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Understanding How Social Entrepreneurs Fit into the Tourism Discourse

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Chapter 1.7
Understanding how Social Entrepreneurs fit into the tourism discourse
Ziene Mottiar and Karla Boluk

Abstract

This chapter discusses how social entrepreneurs fit into the existing tourism discourse. It examines four areas of literature in particular, tourism entrepreneurs, sustainability, destination development and intrapreneurship, and analyzes how introducing the concept of social entrepreneurs into these discussions is useful, and contributes to our understanding. Furthermore the paper illustrates that as social entrepreneurs are relevant to a broad range of issues in the tourism literature this should prevent the development of research silos where social entrepreneurship scholars seek out their own vein of research. The nexus of common ground and interests, as displayed in this chapter, should enhance the development of research, thought and understanding of social entrepreneurs within the field as a whole

The key argument is that research on social entrepreneurs is not just relevant for those interested in entrepreneurs it also effects our thinking on issues such as destination development, relationships between stakeholders, tourism policy and sustainability. The chapter concludes with a wide range of questions for further research.

Key words: tourism social entrepreneurs, tourism social intrapreneurship, tourism entrepreneurs, sustainability, destination development

1.7.1 Introduction

The purpose of this chapter is to examine how social entrepreneurs fit into the tourism discourse. While the term social entrepreneur has been used to explain social change as far back as the 1970s, as Doherty (editor of Social Enterprise Journal) observes "academia is beginning to catch up and there are an increasing number of academics researching social enterprise" (Adolphus, 2005).

There is much debate about how to define social entrepreneurs and as Peredo and McLean (2006, p.56) state "commentators, both scholarly and popular, and advocates of every kind, understand

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it in a variety of ways". Thompson (2000) notes the breadth of inclusivity of this concept which usually incorporates profit seeking businesses who wish to help society, social enterprises which have a social purpose but are established as a business, and the voluntary sector. However efforts have been made to distinguish between these types of social entrepreneurs (for example Zahra (2009), Neck (2009) and Fowler (2000)) and their relationship between commercial and social objectives. Thompson (2002, p.414) divides social entrepreneurs into two groups, those who

> are clearly seasoned and successful business entrepreneurs and executives who wish to "put something back" into society […] [while] many others […] are either much less experienced in business or less aware of what they are taking on at the outset or both. They are people on a voyage of self discovery and often start with limited self-confidence […] they are driven by a cause.

Peatie and Morley (2008) conclude that some commercially-driven enterprises who cross-subsidize from one part of their activities to another, or who have a mix of business and social objectives are "hybrid social enterprises".

Just as there are different types of social entrepreneurs there are different motivations. Traditionally entrepreneurs have been motivated by profits while social entrepreneurs are motivated by making a difference to society, or by what Dees (1998, p.3) refers to as "mission-related impact". Miller et al. (2012) identify compassion as a key motivator for social entrepreneurs while Germak and Robinson (2013, p.18) conclude "social entrepreneurial motivation emerges from personal fulfillment, helping society, nonmonetary focus, achievement orientation and closeness to a social problem". While this distinction is not altogether clear cut, as motivations can change over time and personal motivations can also play a part (Boluk and Mottiar, 2013). A key issue for entrepreneurs is their problem domain, despite there being little research on how this is identified; notwithstanding Zahra (2009) and Levie and Harte (2011) who note that many entrepreneurs identify the problem from their own local area or situation. Mottiar (*forthcoming*) also shows that sometimes the problem identification occurs at the government level, and individual social entrepreneurs then develop their response to address the issue at a local level.

Demarco (2005, p.48) makes the point that "social entrepreneur" is 'just a new term for those generous individuals who have always existed and who are motivated to make the world better'. This is an important consideration because from a tourism perspective there are many destination stakeholders who demonstrate socially entrepreneurial characteristics. However, such stakeholders have not been specifically classified, and in fact, may not wish to classify themselves in this way. This may be due to the fact that they identify themselves as being primarily socially motivated and may not like the fact that the term entrepreneur implies a more business focused approach.

