

**COPRENEURSHIP IN RURAL TOURISM**

**EXPLORING WOMEN'S EXPERIENCES**

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## **Abstract**

This study investigates copreneurship in rural tourism businesses. It explores the experiences of owners of rural tourism accommodation businesses in New Zealand within the framework of copreneurship. It also examines roles within copreneurial rural tourism businesses and studies women's experiences of entrepreneurship specifically. Copreneurs are couples who share ownership, commitment and responsibility for a business together (Barnett and Barnett, 1989) and these couples in business together (copreneurs) are one form of family business. To date there has not been any published discussion of the concept of copreneurship and tourism, which is remarkable, given that many tourism businesses are SMEs built around lifestyle and integration of life stakeholders such as family and partners.

This dissertation represents the first attempt to study copreneurship within tourism entrepreneurship, and within a rural tourism environment specifically. It uses an interpretive approach as part of the study to give the participants a voice and to stress the methodological importance of reflexivity where the researcher is an insider to the study. Triangulation of data sources and methods, combining qualitative and quantitative techniques enables a rich understanding of copreneurial expectations, roles and responsibilities and of women's experiences specifically. The method of the research is a postal survey of rural tourism accommodation business owners complemented by in-depth interviews with women in copreneurial business relationships.

This thesis concludes that the rural tourism accommodation sector in New Zealand is characterised by lifestylers and copreneurs running their businesses as a 'hobby', with the main aim being 'to meet people' and that non-economic, lifestyle motivations are important stimuli to business formation. Specific analysis of women's experiences of tourism production in copreneurial situations has shown that any perception of copreneurship as a tool for enabling women to become freed from traditional gender roles may not equal the reality. Women's voices were able to come through in both the survey and the interview part of this research, revealing that a gendered ideology persists even through copreneurial relationships in rural tourism. The copreneurs in this study have strong and widely shared preconceptions of their roles as accommodation providers and as task managers in their households; role perceptions which appear to be largely invariant of the situation. Copreneurial couples appear to engage in running the accommodation business using traditional gender-based roles mirroring those found in the private home.

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## **CHAPTER ONE**

### **Introduction: Setting the Scene**

#### **Introduction**

This study investigates copreneurship in rural tourism businesses. It explores the experiences of owners of rural tourism accommodation businesses in New Zealand within the framework of copreneurship. It examines roles within copreneurial rural tourism businesses and studies women's experiences of entrepreneurship within the copreneurial environment. Copreneurs are couples who share ownership, commitment and responsibility for a business together (Barnett and Barnett, 1989). This chapter sets the scene for the study, introducing both context and content and outlines the structure of this thesis.

#### **1.1 Copreneurship**

While couples in business together cannot be said to be a new occurrence, it was not until the 1980s that this phenomenon was defined as copreneurship by Barnett and Barnett (1988). The authors described copreneurs as couples who share ownership, commitment and responsibility for a business together or as Marshack (1994) put it, copreneurship represents the dynamic interaction of the systems of love and work. With copreneurs representing an estimated 1.5

million businesses in the United States alone (Fitzgerald and Muske, 2002) it is surprising then the lack of research that has focussed on copreneurship. Copreneurship can be said to fall within the field of family business studies, a field of study where numerous attempts have been made to articulate conceptual and operational definitions of family firms (Sharma, 2004). There is no concise, measurable, agreed upon definition of family business (Astrachan and Shanker, 2006), however most definitions seem to revolve around the important role of family in terms of determining the vision and control mechanisms used in a firm, and creation of unique resources and capabilities (e.g. Chrisman, Chua and Litz, 2003; Habbershon et al., 2003). A large majority of firms in most countries also have a significant impact of 'family' in them (Astrachan, Zahra and Sharma, 2003; Corbetta, 1995; de Bruin and Lewis, 2004; Klein, 2000) and the homogeneity of these firms has been questioned (Sharma, 2002). Within the entrepreneurship field, the phenomena of familial entrepreneurship and copreneurship remain under-researched (de Bruin and Lewis, 2004).

Couples in business together (copreneurs) are one form of family business. The majority of publications in the area of copreneurship have occurred in the popular press who are quick to publish success stories and stories of partnerships that have worked (e.g. Dyer, Gibb and Handler, 1994; Fitzgerald and Muske, 2002; Marshack, 1994). The majority of this work is based largely on anecdotal evidence and is based on very small samples (Smith, 2000).

According to Marshack (1994) at the time of her research there were only five empirical studies that represented the research literature on copreneurs. The first two (Bryson, Bryson, Licht and Licht, 1976; Epstein, 1971) focussing primarily on the marital relationship and the final three (Cox, Moore and Van Auken, 1984; Ponthieu and Caudill, 1993; Wicker and Burley, 1991) focussing on the business partnership. Since then, several more research initiatives have been implemented; including more recently Smith's study of 20 copreneurial marital partners in New South Wales, Australia; Fitzgerald and Muske's (2002) work with over 200 copreneurs; Foley and Powell (1997) and their theoretical model for work-family conflict; and Baines and Wheelock's (1998) work on the effects of structural changes and economic policy on small business in Great Britain.

Research suggests that partners in life are deciding to start copreneurial ventures for a number of reasons. The recent increase in copreneurs may be attributable to the phenomenon termed the 'glass ceiling', downsizing and redundancy, while career opportunities in the corporate world become increasingly uncertain (Smith, 2000) and Michael (1999) proposes that in the 1990s copreneurial ventures were aided by strong economies, easier access to capital and early retirement programmes.

To date there has not been any published discussion of the concept of copreneurship and tourism, which is remarkable, given that many tourism businesses are built around lifestyle and integration of life stakeholders such as family and partners. However, the potential significance of copreneurship has been noted. For example, Hall and Williams (2008) in discussing the relationship between entrepreneurship and innovation, commented:

Although it is clearly debatable as to who or what constitute a family unit, it would seem likely – at least in more developed countries – that the role of couples as entrepreneurs may be far more important than the notion of a family business as being operated on an inter-generational basis. Therefore, the idea of co-preneurship... would seem to be an useful avenue with which to investigate such businesses, and others like them in the tourism industry, as part of a life-course approach to examining business development and entrepreneurial behaviour (Hall and Williams, 2008 p. 222).

This dissertation represents the first attempt to study copreneurship within tourism entrepreneurship, and within a rural tourism environment specifically.



## 1.2 Rural tourism

Rural tourism has gained a following in the last decade as an economic revitalisation tool, as well as a way to preserve and celebrate local culture and resources (Rural Sociological Society, 2006, cited in Kline, 2007).

Sharpley and Roberts (2004) note that rural tourism offers a convergence of supply and demand and takes differing forms, develops within a vast range of physical, social and political environments, and results in a wide diversity of outcomes. Rural tourism is a dynamic phenomenon, both creating and reflecting change within its reach (Sharpley and Roberts, 2004). This view provides a broad definition of rural tourism and is a view which has evolved since Lane's (1994) much cited paper which asked "what is rural tourism?". His view was that rural tourism in its purest form should be:

1. Located in rural areas
2. Functionally rural – built upon the rural world's special features of small-scale enterprise, open space, contact with nature and the natural world, heritage, 'traditional' societies and 'traditional practices'.
3. Rural in scale – both in terms of buildings and settlements – and, therefore, usually small scale.
4. Traditional in character, growing slowly and organically, and connected with local families. It will often be very largely controlled locally and developed for the long term good of the area
5. Of many different kinds, representing the complex pattern of rural environment, economy, history and location (after Lane 1994, p. 14).

Lane (1994, p. 16) also argued that the following factors have to be considered in defining rural tourism:

- Holiday type
- Intensity of use
- Location
- Style of management
- Degree of integration with the community.

Rural tourism's wider conceptualisation suggests that it may be more commonly accepted as any form of tourism in a rural area, with a focus on activities that contrast with the pure product and are a means to an end, rather than ends in themselves (Sharpley and Roberts, 2004).

Briedenhann, along with others follows a common theme of rural tourism being adopted as a vehicle for the regeneration of rural areas suffering economic decline or deprivation (Beeton, 1998; Briedenhann, 2007; Briedenhann and Wickens, 2004; Fleischer and Felsenstein, 2000; Roberts and Hall, 2001; Sharpley and Roberts, 2004; Shaw and Williams, 2002). This concept of rural tourism's potential as a development tool is common, but so too is discussion about constraints affecting rural and peripheral area tourism development (see Briedenhann and Wickens, 2004; Bryden and Bollman, 2000; Buhalis, 2000;

Gannon, 1994; Greffe, 1994; Nash and Martin, 2003; Prideaux, 2002; Powell, 1995). Similarly, lack of experience and training amongst providers is a common constraint identified (Beeton, 2002; Briedenhann and Wickens, 2004; Greffe, 1994; Ryan, 1997). This potential constraint has been noted in New Zealand, to be affecting the reputation of the country's high end accommodation sector (Anon, The Press, 24 May 2007) with comments such as "ma and pa bed and breakfasts masquerading as luxury lodges and boutique hotels are threatening the reputation of New Zealand's high-end accommodation sector" (p. 6). However, the accuracy of such assessments is potentially debatable as there appears little empirical evidence for such claims (see Hall and Risher, 2002, 2004; Hall, 2009). It has been suggested that tourism continues to suffer from perceptions of it being low-skilled, low-income, and low value and being consequently regarded as low on innovation as well (Hall, 2007a, 2007b). This however, has been shown to be far from the truth, with tourism's role with respect to place competitiveness being acknowledged (Hall and Williams, 2008; Sundbo et al., 2007) and tourism has been favourably compared in terms of innovative activity in New Zealand's Accommodation, Cafes and Restaurants (ACR) industrial category - reported to be an innovation rate of 50%; a rate which is just below the overall innovation rate of New Zealand businesses (52%) (Hall, 2009).

It has been recognised that an intrinsic feature of rural tourism is small-scale business (Lane, 1994; Mitchell and Hall, 2005; Page and Getz, 1997; Roberts and

Hall, 2001). Often, this feature means also that these businesses may be fragmented and diversified in nature. This fragmentation and diversification then leads to a number of 'weaknesses', including limited market knowledge, low quality products/services, lack of finance, low levels of knowledge of tourism and tourists, and inadequate supporting infrastructures (Hall, D, 2004; Sharpley and Roberts, 2004).

Accepting Lane's (described above) list of "requirements" for tourism to be of a rural nature, and the conceptualisation of rural tourism as small scale; it is not difficult to conceive that New Zealand is very much a rural tourism experience. In a FORST funded study completed in 1998, it was found that there were at least 3000 rural tourism operators in New Zealand (Warren and Taylor, 1990), and it has also been suggested that of the 8,000 farms in New Zealand, approximately 3000 were offering tourism products (Ryan, 1997). The research in this thesis focuses on rural tourism accommodation providers, the number of which it is more difficult to estimate, with most operators not forming companies (and therefore not being registered with New Zealand Companies Office), and most operators not being counted in New Zealand's International Visitor Survey (which only records stays at hotels and motels). New Zealand's Commercial Accommodation Monitor reported that, in 2006, "Hosted Accommodation" comprised a total 2.3% share of total accommodation capacity (Ministry of Tourism, 2007). Hall and Risher (2004) reported that an analysis of phone books, advertising in Visitor Information Centres and other tourism

media identified at least 640 self-described B&B businesses in New Zealand, and further reported this to likely be a substantial underestimate. New Zealand's Bed and Breakfast Association, @home New Zealand, an association formed when farmstays in New Zealand were becoming popular in the 1980s, and re-branded in 2003, currently lists 700 members (in 2008); again a number which does not reflect the total number of rural and other B&B providers, as not all are members of this association.

All of these small, rural tourism accommodation businesses form part of New Zealand's wider tourism activity. New Zealand officially recognises these tourism businesses as part of the Accommodation, Cafes and Restaurants (ACR) industrial classification and the Tourism Industry Association New Zealand (TIANZ) asserts that the New Zealand tourism industry is made up of 10 major public-listed companies and between 13,500 and 18,500 small to medium enterprises (TIANZ, 2008). New Zealand itself is a nation of small firms, with the Ministry of Economic Development reporting that 96% of enterprises in New Zealand are small and medium-sized enterprises (employing less than 20 people) (MED, 2007). These SMEs account for 39% of the economy's total output (MED, 2007) and the tourist industry is said to support over 108,600 full-time equivalent jobs provided directly through tourism and an estimated 74,500 indirectly (TIANZ, 2008).

Small business owners start or enter businesses for a variety of reasons and it has been suggested that many small tourism businesses are initially stimulated

by motivations linked to preferred lifestyles, involving a different balance between income, way of life and the family (Ateljevic and Doorne, 2000; Morrison et al., 1999; Williams et al., 1989). This is probably epitomised by two individuals who decide to stop pursuing high pressure careers as employees, and seek an alternative lifestyle based around the family and shared activity in a small tourism enterprise (Hall and Williams, 2008; Morrison et al., 1999). This study seeks to investigate the experiences of business owners who have made these choices, and have established a rural tourism accommodation business. As noted above, copreneurs are not homogeneous in their motivations and experiences and copreneurship and other family business forms are a much neglected area of research (de Bruin and Lewis, 2004; Tompson and Tompson, 2000), women's motivations in particular are investigated in this study as the reality of women's entrepreneurship within rural tourism has not been widely examined, see Section 1.3 below.

### **1.3 Motivations and women's experiences**

Levenburg (2002) notes that there is good reason to believe that the motives and goals of family firms in the rural and tourism sector are somewhat different from other sectors and from non-family business in general (p. 108), and it may be that female business owners in the rural and tourism sector are somewhat different also. Within the small business and entrepreneurship literature,

“...there is some doubt as to whether current research approaches and methodologies adequately incorporate the “reality” of women’s entrepreneurship” (de Bruin et al., 2007, p. 329). Similarly, Bird and Brush (2002) draw attention to gender perspectives on entrepreneurial processes, illustrating that a different viewpoint will add to our knowledge on how individuals perceive and operationalise entrepreneurship. The authors argue that venture creation is gendered in and of itself, and historically, the focus is on masculine processes and behaviours. They suggest that there is also an underexplored and unarticulated feminine set of processes and behaviours that influence new venture creation.

The research reported in this thesis explores women’s roles within and experiences of tourism production whilst in a copreneurial relationship. In order to achieve this, a mixed method research design is employed, a design which aims to address suggestions from the literature such as the following: “In particular, women’s entrepreneurship research would benefit from a multi-level design, taking into account the relationship between individuals and the environment” (de Bruin et al., 2007, p. 334).

Women do have different experiences of business ownership, and the male should not be used to stand for the universal, as women have a different voice, a different muse, a different psychology, a different experience of love, work,

family and hope (Gordon, 1986). It is these voices and experiences that are of interest to this study and these voices and experiences that will add to the existing literature on copreneurship and also rural tourism.

#### **1.4 Aim and objectives**

From the discussion above, the objectives of this research can be summarised as follows:

Aim: To contribute to the theoretical literature on copreneurship and rural tourism. This will be achieved via the following objectives:

- To describe the experiences of owners of rural tourism accommodation businesses in New Zealand within the framework of copreneurship.
- To examine the gendering of roles within copreneurial rural tourism businesses.
- To describe and evaluate women's experiences of copreneurship within rural tourism.



## **1.5 Research methods**

There is considerable discussion among tourism academics about appropriate methodologies and research orientations for studying tourism (e.g. Aitchison, 2001; Riley and Love, 2000; Ritchie, Burns and Palmer, 2004; Walle, 1997). It is encouraging that in recent times, multiple mixed method research strategies are gaining increased acceptance in this field. Due to the high behavioural content and diverse nature of tourism, integrated approaches are beneficial for tourism research, especially for investigations into tourism production (Farrell and Twining-Ward, 2004).

This thesis uses an interpretive approach to give the participants a voice and to stress the methodological importance of reflexivity where the researcher is an insider to the study. Triangulation of data sources and methods, combining qualitative and quantitative techniques enables a richer understanding of copreneurial expectations, roles and responsibilities and of women's experiences specifically. The use of multiple mixed method research strategies in an interpretive approach challenges traditions of male experiences and voices framed within the positivist approach in tourism research where women's voices have remained largely unheard (e.g. de Bruin and Lewis, 2004; Decrop, 1999; Dupuis and de Bruin, 2004).

The method of the research is a postal survey of rural tourism accommodation businesses complemented by in-depth interviews with women in copreneurial business relationships, and currently providing a rural tourism product. Research methods will be discussed in more depth in Chapter Four and the next section will outline the structure of this thesis.

