing literature in the field of global citizenship (Sheldon *et al.*, 2009; Gretzel *et al.*, 2011; Niens and Reilly, 2012) and social entrepreneurship (Ball, 2005; Gibbs 2006; Grenier, 2007; Desa, 2007; Shinde, 2010; Noruzi *et al.*, 2010; Bosworth and Farrell, 2011; Kirillova *et al.* 2014). Global Citizenship (GC) and Social Entrepreneurship (SE) are two distinct themes that have progressed on different pathways, whereas a close inspection of the literature reveals considerable similarity between them; social entrepreneurship and global citizenship have compatible objectives, as they both work towards the same goal of improving the well-being of society as a first priority.

Raising this argument to another level, both concepts are found to be relevant to the sustainable development endeavours of small island tourism. Small islands are usually very dependent on their tourism sectors and their tourism industries are mostly dominated by Micro and Small Enterprises (MSEs). The islands of Mauritius and Haiti are no exception.

Given that small islands are constantly under pressure to be both competitive and sustainable (Cooper, 2002), social entrepreneurship and global citizenship are found to fit in the context - *“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”* (Cooper and Hall, 2008). In Haiti, the Port-au-Prince Declaration (2011) put forward the creation of MSEs as one of the seven key pillars for growth in the tourism industry. In a similar vein, the work of Séraphin (2012) highlighted two social entrepreneurship schemes in Haiti, but failed to shed light on its meaning and implications in island tourism. Likewise, the Ministry of Tourism and Leisure of Mauritius is engaged in various tourism management initiatives aligned with the governmental vision called *“Maurice Ile Durable”* (MID), but, social entrepreneurship is not considered in the national tourism plan. With these gaps as foundations, this paper examines the concept of social entrepreneurship and investigates its role in island tourism. The study adopts a progressive approach, and successively defines social entrepreneurship

in the context of island tourism whilst investigating its role in promoting global citizenship in island tourism destination management. The aim is to make a case to small island governments for the application of social entrepreneurship in the sustainable management of their tourism destinations. The paper therefore unfolds through two key questions namely: (i) what are the peculiarities of social entrepreneurship for island tourism; and (ii) whether social entrepreneurship helps in the promotion of global citizenship in island tourism.

Methodologically, the study utilises an exploratory approach and takes place in various stages. The first stage comprised extensive literature review conducted by both researchers. The aim was to highlight the literature gap. The second stage was individually undertaken by each researcher and it took place in Haiti and Mauritius; in Mauritius, primary data was obtained through unstructured interviews (conducted on small and micro tourism entrepreneurs) and in Haiti, it was from secondary research (based on Thomson’s travel writing and Séraphin’s research on tourism in Haiti). The final stage involved assembling, cross-validating and content analysis of data collected from both Mauritius and Haiti. The finalised primary data was then analysed in conjunction with secondary. This triangulation strategy enabled comparison across context and/or time.

This study not only builds on social entrepreneurship literature but also advances knowledge on how the essence of social entrepreneurship can be applied in island destination management and can encourage the spirit of global citizenship among tourism stakeholders. The results of this study will have implications on future directions of the Haitian and Mauritian tourism industry.

Literature Review

Social Entrepreneurship (SE)

■ There is an increasing tendency for government policy to promote entrepreneurship for its apparent economic benefit (O’Connor, 2013). For the purpose of this paper, the focus will be mainly Social Entrepreneurship (SE). The latter is a mixed terminology derived from two important words namely ‘social’ and ‘entrepreneurship’ and it implies engagement in entrepreneurship activities by placing premium on the welfare of society. SE owes its root to William Drayton, the founder of Ashoka, an

international social entrepreneurship association with around 3,000 fellows spread across 70 countries. Since then, SE has been debated from various fields and perspective (see for example the work of Ball (2005); Gibbs (2006); Grenier, (2007); Li (2008); Shinde (2010); Bosworth and Farrell, (2011); Toledano (2011), Bianchi and Stephenson (2013) *inter alia*.

Definitions of social entrepreneurship have progressively evolved, but scholars and practitioners are far from reaching a consensus as to what social entrepreneurship actually means (Choi & Majumdar, 2013). While Dees & Anderson (2003) describe it as an innovative activity with a social objective, Desa (2007) defines SE as a process that involves identifying, addressing and solving societal problems. From a different standpoint, Noruzi *et al.* (2010) describe it as an important phenomenon that offers effective and sustainable solutions to many social problems. This viewpoint particularly matches with island tourism realities and their sustainable development strategies. Island economies, by their very nature, face a number of inherent disadvantages like insularity, external dependency, diseconomies of scale and their economic instability often gives rise to social problems (Andriotis, 2004). To build on previous work and for the purpose of this study, the discussion will be limited to island tourism and thus, for the purpose of the present study, the perspective of Noruzi *et al.* (2010) will be taken into consideration to further this little piece of research. The current paper is envisaging contribute to the meta-literature on SE by laying emphasis on island tourism.

Small Island Tourism and their Realities

■ According to Kuznets (1960), a small island is defined as a country with a population of 10 million or less. King (1993:14) further describes the aesthetic characteristics of an island as *“the most enticing form of land. Symbol of the eternal contest between land and water, islands are detached, self-contained entities whose boundaries are obvious”*. Island tourism has been defined by many authors (Gowreesunkar, 2013; Light & Dana, 2013; Brigulio, 2008; Dodds & Joppe, 2009; Dehoorne & Saffache, 2008; Pearce, 2008), and most of the definitions consider the following features:

- Small, vulnerable and geographically insular;
- Scarcity of tourism resources with reliance on sun, sea and sand;
- High percentage of importation;
- Limited access to entrepreneurial networks;
- Lack of opportunities on self-sustaining strategies;
- Sustainability problems – resources, economic growth;

- Foreign ownership;
- Carrying capacity issues;
- Limited market opportunities.