In reviewing the literature on social entrepreneurs to date, Short, Moss and Lumpkin (2009, p.161) argue that "social entrepreneurship research remains in an embryonic state", calling for a broader range of researchers to contribute to discussions in order to deepen our understanding. A group of tourism scholars are beginning to do just that; but it is vital that our contribution is not

only through case studies exemplifying social entrepreneurs in tourism destinations or hospitality businesses, but also conceptual. A good starting point to move into more conceptual discussions about social entrepreneurs is to think about how social entrepreneurs fit into the tourism discourse which is what this chapter sets out to do. This chapter addresses questions such as: Is this simply a new vein of research where a small group of academics will focus their research? How relevant is an understanding of social entrepreneurs for the tourism industry, tourism stakeholders and destinations? How does an identification and understanding of social entrepreneurs affect our thinking on other issues in the tourism literature? Such questions matter as we move forward to develop a more coherent and structured literature on social entrepreneurs in tourism.

1.7.2 Tourism Discourse

Research in tourism has developed significantly over the years, as Swain et al. (1998, p.1012) states 'tourism knowledge has gone through an evolution of formulations, beginning in a somewhat inarticulate form struggling with definitions and the establishment of basic tenets". In their examination of *Annals of Tourism Research* specifically, Xiao and Smith (2006) identified that while sociology, geography, and anthropology were the first themes explored in the late 1970s, the focus shifted to management, economics and socioeconomic perspectives; and more recently sociocultural and environmental areas have been a focus. Also interesting to note is the geographical spread of authors and areas of study has broadened in the last two decades, with increasing numbers of articles written by scholars from Asia and dealing with a wider variety of topics (Xiao and Smith, 2006; Li and Xu, 2014). Atlejevic, Morgan and Pritchard (2007) argue the need for a critical turn in tourism outlining the need to be more critical, and ask ourselves as scholars whether "our knowledge has served to enhance social justice or whether it has simply served to reify historical power and social relations" (p.5).

This book marks the emergence of increasing interest in social entrepreneurs among tourism researchers. The context in which this issue emerges is described above. There is more awareness of the importance of identifying new ideas and issues and including minorities in our analysis. This creates a space within which issues such as social entrepreneurship can be explored. While much is now known about social entrepreneurs generally there are issues which are of specific concern to tourism academics, policy makers and the sector more broadly. For example: how do they impact tourist destinations? How do they relate to other stakeholders in a destination? What sorts of policies influence these types of entrepreneurs? Do these entrepreneurs balance social and other motives, and if so how does this occur? How can social and tourism objectives be aligned? It is opportune for research and writing in this area to emerge now in the tourism literature, but it is also important that this work is not only descriptive of these types of entrepreneurs as a phenomenon but contributes to our understanding, and the conceptual framework within which we analyze entrepreneurs, social entrepreneurs and tourism. This paper examines why social entrepreneurs matter in the field of tourism and establishes how they fit into the discourse, currently and into the future.

The authors have been studying social entrepreneurs in tourism destinations in three countries, Ireland, South Africa and Sweden, over the last seven years and have clearly identified their importance in destination development and social innovation. In this chapter we are interested in how an understanding of social entrepreneurs affects thinking in other areas of tourism. The particular focus of this chapter will be on four areas: tourism entrepreneurs, sustainability, social intrapreneurs, and destination development. These areas in particular were chosen as they are topical subjects within the literature and they will be affected by the concept of social entrepreneurs. The objective is to see how introducing the concept of social entrepreneurship to these areas affects thinking on each issue. Ultimately this should then facilitate the identification of potential future research areas and broaden out an interest in social entrepreneurship in the wider tourism research community.

1.7.3 Understanding tourism entrepreneurs

Perhaps the most obvious interest in social entrepreneurs is among those researching tourism entrepreneurs reflecting their interest in entrepreneurs broadly and also mirroring the fact that the general Social Entrepreneurship literature is firmly rooted within the Management discipline (Short, Moss and Lumpkin, 2009). Thomas et al. (2011, p.963) note "academic research on small firms in tourism has developed much more slowly than many had anticipated fifteen or twenty years ago". A key area of interest among researchers of tourism entrepreneurs and small businesses is in different types of entrepreneurs. Morrisson et al. (1999) outline a list of types of entrepreneurs in the tourism and hospitality sectors. However, the focus of much research has been on lifestyle entrepreneurs (those whose primary motivation in setting up a business is to sustain a particular lifestyle for the entrepreneur). They have been observed in many destinations (e.g. Thomas, 1997, Shaw and Williams, 2004, Atlejevic and Doorne, 2000, Getz and Peterson, 2005, Mottiar, 2007, Marchant and Mottiar, 2011, Boluk & Mottiar, 2014). The identification of such entrepreneurs challenges our common understanding that entrepreneurial motivations are profit driven, and also impacts the way destinations operate and develop. In spite of this interest, and a relatively large number of publications in the area, Thomas et al. (2011, p.966) note that "a more sophisticated theorizing of lifestyle business ownership is required".