## **1.6 Thesis structure**

This first chapter has introduced the general orientation of the research, introducing rural tourism, SMEs, and copreneurship as a framework for exploring women's experiences of rural tourism production. Following on from this introduction, Chapter Two is the first of a literature review divided into two chapters with the first introducing the broader social and political forces which have created and shaped the environment for rural tourism production. This chapter will review the literature on rural population change and trends such as counterurbanisation, exurbanisation and lifestyle-driven migration as related to motivations for starting a rural tourism business. The chapter goes on to examine motivations for starting a small business, for family business development, and for rural tourism development specifically and concludes with an overview of the current situation with regard to women business owners in New Zealand, following from a discussion of women's perspectives of rural

tourism production. The chapter highlights the growth in numbers of self-employed women in New Zealand and the characteristics of this group in terms of education, age, ethnicity and income. It also explains the key debates in the literature in relation to start-up and management of female owned firms.

The second of the literature review chapters (Chapter Three) further discusses the concept of copreneurship and introduces discussions and debates around the subject of gender in tourism production. Literature related to gender in tourism is reviewed and the concept of copreneurship is built, with a case made for the exploration of copreneurship in relation to rural tourism. As, prior to this thesis, the concept of copreneurship has not been introduced as a framework for analysis in tourism, the place of women as producers in the related wider arenas of employment and entrepreneurship is critiqued to further establish the body of literature and to identify themes within the diverse body of gender and tourism research.

Chapter Four, Methodological considerations; provides the philosophical and methodological foundations of the study. This necessitates an overview of the wider philosophy of social science research, including discussion of positivism, post-positivism, the dominance of the positivist approach and the resulting 'crisis of representation'. This leads into the acceptance of the interpretivist approach and discussion of its validity. Discussion of tourism as a discipline and research orientations provides a conceptual framework and the importance of

reflexivity is raised and the relevant significance of situating myself as researcher is presented. Gender in tourism research is also further examined in order to shift closer to the specific research context. Gender is expressed in ideologies of masculinity and femininity, interacting with socially constructed relationships in divisions of labour and leisure, sexuality and power, between women and men (Swain, 1995). Therefore gender is central to examining the ideologies influencing participation by women in copreneurship roles within rural tourism.

The second half of this chapter describes the research design. Triangulating methods and data sources within an interpretive approach is essential for gaining a fuller understanding of the experiences and expectations of copreneurs in the context of rural tourism. The research design enables the methodological importance of reflexivity where the researcher in an insider to the study to be stressed. Chapter Five, follows from the research design introduced in Chapter Four, and presents an overview of the context for the study, in that it outlines the study area, including regional character and regional tourism statistics.

Chapter Six, the first of the results/discussion chapters, reports findings from the survey instrument. This chapter outlines the response rate for the questionnaire then introduces business characteristics, followed by owner

characteristics. It outlines findings about respondents as owners and also presents findings of questions asking about being in business with a spouse/partner. Throughout this chapter, and the next, findings are presented and also considered in relation to previous findings/literature as discussed in Chapters Two and Three. Analysis of results is also presented using gender as a factor for comparison. This is to enable the consideration of women's responsibilities within, and experiences of, copreneurial businesses, and leads into the next chapter, which further investigates women's experiences as reported through the in-depth interviews.

Chapter Seven reports findings on the roles and experiences of women in copreneurial relationships when operating a rural accommodation business as revealed by in-depth interviews with women operating rural tourism businesses. This chapter considers the important issue of women's experiences and participation in the supply of rural tourism accommodation, when the women are in a copreneurial relationship, and explores existing gendered roles within the copreneurial venture. Throughout this chapter, findings are again presented and also considered in relation to previous findings and literature as discussed in Chapters Two, Three and Six.

The concluding chapter presents a synthesis of the research. The aim and objectives are reviewed and major themes exposed from the analysis of both

quantitative and qualitative studies are summarised. Finally, amongst concluding reflections, future research opportunities are outlined as this thesis opens the way to many new areas for further investigation.

Throughout the thesis the focus is on production (operators of rural tourism businesses), vs. consumption (consumers of tourism products) activities, as the outcome of the research will be a contribution to the gap in knowledge in the area of entrepreneurship in rural tourism, focussing specifically on women's experiences of copreneurship within rural tourism production.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Rural change, rural tourism and women in SMEs**

##### **Introduction**

Although copreneurship is the focus, and rural tourism the vehicle for this thesis, it is important that discussion be informed by broader social and political forces which have created and shaped the environment for rural tourism production. This chapter will review the literature on rural population change and trends such as counterurbanisation and exurbanisation. Lifestyle-driven migration is also considered as related to motivations for starting a rural business. This chapter highlights this work's focus on production (vs. consumption) activities, although an argument is developed to show that providers of rural tourism accommodation are driven by production-led opportunities, along with consumption-led behaviours like the desire to exurbanise and to spend more time with family. The chapter goes on to examine motivations for starting a small business, for family business development, and for rural tourism development specifically. The chapter concludes with an overview of the current situation with regard to women business owners in New Zealand, following from a discussion of women's perspectives of rural tourism production.

## 2.1 Rural change

Rural areas in western societies have undergone significant social and economic restructuring in the last 30 years. Since the 1960s and 1970s, urban and rural spaces have become integrated, often facilitated by increases in personal mobilities and technology/communication improvements. As a result, non-agricultural, traditionally urban, functions such as housing, manufacturing, services, recreation, and nature (Ilbery, 1998) can be found in both urban and rural areas (Elbersen, 2002). With this functional diversification, the countryside has increasingly become a space of consumption and a place of production of things other than agricultural production. The countryside is consumed through living, working and recreating there, through commodification (Smith and Phillips, 2001). Commodification and urban-rural integration have collided in terms of time with changes in population structure, with changes in rural populations from the 1970s onwards being labelled as “rural population turnaround” (Champion, 1989; Lewis, 1998, 2000; Woods, 2005). Through counterurbanisation and exurbanisation, rural areas have been confronted with mostly urban, middle class immigrants (Meijering et al., 2007; Woods, 2005). Exurbanisation, the migration of urban residents to rural environments, has increased greatly since the 1970s (Hall, 2009b) and these exurban processes are often associated with post-productivist countrysides in which ‘landscapes of production’ are transformed into ‘landscapes of leisure and consumption’



(Butler et al., 1998, Hall and Muller, 2004; Paniagua, 2002; Williams and Hall, 2000, 2002).

When reviewing the literature on the changing demography and geography of rural New Zealand, one encounters a setting largely devoid of theoretical markers, with the exception of work focusing on agricultural change and the local effects of state restructuring (e.g. Britton et al., 1992; Chalmers and Joseph, 2006; Cloke, 1989; Fairweather, 1992; Moran et al., 1993). In most cases, the literature on New Zealand rurality follows the international trend of data-rich, but largely atheoretical case studies (e.g. Chalmers and Joseph, 2006). Also, the changing compositions of rural populations has long represented a significant research theme within rural studies (e.g. see Milbourne, 2007; Vince, 1952) and detailed statistical information from national populations censuses has allowed rural researchers to enumerate and map the flows of people into and out of rural places, as well as the shifting demographic and socio-economic profiles of rural populations. This has shaped the dominant research agendas of rural population change in developed countries and for most of the 20<sup>th</sup> century, the focus stayed on the causes, characteristics and consequences of net movements of people out of rural places as revealed by the population censuses. For the latter part of the 20<sup>th</sup> century, the same sources of information began to show new aggregate movements of people into rural areas and research agendas shifted towards making sense of the processes of rural in-migration, rural re-population and counter-urbanisation (Milbourne,

2007). What has happened more recently however, is that despite the range of publications on rural population change in different countries, based on statistical investigations of the shifts in populations, socio-economic characteristics and spatial and demographic shifts, along with place-based in depth studies of impacts of population change, rural researchers have largely abandoned quantitative approaches to population change, replacing these with place-based qualitative accounts of the socio-cultural consequences of rural population change (Lee and McDermott, 1998; Milbourne, 2007; Murphy, 2002).

In New Zealand specifically, as noted previously, there is a lack of theory in this area, but, like the international situation, there is published research on the changing populations of rural areas (Cant, 1980; Franklin, 1969; Heenan, 1979) and on the nature of rural places (Franklin, 1978; Mackay, 1984), but in contrast there exists a more modest number of studies using qualitative, socio-political and ethnographic approaches to life in rural places (e.g. Keating and Little, 1994; Pawson and Scott, 1992; Wilson, 1994) and also studies about the processes of change transforming the space economy of New Zealand and its constituent rural places (Joseph et al., 2001; Le Heron and Pawson, 1996; Liepins and Bradshaw, 1999).

Reviewing recent publications on rural population change in different countries, it is clear that the dominant focus is on uni-directional flows of people to rural

areas. This is true of both national statistical analyses of population data, as well as place-based qualitative studies. However, it is also clear that whatever the focus of current research (particularly the focus on in-migration to rural areas and rural re-population), the focus on rural population growth and flows of people to rural spaces is less convincing when rural population in contrast to population growth overall is considered. For example a report by the United Nations highlights that, in aggregate terms, the number of people living in rural areas in the 'more developed regions' fell by 0.46% between 1950 and 1975 and by 0.42% between 1975 and 2005, and is predicted to fall by a further 1.15% between 2005 and 2030 (United Nations, 2005). Questions may be asked of the exact definitions of rural areas used in the United Nations report, but the picture that it presents may be contrasted with the [mostly qualitative and anecdotal] picture presented of almost mass migration back to rural areas. Such moves are often motivated by perceptions of a better quality of life in rural or peri-urban areas, with these perceptions being reinforced by lifestyle articles in magazines and newspapers, and lifestyle shows on commercial television (Hall, 2009b). In New Zealand (and Australia), this drift toward the rural idyll has been expressed in terms of 'sea-change' or 'tree change', in reference to permanent and temporary (second home) lifestyle migration to high amenity rural areas (Burnley and Murphy, 2004; Hall, 2009b; Walmsley, 2003).

In New Zealand, the performance of rural districts and provincial cities has consistently been well below the national rates of growth since 1986 (Lee and

McDermott, 1998). In the United States, for comparison, the latest official statistics point to a slowing down of rural population growth, with the rate of increase recorded by rural areas between 2000 and 2005 (2.2%) much lower than the national average increase (5.3%) (United States Department of Agriculture, 2007, cited in Milbourne, 2007). However, in New Zealand (as overseas) there are shifts which have been conducive to driving the development of rural tourism businesses. One of these shifts has been population related – the trends in spatial re-organisation evident in New Zealand, characterised by the turnaround from the long standing trend towards increasing population concentration within metropolitan areas, termed “counterurbanisation” by Berry (1976). No longer does the neo-classic model of the city apply to New Zealand, as it did through the 1950s and 1960s (Johnston, 1973). Instead, employment and residences are more interspersed spatially (Lee and McDermott, 1998). Relative declines in commuting costs, consumer preferences for space and amenity rich surroundings, a desire to escape from urban woes (genuine or perceived), suburbanisation of some jobs and greater spatial and temporal flexibility of others have led to changes in rural environments (e.g. Joseph et al., 2001; Lee and McDermott, 1998; Roche, 2002; Willis, 2001). Another of these shifts affecting population movements is lifestyle based. Lifestyle considerations are supplanting journey to work considerations as the prime locational criteria for many households. As evidence of this shift, Lee and McDermott (1998) note patterns of strong growth of the outer periphery and “exurbia” associated with major metropolitan areas of New Zealand. McKenzie (1996, p. 1) defines exurbia as:

The region surrounding an urban area, bounded at its outer edge by the limits of the commuter belt and at its inner edge by the limits of contiguous urban development. While being largely rural in appearance, it includes many people who are not involved in rural production, for example, commuters, the self-employed, retirees, and second home owners.

Relevant to this study is the area of Kapiti Coast, north of Wellington and identified by Lee and McDermott (1998) as representing the highest growth in an otherwise slow-growing Wellington metropolitan region (other regions identified as exhibiting high exurban growth were Rodney [Auckland] and the rural districts surrounding Christchurch city). The contribution that exurbanisation is making to metropolitan growth is largely driven by local residential choices being driven by lifestyle, compared to proximity to work and services. The gain in Kapiti over 15 years was 47%, compared with Wellington region's 8 percent (Lee and McDermott, 1998). Statistics New Zealand notes that "More recently, people have been moving to the more rural areas around cities [rural areas with high or moderate urban influence] owning 'lifestyle blocks' or small scale farms and commuting to work in city centres" (Statistics New Zealand, 2007a, p.5).

Case studies have identified three distinctive groups in the exurban migration stream (Lee 1996; McDermott Fairgray/Rodney District Council, 1992). The first group comprises low-income, younger groups seeking affordable housing. The

second group comprises working lifestylers, people seeking the amenities of the rural or coastal environment, yet within reach of employment, services, and opportunities for consumption associated with rural living. The third group comprises people close to or beyond retirement age, escaping the pace of city life and seeing the recreational and amenity opportunities associated with exurban environments on the coast or in the country. Added to this could be another group, or category within the three groups – those wishing for a particular lifestyle and seeking to be self employed, but with access to customers/tourist markets required to make their business a success. New Zealand's exurban localities offer the prospect of a rural or coastal environment with reasonable proximity to metropolitan services. Together with the development of exurbia, with which it shares amenity and demographic characteristics, distinctive retirement and holiday areas are emerging as the vanguard of lifestyle settlements which Lee and McDermott (1998) suggest will become a major component of population distribution in New Zealand in the twenty-first century (see also Freeman and Cheyne, 2008; Goodyear, 2006; Sanson, Cook and Fairweather, 2004).

It is important to note that this work looks not so much at temporary mobility and circulation, but at lifestyle-driven migration, perhaps driven by an opportunity to engage in a copreneurial venture, and, at copreneurship which is perhaps prompted after migration or rural re-population/relocation has occurred for lifestyle or family reasons (e.g. Ashton-Hodgson, 2005; Kirkwood

and Tootell, 2008; Tamasy and Le Heron, 2008). Perhaps a woman's partner has relocated for work or business opportunity, and this prompts the woman, formerly employed outside the home, to seek a copreneurial business start-up. This is an area which has not been widely explored.

Rural population change, as has been suggested, is one of the drivers of rural tourism development, but it is not only in-migrants or residents new to an area that decide to start accommodation businesses. Long term residents of course may also choose to start such businesses, for many reasons, some of which have been alluded to already in this chapter – the desire/need to supplement falling farm incomes for example, and for other reasons which will be explored later in this chapter.

## **2.2 Production vs. consumption? Or production *and* consumption?**

Bell and Ward (1999, 2000) note that analysis of temporary mobility has been made more difficult by its multidimensional nature, and the poor quality of the available secondary data, as well as a weak theoretical framework. Hall and Williams (2002) add that, in part, this is due to the “blurring of production and consumption in the motivations and behaviour of temporarily mobile individuals, a chasm that both migration and tourism theories have failed to bridge adequately” (p.4). This blurring of production and consumption may also

be a factor in rural tourism production, particularly in these home-based copreneurial businesses as overlapping of production and consumption objectives between home and business occurs (Ashton-Hodgson, 2005; Edwards and Edwards, 1990; Edwards, Edwards and Economy, 2000; Monin and Sayers, 2005). Similarly, the motivation and behaviour blurring that occurs with these businesses is not delineated or explained by current copreneurship, or even gender-based production literature.

Many moves (rural re-population or exurbanisation) particularly are driven by a combination of production and consumption goals. In practice, business owners (rural tourism accommodation providers for example) may have several end objectives when they move to an area or start a rural tourism/copreneurial venture. These end objectives may include some that are lifestyle based, and some that are driven by aiming to provide a personal income through becoming self employed (Ollenburg and Buckley, 2007).

Providers of rural tourism accommodation, and those among them establishing copreneurial ventures may be driven by production-led opportunities (starting/buying the rural tourism business), along with consumption-led behaviours like the desire to ex-urbanise, to spend more time with family and to consume the rural lifestyle experience. It may be production led migration, responding to opportunities created by tourism, fuelled by consumption led



behaviours and desires to experience a certain lifestyle or work/family/life balance. The copreneurs may therefore be informed by lifestyle goals.

In this study, it is permanent migrants being considered, in that migrants have no intention to return, their moves involve a lasting relocation, a single transition (Bell and Ward, 2000). In contrast, temporary migrants may plan to return home or move elsewhere, have varying duration of stay and generally are involved in repeat movements (think for example, of seasonal workers or long distance commuters, or those with 'networks of places' (Taylor and Bell, 1996), or the super rich with homes dotted around various continents or modest second home owners with a holiday home somewhere near to their primary residence).