Andriotis, (2004:2) encapsulates the above points by stating that *“islands are small in size with declining populations; they suffer from isolation, peripherality, external dependency and diseconomies of scale; they are rural in character; and they have a scarcity of resources, meaning mainly that their alternatives for industrialisation and self-sustaining growth are limited”*. Despite having so many deficiencies in developing their tourism industry, governments seek to promote the industry due to the advantages generated from the industry (economic and social prosperity, international visibility among others). From a different perspective, Das and Sharma (2009) argue that to qualify a tourism industry as prosperous and profitable, it must first seek to enhance the social and economic well-being of the residents who live within its boundaries; it should create business opportunities for residents and must satisfy all the stakeholders and protect the environment in which the tourism activity takes place. This point is equally echoed in the work of Cooper *et al.* (1999) who state that a truly sustainable island destination will recognise that it must satisfy all its stakeholders in the long run and ensure that it maintains a balance between the economy, the society and the environment. But, another point worthy of contemplation while studying island tourism is the influence of colonialism in the history of many island destinations (see for example, Séraphin, 2012 and Thomson, 2004). The authors highlight the patronage patterns of colonialism and post colonialism where island economies were shaped by outside forces and particularly under the white people community. In the Caribbean island of Martinique, white people are called ‘Béké’, in Guadeloupe ‘Blanc Matignon’ and in Haiti they are named ‘Mulatre’. The history of Mauritius also reveals the same pattern of colonialism and post colonialism. For instance, white people like Mahe de Labourdonnais, Pierre Poivre and Robert Farquhar are historically connected with the development of Mauritius and the sugar cane plantation. Over time, there emerged a colonial society where power and privilege belonged to estate planters (Meisenhelder, 1997). In the late eighties, the island witnessed the participation of the sugar estates in the development of tourism resulting in tourism linking up with the agricultural sector, the latter supplying fast food produce to the former (Conlin and Baum, 1995). One common characteristic of this unique partnership was that both sectors were controlled by the white and gradually, this partnership emerged into big groups and companies controlled by the younger generations of the white people (see for example, www.medine.com, www.rogers.mu, terra.co.mu *inter alia*). Being rich and powerful, the white has been successful in marking their imprints in the tourism industry of Mauritius. The New Mauritian Hotels, CIEL Group, the Medine Group, Rogers Group

are examples. A further point of contention that adds to this observation on island tourism is the historical root of travel and tourism. Mass tourism developed by large tour operators like Thomas Cook and TUI has also contributed in empowering the groups in their tourism endeavours given that source market was mainly from United Kingdom (Gee and Faoyos- Sola, 1997).

Social Entrepreneurship in Island Tourism

■ According to Noruzi *et al.* (2010), social entrepreneurship seeks to offer effective and sustainable solutions to many social problems. Adapting this logic to island tourism, it would aim at venturing outside a conventional setting of mainstream tourism businesses, and reconverting available possibilities into opportunities and reconsidering tourism development from a renewed perspective. Thus, talking about social entrepreneurship as a sustainable solution to island tourism management seems to be a viable option when the fundamentals of this emerging concept is analysed.

The objectives of SE is to put well being of the society as a priority in the business process and that of tourism also aim at protecting the well being of its residents

while serving the latter’s environment in the tourism process. For instance, Jamrozy (2006) suggests that the objectives of new approaches to island tourism are not to design a product, price, place and promotion of a tourist destination, but to ensure quality of life and environments through tourism development. Likewise, in a study on Haiti entrepreneurship, Séraphin (2012) observes that the tourism sector and entrepreneurship are highly compatible in that both are inter-twined to deliver the tourism experience. Based on these observations, it may be argued that if the principles of social entrepreneurship are applied to the tourism sector, it can contribute to the sustainable management of island destinations. The application of social entrepreneurship principles benefits island tourism in various ways and adds value to the overall context (Figure 1).

The added value of SE in island tourism can be numerous. For example, from the perspective of Thake and Zadek (1997), it creates social value, rather than personal and shareholder wealth and the activity is characterized by innovation, or the creation of something new rather than simply the replication of existing enterprises or practices. When applied to the tourism sector, it resolves the problem of residents’ marginalisation and product authenticity in the tourism process. Another advantage

Figure 1 Advantages of SE to Island Tourism

Advantages to the Economy	Advantages to the Society	Advantages to the Environment
<ul style="list-style-type: none"> • Increase in demand for tourism product leading to multiplier effects • Development of ecopreneurs and other green and sustainable enterprises • Business opportunities for residents • Increase in revenue and GDP • Increase in green and responsible tourists' inflow • Increase in foreign exchange earning 	<ul style="list-style-type: none"> • Sharing of local knowledge, tradition and culture • Encourage pro-poor tourism • Promote community-based tourism • Easy access to social venture fund from global platform • Involvement of locals in tourism decision making • Promotion of tradition and culture for both islands • Respect for tradition and culture • Revitalisation of traditional business • Instil sense of responsibility and global citizenship • Stable society and social order 	<ul style="list-style-type: none"> • Achievement of MDG goal • Wise and sustainable use of natural resources • Greener and pollution-free environment • Preservation of historical monuments and building • Incentive to preserve natural environment • Develop sense of responsibility towards the environment

Source: Authors

for social entrepreneurship is that decisions are based on such format that would make effective utilisation of resources (Austin *et al.*, 2006). This point is found to be relevant in the context of island tourism given the continuous quest of preservation, conservation and management of tourism resources (nature and culture). With the application of social entrepreneurship principles, the industry not only considers the investors, but also takes on board the host community's suggestions. For instance, the effective mobilisation of resources is best achieved in collaboration with the host community who are the best advisers as part of the tourism destination setting. Thus, a social concern is addressed if a coconut tree lying near the beach is not cut; the shade is utilised as a natural setting for exposing entrepreneurial products and showcasing entrepreneurs at work. This act not only attracts tourists as an innovative factor, but also engages them in a responsible act, as a global citizen. Under a normal tourism entrepreneurship scheme, the government would have eliminated coconut trees to build stalls for exposing products and would have imposed financial conditions (commission, fees for space hiring or leasing) and outsiders would have also been given opportunities at the expense of locals who cannot meet the requirement of hiring a stall. The islands of Mauritius and Haiti are examples to these.

Tourism has always been a fertile field for entrepreneurship, as tourists are more interested to buy from small and micro entrepreneurs to experience authenticity. This point is also acknowledged in the work of Kirillova *et al.* (2014), but what makes a difference is how entrepreneurship principles can be re-worked upon to match island tourism principles. In fact, the authors conducted a study to understand the pulling attributes of a tourism destination and the findings showed that among the aesthetic characteristics that pull tourist towards a destination, the availability of locally-made products and the possibility to interact with local entrepreneurs also play a key role in the overall trip satisfaction. Consequently, it would seem that hospitality corporations are now displaying greater interest on the concept of social entrepreneurship and its underlying benefit to the society and the environment (Morrison 1998; Ball, 2005; Li, 2008; Mehmet and Johnson, 2011). Likewise, a study conducted by Pittaway and Chell (1999) on critical incident technique made the case for the fulfilling role of social entrepreneurship in hospitality firms. The benefit of SE was also highlighted in other hospitality operations like restaurant (Williams and Tse, 1995) and hospitality education (Kermally, 1986).