Interestingly to note, although the importance of ethnic entrepreneurs has been prominent in the work of Ram (e.g. Ram et al. 2000; 2002) in particular, this has not received substantial attention. Similarly, the contribution of female entrepreneurs is limited in the tourism literature. So although there is a clear reliance on both female and ethnic minorities across the service sector and in the broader business and entrepreneurship literature they receive extensive attention, this is not the case in the tourism literature.

Koh and Hatten (2008) determined the categorization of tourist entrepreneurs depends on the approach used. Using a product differentiation approach they dis-aggregate them into inventive, innovative and imitative tourism entrepreneurs. Using the behavioral approach they identify: lifestyle, social, marginal, closet, serial and nascent tourism entrepreneurs. Within the tourism literature the focus has been more on the behavioral approach, and as discussed earlier particular

attention has been paid to lifestyle entrepreneurs. These efforts to dissect the term tourism entrepreneur and to develop typologies are important from a policy and destination management organization perspective, as the sorts of policies and plans that can be implemented may differ depending on the dominant type of entrepreneur. Thus it is important that researchers of tourism entrepreneurs broaden our view of who these entrepreneurs are. However, as noted above, the focus in the literature has been on lifestyle entrepreneurs. Why is there less interest in ethnic and female entrepreneurs in particular? Is this also likely to be the case with social entrepreneurs?

Thus, it is clear that the idea of social entrepreneurs fits neatly into this subset of work on tourism entrepreneurs as they are a new addition to the typology. As noted in Koh and Hatten (2008) social entrepreneurs are now included in the newer lists of entrepreneurial types. As a result it is recognized that such entrepreneurs exist in tourism and there is a broader understanding of the concept. Thus there is a clear place for the newly emerging interest and research on social entrepreneurs.

The only problem is that this approach of categorizing entrepreneurs has meant that individual silos of literature have developed around each category. Accordingly, it is easy for social entrepreneurs just to become another grouping. But keeping in mind, Thomas et al.'s (2011) criticism of the development of this field it may be more beneficial for us to investigate the crossover between types of entrepreneurs. For example, recent work by Boluk and Mottiar (2014) demonstrates that some entrepreneurs show both lifestyle and social motivations. Furthermore, entrepreneurs can move between categories, for example they can begin by being innovative but over time become imitators, or as Marchant and Mottiar (2011) and Boluk and Mottiar (2014) show the primary focus on profits or lifestyle can change over time. From a destination perspective it is vital to understand how all types of entrepreneurs engage, interact and cooperate with each other. As such, it is clear that the body of literature that is emerging on social entrepreneurs sits comfortably within the tourism entrepreneurship literature. However, it will be vital that as we research this area we contribute not just case studies describing the existence of such entrepreneurs, but rather integrate our research and thinking across the broad existing literature. Integration of the research on social entrepreneurship in tourism will not only further understanding, but will contribute to policy debates and deeper theoretical development.

1.7.4 Sustainability

Sustainability discussions within the realm of tourism emerged from the World Commission on Environment and Development's (WCED) publication of *Our Common Future*. Commonly referred to as the Brundtland Report, it examined a range of key issues relating to population pressure, human rights, poverty, environment, development and international economic relations (WCED, 1987). It appealed to a variety of stakeholders including citizens, NGOs, educational institutions and the broader scientific community. The WCED (1987, p.43) defined sustainable development as "development which meets the needs of the present without compromising the ability of future generations to meet their own needs". The publication of the Brundtland Report

has had a noteworthy influence on a number of industries striving to reconcile their impacts, including tourism.