Capturing mobility/migration statistics can be fraught with problems with data capture and recording, time lags, and with motivations being often multi-dimensional; these are often not captured because of single dimension recording, where only the primary reason for migration is recorded (Bilsborrow et al., 1997; Hall and Williams, 2002). It may be that the primary reason for migration was a business opportunity (farm purchase for example), but at the same time, there were other drivers, for example the opportunity to pursue lifestyle goals or to achieve greater work/life balance. Motivations may also, of

course, change over time, particularly after the realities of rural living and/or business ownership become apparent.

### **2.3 Motivations**

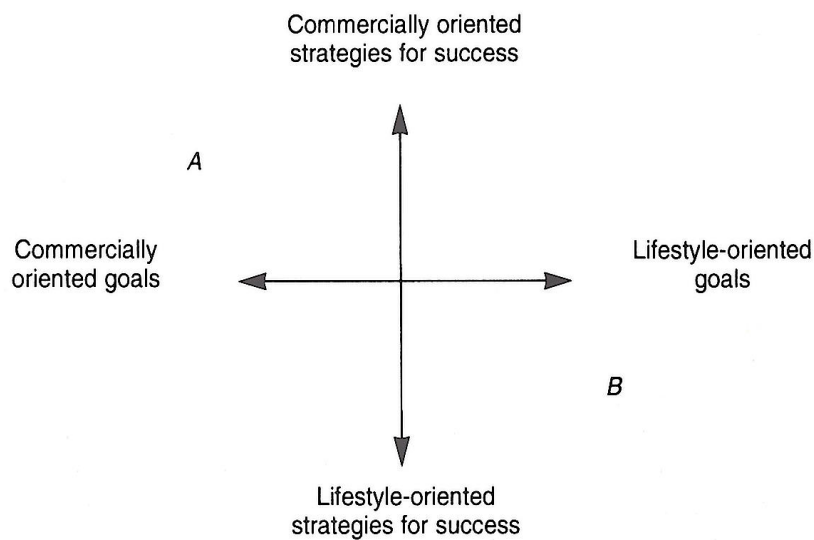
There is a body of literature surrounding motivations of those on the supply side of tourism; those specifically operating small businesses in the sector, and there is some literature specifically about family businesses in rural tourism, and women's motivations within this. Motivation has been a recurrent theme in the farm tourism literature with suggestions that interest in starting/operating these businesses often relates as much or more to lifestyle, locational, and leisure preferences as it does to a desire for profit or security (Ateljevic and Doorne, 2000; Getz and Carlsen, 2000, 2005). The tourist industry offers opportunities for relatively easy entry into business types that appeal because of small size (resulting in lower capital and operating costs, or greater manageability by fewer people), desirable location, or connection with leisure and lifestyle preferences (Getz and Carlsen, 2000, 2005). Shaw and Williams (1997) observed that non-economic reasons existed for many tourism/hospitality owners entering business in UK coastal resorts. For example, they wanted to be self-employed, hated their previous occupation, sought a better lifestyle, had personal reasons for making a change, or preferred the location. Semi

retirement was also a motive, and in some cases owners had been made redundant and forced to seek a new source of income.

This diversification theme has been reported by various authors, with Martikainen (2002) and Komppula (2004) reporting the situation in Finland and suggesting that diversification is one way for a small rural firm to reduce a firm's risk of being too dependent upon one product, to gain growth and confirm the income of the owner-manager. However, it is often the case that entrepreneurs in the tourist industry are "...not motivated by a desire to maximise economic gain, who operate business often with very low levels of employment and in which managerial decisions are often based on highly personalised criteria" (Dewhurst and Horobin, 1998, p. 25). Dewhurst and Horobin propose a model of a continuum for small business owners as being between commercial and lifestyle goals and strategies. They suggest a model with a broad two-point typology where owner-manager tendencies can be located between commercially oriented goals and lifestyle-oriented goals and between commercially oriented strategies for success and lifestyle-oriented strategies for success (see Figure 2.1). For those business owners who are lifestyle-oriented, 'their business success might best be measured in terms of a continuing ability to perpetuate their chosen lifestyle (1998, p. 30).

**Figure 2.1**

**Model of owner-manager tendencies**



Source: Dewhurst and Horobin, 1998, p. 32

Ateljevic and Doorne (2000) build on Shaw and Williams's (1998) conceptualisation of the terms 'constrained' and 'non-entrepreneurship' where, they argue, that the quality of life, the pursuit of individualistic approaches and constrained business growth are characteristic of an emerging cohort of small tourism firms, which, in the New Zealand context, led to a further conceptualisation in the form of 'lifestyle entrepreneurship' (Ateljevic and

Doorne, 2000). These authors also go on to assert that non-economic, lifestyle motivations are important stimuli to business formation, a theme echoed throughout the tourism entrepreneurship literature (Busby and Rendle, 2000; Getz and Carlsen, 2000; Hall and Rusher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998). Morrison et al. (1999) expand on this lifestyle element of motivations and provide a range of typologies and contexts surrounding tourism entrepreneurship. They identify 'lifestyle' as a significant element in the small tourism firms studied and note that these businesses are often initiated by the need to create a chosen lifestyle in which the needs of family, income and a way-of-life are balanced.

Nickerson, Black and McCool (2001) reported multiple motives for farm/ranch diversification into tourism: A need for supplemental income or to employ family members, tax incentives, social benefits such as companionship, developing a hobby, making better use of resources, the example of similar successful businesses, and a commitment to educating the consumer about farm or ranch life. In a similar study amongst farm families with different characteristics, McGehee and Kim (2004) revealed the motivations for agri-tourism entrepreneurship among their Virginia (USA) farm families to be related to a desire for additional income, utilising resources and educating consumers. McGehee and Kim however, noted that it was important to be aware that acres owned, economic dependence on farming operation, and perceived popularity of agri-tourism activities were influential factors to motivate entrepreneurs.

Challenge and stimulation are also reported as motivations for tourism small business operators. For example, Bransgrove and King (1996) reported from an Australian study that the top goals of owners/managers were evenly spread among challenge/stimulus, business opportunity, lifestyle, and long term financial gain. They also noted that lifestyle goals were twice as frequent in rural areas. Hall and Risher (2004) confirm this lifestyle goal, with “to enjoy a good lifestyle” being reported as the second highest ranked goal (the first ranked goal was “to permit me to become financially independent”) when getting started in the business for their study of Bed and Breakfast operators in New Zealand. “Enjoying a good lifestyle” is sometimes related to family-related goals (Andersson et al., 2002), these family business goals will be explored in the following section.

## **2.4 Family business goals**

It is generally recognised that family firms have received limited attention in the mainstream management literature (Chrisman et al., 2003), however, “family businesses may offer particularly appealing circumstances for studying certain types of organizational phenomena” (Chrisman et al., 2003). The family business sub-category (Muske et al., 2002) of copreneurship has received even less attention, with Millman and Martin (2007) noting that copreneurship is an under-researched area.

The past three decades have seen a significant increase in the number of farm families diversifying their on and off farm production (McGehee et al., 2007). Andersson, Carlsen and Getz (2002) examined goals in the context of family business growth and development, following Page and Getz (1997) who documented “special challenges facing rural tourism businesses in general” (Andersson et al., 2002, p. 89). The authors focussed on small family businesses located in small towns or rural areas and within the tourism and hospitality sectors and found from their sample of nine owners that starting up a family business in the rural tourism and hospitality sectors involved a number of generic entrepreneurial motives and goals, but that location, lifestyle, and legacy goals were revealed to be important in tourism and hospitality businesses. Andersson, Carlsen and Getz went further, suggesting that start up motives and goals for family businesses in tourism “...not only help explain the decision to create a business, but also the nature of the business” (2002, p. 100). Start up goals are mentioned again, but these authors also included wanting to continue or create a family legacy, wanting to improve their economic position, wanting to live in the right environment, and to pursue a desired lifestyle, with the business providing the means.

It seems that the family might be particularly important in understanding entrepreneurship in tourism, and in rural tourism in particular. As noted earlier, family has been a key theme through the farm tourism literature, particularly given the nature of rural tourism – for example bed and breakfast operations

and farm accommodation on the 'family farm', where home and workplace overlap to a considerable extent (Busby and Rendle, 2000; Dernoï, 1983; Evans and Ilbery, 1989, 1992; Frater, 1983; Getz and Carlsen, 2000, 2005; Hall and Rusher, 2002; Pearce, 1990; Weaver and Fennell, 1997). Several reasons, some already noted above, exist for family involvement in small tourism businesses in the rural sector.

Morrison et al. (1999) note that many small tourism businesses generally are initially stimulated by motivations linked to preferred lifestyles, involving a different balance between income, way of life and family. This is often epitomised by two people (perhaps life partners) who decide to stop pursuing high pressure careers as employees, and seek an alternative lifestyle based around the family and shared activity in a small tourism business (Hall and Williams, 2008).

Individuals may also be driven by obligations to provide for their family. For example, parents may decide to develop farm tourism, involving their family, so that they can guarantee succession to future generations (Zahra, 2003; Hall and Williams, 2008). It has also been suggested that the kinship expectations relating to entrepreneurs are even stronger in many less developed countries. For example, Hitchcock (2000) contended that "Entrepreneurs however, are not driven solely by profit since the desire for prestige and the constraints and



obligations of membership of a particular group (e.g. kinship group) may also influence behaviour” (Hall and Williams, 2008, p. 221).

Operators setting up a family tourism business may also be utilising a resource – the family itself, in setting up or expanding an enterprise and family members may be more or less equal partner, or relationships can be highly gendered (Chrisman et al., 2003; Hall and Williams, 2008). Families can also be a source of labour for tourism small businesses, a factor which is particularly important in the start up stages of business development.

The notion of family business becomes important here, because although a large number of rural accommodation providers consider themselves to be a “family business” (Hall and Rusher, 2004), less than 10 percent in one particular survey in New Zealand report that their children or other family members are moderately to fully involved in running their business (Hall and Rusher, 2004). Although it remains debatable who or what constitutes family for the notion of family business, it may be that the term ‘family business’ for many people in fact means copreneurship – being in business with their spouse or partner. Hall and Williams suggest that copreneurship “...would seem to be an useful avenue with which to investigate such businesses, and others like them in the tourism industry, as part of a life-course approach to examining business development and entrepreneurial behaviour” (2008, p. 222).

To add to this, Nilsson, Petersen and Wanhill (2005) reported that nature based tourism businesses in their case study research were all micro-businesses owned by married couples or single people and were 'lifestyle oriented'. Ryan (1998) observed in New Zealand that among ecotourism and other outdoor-pursuit business owners, making money was secondary to a desired lifestyle. Getz and Carlsen (2005) also observed that frequently, small, farm based ventures are established to support the main farm business, but are also set up as a sideline or hobby, usually by females (see also Lynch, 1996; Oppermann, 1997). This female perspective is explored in the following section, where the potentially gendered nature of motivations for establishing farm tourism enterprises is discussed.

## **2.5 Women's perspective – rural tourism**

Small business operators are, of course, not homogeneous. However, this fact seems to have escaped the notice of many writers on the subject, with the literature on motivations for starting a business in the rural tourism sector tending to assume that owners are a homogeneous group and that motivations will be shared across the sector and between genders (e.g. Ateljevic and Doorne, 2000; Dewhurst and Horobin, 1998; Getz and Carlsen, 2000, 2005; Shaw and Williams, 1997). The majority of studies also tend to neglect to recognise as significant, the predominantly female operatorship of rural tourism

accommodation operations with little empirical work focussing on the motivations of women (McGehee et al., 2007). Neate (1987) however, reported that agri-tourism efforts in island communities off the coast of the UK were commonly spearheaded by the female head of the household and O'Connor (1995) reported the same in Ireland. McGehee et al. (2007) report that it would "make sense for gender to play a role in agri-tourism entrepreneurship" (p. 281) and some existing research supports this (e.g. Jennings and Stehlik, 2000; Neate, 1987; O'Connor, 1995).

Chalmers and Joseph (2006) strike a chord when they comment that:

To observers in the early 1990s it appeared that rural research generally paid only limited attention to the geographies of rural people (Philo, 1992), often choosing to 'privilege particular conceptions of reality over others' (Murdoch and Pratt, 1994, p. 84) by focusing on the narratives of the majority, or those who shape social constructions of 'reality'" (p. 390).

The reality of the experience of women starting rural tourism businesses (for various and different reasons) is not a reality which has been widely explored in the rural literature.

As noted previously, within the small business and entrepreneurship literature, there is some doubt as to whether current research approaches and methodologies adequately incorporate the "reality" of women's

entrepreneurship (de Bruin et al., 2007). Bird and Brush (2002) drew attention to gender perspectives on entrepreneurial processes, illustrating that different viewpoints can add to knowledge on how individuals perceive and operationalise entrepreneurship. As also noted previously, venture creation is gendered in and of itself, and historically, the focus has been on masculine processes and behaviours. Therefore, there exists an underexplored and unarticulated feminine set of processes and behaviours that influence new venture creation (Bird and Brush, 2002).

Rural women have been firmly connected to the domestic realm and family life; idyllic constructions that have endured along with the associated gender roles prioritising wifedom and motherhood (Little 1987, 1997, 2002; Little and Austin, 1996). The longstanding traditional connection between women and their domestic location is not confined to the rural (Midgley, 2006). However, for rural women, it has been an association that “has endured with little questioning or change” (Little and Austin, 1996, p. 103). Midgley (2006) observes that as rural restructuring continues, accompanied by changing socioeconomic relations and available opportunities, an increasing number of women are participating within the formal economy, both in the labour market and as entrepreneurs. “Women’s lives and their actions are becoming more economically visible through work conducted into rural women’s economic roles, based primarily on levels of formal and informal employment, and the negotiation of this within household strategies and community life (Whatmore,

1991; Little, 1997; Shortall, 2002; Bennett, 2004).” (Midgley, 2006, p. 218). Midgley (2006) goes on to note that the increased presence of women within the rural economy is deemed “economic” by mirroring or performing “masculine” economic attributes and actions. Consequently, women’s economic presence within the rural is portrayed as “different” in comparison to men, as associations with feminine characteristics and domestic responsibilities remain. This is further illustrated by a UK report noting that the role of women in the rural economy frequently connects rural women to the home and traditional gender roles. For example:

An increasing number of women are also choosing to run their own business, using their skills and knowledge to create a job that is more compatible with their household circumstances. For many, the solution to balancing work and family commitments lies in part time work, while others work unsociable hours, so that they can earn a living yet still be available to look after children (Countryside Agency, 2003, p. 5).

Midgley (2006), comments, importantly for this research, that due to traditional associations of women with the domestic economy and the prioritisation of research and policy interests surrounding publicly traded waged labour, the inner workings and the economic practices of women within rural households have often been hidden from view. Shortall, similarly, observes that “the approach to rural development may have changed but a particular gendered ideology persists” (2002, p. 172). Moreover, the policy process sustains traditional patriarchal power relations through favouring, and ultimately

incorporating, masculine working practices and values, including competitive bidding processes, the importance of private sector networking and partnerships, and the large scale nature of projects (Little and Jones, 2000). Consequently, Shortall (2002, p. 161) comments that “rural women are encountering ideological and cultural barriers in how a spatial policy is devised and practiced”.

Is it possible that copreneurship is a business form to challenge these norms and barriers? It seems that there exists a discursive category of “rural women” and “their” subsequent economic positioning (Midgley, 2006). The literature (e.g. Shortall, 2002; Whatmore, 1991) offers valuable insights into gender relations and their functioning within rural society; for example, the often subordinate positioning of women and that behaviour is deemed conventionally appropriate to enable the role of a “good” rural woman to be performed. Is it likely that copreneurship challenges this positioning? Or does it merely reinforce it?

Lynch (1998) aimed to make sense of motivations of [female] owners of small hospitality businesses by applying findings from literature on female entrepreneurship as a conceptual lens. Although this research focused on host families, in the sense of those offering host family accommodations to students of English language schools, the findings are relevant for the current study with women setting up businesses offering accommodation from a home

environment. In applying components of motivation identified from bed and breakfast/farm hosting literature, Lynch formed four dimensions of motivations. These dimensions are: economic, educational, social/psychological and female entrepreneurship.

“Female Entrepreneurship” included business and resource efficiency motivations, with specific components being: Having business venture experience; using the business as a training ground/experiment; growth; efficient use of vacant accommodation; a lack of suitable/satisfactory business alternatives; lack of childcare facilities and lack of alternative employment. It was found that women were not homogeneous as a group, and that financial motivations ranked highest in relation to labour market and life cycle events and were the most frequently mentioned. However, wanting to fill time, in response to lifestyle changes (for example children leaving home) and retirement were also key motivations, and “an interest in other people” was the most commonly volunteered reason for hosting (Lynch, 1998).