Given that the tourism industry comprise not only hospitality operations, it is plausible to suggest that SE has not been sufficiently explored from micro and small enterprises perspective. The work of Shaw and Williams (2002), in a study on tourism entrepreneurship, argue that only scant attention has been paid to the role of entrepreneurs in the tourism industry. To provide further

evidence, Li (2008) observes that entrepreneurship study in the field of hospitality and tourism has begun to gather some momentum in recent years. The author suggests that until clear theories are established, the field may never gain the consensus and much more theoretical work is needed and encouraged. Therefore, in response to this gap, the present study seeks to provide a working definition for SE from an island tourism perspective.

Defining Social Entrepreneurship in the Context of Island Tourism

■ In order to understand social entrepreneurship from island tourism perspective, it is necessary to first examine the relation between social entrepreneurship and island tourism. As discussed above, island tourism usually suffers insularity, vulnerability and peripherality and as such is constantly entangled in sustainability issues. A truly sustainable island destination is one where social needs and welfare, and economic opportunity and environmental limits are integrally considered while making decision. Whilst social entrepreneurship works towards the welfare of the environment and the society, sustainability in island tourism also nurture similar objectives. Tourism, as an international industry, is highly dependent on a harmonious international relationship which can be addressed by instilling a global citizenship culture. Thus, to ensure that social entrepreneurship imperatives are balanced with the broader economic, social, environmental and international objectives, the concept of global citizenship can also be taken on board to strengthen its application. 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 found to be well aligned with the realities of island destinations, which very often suffer from leakages, foreign ownership and control of their local resources. Social entrepreneurship and island tourism strive to uphold similar objectives of protecting welfare of the locals and its resources and thus converting ordinary citizen into a global citizen.

The Link between Island Tourism, Social Entrepreneurship and Global Citizenship

■ The tourism industry depends on the contribution

of entrepreneurs to produce the final tourism offer and very often, locals measure their profitability from local perspective only; how local actions impact on the global context is not considered. For instance, rare commodities (sometimes in extinction) are utilised by tourism entrepreneurs to satisfy the demand of tourists without taking into consideration its impacts in the wider world. This is further explained by the Giddens Paradox which stipulates that because people are not directly related to a world phenomenon, they fail to act responsibly and forget that sooner or later, the impacts also reach their living place in which ever part of the world they live (Giddens, 2009). The application of SE scheme changes the scenario. Tourism, as an international industry, has an involvement in the global environment; becoming a tourist destination does not merely imply job creation and the potential for earning valuable foreign exchange, but it is also the means through which societies “enter the global order” (Urry, 2002, p. 143). Thus, while on one hand, the import of tourism product from country C causes a leakage in the economy of island y, on the other hand, country C, benefits in terms of business opportunities and foreign exchange earnings. From a universal perspective, a transaction has taken place between two nations. But from a sustainability perspective, this business relationship urges both nations to be globally responsible to sustain business opportunities and enforces a global citizenship approach.

Another important point that is found to link island tourism, social entrepreneurship and global citizenship, is the changing pattern of consumerism. Just as the business sector experienced a paradigm change in productivity over the last century, the global citizen sector particularly led by social entrepreneurs has experienced a similar revolution. For instance, with a knowledgeable and sophisticated consumerism, customers choose products that comply with Fair Trade Standards (eg. Fair Trade Agreement, Rain Forest Alliance) and producers also contribute in this endeavour by including the clause of ‘Fair Trade’ in their packaging. The application of social entrepreneurship principles is found to be an appropriate first step for government to instil global citizenship values among the tourists and stakeholders. When the consumers think as global citizens, they engage in responsible acts like buying products that are protecting locals, respecting environment, and contributing to a given economy (Sheldon *et al.*, 2009). To this effect, “Think Globally and Act Local” is a common phrase utilised in various international platforms to sensitise the spirit of global citizenship (for example, Earth Day, 2014 on www.newrepublic.com; CBS News on cbsnews.com; The Yale Globalist on tyglobalist.org; Kyoto, 2003 on communitycarbonforestry.org *inter alia*). Social entrepreneurship and global citizenship principles can also be aligned to sustainability initiatives in tourism. Responsible forms of tourism like ecotourism, pro-poor tourism, community-based tourism ties up significantly with the principles of social entrepreneurship and global