The operation of the tourism industry has resulted in an array of unsustainable impacts which are widely criticized. The doubts established clearly challenge sustainable tourism application. The environmental aspect of sustainability has received the most attention (Lu & Nepal, 2009). Some businesses concerned with supporting sustainability have begun to modify their business practices as a way to reduce (and report) their cumulative impacts (Buckley, 2012). However tourism businesses have been criticized for adopting only those sustainability practices which will boost their profits, create public relations opportunities (Sheldon & Parks, 2011) or comply with legal requirements (Buckley, 2012). Some critical tourism scholars encourage moving beyond sustainability discussions (Sharpley, 2009) due to the lack of progress (Bramwell & Lane, 2005; Sharpley, 2009) and evidence demonstrating the implementation of sustainable tourism in practice (e.g., Ruhanen, 2013).

Based on the pervasive environmental challenges facing society, environmental entrepreneurship has surfaced as a response, in line with individual entrepreneurial values and goals. Mirvis (1994) put forth that environmental entrepreneurship establishes an intersection between social and environmental interests. Such entrepreneurs may carry out alternative lifestyles, or operate in a responsible way with the intent to prevent harm on the environment (Murphy et al., 1995). Also referred to as *ecopreneurs*, individuals operate an economically viable business while maintaining their core values that inspired them to create their business (Dixon & Clifford, 2007). Limited research has explored environmental entrepreneurship in praxis; however Boluk and Mottiar (2014) drew a parallel between the pro-social and pro-environmental agendas of many of their informants, based in South Africa and Ireland. The authors highlighted an environmental imperative that drove their social focus and ultimately impacted their chosen lifestyle. Specifically, quality of life, the enjoyment for the outdoors and related activities led to an interest in living in rural contexts. Such rural living also allowed an opportunity to make a direct contribution to their community which was a significant interest to the informants.

Some researchers such as Young and Tilley (2006) argue that those entrepreneurs who mutually focus on the social and environmental factors of their business are indeed *sustainable entrepreneurs*. This provides an alternative lens to the sole social (Boluk, 2011a; 2011b; 2011c) or socio-environmental lens (e.g., Boluk and Mottiar, 2014) presented in the research. Sustainable entrepreneurship consists of a business model that sets as its goal achieving "underlying ecological or social objectives" (Hockert, 2003, p.50). Such entrepreneurs are referred to as a new breed, not only tackling the ubiquitous environmental concerns but also the concerns in society (Cohen & Winn, 2007) and ultimately the way profit is earned. Accordingly, sustainable entrepreneurship is "the examination of how opportunities to bring into existence future foods and services are discovered, created, and exploited, by whom, and with what economic, psychological, social, and *environmental* consequences (Cohen and Winn, 2007, p.35). Young and Tilley (2006) created a sustainable entrepreneurship model illustrating how such entrepreneurs are guided by starting their business with a sustainability lens from the outset.

Furthermore, they argue that social and environmental entrepreneurs are sustainable entrepreneurs incorporating all of the elements of sustainable development.

From the hospitality industry perspective a number of international hotel chains have gained recognition for their implementation of sustainability activities and programs (e.g. Scandic Hotels, Fairmont Hotels & Resorts) (Boluk, *forthcoming*). Perhaps, such priorities could be viewed with a social entrepreneurial lens given the entrenchment and pervasiveness of sustainability and community oriented goals. In a similar study Ergul and Johnson (2011) found that half of their hotel manager respondents' applied principles of sustainability to confront the negative attention received by the industry. As discussed below in section 2.7.5 this leads us to a discussion on the role of social intrapreneurs who are similarly concerned with creating social and sustainable value but do so within an already existing organizations.

It is evident that sustainability has become an increasingly important concept in the tourism industry and discipline and while debates occur about the extent to which the sector as a whole engages with this concept, it clearly shows a shift in focus from pure profits to other factors which may not bring short term benefit but shows a longer, more broad ranging, vision. Such strategies may be embarked upon in response to consumer demand or legal requirements. Does this make these enterprises different from the traditional view of a social enterprise which is established with the sole (or leading) priority to achieve a social objective? Research on sustainability is by its nature concerned with fulfilling social objectives, herefore the study of social entrepreneurs is an extension of this work. While the focus in the literature is on sustainable practices, introducing social entrepreneurs into the debate provides another avenue of discussion as the focus is to explore the individuals who are specifically motivated by sustainability.