Lynch also suggests that

...examination of this end of the accommodation sector would appear to benefit from consideration of the host in relation to the labour market and gender and that further research in this area may benefit from a deeper understanding of the host’s relationship with their family and their involvement in the guest experience. In addition, a deeper understanding of the significance of the home may be beneficial (Lynch, 1998, p. 340).

Women also start rural tourism businesses to supplement income and there are anecdotal examples of this in the New Zealand context (e.g. Ellis and McCabe, 2003; Goodchild, 2007) when rural women have to supplement their income by managing to “use the farm as a springboard or pivot into new ventures, such as meat companies and hospitality. There is a new wave of entrepreneurship coming from the rural sector, and this time is it not just the men producing number-eight wire inventions” (Goodchild 2007, p. 9). Quotes such as the following from female entrepreneurs themselves in Goodchild’s book on New Zealand country women “battling the odds” arguably reflect such a perspective:

“We have also started farm tours. Yesterday we had seventy people from the *Queen Mary* cruise ship visit our farm as a full working farm...” (Cherry Lyons, cited in Goodchild 2007, p. 58)

And

“The bed and breakfast is a good complement to farming, since you can go for weeks without seeing or talking to someone else. It can be a solitary life. Having visitors breaks it up, and we have met a lot of interesting people in this way” (Diane Pritt, cited in Goodchild 2007, p. 48).



Helen Guest, of Manawatu runs a home stay business on their farm and states “...that also keeps me busy. We did up the old farmhouse with a lot of care and appreciation....running a homestay works in harmony with our goals as well as providing some income. Because both of us have travelled so extensively we wanted to be able to offer it as our way of thanking all of the great people who had hosted us on our travels” (cited in Goodchild, 2007, p. 134).

Pam Richardson of Banks Peninsula notes that “The option of doing extra things is always in the back of my mind, as it can be a good way to bring in more income if necessary” (Goodchild, 2007, p. 118). However, she also comments that “...we tried homestays for a while....we stopped as we found it difficult to focus on the guests as well as the farm. We also had a few garden tours as fundraisers, but found it was also too much pressure” (p. 118).

These quotes highlight multiple reasons for starting rural tourism ventures, but also allude to the lifestyle factor – the desire to remain on their farms prompted ventures into tourism as an alternative income source and a chance to socialise and meet people.

It is useful to compare and contrast motivations for entering a rural tourism venture with motivations for those entering a business with their life partner. This will be discussed in the subsequent chapter, where it is suggested, for

example, that there exists a number of motives for self-employment (in a copreneurial environment) with males surveyed being motivated by achievement and the need to be answerable to no one else, whereas women surveyed were motivated by autonomy and flexible work hours and workload to accommodate family (Smith, 2000). The following section discusses women in SMEs.

## **2.6 Women in SMEs**

This section introduces the current situation with regard to women business owners in New Zealand. It discusses the characteristics of women business owners in New Zealand and highlights some of the current issues facing women business owners in New Zealand, and internationally.

Self-employment or ownership of a business has always been a work/employment option for New Zealanders (Massey, 2005). However, from a gender perspective, business ownership has historically been viewed as a male preserve and even though women have often worked side by side with their partners or siblings, they were often the silent partners (Walker, 2004, p. 2). This may previously have been the case, but changes are evident, the situation with copreneurship and rural tourism will illustrate this later in this thesis.

Although women business owners are an integral part of economic growth around the world because they start and grow businesses that contribute jobs, innovations and wealth to local economies, scholarly research about women's entrepreneurship is comparatively under-developed. This section will begin by outlining the current situation with regard to women entrepreneurs and small business owners in New Zealand; it will discuss characteristics of self-employed women and then discuss women as business owners as sometimes self-employment is divided into three types – 'employers', individuals who are 'self-employed and who don't employ others' and 'unpaid family workers'. Then current issues affecting women as business owners will be highlighted from the literature and lastly, future areas of research discussed. Reference is made to a report by Carter, Anderson and Shaw (2001), considered (Bliss et al., 2003; Cheyne and Harris, 2005) to be one of the most comprehensive reviews conducted in recent years on women's business ownership, internationally.

Women who work for themselves are an important group in the New Zealand labour force. Although the proportion of self-employed individuals (as a percentage of the full-time labour force) has remained relatively steady over the last one hundred years, the number of self-employed women (and the proportion of women in the labour force who are self-employed) is growing. In 1991, 29% of those in self-employment were women, and by 2006 this had increased to 36% (Statistics New Zealand, 2003, 2007). New Zealand women are

less likely to be self-employed than men, however self-employment of women has increased and the gap between male and female rates of self-employment is gradually reducing (Ministry of Women's Affairs, 2008).

Across the OECD, women account for between 13 percent (Turkey) and 40% (Portugal) of those in self-employment. In New Zealand, the proportion of women self-employed is in the middle of this range and is greater than the rate in Denmark, the UK, Japan and Germany, but less than in the United States and Australia (OECD, 2004). Data from the 2006 New Zealand Census of Population and Dwelling found that 17 per cent (150,480) of the female labour force are self employed and the remaining 83 per cent (758,751) are paid employees (Statistics New Zealand, 2007). By comparison 26 per cent (266,919) of the full-time male labour force are self-employed, and the remaining 74 per cent (752,499) are paid employees (Statistics New Zealand, 2007); see also Table 2.1, below.

Internationally, women also feature less often in the statistics of business ownership. 'Women comprise 26 per cent of the 3.2 million self-employed in the UK, approximately 824,659 in total. It is estimated that there are 3.7 million firms operating in the UK. Using the 74 per cent: 26 per cent ratio, the number of firms owned by women in the UK is in the region of 952,750' (Carter, Anderson and Shaw, 2001, p. 3). However, women in the USA, Brazil, Ireland

and Spain are starting new businesses at a faster rate than men, and are also growing their share of business ownership (Eden, 2004).

### **2.6.1 Characteristics of self-employed women**

Although women who work for themselves are an important group in the New Zealand labour force, data from the 2006 Census shows that almost twice the proportion of the male working population are employers, whilst a greater proportion of the employed female labour force is classified as paid employees. A far larger proportion of the male, rather than female, working population is classified as self-employed with no employees, whilst females are twice as likely to be doing unpaid work in a family business. Data in Table 2.2, further illustrates the distribution of men and women by self-employment category.

**Table 2.1****Employment status of employed men and women, 2006 Census**

	<b>Paid employee</b>	<b>Self employed</b>	<b>Total employed</b>
<b>Male</b>	74%	26%	100%
	752,499	266,919	1,019,418
<b>Female</b>	83%	17%	100%
	758,751	150,480	909,231
<b>Total</b>	78%	22%	100%
	1,511,250	417,399	1,928,649

Source: Statistics New Zealand (2007)

Despite the fact that women as employers are still far outnumbered by male employers, the number of female employers and female self-employed has doubled over the last 30 years (Statistics New Zealand, 2007). Data from both the 2006 census and the HLFs show that females make up a relatively small proportion of the total number of employers and self-employed. However, the difference between male and female participation in these types of employment is significantly smaller now than it once was. Between the 1966 and 2001 censuses, the proportion of employers and self-employed made up by women more than doubled. Over this time women went from comprising 9.9 percent of total employers to 29.8 percent, and moved from 11.2 percent of self-employed to 31.1 percent (MED, 2004). The 2006 Census shows further gains for women in this distribution; the current situation is summarised in Table 2.2, below.

**Table 2.2****Distribution of men and women by self-employment category, 2006 Census**

	<b>Men</b>		<b>Women</b>		<b>Total</b>	
<b>Employer</b>	98,208	37%	44,673	30%	142,881	34%
<b>Self-employed without employees</b>	152,238	57%	82,713	55%	234,951	56%
<b>Unpaid family worker</b>	16,473	6%	23,094	15%	39,567	9%
<b>Total self-employed</b>	266,919	100%	150,480	100%	417,399	100%

Source: Statistics New Zealand, (2007); Ministry of Women's Affairs (2008)

(totals may not add to 100% due to rounding).

As Table 2.2 illustrates, of the 150,480 females in self-employment, 30 per cent (44,673) are employers, 55 per cent (82,713) are self-employed without employees, and 15 per cent (23,094) participate in self-employment as unpaid family workers. By comparison, 37 per cent (98,208) of the 266,919 men in self-employment are employers, 57 per cent (152,238) are self-employed without employees, and only 6 per cent (16,473) are unpaid family workers. One of the most significant aspects of this analysis is the large number of women who are 'self-employed' in family businesses but whose work does not result in their being paid. This may be a situation which is common in the rural environment, and even in copreneurial ventures, however information is difficult to collect. Since 2004, Statistics New Zealand has produced a time series with Census information, using an experimental urban/rural classification (Statistics New

Zealand, 2008). This information shows that New Zealanders are more likely to be in unpaid family work if they live in a rural area, with 4.3% - 8.8% of people in unpaid family work, compared with urban dwellers, at 1.2% - 1.7%, see Table 2.3.

**Table 2.3**

**Status in employment by area**

<b>Area</b>	<b>Paid employee</b>	<b>Employer</b>	<b>Self-employed no employees</b>	<b>Unpaid family worker</b>	<b>%of total</b>	<b>Not stated</b>	<b>Total</b>
<b>Main urban area</b>	1126983	86760	149322	16665	1.2%	39726	1419456
<b>Satellite urban area</b>	46041	3468	6369	1017	1.7%	2040	58935
<b>Independent urban area</b>	159897	15663	20331	3507	1.7%	7491	206889
<b>Rural area with high urban influence</b>	44199	7215	11955	2907	4.3%	1290	67566
<b>Rural area with moderate urban influence</b>	51603	9192	15252	4473	5.4%	2070	82590
<b>Rural area with low urban influence</b>	65121	15687	24330	8040	6.9%	3300	116478
<b>Highly rural/remote area</b>	17100	4881	7320	2958	8.8%	1167	33426
<b>Area outside urban/rural profile</b>	303	15	78	6	1.3%	45	447
<b>Total New Zealand</b>	1511250	142884	234957	39567		57123	1985781

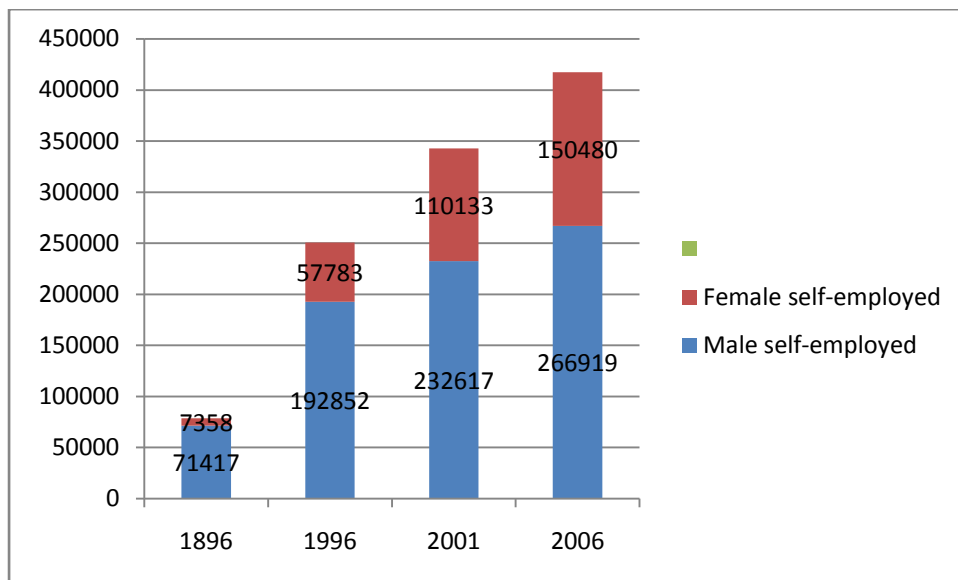


Source: Statistics New Zealand (2008). Status in employment by area is from data from 2006 Census and records employed, usually resident population, aged 15 years and over, 2006.

Massey and Harris (2003) also reinforce the point made earlier about the dramatic increase over recent times of women in self-employment. In 1896 there were 71,417 men in self-employment and only 7358 women. By 1996 there were 192,852 men and 57,783 women in self-employment. By 2001 the number of women in self-employment had increased to 110,133 and men to 232,617, and by 2006, men in self-employment totalled 266,919 and women 150,480. As displayed in Figure 2.2, the years 1996-2006 illustrated a considerable increase in self-employment, especially by women.

**Figure 2.2**

**Growth in self-employment of males and females**



Source: Massey and Harris, (2003) and Statistics New Zealand, (2007).

***Characteristics of self-employed women: Education***

Massey and Harris (2003) presented data on the highest qualification earned by self-employed men and women in New Zealand. Of interest was the finding that of the highest qualifications for self-employed females, a secondary qualification was the highest level of education that most female employers have attained. For those self-employed without employees there are an equal number of those with “no qualification” as there are women with ‘fifth form’ as their highest level. The implication that there is a link between levels of education and self-employment is an area that deserves further investigation. Overall self-

employed women have similar qualifications levels to women who are employees and to qualification levels of men, with Level 1-3 qualifications (approximately the same standard as senior secondary school education and basic trades training and Levels 4-6 are approximate to advanced trades, technical and business qualifications) being the most common highest qualification (Ministry of Women's Affairs, 2008). Unpaid workers in family businesses however (both women and men) report lower levels of qualifications than those that are self-employed or employers (Ministry of Women's Affairs, 2008). Table 2.4 highlights some differences in the qualification levels of men and women in forms of self-employment. Female employers are less likely to hold a qualification above Level 3 than male employers and men who are self-employed without employees, or who are unpaid family workers are more likely to have no qualifications than women in these same categories. Women who are self-employed without employees are more likely to hold a Level 7 (Bachelor degree or higher) qualification than their male counterparts.

**Table 2.4****Highest qualifications for employees, employers, self-employed with no employees, and unpaid family workers**

Qualification	Employees (%)		Employers (%)		Self-employed without employees (%)		Unpaid family workers (%)	
	Men	Women	Men	Women	Men	Women	Men	Women
None	20.1	15.6	16.0	16.0	19.1	14.1	29.4	20.2
Level 1-3	31.9	37.4	27.0	37.6	27.1	31.4	31.1	35.7
Level 4-6	22.8	18.4	31.0	20.9	29.1	22.2	16.9	19.0
Level 7	17.4	21.0	19.3	16.4	16.0	22.8	10.2	12.2
Other	7.8	7.6	6.7	9.1	8.7	9.5	12.2	12.9
<b>Total</b>	100	100	100	100	100	100	100	100

Source: Ministry of Women's Affairs, (2008) and Statistics New Zealand (2007). Totals might not add to 100% due to rounding.

***Characteristics of self-employed women: Age***

The most common age group for self-employed women in New Zealand is 35-44 years, and for men, 45-54 years, so self-employed women are slightly younger than self-employed men in New Zealand (Ministry of Women's Affairs, 2008). Employed women are least likely to be self-employed when under the age of 25 (Statistics New Zealand, 2007). Table 2.5 also shows that employed women are most likely to be employers when they are in the 45-54 year old age bracket and are most likely to be self-employed without employees or unpaid family workers when aged 55 or over (Statistics New Zealand, 2007).

**Table 2.5****Women in forms of employment, by age group, 2006 Census**

	<b>15-24</b> (n=146,346)	<b>25-34</b> (n=177,027)	<b>35-44</b> (n=225,753)	<b>45-54</b> (n=210,462)	<b>55-64</b> (n=124,164)	<b>65 and over</b> (n=25,482)
<b>Employees</b>	96.8%	89.0%	80.5%	79.5%	76.5%	60.7%
<b>Total self-employed</b>	3.2%	11.0%	19.5%	20.5%	23.5%	39.3%
Employers	0.4%	3.0%	6.2%	7.1%	6.5%	6.7%
Self-employed without employees	1.4%	6.3%	10.9%	11.1%	13.3%	20.1%
Unpaid family workers	1.5%	1.7%	2.4%	2.3%	3.6%	12.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Ministry of Women's Affairs (2008) and Statistics New Zealand (2007) (excludes responses where gender, age, or employment status not stated).