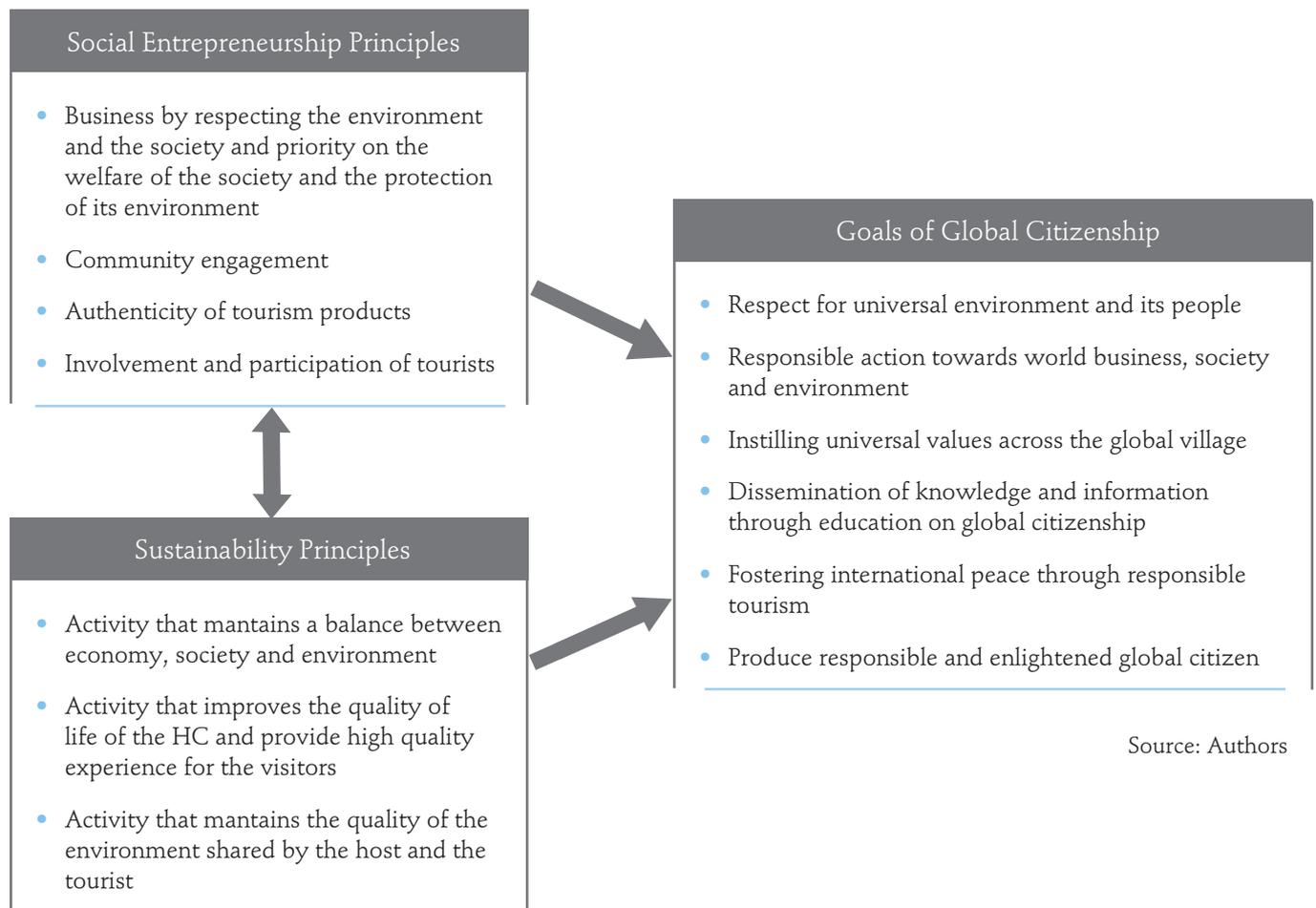
citizenship where the offer aims at protecting the local, and incorporating a sense of responsibility at both local and global levels of the tourism production chain. This point is particularly compatible with island tourism objectives given that islands are dependent on the sustainability of their tourism resources and the responsible engagements of its international stakeholders, particularly, the tourists. Therefore, a relationship is found to bind global citizenship, social entrepreneurship and sustainability initiatives in island tourism (Figure 2).

As illustrated in Figure 2, the characteristics of SE and sustainability principles are found to have potential to instil global citizenship and hence contribute in island tourism management. Furthermore, island studies (Ritchie and Crouch, 2003; Dwyer *et al.*, 2009) acknowledge the importance of sustaining relationships and networks among actors and stakeholders within destinations and outside. In the context of destinations, such networks bridge the gap between macro and micro systems, help to highlight the relative power of actors and organisations as they interact and come into conflict over policies, and bring together the local and the global.

Social Entrepreneurship in Island Tourism Destination Management

■ According to Cooper (2011), destination management is important as it aims at developing sustainable and competitive tourism destination. The process not only includes tourism planning and development, but also takes on board marketing strategies aimed at attracting and retaining visitors. In an increased globalisation context, island tourism is fragile in competition, both in between themselves and *vis a vis* mainland destinations. However, one buying factor that instigates visitors to choose island over mainland, is the uniqueness of island tourism and this has been evidenced in various island tourism studies (Murphy, 2014; Anderson, 2014; Gowreesunkar, 2013; Andriotis, 2004). The uniqueness of islands is fragile as this comprises typical tourism resources that are not renewable, for instance, the sea, the green scenery, the local fauna and flora, tradition, culture, typical cuisine among others. Another reality of island tourism is that, very often, foreign-controlled tourism businesses take over local ones, and refuse to look beyond typical entrepreneurship framework; and local entrepreneurs are ever-ready and willing to collaborate for profitability and international visibility. This point is also apparent in the Sharpley (2009) framework of destination planning whereby the author portrays the major external forces that affect the management of a destination. To reinforce this argument, Jamal and Jamrozky (2006) argue that destinations are complex in that where there are multiple stakeholders with varying degrees of influence over decision-making, and no single stakeholder can fully control development and planning. They pursue that key stakeholders are not always located at the destination

Figure 2 The Relationship between SE, Sustainability and Global Citizenship



Source: Authors

and places may have to deal with impacts locally that stem from actions and pressures exerted elsewhere in a local-global tourism system. In this instance, systems thinking become an imperative in that it requires an understanding of tourism as a networked system of interrelated and interactive components (Jamal *et al.*, 2004). Destinations that lack vision and do not explore existing avenues and consider alternative strategies in their destination management plan, will indeed find it difficult to be competitive. Small island government and Destination Management Organisations will therefore strive at protecting their unique selling proposition (USP) and at sustaining this uniqueness.

The application of SE principles seems to be a viable option in sustaining the uniqueness of a destination and protecting the interest of the local population. In a comparative study conducted by Seraphin, Butler and Gowreesunkar (2013), it was found that island tourists were more interested to buy from small entrepreneurs to experience authenticity. The findings further revealed that in Haiti, Kenya and Mauritius, tourism businesses did not seem to operate with a strategy but were rather driven by a need to survive. The overall results revealed

that the field of social entrepreneurship could be a fertile land for the three islands under study. While applying the concept of SE in island tourism, the offer becomes more innovative and creative and thus rendering the offer more marketable, a point also advocated by Zadek and Thake (1997).

Furthermore, the effect of globalisation has also transformed the tourism landscape and this in turn demands a more systematic approach in island destination management. For instance, tourists have scrutinised knowledge sharing practices in virtual communities (Buhalis & Law, 2008; Volo, 2010; Jacobsen & Munar, 2014) and they join virtual online communities (make my trip, booking.com, travel blogs) to get feedback before travelling to a destination. Social media platforms permit tourists to digitise and share online knowledge, emotions and experiential moments so that this produces a new kind of transformation in tourists' mindset. Photographs or short videos sent from mobile phones act increasingly as the new postcard (Munar & Jacobsen, 2013) to warn potential tourists about any forms of exploitations (child labour, women exploitation, commercialisation, unfair trade practice). When people plan to travel for pleasure,