1.7.5 Social INTRApreneurship

Employees who create or motivate their firms to generate social value via innovation are referred to as social *intra*preneurs. Intrapreneurs develop new ventures within existing organizations, exploiting new opportunities to create economic value (Pinchot, 1985). Individuals are motivated to create change within the corporate setting regardless of size, leading innovations by way of new products or services (Miller, 1983). Teltumbde (2006) acknowledges the characteristics of intrapreneurs specifically in small and medium-sized organizations that contribute to organizational innovation. While Orchard (2015) suggests the intrapreneurial contribution of employees alongside the entrepreneurial drive of top management may be the distinctive ingredient for company growth. Intrapreneurship climates are largely dependent on leadership characteristics, as well as an understanding of the consequences of intrapreneurial behaviors.

Intrapreneurs confront some of the world's most pressing issues demonstrating initiative for "innovations which address social or environmental challenges profitably" (Grayson, McLaren & Spitzeck, 2011, p.3). They act in response to the interconnectivity of human beings with their environment. The work of Grayson et al. (2011) found that social intrapreneurs were engaged in "creating sustainable livelihoods and providing goods and services for low-income communities,

reducing resource consumption and mitigating the impacts of climate change" (Grayson et al., 2011, p.3). As such, intrapreneurs can alter corporate culture to one that is more responsible and sustainable. Doing well for their companies by contributing to their bottom line, and benefiting the communities in which they operate by improving staff morale (Ashoka, 2014).

Limited research has been carried out on intrapreneurship in the context of service industries and specifically tourism. Albeit, Sundbo (1997) who queried innovation in service firms and explored how organizations may manage and organize the innovation process. Sundbo (1997, p.444) proposed the need for internal organization of innovation in four phases:

- *Idea generation*, by individuals within an organization;
- *Transformation into an innovation project*, the intrapreneur must convince top management of the value of the idea developed and top management will decide if it is in the best interest of the organization to proceed;
- *Development*, if the idea is chosen a project group is established to further build on the idea, developing a prototype and investigations into market possibilities; and
- *Implementation*, top management will decide whether to implement the innovation as a commercial product.

Importantly, Sundbo's research draws attention to the fact that innovative ideas developed by intrapreneurs do not take place in a vacuum but rather are a consequence of top management support. Koh and Hatten (2002) identified the tourism entrepreneur as 'overlooked' yet, argued that intrapreneurs are *not* tourism entrepreneurs because they do not create touristic organizations in the community, instead they have the power to transform existing firms. This argument is challenged by Samarasinghe and Ahsan (2013) who argue that intrapreneurship is indeed recognized in hotels specifically in Sri Lanka. Samarasinghe and Ahsan (2013) state that green intrapreneurs can contribute to the competitive advantage of hotels especially in emerging economies, and hotel managers should focus on operational factors in relation to green based initiatives that cut operating costs and minimize resource consumption. Such research findings demonstrate managerial implications as those hotels adopting and implementing green initiatives can win long term competitive advantage. Furthermore, the authors did not allude to the implications for such top down support in an industry that is notorious for imbalanced power relations between not only employees and management but also employees and their customers (Bergene, Boluk & Buckley, 2015). Accordingly, if tourism businesses were to encourage and create a culture conducive to intrapreneurship perhaps the industry could improve its reputation and attract an empowered workforce interested in developing socially transformational interventions.

There are a number of opportunities and challenges for supporting intrapreneurship within the tourism industry. Firstly, it is imperative that tourism employees feel valued in the workplace; positive staff morale would encourage employees to consider their intrapreneurial capability in order to improve effectiveness at work. Secondly, proper support mechanisms are required in order to facilitate ideation within tourism businesses. Specifically, an open and effective communication system would be important so that front-line employees feel comfortable sharing

their ideas. Clearly, management would need to be open to hearing some tenuous ideas. Thirdly, it is important that due to the existing imbalance in power in the tourism industry employees are acknowledged for the ideas brought forward. Perhaps incentivizing ideation in the workplace would encourage employees to be socially intrapreneurial. Fourthly, due to the seasonal nature of the tourism industry it may be the case that both management and staff are more than occupied with their day to day tasks and therefore unable to see the broader picture which may inhibit intrapreneurial capability. On the other hand, seasonality may support reflection on the shoulder and low seasons and thus encourage innovative thinking when there is time to reflect. As such, it may be beneficial for managers to keep the lines of communication open even in the off season with employees. Lastly, while the tourism industry has been associated as an entry level industry requiring only basic skills there is an advantage for attracting young personnel who are uninhibited, have energy and are keen to challenge the status quo. Accordingly, nurturing an ecosystem within tourism workplaces that supports a spirit for innovation could be a motivating factor for young and enthusiastic employees.