***Characteristics of self-employed women: Ethnicity***

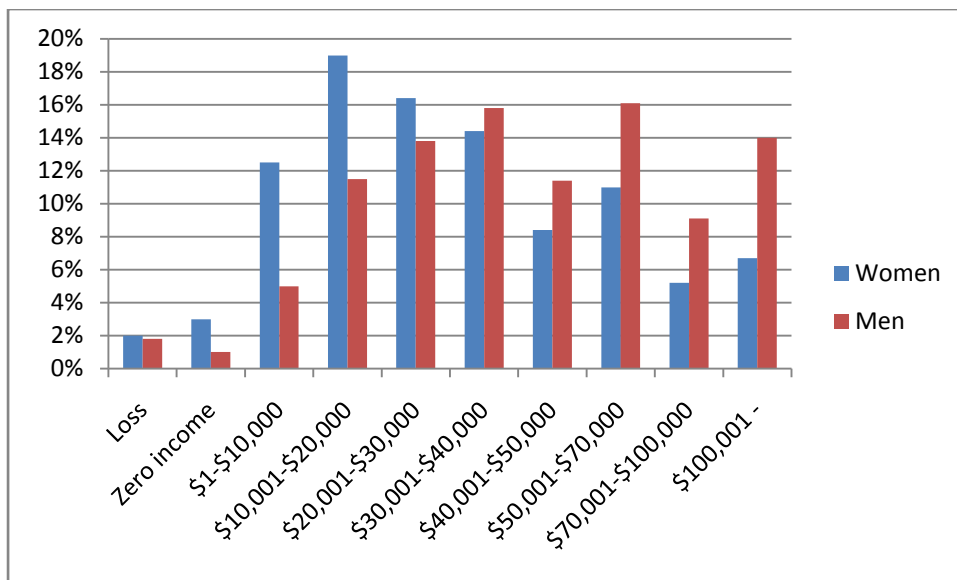
Asian (18%) and "Other" (19%) women (those identifying in the new category of "New Zealander" in the 2006 Census) are most likely to be self-employed in New Zealand in 2006 (Statistics New Zealand, 2007). Women in New Zealand identifying as European reported a self-employment rate of 17%, Maori 9% and Pacific women 5%. European and Asian New Zealand women are more likely to be in all three forms of self-employment than Maori or Pacific women (Ministry of Women's Affairs, 2008).

### **Characteristics of self-employed women: Income from self-employment**

Overall, men in self-employment in New Zealand are earning more than women (Massey and Harris, 2003; Ministry of Women’s Affairs, 2008). Self-employed women typically have lower incomes than self-employed men, even when self-reported income from all sources, not just self-employment, is considered (Statistics New Zealand, 2007). In 2006, 77% of self-employed women received an income of less than \$50,000, compared with 61% of self-employed men and 12% of self-employed women earned over \$70,000, compared with 23% of self-employed men (refer to Figure 2.3).

**Figure 2.3**

**Incomes of self-employed men and women, 2006 Census**



Source: Statistics New Zealand (2007) and Ministry of Women’s Affairs (2008).

Part of the difference in earnings between self-employed men and women may be accounted for by the hours worked by men and women who are self-employed. The shorter working hours of self-employed women contribute to the income gap between self-employed men and women (Ministry of Women's Affairs, 2008). Women are much more likely to work part-time in their businesses, with 48 percent of all women in enterprise working part time, compared with 11 percent of men (Statistics New Zealand, 2006). Shorter working hours however, do not explain the entire income gap. Self-employed women who work full time have lower incomes than self-employed men working full time. In 2006, 50 percent of self-employed women working full time had incomes of less than \$35,000, compared with 36 percent of men and 25 percent of self-employed men working full-time earned over \$70,000, compared with only 16% of women (Statistics New Zealand, 2007). This may be by choice, as a self-employment activity might be an option that fits around their other commitments such as family. These women who are self-employed part time may also be starting out in self-employment, undertaking an income generating activity alongside other paid work (toe-dipping) (Massey and Harris, 2003).

## 2.6.2 Women as business owners

The research literature on female entrepreneurship dates from the mid-1970s in the USA and the mid-1980s in the UK, with most studies originating from the USA (Carter et al., 2001). Early studies concentrated on descriptive accounts of the characteristics and motivations of women in business and their experiences of business ownership particularly at start-up (e.g. Schrieir, 1973; Schwartz, 1976). Broad exploratory themes continued, often attempting to draw a demographic profile of women entrepreneurs (e.g. Hisrich and Brush, 1986, Watkins and Watkins, 1983). Criticism was levelled in particular at the small size and therefore lack of representativeness and reliability, of these early studies of female entrepreneurship (Curran, 1986; Carter, 1993). Research has continued since this time, but often still with the preoccupation with the characteristics and motivations of women entrepreneurs (Carter et al. 2001), however, a greater specialisation is developing, leading to many sub-themes. Carter et al. (2001) reported over 400 academic articles directly on the topic of female entrepreneurship. The issue of women as business owners is important as a context in which to fully understand the gendered dimensions of copreneurship. The importance of gender in tourism and the importance of gender in entrepreneurship and small business management, while understudied, cannot be overlooked and gender plays a role in rural tourism entrepreneurship (e.g. Jennings and Stehlik, 1999; McGehee et al., 2007; Neate, 1987).



As reported above, the focus on the characteristics and motivations of female entrepreneurs is particularly apparent within early exploratory studies, few of which though developed sophisticated taxonomies, preferring to identify female proprietors as a homogeneous group. Since these early days, academic studies have highlighted the broad similarities between women and men in their characteristics and motivations to start a business (e.g. Birley and Wright, 2001). Carter, Anderson and Shaw (2001) stress that differences can be seen in:

- The relative youth of women business owners
- Women's propensity to start businesses in retailing and services industries
- Women's lack of prior work experience, training and business experiences:
- Women's desire to start businesses as a means of circumventing the 'glass ceiling'

Still (2003) surmises that as more has become known about women small business operators and their businesses, the motivations of *why* women enter small business or self employment are now being categorised into 'push' and pull factors (Buttner and Moore, 1997; Walker, 2000) with the evidence suggesting that 'pull' factors have more impact than 'push' factors (Walker, 2000). Push factors include restructuring and downsizing that has eroded the availability of once secure jobs, lack of job opportunities, whereas pull factors include the promise of independence, flexibility, and the opportunity to escape barriers in paid employment (Hughes, 2003). The development of the 'push –

'pull' scenario raises the issue that women attracted to small business and self-employment are not a homogeneous group either in terms of their motivations or the nature of their businesses (Still, 2003). Dupuis and de Bruin (2004) note the advancement beyond the push/pull dichotomy, with the theorisation of the often 'complex system of interacting motivations', such as the those identified by Orhan and Scott (2001) leading to their categorisations including 'dynastic compliance' ' natural succession', 'forced entrepreneurship' and 'no other choice'.

### **2.6.3 Finance and related issues**

Finance remains a dominant theme in the literature on gender and enterprise. Carter, Anderson and Shaw (2001) stress four areas of the financing process that have been consistently noted as posing particular problems for women. These are that:

- Women may be disadvantaged in their ability to raise start up finance
- Guarantees required for external financing may be beyond the scope of most women's personal assets and credit track record
- Finance for the ongoing business may be less available for female owned firms than it is for male enterprises

- Female entrepreneurs' relationships with bankers may suffer because of sexual stereotyping and discrimination

There is conflicting evidence about whether finance poses problems for women starting and running businesses. McGregor and Tweed (2002) in their studies of the networking, mentoring and growth of female business owners and their enterprises found only 24.7 percent of women listed finance as a difficulty for their small business. Greene, Brush, Hart and Saporito (2001) state that whilst women tend to have less access to venture capital than men, this may be slowly changing.

The international project named *The Diana Project* addressing concerns such as those expressed above was established in 1999 to raise awareness and expectations of women business owners regarding the growth of their firms and to investigate the lack of equity funding in women lead businesses. The project has participants from several countries, including New Zealand collaborating with the America Diana researchers (Dupuis and de Bruin, 2004). This project highlighted concerns for women around access to finance and concluded that:

'While access to finance and financing strategies is a key concern for entrepreneurs, especially in the start-up and expansion phases of their business, what is generally known of this aspect of women's entrepreneurship is anecdotal or dated, and not sufficiently robust for policy recommendations on improving women's access to financing' (Dupuis and de Bruin 2004, p. 165).

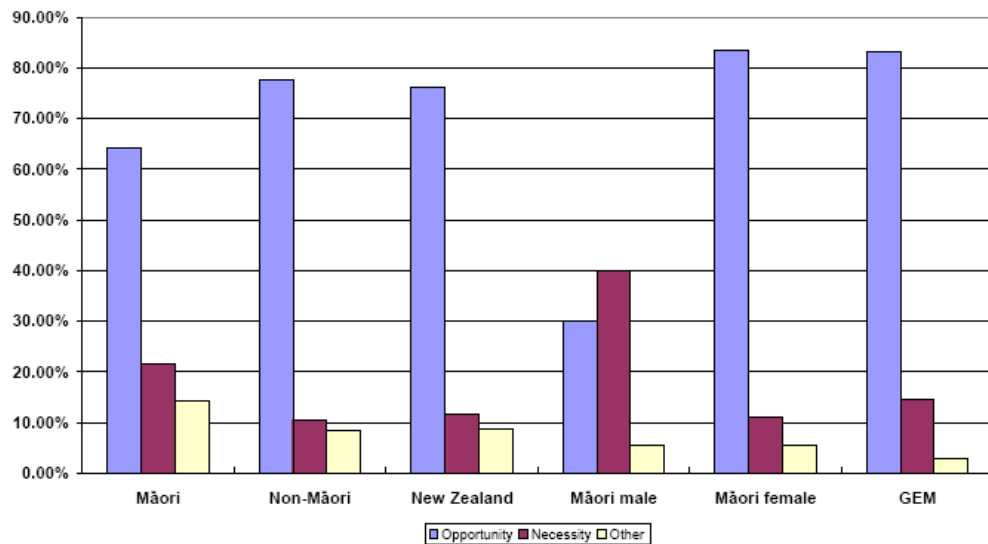
Most research into constraints facing women in small business ownership has concentrated on women's difficult access to finance, their lack of appropriate training and preparation for small business, and their need for continuous mentoring and advice, especially if they are one-person operations (Still, 2003). The barriers to entry into self-employment are still an important area for research. Robb (2002) found in her study comparing business survival between men and women-owned business start-ups and between minority and non-minority owned business start-ups that some groups may face greater obstacles than others in starting successful business ventures. Even after controlling for many firm characteristics such as industry, employment, legal form, organisational structure, location and business age, she found women owned businesses were still less likely to survive than businesses owned by men. The results also showed that Black and Hispanic-owned businesses were less likely to survive than businesses owned by whites, while Asian-owned businesses were more likely to survive.

In New Zealand, it has been reported recently that Maori women may be among the most entrepreneurial. The Global Entrepreneurship Monitor Study (Frederick, 2004) has shown that Maori women considered themselves more entrepreneurial than non-Maori women (Frederick, 2004). The majority (64.2%) of Maori surveyed for GEM identified themselves as opportunity entrepreneurs (take advantage of business opportunities) as opposed to 21.4% necessity entrepreneurs (compelled to start a business). Maori also showed a

higher rate of necessity entrepreneurship compared to the global average of 14.6%. For Maori women, an extraordinary 83.1% identified themselves as opportunity entrepreneurs compared to the 30.0% for Maori males. In fact, Maori male entrepreneurs were more likely to be necessity entrepreneurs (Frederick, 2004; Ministry of Women’s Affairs, 2008).

**Figure 2.4**

**Opportunity and necessity entrepreneurship by ethnicity**



Source: Frederick (2004).

More recent studies of resource acquisition at start-up have increasingly focused on gender differences in access to human and social capital, as there is now a growing body of evidence that suggests that a woman’s pre-venture labour market experience has a profound effect on her ability to mobilise appropriate start-up resources (Carter, Anderson and Shaw, 2001).

#### **2.6.4 Management of female owned firms**

While a preoccupation with start-up permeates the female entrepreneurship literature, a key debate however, is whether the barriers encountered by women at start-up have a long-term effect on business performance or whether these constraints dissipate after start up has been successfully negotiated (Carter, Anderson and Shaw, 2001). In relation to the more dominant themes such as motivation, and financing, comparatively little rigorous and in-depth research, has been undertaken on the issue of gender and business performance. Rather than an in-depth examination of quantitative performance measures, most studies instead engage in discursive debate concerning gender differences in qualitative assessments of success. Not surprisingly it is often argued that women enter business to pursue intrinsic rather than financial goals. Caution should be given to studies demonstrating marked differences in business performance, as Carter, Anderson and Shaw (2001) stress, not only are conclusions potentially premature given the scarcity of previous research, there are a number of complicating factors (such as industrial sector, prior experience, founding strategy, business age and presence of co-owners).

There is a difference however in the business sectors in which female entrepreneurs tend to operate. Women tend to be concentrated in the labour-

intensive retail and services industries. As these industries have above average failure rates, when compared with those such as manufacturing (Watson, 2003), it is vital to control for the effects of industry when studying failure rates of small and medium sized industries, as he found there to be no significant difference in the failure rates for male and female-owned (controlled) businesses after controlling for industry.

A recurrent issue within the research has been the assessment of women's management style and approaches to leadership. Buttner (2001) reported that the management styles of female entrepreneurs were best described using relational dimensions such as mutual empowering, collaboration, sharing of information, empathy and nurturing. McGregor and Tweed (2002) found that networked women, who were in the main better educated and more affiliative by nature, were more expansionist than both other female small business owners and men. They argue that their findings confound earlier research suggesting women are less growth-oriented and wish only to satisfy intrinsic needs from their businesses.

Engagement with sociological approaches, in particular, has enabled a more insightful, qualitative analysis of the entrepreneurial processes used by both men and women (Bruni, Gheradi, and Poggio, 2004; Kirkwood and Campbell-Hunt, 2006). . Gender and entrepreneurship are enacted as situated practises

and codes of a gendered identity are kept, changed and transgressed by constantly sliding between different symbolic spaces (Bruni, Gheradi, and Poggio, 2004).

An increasing theoretical sophistication, particularly noticeable in the engagement within sociological and feminist approaches which have opened up the field to include insights into race, class and family issues, is starting to produce a more complete picture of women's participation in the small firms sector (Carter, Anderson and Shaw, 2001). Brush (1992) suggests that women entrepreneurs integrate their business with their family, societal and personal relationships. Walker and Webster (2004) found in their study on home-based business that there are some clear gender differences in initial motivation and rationale for operating from home, with many women choosing to do so to because of the convenience it afforded them while having to balance work and family. Kirkwood and Mackie (2004) stress while flexibility is often seen to be an advantage of entrepreneurship, for many women entrepreneurs flexibility in terms of work and family may be somewhat of a myth, with balancing and managing the work-family divide being a continual struggle. Further issues around copreneurship and women's experiences of business ownership and operation will be discussed in more depth in subsequent chapters in this thesis.



It is widely accepted that a better understanding of women business owners is required so that their experiences can be understood and their social potential assessed (McGregor and Tweed, 2002, p. 1). Further research on complex issues surrounding women in self-employment in New Zealand could contribute knowledge that would enable greater understanding of the appreciation of the motivations and 'pathways to self-employment' for different women, appreciation of the developmental transitions women-owned businesses experience, and minimisation of the problems for women already in business (Massey and Harris, 2003).

As Carter, Anderson and Shaw (2001) explain there is no real shortage of research studies investigating women and business ownership, however, most studies have been descriptive, and there has been a lack of cumulative knowledge and a failure to adequately theorise research findings. While some researchers have described the area of female entrepreneurship as neglected, the area is more accurately defined as being under-developed. While there is not real shortage of academic research in the area, there is a clear lack of cumulative knowledge and a failure to date to adequately conceptualise and build explanatory theories. There are still many specific issues to be systematically addressed thereby warranting further investigation. Women's experiences of copreneurship is one such issue, particularly women's experiences of copreneurship in the context of tourism production. As

discussed previously in this chapter, women's experiences of rural tourism production remains an area which is understudied.

## **2.7 Summary**

This chapter has reviewed the literature on rural population change, as one of the drivers of rural tourism development. Trends such as exurbanisation, often driven by life-style driven migration were examined and the drift towards the rural idyll with sea-change and tree-change trends was noted and discussed. Some of the moves toward the rural idyll are both production and consumption driven as overlapping of objectives between home and business occurs. The chapter also reviewed motivations for starting a small tourism business, and for rural tourism businesses specifically. Family and women's perspectives were introduced and it was noted that there exists an underexplored and unarticulated feminine set of processes and behaviours that influence new venture creation (Bird and Brush, 2002) and that there is a longstanding association between rural women and their domestic location, reflecting traditional gender roles; an association that has endured with little questioning or change (Little and Austin, 1996). The blurring of production and consumption that occurs in rural tourism production is not explained by current copreneurship or even gender-based entrepreneurship literature.