they seek destinations that, in their opinion, maximize the possibility to receive a pleasurable experience (Lue, Crompton, & Fesenmaier, 1993; Kirrilova *et al.*, 2014). One source of such pleasure is the authenticity of the destination (Lue *et al.*, 2014; Seraphin *et al.*, 2013; Volo, 2010; Blackman *et al.*, 2004; Andriotis, 2013; Buhalis and Cooper, 1998 *inter alia*) and the transformed tourists are mostly interested to buy local, eat local and see local. Therefore, while applying the concept of SE, tourism destinations not only become more appealing to the transformed tourists, but also benefit the whole destination in conservation aspects of the destination and revival of cultures and traditions, that could have become extinct in the absence of an appropriate strategy. For instance, in Mauritius, the Bhojpuri traditional song and dance is no longer practised by the young generation. The application of social entrepreneurship might contribute in reviving and improving it, thus making the Mauritian tourism offer more appealing. Small islands can therefore offer a unique space (destination context) where tourism services can be designed and developed from the social entrepreneurship concept. These may attract certain tourism consumer markets that are potentially interested in experiencing tourism from the perspective of sustainable development and social entrepreneurship models. This builds a case to governments especially in small islands to invest in designing and development of tourism products and services from the social entrepreneurship principles. By embracing the concept of social entrepreneurship in the tourism sector, and linking them to global citizens as potential consumers, the government not only encourages visitors in adopting a global citizenship approach, while protecting local entrepreneurship, environment, cultures and traditions, of the island, thus meeting the overarching aim of sustainability, global citizenship and social entrepreneurship.

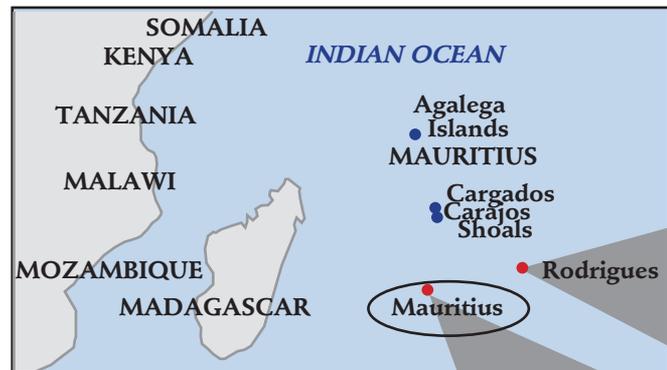
Case studies

Mauritius

■ Mauritius is of volcanic origin and the island is situated in the southwest of the Indian Ocean, 2,000 kilometres off the south eastern coast of Africa. The island of Mauritius occupies an area of 720 square miles and is slightly bigger than the city of London (620 square miles). Mauritius, as the mainland, comprise four other developing islands namely Agalega, Gargados, Carajos, Shoals and Rodrigues (Figure 3), but for this study, the focus will be only on Mauritius.

Tourism is the main economic activity of the island in terms of income generation, employment creation, and foreign exchange earnings (Mehmet and Tahiroglu, 2002). Mauritius is basically a beach destination and to diversify from the typical sea, sun and sand (3S), nature and culture, are also exploited in the tourism marketing

Figure 3 Location of Mauritius in the Indian Ocean



Source: Google Maps

strategy. But, of late, shopping has become another important S of tourism in Mauritius (and probably in many other island destinations). The tourism sector is predominantly controlled by private sectors, though government has its role in regulating the industry (Colin and Baum, 1995) but the private sectors are part of large scale trading service companies, supplying both business and retail services, which have dominant positions within the economy (Page, 1999: 64). Examples are Sun Resorts, Attitude Hotel Group, Beachcomber Group, Constance Hotels, Naiade Group among others.

With the growing demand of its tourism product (993,106 tourists from January to November 2013 – Source: Statistics Mauritius, 2014), the Mauritian tourism industry has undergone a paradigm shift and many micro and small entrepreneurs (mostly family-run businesses) have also joined the industry. However, when the other side of the coin is explored, it is found that small tourism entrepreneurs have difficulty to cope with quality standard due to their limited means and resources. For instance, a study conducted by Gowreesunkar (2013) in Northern Mauritius, showed that small entrepreneurs selling their sea shells on Grand Bay beaches could not afford to hire a selling space at La Croisette shopping centre while other entrepreneurs who could afford were refused a space as their products did not meet the quality standard. Therefore, while on one hand, the Mauritian tourism sector is diversifying, on the other hand, it is also depriving existing small entrepreneurs from growing and innovating. According to the Small and Medium Enterprise Development Authority (SMEDA) Act, a small enterprise is defined as an enterprise which has an annual turnover of not more than 10 million Mauritian Rupees (1 Euro = approximately 41.62 Mauritian Rupees in February 2014). As such, most of the small and micro tourism enterprises in Mauritius do not officially qualify as a small enterprise due to their size and changing nature of their businesses. Similar to Morisson (2006) observation on small enterprises, small and micro enterprises in Mauritius have also remained small with their organisational struc-

tures constraining development and the objectives are just survival of business and profitability. In contrast, big enterprises particularly owned by the white have continued to occupy the largest share of the local tourism sector (Page, 1999). To control the situation and support locals, the Government has introduced a Corporate Social Responsibility (CSR) plan which urges big companies to make a mandatory contribution representing 2% of their book profit to a fund earmarked for the welfare of the society (Ragoodoo, 2009; Gokulsing, 2011). To this effect, companies have identified various ways and means to demonstrate their engagement to the society. For instance, the New Mauritian Hotels (NMH) and Air Mauritius, as key players of the tourism and hospitality sectors of Mauritius have pioneered various social projects. The New Mauritian Hotels, as one of the oldest hotel group in Mauritius operates a special social department called the “Fondation Espoir and Développement” (FED). The FED provides financial support to micro and small entrepreneurs and basically operates as the Hybrid Value Chain (HVC) model, a social entrepreneurship framework mainly designed to finance vulnerable groups in small and unplanned businesses (Nicholls, 2007). Charitable donations by big companies to a range of local causes are increasingly embraced as the way forward to achieving sustainability throughout global tourism (Bianchi and Stephenson, 2013). For instance, the MNH invested 125 Million Mauritian Rupees (3,125,000 Euro) in social projects from 1999 to 2009 and more than 10,000 small entrepreneurs benefitted from this donation (Hope, 2010). Besides financial motivations, the FED has pioneered other forms of projects aimed at transforming micro ordinary entrepreneurs into social entrepreneurs. The identified potential entrepreneurs are trained in quality, marketing and sustainability issues and the sponsoring group (that is the New Mauritian Hotels) purchases the products for its business unit namely the Beachcomber Hotels. Typical examples of social entrepreneurship products include locally made soaps, scented candles, coconut, beauty accessories, and decorative objects for hotels, fruits and vegetables among others. In a similar vein, the CIEL group, another private company operating the Sun Resorts has also followed the trend. Its social unit, the ‘Fondation CIEL Nouveau Regard (FCNR)’ and the ‘Caritas Ile Maurice’ have also joined hands to demonstrate their inclinations towards the society. To support, the Craftsmanship Project launched in 2006 aims at encouraging local artisans to create culture-based hand-made products. The entrepreneurs are taught to work innovatively with local materials like banana leaves, coconut, clay, and recyclable materials among others to create unique products and training is provided to work in harmony with nature and culture. The group also organizes social tours where tourists meet social entrepreneurs, purchase from them and participate in ecotourism activities, for which Vallee de Ferney is an example. Another company that has also marked its imprint in this field is Air Mauritius. As the sole airline company of the island, it collaborates with