1.7.6 Destination Development

Due to their complexity, destinations have a wide variety of stakeholders. The addition of social entrepreneurs in these destinations adds another consideration to the already complex policy discussions. A number of authors have identified factors which improve the competitiveness of a destination (e.g. Richie and Crouch, 2003; 2007) and while the importance of entrepreneurs in this process is already understated (Kompulla, 2014; Ryan et al, 2012; Koh and Hatten, 2002) social entrepreneurs now also need to be considered as part of destination development.

A debate about whether lifestyle entrepreneurs contribute to the growth or decline of a destination Andrew, Baum and Morrisson (2001) and Dewhurst and Horobin (1998) notes that as they focus on their lifestyle they do not engage in growth strategies that will positively impact the destination. In contrast Ateljevic and Doorne (2000) show that often lifestyle entrepreneurs can identify gaps in the market and then, as the demand grows, other types of entrepreneurs wanting to grow their businesses compete, stimulating growth in the destination as a result of the process started by lifestyle entrepreneurs. A social entrepreneur example of this is in Norway where Johns and Matsson (2005) show that the installation of art on the beach became a tourist attraction. While this was not the objective, this social entrepreneur inadvertently acted as a 'trigger' to destination development. Thus social entrepreneurs may not have destination development or growth as their objective but it may be a consequence of their actions.

In other cases the social objective can be used to improve growth and attractiveness of an area. For example the development of the Greenbox (an area with a concentration of eco-tourism providers) in Ireland was a consequence of policy makers' desires to make rural areas more sustainable. For many who had lobbied for this strategy they were driven by improving the sustainability of the area, and by the desire to encourage people to be more environmentally conscious (Mottiar, 2009). Similarly, a number of social entrepreneurs in South Africa certified by Fair Trade Tourism (Boluk 2011b) were motivated to give back to African society as a

consequence of the advantages received during apartheid. Accordingly, emergent businesses uniting African rural lifestyles with sustainable development practices created opportunities for geographically isolated communities, not previously recognized as viable tourism destinations due to their lack of infrastructure and resources. The development of eco-lodges and organized responsible township tours created poverty alleviation opportunities and further stimulated social entrepreneurial capability for the poorest African communities (Boluk, 2011a; 2011c). In such cases the balancing of these two objectives is necessary at both an individual and institutional level at every decision making point.

It is possible that the objectives of a social entrepreneur could have negative consequences for a destination. For example a decision to open a drug rehabilitation clinic, or a homeless shelter, or a refuge, could result in some local opposition. In such cases the social entrepreneurs' plans can cause division in the local area as residentsvoice their different perspectives. In such cases the social entrepreneurs' objectives may conflict with the destination management organization's plans causing tension and necessitating careful negotiation and cooperation to come to an agreed solution. It is clear that the social entrepreneur has some kind of impact on a tourism destination or local area. The nature and extent of this impact can be quite different, but all stakeholders in the destination need to be aware of the emergence of this type of entrepreneur. Destinations have organizations, formal or informal, which help plan, guide and organize its development. Local entrepreneurs form an important part of such organizations but it is also important to include social entrepreneurs. As Mottiar (2007) showed, often lifestyle businesses do not become part of such organizations as they believe they are too small or not established enough, and yet they play an integral part in the development of destinations. Similarly with social entrepreneurs, they may not play a traditional role, in that they are not part of local business associations or chambers of commerce, and in fact the way they operate may alienate them from other profit driven entrepreneurs. Yet in reality there are many similarities, and having people from different perspectives in a decision-making capacity is likely to result in more lively and interesting discussions, and perhaps more innovative ideas.