Women as business owners were introduced with illustrations of the characteristics of self-employed women and the current situation with self-employed women. It was shown although the numbers and proportion of women in self-employment is growing, men still outnumber women in self-employment, both internationally and within New Zealand. Women also earn less when self-employed and are more likely to work part time in their business, and more likely to work as an unpaid family member, particularly if they are living in a rural location. The following chapter will further explore the concept of copreneurship to make the case for the exploration of copreneurship in rural tourism.



## **CHAPTER THREE**

### **LITERATURE REVIEW**

#### **Tourism, gender and copreneurship**

##### **Introduction**

This chapter further introduces the concept of copreneurship to make the case for the exploration of copreneurship in rural tourism. Literature related to gender and tourism is reviewed and the concept of copreneurship is expanded with a case made for the exploration of copreneurship in relation to rural tourism. This chapter is divided into sections. In the first section, the concept of copreneurship is discussed, including frameworks in which aspects of copreneurship can be examined. Following this, gender relations in tourism are discussed prior to arguments for copreneurship as a new context in which to examine women's experiences in tourism production. As the concept of copreneurship has not been introduced as a framework for analysis in tourism, the place of women as producers in the related wider arenas of employment and entrepreneurship are critiqued to further establish the body of literature and to identify themes within the diverse body of gender and tourism research in order to promote development of the field.

### 3.1 Copreneurship as a research platform

While “Mom and Pop” businesses have been around since anyone can remember it was not until the late 1980s that the concept was defined as copreneurship by Barnett and Barnett (1988). The authors described copreneurs as couples who shared ownership, commitment and responsibility for a business together and copreneurship has also been described as the dynamic interaction of the systems of love and work (Marshack, 1994). With copreneurs representing an estimated 1.5 million businesses in the United States alone (Fitzgerald and Muske, 2002) it is surprising then the lack of research that has focussed specifically on copreneurship. As outlined in Chapter One, copreneurship falls within the field of family business studies, a field of study where numerous attempts have been made to articulate conceptual and operational definitions of family firms (Sharma, 2004). There may be no concise, measurable, agreed upon definition of family business (Astrachan and Shanker, 2006), however, a large majority of firms in most countries have a significant impact of ‘family’ in them (Astrachan, Zahra and Sharma, 2003; Corbetta, 1995; de Bruin and Lewis, 2004; Klein, 2000). With the homogeneity of these firms questioned (Sharma, 2002), copreneurship provides a definable subset of family business which can be further explored. Couples in business together are one form of family business. Marshack asserts that copreneurs are “a subset of dual career couples and a sub-set of family businesses” (1994, p. 49).

The majority of copreneurship literature has occurred in the popular press which is quick to publish success stories and stories of partnerships that have worked (Dyer, Gibb and Handler, 1994; Fitzgerald and Muske, 2002; Marshack, 1994). The majority of this work is based largely on anecdotal evidence and based on very small samples (Smith, 2000). According to Marshack (1994) at the time of her research there were only five empirical studies that represented the research literature on copreneurs. The first two (Bryson, Bryson, Licht and Licht, 1976; Epstein, 1971) focussed primarily on the marital relationship and the final three (Cox, Moore and Van Auken, 1984; Ponthieu and Caudill, 1993; Wicker and Burley, 1991) focussed on the business partnership. Since then, several more research initiatives have been implemented and of definite significance is Smith's (2000) study of 20 copreneurial marital partners in New South Wales, Australia; Fitzgerald and Muske's (2002) work with over 200 copreneurs; Foley and Powell (1997) and their theoretical model for work-family conflict; and Baines and Wheelock's (1998) work on the effects of structural changes and economic policy on small business in Great Britain. However, none of these studies had a tourism or a rural focus.

De Bruin and Lewis (2004), in a slightly different approach, focus on career constructs and united career paths and suggest that an individual's career can be situated within a self-employment context and can also be interwoven with that of others in the family. The authors highlight a problem common to the copreneurship literature; the fact that the research approaches to

copreneurship treat the couple as a whole, interdependent system, not as two separate people who happen to be married or partnered and working together. This study therefore aims to study copreneurship from a woman's perspective; a perspective which is to date, underexplored.

The notion of copreneurship being a career option for participants has not been raised to date. De Bruin and Lewis proposed a notion of the joint career unfolding "in association not only with the work life of the business but also within the domain of the family" (2004, p. 641). However, this notion of careers being possible not only in paid employment, but also within self employment and entrepreneurial activity, or even in copreneurship, has not been actively taken up in the literature, with the literature on careers and entrepreneurship remaining largely separate.

### **3.2 Copreneurial motivations**

Men and women are deciding to start copreneurial ventures for a number of reasons. Smith (2000) suggests that the recent increase in copreneurs may be attributable to women encountering the glass ceiling, downsizing and redundancy, while career opportunities in the corporate world become increasingly uncertain. Michael (1999) suggests that in the 1990s copreneurial ventures were aided by strong economies, easier access to capital and early



retirement programmes. As discussed in Chapter Two, it is possible that exurbanisation and rural re-population have also contributed to the creation of copreneurial ventures in rural areas.

The majority of research on copreneurs to date has tended to focus on the relationships involved in a successful copreneurial venture. Most literature takes a prescriptive approach to the topic and offers tips and examples of ways to make a venture a success (Hochschild, 1997; Roha, 1990; Stoner and Hartman, 1990). One common approach is to suggest that there are definitive personality characteristics that will aid a copreneurial venture to be a success (e.g. Fitzgerald and Muske, 2002; Marshack, 1994). Also, most work on copreneurship takes some time to define necessary elements that couples' relationships require to make a venture successful. For example, Foley and Powell (1997) introduce the idea of spill over and suggest that satisfaction and stimulation in the work relationship will spill over into high levels of energy and satisfaction at home. However, they caution that the same is true of a negative work relationship. Similarly, Srikonda (2000) emphasises that when a couple's work and personal lives are entwined, the potential risks and rewards are magnified. Literature so far tends to suggest that women generally choose to shoulder the majority of the responsibility for a healthy relationship in and out of the business. Frishkoff and Brown (1993) suggest that women place a great importance on nurturing and adapting the business and working together as a team and this seems to be reflected in Smith's (2000) work which suggested that

women were more likely to seek a compromise than males in order to see the business succeed. Barnett and Barnett (1988) also suggest that it is often easier for a couple's relationship if both spouses are involved in the business together rather than for only one to be an entrepreneur. Marshack (1994) suggests that interviews by the popular press have revealed that the love bond between a husband and wife grows stronger with involvement in a copreneurial venture. Underlying several of the literature pieces is the suggestion that a venture based on an already strong relationship will make it even stronger and vice versa (Roha and Blum, 1990; Smith, 2000; Srikonda, 2000).

Within the limited copreneurship literature there appears to be two distinctly different viewpoints on the roles and responsibilities that are adopted by husband and wife teams in their business. The first line of thought heralded by Frishkoff and Brown (1993) and Roha and Blum (1990) alongside the popular press (e.g. Jones, 1997; Marshack, 1998; Way, 1999) tends to suggest that there is now far greater equality in ownership and responsibilities for women in copreneurial ventures. Frequently cited by the advocates of this change are the business success stories of Liz Claibourne, Jenny Craig and Mrs Field Cookies in the United States (Frishkoff and Brown, 1993), where the ventures are run by a husband and wife team; the wife's name is used to front the business and her persona is integral to the success of the business. However those who are resistant to this viewpoint (e.g. Baines and Wheelock, 1998; Foley and Powell, 1997) suggest that these businesses are the exception and the majority of

copreneurial ventures are still structured around the division of labour along traditional sex-role lines. Marshack (1994), Foley and Powell (1997), Baines and Wheelock (1998), Smith (2000) and Fitzgerald and Muske (2002) all appear to be in agreement that there appears to be little evidence to prove that traditional sex-role responsibilities do not still govern roles and responsibilities in copreneurial ventures. The research of Fitzgerald and Muske (2002) backs up Marshack's (1994) earlier research and suggests that little had changed over the eight years and that the incidence of the woman being the household manager is greater in copreneurial households than in a non-copreneurial household. Marshack (1994) revealed that the division of household responsibilities is fairly traditional among copreneurial couples with the husband responsible for car repairs and maintenance while the wife is solely responsible for household chores. Smith (2000) suggests that women see themselves as wives and mothers first and business managers second, at present it is unclear whether this identity is a result of the tradition of the women taking a secondary role or whether this is an instinct ingrained from birth. Foley and Powell (1997) also suggest that men are socialised to do market work and women to do domestic work and that self esteem will relate to the ability to perform in each of these roles.

Related to this, and taking a broader picture of women becoming emancipated through copreneurial ventures and/or through rural living, Qazi (2006) suggests that for rural farming women whose low-wage and unpaid work subsidises the

survival of the patriarchal family farm, this emancipation has not yet been achieved. It remains to be seen at this stage, whether copreneurship facilitates this emancipation, and a rural environment is one scene in which to examine this situation further. Rural tourism is one business and cultural context in which copreneurship can be explored.

Most literature on copreneurship seems to suggest that in order for a copreneurial venture to be successful it is imperative that each partner takes on the responsibilities that complement their individual skills. Roha and Blum (1990) suggest that by dividing responsibilities based on individual strengths and weaknesses then chances of success are improved because each partner has a clear role and there is reduced competition for control. Karofsky (pers. comm.) cited in Srikonda (2000), also suggests that the most successful copreneurial relationships occur when the partner's individual skills complement each other and they are able to recognise each other's strengths and weaknesses rather than continually fight each other for power in the partnership. While research to date has tended to focus on the differences of copreneurial and dual career couples as well as the relationship that exists between copreneurial couples, little research has been done into the motivation of partners in the first place to begin a venture together.

There appears to be a gap in understanding about what differentiates copreneurial couples from other couples who choose not to go into business together. Research undertaken suggests that males and females derive different types of satisfaction from copreneurial ventures. Smith (2000) discovered in her study that there existed a number of motives for self-employment, while the males surveyed were mainly motivated by achievement and the need to be answerable to no one else; the women were often motivated by autonomy and flexible work hours and workload to accommodate family. Foley and Powell (1997) similarly suggest that a woman is far more focussed on preserving the relationships within her family and will experience anxiety if her involvement in the work role interferes with her performance in the parenting and spouse roles.

As yet there seems to be little investigation into how copreneurial couples deal with the conflicting interests of the intertwined work and family life, but anecdotal interviews in the popular press tend to suggest it is often difficult to leave the business at work and not let it interfere with family life (e.g. Roha and Blum, 1990; Srikonda, 2000). This would be even more pronounced when home is also the place of work. In New Zealand, Warren (1998) conducted a survey of rural tourism businesses, with one of the areas of focus being changes to personal and family life as a consequence of the businesses. Changes to family life included positive changes, for example greater social contact with visitors and meeting people from other cultures. However, negative changes were also

noted, particularly loss of family time (Warren, 1998). Roha and Blum (1990) conducted an interview of five entrepreneurial couples, and often cited was the fact that it was difficult to keep the children from viewing the business as a competitor for their parents' attention and all interviewees cited the difficulties of not bringing their work home at the end of the day. Both Smith (2000) and Foley and Powell (1997) suggested that copreneurs not only believed that because of their business they were able to foster entrepreneurial flair and spirit in their children but also gave them the opportunity to teach children the qualities that are needed to make a business and family run smoothly. Marshack (1994) contributes a cautionary note however in her suggestion that children may avoid the family business because of the alienating effect they experienced from their father working such long hours. As yet there does not exist any longitudinal study to investigate whether the children of copreneurs are more or less likely to follow in their parents' entrepreneurial footsteps but a study of this kind would reveal whether a parent's involvement in a copreneurial venture is influential on their children's career choices.

While the definition of Barnett and Barnett (1988) of copreneurs has been adopted by some, as yet there does not seem to be any real consensus among authors of copreneurial research about what constitutes a copreneurial business, which perhaps will create future difficulties in comparing research findings. While in the original definition there was no specification of number of employees employed in the copreneurial venture, Smith (2000) only worked

with couples with under 20 employees while Wicker and Burley (1991) define a copreneurial venture by how many hours each partner puts into the venture. Fitzgerald and Muske (2002) suggest that while there are benefits to using multiple definitions of copreneurship such as allowing the copreneur to describe themselves rather than the other way around, eventually this lack of uniformity will result in findings from different studies not being comparable.

It is interesting to note the findings of research that has been undertaken so far into the success of copreneurial ventures. Wheelock (1992) in a pilot study of small business in Wearside found that business survival was often associated with a specific type of competitive advantage based on the presence of a copreneurial relationship. To a certain extent this seems to be consistent with a study undertaken by Baines and Wheelock (1998) suggesting that businesses co-owned by husband and wife teams were just as successful as sole owned businesses. However, more recent research undertaken by Fitzgerald and Muske (2002) tends to conflict with this suggestion and their work lead to their conclusion that copreneurial ventures were more successful than sole owned businesses. However, both studies concluded that copreneurial ventures were less successful than other similarly co-owned business. The work by Fitzgerald and Muske (2002) suggested that household incomes for non-copreneurial family business were substantially higher than copreneur households as well as copreneurs appeared to need to work more hours than non-copreneurs in order to keep their business successful. This is an interesting outcome when Smith's

(2000) research suggests that most copreneurial ventures are created with the incentive of earning more money than in paid employment. Baines and Wheelock (1998); Fitzgerald and Muske (2002), Roha and Blum (1990); and Smith (2000) all tend to agree that copreneurial partners tend to see their business as much more of a lifestyle choice and as a way of life than their non-copreneurial counterparts. In this way, the copreneurial business owners are similar to the farm tourism owners discussed in the previous chapter.

### **3.3 Copreneurship frameworks**

Although the literature on copreneurship is still rather limited it is encouraging to note that several frameworks have already been developed. Most notable is the work-family conflict model of Foley and Powell (1997) and the categorisation of different types of family interaction with business survival, maintenance and growth by Baines and Wheelock (1998). Foley and Powell's model suggests that each spouse brings to the union different perceptions of their own and their partner's inputs or skills that they are bringing to the partnership. If the perception that an individual has of his or her partner closely matches that of the other partner it is likely that work-family conflict will be low but if the perceptions are mismatched than work-family conflict will be high. While this model is the first to focus on the unique partnership between husband and wife it is yet to be tested and only further research will prove its validity.



The typologies of Baines and Wheelock (1998) divided copreneurs into several categories including survival and security, business intrinsic, creative and achievement. The writers claim that the creative typology is rarely encountered in previous research and suggest that this group find partnerships and employment relations particularly uncomfortable and are likely to prefer collaborating rather than forming formal partnerships.

Although the definition of copreneurship has been around since the late 1980s and some authors argue that “the phenomenon of married couples working together is as old as the family” (Marshack, 1994, p. 49), there still appears to be little concentration in research to date on specific business types. Also as yet little comparison can be made between different business types and the way that they are run and their success level. Women’s experiences of copreneurial business ownership still requires greater contributions and exploration in local contexts and rural tourism ventures are one context in which to explore these copreneurial experiences.

### **3.4 Gender and tourism production**

Copreneurship ventures provide a dynamic environment in which to examine gender and power relations given its definition as the dynamic interaction of systems of love and work (Marshack, 1994). To date, there has not been any substantial published discussion of the concept of copreneurship and tourism, which is interesting, given that many tourism businesses are built around lifestyle and integration of life stakeholders such as family and partners (see Chapter Two). Gender relations in tourism reflect wider social relations, so research integrating tourism and gender makes an important contribution to both tourism research and wider social sciences.

Recognition of the centrality of gender as an organising framework of conceptual analysis in tourism studies is a relatively recent phenomenon (Kinnaird and Hall, 1996). And, until the 1970s, the study of tourism emerged only as a sideline to other more "serious" research topics (Graburn and Jafari, 1991). The tenets of gender analysis within tourism study are even younger. Whilst the situation is clearly different now (see for example Hochschild, 1983; Kinnaird and Hall, 1994; McGehee and Kim, 2007), until recently the integration of tourism and gender research was fairly rare (Richter, 1994). Aitchison and Reeves (1998) suggest that the establishment of an area of tourism and hospitality research, defined as feminist tourism studies cannot be compared

with the strides made in establishing feminist leisure studies, during the 1990s.

As Richter (2001, p. ix) states that:

"Given the fact that tourism is the world's largest industry and women make up more than half the globe's people, it is striking that scholarly studies of tourism in general are largely drawn from the last quarter century. Academic research on the linkages between gender and tourism are of even more recent vintages, largely from the last decade".

It is important to stipulate what is meant by the term gender. Henderson (1994) and Small (1999) frame gender as a construction based on biological essentialism. However, Wilkinson and Pratiwi (1995) explain that in modern Western terms, 'gender' is a social construct used to designate psychological, social and cultural aspects of maleness and femaleness. Swain (1995, p. 258) defines gender as:

A system of culturally constructed identities, expressed in ideologies of masculinity and femininity, interacting with socially structured relationships in divisions of labour and leisure, sexuality and power between women and men.