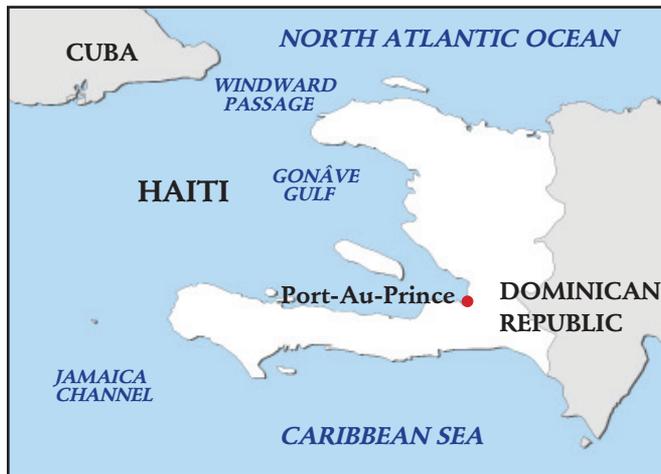
the catering business of NMH (operating as Plaisance Catering) for its in-flight food arrangement. Considerable parts of the food served on board are sourced from social entrepreneurs. For instance, honey served on breakfast trays of Air Mauritius is sourced from Care-Co, an award winning social entrepreneurship organisation operating in Rodrigues. The Care-Co is owned by small entrepreneurs, whose entrepreneurial activities are contributing to job creation and tourism development in the region that is Mauritius and Rodrigues.

Undoubtedly, to promote entrepreneurship, the Government of Mauritius, in collaboration with other sectors have come up with various entrepreneurship projects namely the small enterprise project award (SMEDA), young entrepreneurship award (SMEDA), Start Up Fund Program (Development Bank of Mauritius) but makes no mention of social entrepreneurship as a tool for sustainability and section 6.5 of the project proposes good governance as a fourth pillar of sustainable development, but does not provide details on the best practice to be adopted by entrepreneurs, especially that the latter is a significant part of the tourism industry. Entrepreneurship is a critical factor in tourism development, both globally and regionally (Russell and Faulkner, 2004) whereas social entrepreneurship can become a vehicle for sustainable tourism development. To this effect, a new strategy called “Made in Moris” (Creole Name of Mauritius) has been developed by the Association of Mauritian Manufacturers to promote and protect local entrepreneurs. Following the European trend of Fair Trade Agreement, though as late as March 2013, Mauritius has come up with a new scheme to protect the local products. This relates to a label called “Made in Moris, éna nu lamain ladan”, which means “Made in Mauritius, our hands have contribute to make this product” printed on the packaging of local products. However, this new initiative does not guarantee that local entrepreneurs will be trained, supported, protected and given opportunities to grow using social entrepreneurship principles. The introduction of social entrepreneurship scheme will not only enhance the marketability side of the Mauritian tourism industry, but will also contribute in its sustainable management of its resources and the overall destination. However, from a critical perspective, even if social entrepreneurship is seen as a viable option for changing the tourism landscape in Mauritius, a question that still arises is which entity will initiate the social entrepreneurship scheme and which entity will provide training and the monitoring; Mauritius has no Destination Management Organisation and therefore its tourism industry is run by various semi-governmental organisations operating under the Ministry of Tourism and Leisure.

Haiti

■ Haiti is between the North Atlantic and the Caribbean Sea. It occupies the western, smaller portion of the island

Figure 4 Hispaniola Island



Source: Google Maps

of Hispaniola, in the Greater Antillean archipelago, which it shares with the Dominican Republic (Figure 4).

During the 1950s and 1960s, Haiti was one of the most visited islands of the Caribbean. Back in this time Haiti had a very good image due to its reputation as a cultural destination. In fact, in 1951, the island received 10,788 visitors and in 1956, 67,700 tourists visited the island. The number of tourists had been multiplied by 6 in 5 years. Haiti used to be called the pearl of the Antilles. In 1957, the dictatorship and the terror atmosphere organised by Francois Duvalier and his Tontons Macoutes crippled the tourism industry of the country. When Jean Claude Duvalier became president in the 1972, the situation of the island slightly improved. This period witnessed the inauguration of some more hotels like ‘La Jacmélienne’ and ‘Club Méditerranée’. During this period, the number of visitors (mainly from North America and Canada) to Haiti was way ahead of those going to the Dominican Republic which was still mainly known for the production of sugar and rum. 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 less visited islands. The newly elected president of Haiti, Michel Martelly, is planning to restore a safe environment to encourage visitors back to the country (Séraphin, 2011). However, Haiti has a very low profile when it comes to customer service. The lack of dedication of the people working in the industry of the country is playing a major role in this poor performance (Séraphin, 2013) partly because of the negative impacts of the slave trade which impacted negatively on the levels of interpersonal trust between its people and towards tourists (Séraphin

& Butler, 2013). Social enterprises in the tourism sector in Haiti can contribute to deliver positive peace via an increase of trust between locals and locals and visitors if CSR practices are locally embedded, addressing not only environmental, philanthropic and economic aims but particularly citizen diplomacy and transparency aims (Séraphin and Butler, 2014).

In looking into the case studies, it is found that Mauritius and Haiti have some similarities and differences (Table 1).