Social entrepreneurs will have an impact on tourism destinations, whether as part of their mission or as a side effect and these impacts may be negative and/or positive. As discussed above in the general social entrepreneurship literature, sometimes these individuals are already active in a destination, but they have not been classified as a social entrepreneur but instead perhaps a community leader, ambassador or a volunteer. Thus, social entrepreneurs are not always an addition to a destination, they have just not been identified as a social entrepreneur before.

It is clear that social entrepreneurs create opportunities, and challenges, for existing destination management organizations and as such they need to be included in their institutional and policy frameworks.

1.7.7 Concluding Remarks

This chapter has identified ways in which research on social entrepreneurs fits into the tourism discourse and how further contributions can be made to the tourism field and the broader knowledge of social entrepreneurship in general. The authors explained the relevance of social entrepreneurship in the context of tourism dealing with entrepreneurship, sustainability, social intrapreneurship and destination development. Moving forward there is plenty of scope for tourism researchers to expand the current knowledge base and in particular to investigate issues that are of importance from a tourism perspective.
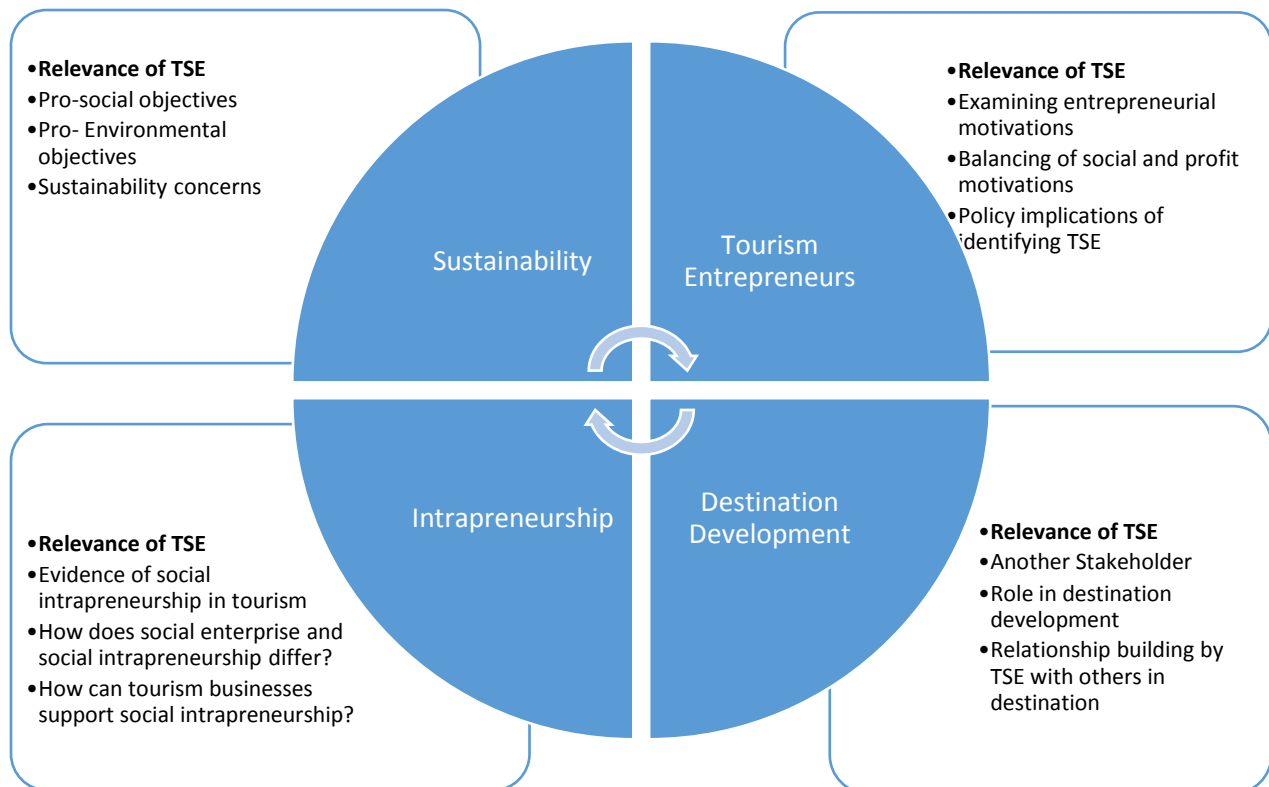
The chapter asked how relevant an understanding of social entrepreneurs was for the industry, stakeholders and destination and based on the aforementioned discussion, the relevance is clear from a number of different perspectives. The four parts stemming from the circles in Figure 1 demonstrate the relevance of social entrepreneurs in terms of destination development, sustainability and our understanding of entrepreneurs and intrapreneurship.   We do not argue that these are the only ways in which understanding social entrepreneurs is relevant to the field of tourism, there are likely others in terms of for example relations with communities, inter firm relations and policy implications. Figure 1 is an illustration that social entrepreneurs are relevant to a broad range of issues in the literature and this will prevent the development of research silos where social entrepreneurship scholars seek out their own vein of research. The nexus of common ground and interests as displayed in Figure 1 should enhance the development of research, thought and understanding of social entrepreneurs within the field as a whole.