As gender is a social construct, its meaning will vary between societies and over time. Kinnaird and Hall (1996) advocate that gender as a principle organising social arrangements, behaviour, and even cognition, addresses systemic change over time and therefore needs to be positioned with analyses. Understanding

the structure and dynamics of gender is central to the analysis of social organisation, gender relations and social progress (Anderson and Littrell, 1995; Wilkinson and Pratiwi, 1995)

The concept of power has also been raised and being central to the study of gendered relationships between men and women. Several early authors (Britton, 1982; Dann, 1981; De Kadt, 1979; Nash, 1989) frame tourism processes as involving notions of power and control. These processes are constructed out of complex and varied social realities and relations, often hierarchical and unequal (Cooper, 1994). Power relations exist in many of the relationships to emerge within tourism, yet they are focused much more acutely at the local level where issues of race, class and gender can be analysed as significant political power relations (Kinnaird, Kothari and Hall, 1994). They explain that tourism activity and development is a two-way process, dependent upon the social relations present in both host and guest societies.

Enloe (1990) draws attention to assumptions about power and tourism. The first an assumption that power relations are invariably weighted on the side of foreign or 'first world' tourists given that developed countries of the West represent overtly dominant tourism consumers. Another is that tourism is primarily a manifestation of patriarchy, which involves exploitation of local women. Power relations, like gender relations, are not set in concrete, and can

change. The dynamics of these relationships demonstrate that dominance and power are not static (Pruitt and La Font, 1995). Instead they are situational, constantly negotiated and contested, and therefore shift. As discussed previously, increased employment and other societal changes have led to substantial change for the role of many women. Social change shapes and challenges global and local power relations and gender roles.

Another area that is important when considering gendered aspects of tourism production, is that concerned with the gendered dimension of human resources in tourism and the notion of “doing service”. Pritchard (2004) argues that tourism processes are gendered in their construction, presentation and consumption in different and diverse ways, which are temporally and spatially specific (p. 317). To date, the objects of tourism gender research have almost exclusively been women (as opposed to women and men) and research has largely focussed on employment patterns and sex tourism (Sinclair, 1997; Pritchard and Morgan, 2000). Two collections of work in the mid-1990s (Kinnaird and Hall, 1994; Swain, 1995) made empirical and conceptual contributions to tourism research and this has been continued by authors such as Kerfoot and Korczynski (2005). Lucas and Deery’s (2004) review of hospitality journal articles found that the research agendas mirrored those seen in mainstream human resource research and theory, focussing on general human resource management, employee resourcing, employee development and employee relations. However, they noted only one article in major

hospitality management journals that listed gender as a key word. Kerfoot and Korczynski (2005) wrote on the topic of gender and service work (those jobs involving direct contact with service-recipients) and reported that "...gender stereotypes about women's 'proper' place in relation to paid work and their presumed attachment to so-called 'softer' skills in service work act to reinforce and reproduce gender division in the workplace (p. 388).

The bare statistics suggest that service work is gendered (Boella et al, 2005; Goffee and Scase, 1995; Lorence, 1992; Rubery et al, 1992) but the key questions remain: in what ways is service work gendered? How is the gendering done and how is it maintained? (Kerfoot and Korczynski, 2005). Kerfoot and Korczynski (2005) argue that gendering in service work is maintained by forces driving the organisation of service work (see also Du Gay, 1996; Du Gay and Salaman, 1992), including bureaucratization (see also Acker, 1990), and also the fact that customers have gendered assumptions and prejudices (see also Nielsen, 1982; Kerfoot and Knights, 1994). However, workers themselves may reinforce the gendered nature of service work, by bringing their own assumptions, identities and interests to bear in the enactment of service work (Kerfoot and Korczynski, 2005). Could this be the case in copreneurial rural tourism ventures? This is a question which will be explored in this thesis. Also, as Kinnaird and Hall (1996) assert,

The activities and processes involved in tourism development are constructed out of gendered societies. Consequently, the masculine and

feminine identities articulated by both host and guest societies are important components of the types of tourism taking place (p. 96).

Within tourism employment, men and women tend to be segregated horizontally into different occupations, although the degree of segregation depends on the nature of the work, with the greatest degree of segregation found among the semi-skilled, domestic and servicing-type occupations (Hakim, 1979) “many mirroring functions carried out in the home” (Kinnaird and Hall, 1996, p. 96).

### **3.5 Frameworks for gender analysis in tourism research**

Norris and Wall (1994) present a synthesis of research on tourism and gender from one feminist perspective, with the intent to create a consciousness that such relationships exist and should be addressed. They aim to improve clarity in thinking about the experience of tourism for women as consumers and producers by providing a conceptual framework incorporating three key underpinnings. First is the need to study women and their points of view. Of value also is the act of studying the relations of women and men in tourism. The third underpinning is the importance of situating tourism, tourists, and tourism development within a feminist framework, to step beyond the assumed neutral stance when studying and interpreting tourism.

Marlow (2002) writing of the need to site the analysis of women in self-employment in “the larger feminist debate regarding female subordination, androcentric norms and masculinised hegemony” (p. 83), concludes that women’s subordination within wider society is brought with them into self-employment, and this factor fundamentally underpins the evidence that indicates that enterprises owned by women are located in highly competitive sectors with low margins, are likely to remain small and perform poorly (Marlow, 2002). The feminist perspective alluded to here is however, but one perspective among multiple perspectives. Feminist analyses span a wide number of discrete areas and attempting to incorporate a myriad of diverse and complex arguments within the restrictions of a relatively short literature review will not add to this thesis. It has even been suggested that the various perspectives of feminist and gender research in tourism have served to “fracture the coherence of gender and tourism as a sub-discipline within tourism studies” (Carmichael Aitchison, 2005, p. 207). This researcher’s particular view on taking a ‘feminist’ approach will be further discussed in Chapter 4.

Kinnaird, et al. (1994) conceptualise a gender-aware framework in which a variety of gender perspectives in tourism activity and development can be analysed. The three tenets of their framework are summarised as:



- Tourism-related activities and processes involved in tourism development are constructed from gendered societies.
- Gender relations both inform, and are informed by the specificity of the social practices of all societies. Aspects of tourism (economic, social, cultural, and political) interact with gendered nature of societies and the way in which gender relations change over time.
- Discussions of gender and gender relations are about power and control. As such, they are political relations at the household, community, societal, and personal levels.

The latter two tenets are particularly important for this discussion. Kinnaird and Hall (1994) urge researchers to identify what associated societal change means for women and men in the context of tourism becoming a powerful economic agent. They conclude by calling for the analysis of four dimensions: Gendered Tourists, Gendered Hosts, Gendered Tourism Marketing, and Gendered Tourism Objects.

These dimensions provide contexts for conducting research using a gender-aware framework as well as a basis for the structure of this discussion. Kinnaird and Hall (1994) state that attempts have been made to reconstruct and

reinterpret our analyses of tourism, focusing on the social relations embodied in tourism practices and processes. While this has occurred in areas such as images and tourism promotion, there has been a lack of work in other areas such as gendered consumers of tourism and gendered hosts and power relations. Copreneurship relationships are an interesting dynamic of gendered hosts, and this study, as previously stated, focuses on production, as opposed to consumption activities.

More recently Kinnaird and Hall (2000) elucidate that feminist theories assist in shaping understanding of gender-related social, economic and political change within tourism and that they inform theoretical discussion surrounding notions of reality, participation, globalisation, work, sustainability, heritage and nationalism. They see these concepts “serving to further enrich our conceptual understanding of these experiences and processes and tourism’s gendered position within them” (p. 71). Their research efforts work to move “beyond placing gender (usually women) as the central research focus, to embrace wider theoretical contexts that interrogate the dynamic nature of gender identity” (p. 80); a significant shift from their position of the mid 1990s (see Kinnaird and Hall, 1994; 1996). Although they do state that there is still relatively little knowledge on the gendered nature of tourism participation. Pritchard and Morgan (2000) also analysed the direction of gender and tourism research; conceptualising that women have been treated as passive in the domains of production and consumption.

The concept of copreneurship provides a new way of describing and analysing women's roles in production particularly, and provides interesting insights into gender power relationships. Copreneurship also is an ideal domain in which to identify wider theoretical contexts to study the dynamic nature of gender identity (Ateljevic et al., 2006; Kinnaird and Hall, 1994; Hall and Williams, 2008; Phillimore and Goodson, 2004) by exploring men's and women's roles and also may provide an opportunity to further integrate social and cultural perspectives (Carmichael Aitchison, 2005). To date though, the role of women in tourism production has been explored in the related areas of employment and entrepreneurship, rather than attention being given specifically to copreneurship, although there has been some limited research with respect to the rural context (e.g. Bouquet and Winter, 1987; Getz and Carlsen, 2000; Hall and Rusher, 2002; 2004; Lane, 2005).

### **3.6 Gender analysis in tourism employment and entrepreneurship**

It is argued that production and supply of tourism is gendered, reflecting relationships dictated by tradition and societal norms in which significant power, overt and covert, is held by men. The majority of tourism research analysing women in a work capacity is the production/supply-oriented research on gender and employment (Timothy, 2001). A feature of this body of knowledge is the predominant focus on characteristics that constrain women's employment in

tourism industries. It is evident from the literature that in tourism sectors women remain segregated into particular jobs and areas of operation (Ng and Pine, 2003). However, it is the proposition of this thesis that rural tourism may be one area where women play a leading role in entrepreneurship.

Western perceptions of women's roles have also permeated transnational tourism organisations and diverse cultures (Kinnaird and Hall, 1994). Nonetheless the significance of new work opportunities and changing gender relations appears to be relatively unexplored in the context of tourism. Knutson and Schmidgall (1999) stress that career advancement in any environment is a joint endeavour between employee and the organisation. So further research, beyond descriptive, aggregated and anecdotal studies is required to uncover the positions, and more importantly, the experiences of women in the hospitality and tourism industries.

Traditional roles for men and women persist in the expanding tourism labour market (Apostolopoulos and Sonmez, 2001; Bras and Dahles, 1998; Ghodsee, 2003; Hull and Milne, 1998; Kinnaird, et al., 1994; Liu and Wall, 2006; Scott, 1997). The notion of women's work in tourism tends to reinforce gender stereotypes and promote inequities that support the control of the industry and power relations by men. Societal norms that dictate the behaviour of women do not always sit well with the social skills required by a producer of tourism

activity. Sinclair (1997) found in Northern Cyprus, Bali, and Mexico that prevailing norms of social sexuality limit local women's contact with tourists, access to paid employment and social interaction. Norms are powerful as they are often intangible and difficult to rationalise. Work in tourism, as in other industries, is organised along gender lines and generally conforms to dominant gender norms. In rural tourism, particularly farm stay operations however, this may be an advantage, with the "norm" of women providing a welcoming host role fitting well with the necessary functions and operations of such an enterprise. The concept of emotional labour may also be of relevance here as interacting with guests in a rural tourism environment involves demonstrating a willingness to be of service. The management of such emotional display has become known as emotional labour (see e.g. Anderson et al, 2003; Steinberg and Figart, 1999). Studies of emotional labour however, in tourism, have largely focussed on jobs with clearly designated tasks, relatively transitory interactions with guests and a clear divide between work and leisure (e.g. Hochschild, 1983; Murphy, 1997; Tyler and Taylor, 2001; Williams, 2003). Guerrier and Adib (2003) studied tour reps and their engagement with guests, where the boundaries between work and leisure are blurred, but there does not appear to be any significant published research on the concept of emotional labour in regard to self employed individuals in tourism.

Women may benefit from tourism development, particularly rural tourism development as it provides many with employment. It must be questioned

whether tourism employment is more desirable, or simply more accessible for women than other forms of employment. A more recent development, away from the traditional focus, is the increasing body of research on women undertaking entrepreneurial activity in tourism.

Hull and Milne (1998) argue that entrepreneurship in tourism has the potential to transform traditional gender roles, bringing about broader social change. They argue that "gender divisions of labour are being challenged through employment opportunities for women that are resulting in greater independence through the application and adaptation of domestic skills in the public domain" (p. 20). As argued previously, the extent of women's endeavours in tourism employment and enterprise is influenced at the macro level by societal norms and at the micro level by domestic roles in relation to family and household.

The benefits for women of engaging in tourism activity are said to include gaining greater economic independence, and thereby greater control of their lives (Wilkinson and Pratiwi, 1995). Women are also said to gain empowerment from increased income, provision of new experiences and increased interaction with diverse people. They also gain opportunities to display crafts and other activities that traditionally would be considered as part of domestic work. The argument is that, in the context of tourism, such work is valued by public eye,

thereby reinforcing her value. Incentives for tourism businesses also include hiring family members, improved social lives, and building equity (Getz and Carlsen, 2000; Smith, 1998).

Within the tourism and hospitality industries, home-based and craft businesses are reported to represent a highly specialised segment (Morrison et al, 1999) and women may participate in tourism because it often can be fairly easily accommodated with other roles, thus gaining permission from household and society. Family and household status largely determine employment opportunities in tourism for women who often combine reproductive and productive duties in order to access the market (Norris and Wall, 1994). Rural tourism and the operation of farm stay enterprises are a classic example of this, and gender has been an underlying theme in the farm tourism literature, with the extension of women's domestic roles typified by endeavours connected to the home such as farm stay tourism, bed and breakfast enterprises, and craft activities. Frequently women are found to engage in duties such as cleaning, housekeeping, reception and guiding.

Garcia-Ramon, Canoves and Valdovinos (1995) found that the work of women in the provision of accommodation on farms in Spain reflects prevailing gender norms. Several women they interviewed were not conscious of a shift in their activities, considering tourism as a supplement that generates extra income

rather than a true profession, similar to that of homemaker but expanded. In a similar fashion, Norris's (1994) study on women entrepreneurs in Bali found that after marriage they became employed in art or souvenir shops, employment enabling them to combine household labour, childcare and operation of the shop (Bras and Dahles, 1998). Later, Canoves et al (2004) reported on the "importance of the role of women" (p. 755) to the evolution of rural tourism in Spain. They also note the enhancement of the role of women as rural tourism managers (Canoves et al, 2004), in Spain where the presence of women as owners is significant and in some regions predominant.

The benefits for women engaging in entrepreneurial activity in tourism often come with associated tensions. Increased incomes of women have led to changes of power within the household (Bras and Dahles, 1998; Kinnaird et al., 1994), which can be a source of tension. Ireland (1993) found resentment on the part of host husbands whose lives were disrupted by women who ran tourism home based business. Even though earning capacity gave the women private control within the household, they maintained a public image of gender subordination. Similarly Swain's (1993) research of ethnic arts produced by Kuna and Sani women found that while the majority of the women producers gained increased power within the household, such power did not extend to wider society as traditional gender roles persisted. Canoves et al (2004) reported that even though the role of women in rural tourism (in Spain) was viewed as important, and the women reported that rural tourism enabled them to acquire



a certain social importance, it still perpetuated women's traditional roles: looking after the house and tending to the family members (and welcoming the guests, who were then looked after by the women as if they were family members). Hall, D. (2004) similarly, writing of rural tourism development in south eastern Europe suggests that the "empowerment of women in rural tourism development faces a double burden of the legacy of half a century of general subservience, and an underlying male-oriented nature of much of the region" (Hall, D. 2004, p. 169). Hall et al (2003) observe that:

Arguments that tourism development opportunities offer rural women routes to managerial roles and positions of independence are countered by observations that, for example, running farm-based bed and breakfast enterprises is little more than an extension of women's 'traditional' domestic role (2003, p. 12).

Therefore, the extent to which rural tourism can shift the balance of economic power within farm households and help open up rural employment for women is contested (see also Petrin, 1996; Siiskonen, 1996), particularly when the involvement of women in the management of rural tourism businesses can be stereotyped as a natural extension of their domestic role (e.g. Hall, D. 2004; Canoves et al, 2004).

### **3.7 The case for examining gender, power and copreneurship in rural tourism**

Fitzgerald and Muske's (2002) research has revealed that copreneurial ventures are more likely to be rural based than other businesses. To date however, there is no evidence to suggest there has been any specific research into copreneurship in tourism businesses let alone specifically rural tourism ventures. This is unfortunate as rural tourism ventures such as farm stays provide an ideal environment in which to study gendering of roles in copreneurship. Conceptual frameworks such as those proposed by Norris and Wall (1994) can be used to study women and their points of view and the roles and responsibilities of women and men in copreneurial tourism ventures.