Similar to Mauritius, Haiti is dependent on its tourism sector, which is also dominated by small and micro entrepreneurs. Haiti has a huge potential regarding the fact that its resources have been hardly used because of the political situation of the island. Like the Government of Mauritius, the Haitian Government has also put forward various initiatives to boost up its tourism sector. For

Table 1 Mauritius / Haiti: Similarities and differences

	Mauritius	Haiti
Dependence to tourism	Yes	Yes
Potential and resources	Fully used	Not used
Entrepreneurial schemes/ Business accelerator	Yes	Yes
Social entrepreneurship	Unpopular	Unpopular
Lack of funding	Yes	Yes
Location	Indian Ocean	Caribbean
Size	2,040 square miles	10,714 square miles
Population	1,295,789 million	9,7 million
GDP per capita	\$ 15,595	\$ 1,300
Political situation	Democracy/ Stability	Apparent democracy and Stability
Image	Positive	Negative
Type of tourism	Luxury tourism	Targeting mass tourism

Source: Authors

instance, the MEMA project (Mon Entreprise Mon Avenir) is a Haitian business accelerator funded by the Clinton Bush Haiti Fund aiming at developing entrepreneurship in Haiti. The MEMA project aims to help those entrepreneurs by providing them the required training, financial (10000 USD for each shortlisted applicant) and legal assistance to turn their venture into financially profitable businesses. The Digicel Entrepreneur of the Year Program is another initiative proposed by Haitian Government by identifying, rewarding and cultivating the new business leaders of the future. Similar to the island of Mauritius, Haiti also makes no mention of social entrepreneurship in its sustainability and entrepreneurship initiatives. 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 both governments rethink their financial systems. The lack of funding has constraining impacts on the development of social enterprise and enterprise in general. Social entrepreneurship linked to the tourism sector seems to be the way forward (Séraphin *et al.*, 2013).

Methodology

■ A qualitative research technique was used in collecting the data for both islands. Considering the nature of the research as “exploratory”, unstructured interviews (Cooper and Schindler, 1999) were believed to be the most suitable method for this study. The interview questions were jointly developed by the two researchers upon a review of the literature (Toledano, 2011; Bothworth and Farrell, 2011). Fieldwork for the island of Mauritius was conducted at Grand Bay, a popular beach destination. The entrepreneurs were interviewed as part of a wider PhD research into tourism destination management. The duration of the research period was from April 2013 to October 2013. The core sample for the island of Mauritius comprised small and micro entrepreneurs related to the tourism sector. Since small and micro entrepreneurs usually run family business, this represented a difficulty to account for the exact number on the island. Thus, informal association such as the ‘Force Vive’ and the Small and Medium Enterprises Development Authority (SMEDA) were consulted to obtain a list of available small and micro entrepreneurs. In total, 53 participants across the following major groups were interviewed: 28 residents in the artisanal products business, 10 residents in the manufacture of shell fancy jewellerys, 15 residents in the manufacture of pickle and jam made from local fruits. The main themes covered during the interview related to origin of business, type of business, educational background, experience and training to run the business, number of people employed by business, health of business, challenges faced in the business, natural resources utilised, survival strategies, impacts on triple bottom-line and government support. For Haiti, secondary data was generated from the travel

writing of Ian Thomson (2004) “*Bonjour blanc, a journey through Haiti*” and from the research of Séraphin (2012): “*Private and public sector initiative for the development of entrepreneurship in Haiti: The tourism industry, shouldn't it be the priority*”; Séraphin (2012): “*Bonjour blanc a journey through Haiti: An allegory of the tourism industry in Haiti*” and Séraphin (2013): “*Entrepreneurship in tourism as a driver for recovery and sustainable development of the countryside in Haiti. The guest houses as a strong potential option*”.

Data analysis

■ Both researchers took notes of their respective primary data and all the communications were audio recorded with the consent of the interviewees. The content was then analyzed, cross-validated and interpreted individually by the researchers in preparing the composite analysis to report the findings of this study. The personal notes and recordings were considered important to obtain a valid and reliable evaluation of the interview sessions and also in reporting of the findings.

Limitations of the study

■ As this was an exploratory study, the research was limited in size and scope by the number of the interviewee responses. Moreover, for Mauritius, the exact population was not known given that most small and micro enterprises were not officially registered.

Results and discussion

■ The overall findings indicate that that most tourism entrepreneurs (89%) did not have knowledge on the benefits of social entrepreneurship. They were found to be apprehensive of adopting a new approach, as they were already facing hardships to survive. This was witnessed in the following quotes of a seashell entrepreneur:

“I work for small money; I live here and I will die here. I am not sure if one day I will be able to see the world. So why should I think about the welfare of the world. The world will not give my family food if one day I am not able to sell my pickles.”

“I am not keen to become a social entrepreneur. Why should I care about the world or my neighbour or the rest of the destination? I have to work for my food. If I become a social entrepreneur means I must stop collecting shell as I must care that people want to see shells in the sea. How will my business work?”

Unless social entrepreneurship knowledge is not disseminated to entrepreneurs, the latter might not be willing to accept this new way of doing business. Governments and tourism planners should realise that the effect of

globalisation has transformed the tourism landscape and has made island tourism offer more challenging and less marketable in the minds of the savvy and knowledgeable tourists. To survive in their tourism initiatives, small islands must therefore adopt more innovative and adaptive approach in their destination management strategies.

Data obtained from Mauritian entrepreneurs therefore showed a lack of interest to accept social entrepreneurship approach and this was driven by lack of knowledge and education. The following quote supports:

"I am not computer literate; I don't know how to use internet; I rely on my capability to talk to tourists to sell my product; I am afraid to change business principles; what if it does not work."

When comparing data with the Haitian tourism industry, the results reveal that for both islands, small entrepreneurs were not interested in sustainability issues and thus had no knowledge on future consequences. On a positive note, small entrepreneurs claimed that tourists preferred to buy their products even if the packaging was not of high quality. When tourism enterprises are owned by locals, there is a high likelihood of purchase of local supplies and production takes place within the environmental and social thresholds. In light of the above findings, it was plausible to argue that, overall, social entrepreneurship did not receive any favourable response from Haitian and Mauritian tourism entrepreneurs. The reasons that could account for this non-receptiveness were:

- 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 vision on future of the destination;
- Lack of incentives and support from government;

The general 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. Undoubtedly, the subject of social entrepreneurship has attracted much attention in developed countries like UK and much emphasis has been laid by the Government. For instance, Wales is one of the few countries in the world to have government policy regarding Education for Sustainable Development and Global Citizenship and the Welsh Assembly Government even published its strategy in 2006 as 'Education for Sustainable Development and Global Citizenship - a strategy for action'. In contrast, such could

not be the case for Haiti and Mauritius as small islands are more preoccupied to fight their weak and vulnerable positions (fragile environment, calamities, limited and scarce resources, insularity, sustainability threats) as compared to main-lands.