A number of research questions may guide future studies interested in TSEs. The exploration of the relevance of tourism entrepreneurs in relation to TSEs identified the balancing of motivations and policy. Further, the discussion highlights that researchers must engage with the concept of social entrepreneurs so that research in this area is not limited as in the case of ethnic and female entrepreneurs. A number of potential research questions emerge from the discussion include how do TSEs balance their motivations? Do their motivations change over time? What policies can be used to influence such entrepreneurs? How do they interact with other entrepreneurs?

The authors found that pro-social and pro-environmental objectives deemed as sustainability objectives were key drivers for TSEs. As such, potential research questions include how do ecopreneurs combine social and business objectives? How do social entrepreneurs deal with the issue of their own sustainability? Are TSEs any more conscious of sustainability than other types of tourism entrepreneurs?

Figure 1 How Tourism Social Entrepreneurs (TSE) Fit in Tourism

- **Relevance of TSE**
- Pro-social objectives
- Pro- Environmental objectives
- Sustainability concerns

Sustainability

Tourism Entrepreneurs

- **Relevance of TSE**
- Examining entrepreneurial motivations
- Balancing of social and profit motivations
- Policy implications of identifying TSE

- **Relevance of TSE**
- Evidence of social intrapreneurship in tourism
- How does social enterprise and social intrapreneurship differ?
- How can tourism businesses support social intrapreneurship?

Intrapreneurship

Destination Development

- **Relevance of TSE**
- Another Stakeholder
- Role in destination development
- Relationship building by TSE with others in destination

The chapter discussed social intrapreneurship in relation to the tourism literature and examined if/how the implementation of social intrapreneurship practices might be an example of social entrepreneurial capability. Potential research questions stemming from this discussion include: is there a relationship between social intrapreneurial innovations and social entrepreneurial innovations? Are innovations that occur outside and inside organizations compatible? What is the opportunity of supporting social intrapreneurship in an industry as complex as tourism? Could social intrapreneurship enhance the reputation of the hospitality and tourism industry and empower, attract and retain motivated staff?

The relevance of TSEs in relation to various stakeholders was discussed in all of the sections. Specifically, in the discussion on destination development and key stakeholders, their role in development and their relationships with others in the destination were examined. The potential research questions discussed include: are TSEs identified as a stakeholder in destinations? What role do they play in destinations? Do they have a positive or negative impact on the destination?

Developing responses to these questions that have emerged in this chapter will require a broad array of researchers from a variety of interest areas. Clearly acknowledgement and understanding of social entrepreneurs will affect thinking on fundamental tourism issues such as sustainability,

destinations and intra and entrepreneurship. Continued exploration, and the identification of further questions for investigation, will begin to create a space, or in fact a number of spaces within the tourism discourse where social entrepreneurship will not only neatly fit, but will flourish and grow.

Discussion Questions

1. This chapter outlines the relevance of social entrepreneurs for four areas (sustainability, tourism entrepreneurs, destination development and intrapreneurship) in the tourism literature can you think of any other areas that would benefit from the exploration of social entrepreneurs?

2. This chapter notes how research on social entrepreneurs has not been an area of research focus in the tourism literature to date. Consider other stakeholders whose voice may not be adequately represented in the literature and discuss how researchers could respond.
.
3. Think of a tourism destination and explore the role social entrepreneurs have had, continue to have or could have in its development.

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