Making the case for Mauritius and Haiti

■ The Haitian and Mauritian are certainly committed towards developing a sustainable tourism industry; however, data reveals that the effort is mostly directed towards profitability and survival of business, whereas sustainability and global citizenship initiatives are lost elements among other incentives. In much the same way, having the Aapravaasi Ghat and Le Morne, designated as a World Heritage Site marks a process whereby Mauritius acquire a certain global status as well as responsibility for preserving such sites 'for all humanity'. This is also well supported in an earlier preamble of UNWTO making explicit reference to tourism as an instrument of equity and solidarity between peoples (Bianchi, and Stephenson, 2013). The idea of solidarity and equity is witnessed in the collaborative endeavours of Air Mauritius, CIEL Group and New Mauritian Hotels with social entrepreneurs and each of them capitalize on their particular areas of expertise to deliver a valuable product or service that neither partner could provide on its own. In purchasing products directly from social entrepreneurs and social units of the NMH and CIEL, the Air Mauritius enters into a form of partnership. However, the question remains how other small entrepreneurs not part of the MNH and CIEL group might reach such platform. Some tourism entrepreneurs are privileged in Mauritius while others are still striving with their survival strategies. This is not perceived as an example of global citizenship spirit among tourism stakeholders in the private sector.

The NMH, CIEL and Air Mauritius cases demonstrate successful models of social entrepreneurship for the island which combines social and financial value creation to support sustainability, promote a spirit of responsible citizenship. It further shows the opportunities inherent in social enterprise model in terms of how corporations can also contribute to social value creation in new partnership models with social entrepreneurs. However, while referring back to those successful cases, it would be worth mentioning that the units operate independently and government has no control on the amount of funding that is being dispensed in the name of social entrepreneurship. For instance, many successful and established groups engage in masked social engagement in order to evade tax and CSR contribution. In this way, the fund remains within the group and does not really go out of the company, but rather is transferred to another unit of the same company. This is also echoed by Tomazos & Cooper (2012) who argue that although social entrepreneurship endeavours driven by bigger organisations might be

perceived as a tool to promote global citizenship and protect locals in tourism, it can also mask the desire for profit making. Furthermore, some forms of responsible tourism, traditionally perceived benevolent engagement with local people, can also be associated with the profit-driven imperatives of commercial tourism organisations. To exemplify, Stein (2012) proposes the growth of commercial profit-making volunteering companies and the acquisition of previously independent companies by large commercial entities such as TUI. This view does not accord with the criteria of the Hybrid Value Chain (as mentioned earlier) which suggests that profits and social entrepreneurs work together to create multiple kinds of value. The role of the government in regulating social entrepreneurship endeavours might help to balance the situation, but the state has still not realised the link between social entrepreneurship, global citizenship and sustainable tourism management. Based on the findings, the present research advocates for integration of social entrepreneurship in tourism management 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 has 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 training might encourage social entrepreneurship approach among small tourism entrepreneurs. Consequently, this study proposes that Haiti and Mauritius should include social entrepreneurship education in existing entrepreneurial curricula at schools, universities, tourism and hospitality training organisations. The link between sustainability, social entrepreneurship and global citizenship (Figure 2) highlight the underlying advantages to island tourism (Figure 1). Social entrepreneurship in island tourism have the potential for increased employment opportunities and local economic diversification, increasing economic stability in regions which would often otherwise be vulnerable, point also echoed in the work of Wanhill (1995), Rogerson (2003) and Manyara and Jones (2005). The social entrepreneur in island tourism can therefore create business opportunity while benefiting the economy, the society and the environment and respecting global citizenship values. 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 destination management strategy.

Conclusion and Future Implications

■ The present research work on Haiti and Mauritius was a preliminary study intended to give a glimpse on the relevance of social entrepreneurship in island tourism. The aim was to make a case to small island governments for the application of social entrepreneurship as a tool in the management of their tourism destinations. General findings reveal that the benefits and values of social entrepreneurship are unknown to small entrepreneurs in Mauritius and Haiti. In response, this conceptual paper has set the scene by proposing a working definition of social entrepreneurship in the context of island tourism. The qualitative findings particularly show that because the impacts of worldly phenomenon such as internet, climate change *inter alia* are rapidly spread worldwide, small tourism entrepreneurs face difficulties to cope with those changes. Mauritius and Haiti are two islands considerably dependent on their tourism industries and this in turn suggests that both islands have to devise innovative strategies to survive in such dynamic, changing and technology-dominated global environment.

To maintain a balance in between them and with the wider world, the study suggests that tourism entrepreneurs need to be progressive and innovative, and should also operate in line with sustainability and global citizenship principles. By going beyond the conventional entrepreneurship scheme and introducing the principles of social entrepreneurship, both islands may capitalise on the benefits generated from this form of entrepreneurship. SE when utilised as tool in the tourism sector, not only renders the product more marketable, but also, enforces a responsible approach among the tourists and tourism stakeholders and this in turn, ties up with sustainability initiatives promoted worldwide. It is envisaged that Haiti and Mauritius may set the examples to other island destinations. While the reflections in this paper should provide useful food for thought for the Government of Mauritius and Haiti, it must be noted that these reflections are purely based on literature review, available documentations and field observations. The findings of this study could serve as a framework in developing a more detailed research instrument. This may help for the concept to be more widely recognized among islands dependent on tourism. The results of this study will have implications on the future directions of the Haitian and Mauritian tourism industry, as it gives an insight on how the essence of social entrepreneurship can be utilised as a tool in island destination management and in encouraging the spirit of global citizenship among tourism stakeholders. Based on the fact that mutual trust and reciprocity are important parts of social entrepreneurship (Light & Dana, 2013),

and also based on the fact that slave trade which is ultimately attributable to low levels of trust such as weak institutions, political instability and attitudes towards tourists (Séraphin & Butler, 2013), developing social entrepreneurship in Mauritius and particularly in Haiti will be even more challenging in the tourism industry. This exploratory study also points to opportunities for further elaboration by researchers, as well as to practical implications for small island government on why to approach and embrace social entrepreneurship as a tool for effective destination management and marketing of their destinations. While this study can only provide limited supporting empirical evidences due to limited access to government reports, it is helpful as it sheds light on how existing entrepreneurship schemes in Haiti and Mauritius can be enhanced through the application of social entrepreneurship principles. The study has been successful in meeting its overarching aim of presenting the benefits derived from the application of SE in island destination management.

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