The emergence of copreneurship as a research area, as noted previously in this chapter and Chapter Two, is fairly recent, with many aspects inviting future research contributions. Fitzgerald and Muske (2002), present some questions that prompt further research. They query whether copreneurial ventures in rural areas are a result of a lifestyle choice or the only option for some residents? This highlights the question of whether the copreneurs chose the rural setting as a lifestyle choice or, with economic restructuring, were forced into entrepreneurship in order to support their families, an issue which was raised in Chapter Two.

Hall and Williams (2008) note that it is important to replace generalisation about entrepreneurship in SMEs with greater recognition of historical and geographical contingencies. Entrepreneurship is always also relational and exists within networks (Hall and Williams, 2008). However, as has been previously noted, the family also provides a context for entrepreneurship, either as a passive agent impacted on by the activities of one individual, or as active partners in the process itself. Getz and Carlsen (2000; 2005) and Andersson, Carlsen and Getz (2002) report findings of isolated studies into family goals in tourism production, but as Hall and Williams note, this remains “surprisingly under-researched in most contexts, let alone tourism” (2008, p. 221).

Copreneurship is an interesting phenomenon to explore at the local level. With over 2000 farm-stays alone (Hall and Kearsley, 2001) in New Zealand for example, the rural tourism sector is experiencing rapid growth (Hall and Rusher, 2004). Alongside this growth there needs to be valid research to sustain and support this growth. New Zealand rural tourism copreneurs need reliable research to grow their businesses from. Within New Zealand there needs to be a focussed investigation into what sets rural copreneurs apart from other entrepreneurs, what motivates them to start their own business, and what aids their success and fuels their growth, and what are the experiences of the producers in a copreneurial venture?

From an academic standpoint of tourism and gender relations, further research into gender and power relationships within copreneurial ventures will contribute important knowledge on gender roles and tourism employment. As the above discussion reflects, women's experiences in the production of tourism have been explored in the contexts of tourism employment and entrepreneurship, but not in a copreneurial context. Themes identified in the first section of this chapter in the review of copreneurship relate to theories developed by previous researchers in tourism employment and entrepreneurship. Therefore, it is the position taken that copreneurship frameworks provide an exciting new domain in which to examine experiences of tourism production, especially in rural tourism given its significance to local tourism economies. Issues such as the influence of societal norms, traditional roles and responsibilities and the combining of a tourism venture with household and family roles are all themes that are worthy of examination in a copreneurship environment, and thus will be examined in this thesis.

## **CHAPTER FOUR**

### **Methodological considerations**

#### **Introduction**

This chapter provides the philosophical and methodological foundations of this study. A brief overview of the wider philosophy of social science research is presented and leads into the acceptance of the interpretivist approach and discussion of its validity. Discussion of tourism as a discipline and research orientations provides a conceptual framework and the importance of reflexivity is raised and the relevant significance of situating myself as researcher is presented. Contextualising the research within a feminist approach is also discussed, along with feminism providing a pathway to understanding the lived experiences of others.

Power as a concept in gender and tourism research is examined in order to shift closer to the specific research context. The challenges of researching and analysing power are also discussed, along with the role that power plays in any analysis of gender in tourism. Gender is expressed in ideologies of masculinity and femininity, interacting with socially constructed relationships in divisions of labour and leisure, sexuality and power, between women and men (Swain,

1995). Therefore gender is central to examining the ideologies influencing participation by women in copreneurship roles within rural tourism.

The second part of this chapter describes the research design. Triangulating methods and data sources within an interpretive approach is essential for gaining a fuller understanding of the experiences and expectations of copreneurs in the context of rural tourism. The research design enables the methodological importance of reflexivity where the researcher is an insider to the study to be stressed.

#### **4.1 Research paradigms and philosophy in social science research**

Paradigms provide the framework within which research is carried out. They reflect fundamental beliefs or metaphysics and are concerned with the essential and underlying principles that shape and define perceptions of the world, its nature, and the place of people within it. There are four major paradigms which structure research: positivist, post-positivist, critical and interpretive. Each provides flexible guidelines that connect theory and method and help to determine the structure and shape of any enquiry (Goodson and Phillimore, 2004). The suitability of these paradigms (in terms of research activity) can be assessed by exploring their ontological, epistemological, and methodological positions.

Positivism is an inquiry paradigm that has dominated the Western social and physical science discourse over the past 400 years. A positivist assumes (or rather asserts) that the goal of knowledge is simply to describe the phenomenon that is experienced. Inquiry is therefore confined to what can be observed and measured. The epistemological perspective of positivism is described as dualist and objectivist. Both the researcher and the subject are viewed as being independent of each other. It is assumed that the researcher is able to conduct investigative inquiry autonomously, without influencing the subject or being influenced themselves (Guba and Lincoln, 1994). Factors associated with the positivist viewpoint include independence of the observer, causality, deduction, and operationalisation of concepts measured in a quantitative way (Easterby-Smith, Thorpe and Lowe, 1992).

Post-positivism reflects more recent efforts to respond to some of the criticisms of positivism, while still conforming to essentially the same set of basic beliefs. The ontological perspective is 'critical realism'. It is assumed that reality exists but is not perfectly understood due to human intellectual shortcomings and the fundamentally fluid and unpredictable nature of a phenomenon under investigation.

Critical theory, as the third inquiry paradigm, is used to describe a set of alternative paradigms, including neo-Marxism, feminism, materialism, and

participatory inquiry. These are linked by the assumption that inquiry is value determined. In critical theory, the researcher and subject are assumed to be linked, with the values and beliefs of the investigator influencing the inquiry and how it is conducted.

Finally, constructivism is an alternative paradigm characterised by the move from ontological realism to ontological relativism. Constructivists argue that both knowledge and reality lack an objective or absolute value, therefore there is no way of knowing this reality. Researchers interpret and construct a reality based on their experiences and interactions with their environment as opposed to thinking of truth in terms of a match to reality. Table 4.1 summarises these four inquiry paradigms.



**Table 4.1**

**Basic beliefs (metaphysics) of alternative inquiry paradigms**

Item	Positivism	Post-positivism	Critical theory	Constructivism
Ontology	<u>Naïve realism 'real' reality but apprehendable</u>	Critical realism 'real' reality but only imperfectly and probabilistically apprehendable	Historical realism, virtual reality shaped by social, political, economic, ethnic and gender values; crystallised over time	Relativism, local and specific constructed realities
Epistemology	Dualist/objectivist findings true	Modified dualist/objectivist; critical traditional/community; findings probably true	Transactional/subjectivist; value mediated findings	Transactional/subjectivist; created findings
Methodology	Experimental/manipulative; verification of hypothesis; chiefly quantitative methods	Modified experimental/manipulative; critical multiplism; critical multiplism; falsification of hypothesis; may include qualitative methods	Dialogic/dialectical	Hermeneutical/dialectical

Source: After Denzin and Lincoln, 1994, p109.

Positivist researchers often claim the advantage of being more objective and value-free, producing 'hygienic' research in what the researcher is absent (Marsh, Keating, Eyre, Campbell and McKenzie, 1996). In refutation of this, Clark, Riley, Wilkie and Wood (1999, p. 15) explain that scientific research in the positivist tradition is not objective, "...as any human observer of natural, as well as social phenomena, brings to their observation values and beliefs that impinge upon their interpretation of those phenomena".

Many of the assumptions and characteristics of positivism are perhaps appropriate in a natural science; however in social science they negate room for participants' experiences, and involvement by the researcher. There is rigid separation between the subject and the researcher (Decrop, 1999; Newman, 2000). The importance of participants' experiences and involvement by the researcher has been raised by Dana and Dana (2005), who called for more qualitative research in entrepreneurship research, noting that effective qualitative researchers are inspired by "investigating processes, interaction and context, never taking for granted the meanings of words, concepts or behaviour" (2005, p. 86).

Many fields however, still show a strong bias towards positivist approaches, advocating the rigid separation between researcher and subject. According to Ateljevic (2000, p. 371): "the 'crisis of representation' encapsulated many of the

concerns encountered in the feminist critique of the all pervasive hegemonic dominance of masculinist Western academic approaches". The epistemological bases of mainstream science's claims to objectivity are the starting points for feminist critiques of objectivity (Lunn, 1997). Also, the fact that women often become the object rather than the subject of research is a major feminist critique of the positivist research paradigm. Postmodernism served as a corrective to these criticisms, stressing that researchers need to cite their authority and construct research that allows women's realities and voices (Lunn, 1997). The inclusion of a feminine viewpoint to extend what is seen as the prevailing masculine ideology supporting research and theorisation is recommended (Aitchison, 2001). This is relevant for the research being reported here because one of the aims is to allow women's voices to describe their own experiences of copreneurship.

Biological sex has a profound influence on a person's socialisation experience (Bristor and Fischer, 1993; Fischer and Arnold, 1990). An individual's socialisation experience plays a large role in shaping their frame of reference, which influences their perceptions. While research incorporating women's voices and experiences is important, collectively grouping women can be limiting in research and to some degree essentialist.

Lunn, (1997, p. 21) defines essentialism as “ahistorical fixed and unchanging characteristics assigned to individuals on the basis of their biological, psychological or cultural attributes”. She acknowledges Segal (1987), who argues that essentialist strategies strengthen traditional gender ideologies in their reassertion of fundamental biological differences between women and men. The nature of essentialism aligns it with positivism with regard to objectivity and absolute truth. A key criticism, and one that is relevant to this study, is that biological determinism is neglectful of social influences on behaviour (Marsh et al., 1996).

Issues of representation exist, the first being the issue of representation of *research*. This issue is concerned with interpretation of multiple realities. Postmodernism challenges the assertion that truth is fixed and stable; it suggests that what is known and what we acknowledge to be valid is produced through discourse (Lunn, 1997).

The second issue of representation of the *researched* calls for consideration of how participants are given a voice through the results presented. Crotty (1998) positions postmodernism as refusing the totalising and essentialist orientations of modernist systems of thought. The shift to postmodernism, poststructuralism and post essentialism offered platforms from which to

conduct research on marginalized groups such as women or different ethnic groups.

The third issue of representation of the *researcher* relates to practices of reflectivity on the part of the researcher. Reflexivity is a process whereby “researchers place themselves and their practices under scrutiny, acknowledging the ethical dilemmas that permeate the research process and impinge on the creation of knowledge” (McGraw, Zvonkovic and Walker, 2000, p. 68). Reflectivity calls for consideration of issues such as the role, bias and gaze of the investigator. In the tourism context, Goodson and Phillimore (2004, p. 36) assert that “the critical roles of both values and context in knowledge production mean that these two aspects of the research process have to be explored in some depth”. This means undertaking research in a reflexive way, whereby ethical, political and epistemological dimensions of research are explored as an integral part of producing knowledge (Marcus, 1998, cited by Goodson and Phillimore, 2004). From this perspective then, only through openly reflexive interpretation can validity be claimed for any research, regardless of whether it is quantitative or qualitative (Holland and Ramazanoglu, 1994, cited in Goodson and Phillimore, 2004). Similarly, Hall, C. M. (2004) argues that the vagaries of the postmodern condition are virtually unavoidable in contemporary examinations of social science and the worlds from which social research are formed, and also cites Nederveen, Pieterse (1992) and Calinescu (1987) in arguing that postmodernism is in fact a method of viewing

modernity in “a rear-view mirror” and that postmodernism expresses the crisis of modernism.

Hall, C. M. (2004) posits that intellectuals should accept a more modest role, that of interpreters and brokers of civil societies and cultures. Researchers do not merely mirror the responses of their subjects; instead they bring their own bias and interpretations. Therefore it is vital for researchers to consider how they represent the researched as accounts of any discipline and of research within that field of study are *situated*, that is ‘they depend on the point of view of the author, which in turn reflects how he/she is positioned intellectually, politically and socially’ (Barnes and Sheppard, 2000, p. 6).

Critical reflexivity or consideration of the researcher as a research instrument is an important principle of feminist practice. Marsh et al. (1996) affirm that feminist practice calls for the researcher to be located in the same plane as the researched. They call for reflexivity, saying that researchers’ beliefs, motives and social position must be scrutinised if it is accepted that they cannot be detached from the process but rather are a part of it. As the researcher responds as a whole person, he/she serves as an instrument in the collection and interpretation of the data.

Clark et al. (1999) argue similarly that social researchers can never divorce themselves entirely from the subjectivity constructed social contexts of which they are a part.

#### **4.2 The interpretive approach**

The interpretive approach emerged as an encapsulating philosophy addressing concerns raised by the crisis of representation. Increasingly, the tenets of positivism and foundationalist precepts in modernity are being challenged by “critical and interpretive scholars seeking a more meaningful experience and understanding of the text and context of their study” (Jamal and Hollinshead, 2001, p. 78). Jamal and Hollinshead have argued that in order to move towards more interpretive, qualitative tourism research, it is necessary to depart from more static, quantitative and positivist knowledge bases to more dynamic, experiential and reflexive approaches. Here, there is recognition that social agents are central to the construction of knowledge and that the researcher’s voice is one among many that influence the research process (2001, p. 67). Dana and Dana (2005) similarly, call for more qualitative research in management research, noting that “qualitative research seems especially appropriate for exploratory studies in entrepreneurship research” (2005, p. 86).

Tribe (2004) asserts that tourism knowledge is generated using a variety of research methods and offers “deeper insight” using Habermas’s (1978) theory of knowledge-constitutive interests, demonstrating that the pursuit of knowledge is never interest free but rather that human inquiry is motivated by one of three interests. First, the technical interest seeks control and management; second, the practical interest seeks understanding; and third, the emancipatory interest seeks freedom from falsehood and emancipation from oppression (cited in Tribe, 2004, p. 55). Each of these interests is served by a different methodological paradigm. Scientific positivism serves the technical; interpretive methods seek understanding; and critical theory seeks emancipation (Tribe, 2004).

Interpretive methods seek understanding by researchers entering a research setting with some pre-understanding and a general plan, the study is allowed to unfold with the assistance of informants. Emphasis is placed on investigating phenomena in their naturally occurring states, requiring the researcher to get close to the data, acknowledging interaction between data and data collection methods (Connell and Lowe, 1997). Cooperation between the researcher and the researched reduces researcher bias and encourages women’s voices. The importance of getting close to the participants in research is noted by Patton (1982), as he notes:



The methodological mandate to be contextually sensitive, inductive, and naturalistic means that researchers must get close to the phenomenon under study. The institutional researcher who uses qualitative methods attempts to understand that setting under study through direct personal contact...through physical proximity for a period of time and through the development of closeness." (Patton, 1982, p. 10).

According to Crotty (1998), the theoretical perspective of interpretivism emerged in contradiction to positivism in the attempt to understand and explain human and social reality. Neuman (2000) effectively summarises the main differences of the approaches (Table 4.2). For the interpretivist, the primary goal of research is to understand. Emphasis is placed on meanings and understanding, rather than just facts and generalisations. Researchers cannot achieve *the* understanding; but rather an understanding of phenomenon at a point in time (Hudson and Ozanne, 1988).

**Table 4.2****Summary of differences between research assumptions**

	<b>Positivism</b>	<b>Interpretive Social Science</b>
Reason for research	To discover natural laws so that people can predict and control events	To understand and describe meaningful social interaction
Nature of social reality	Stable pre-existing patterns or order that can be discovered	Fluid definitions of a situation created by human interaction
Nature of human beings	Self-interested and rational individuals who are shaped by external forces	Social beings who create meaning and who constantly make sense of their worlds
Role of common sense	Clearly distinct from and less valid than science	Powerful everyday theories used by ordinary people
Theory looks like	A logical, deductive system of interconnected definitions, axioms, and laws	A description of how a group's meaning system is generated and sustained
An explanation that is true	Is logically connected to laws and based on facts	Resonates or feels right to those who are being studied
Good evidence	Is based on precise observations that others can repeat	Is embedded in the context of fluid social interactions
Place for values	Science is value-free, and values have no place except when choosing a topic	Values are an integral part of social life: no group's values are wrong, only different

Source: Adapted from Neuman, 2000, p. 85

Interpretivists take a more holistic, particularistic approach to research; studying a specific phenomenon in a particular place and time. Geertz (1973) labelled this context-dependent form of explanation as thick description, a focus which enables the development of theory that makes sense out of a local situation. This is because the interpretive approach facilitates generalisation within the context or case. It is suited to studying women as feminists acknowledge that their perspective is not universal or unpremiered, recognising that women's perspectives might in fact be different if the world were different (Sherwin, 1988).

Quantitative data-gathering techniques are often aligned exclusively to a positivist approach and qualitative techniques to the interpretivist approach. Eyles and Smith (1988) argue that few researchers end their endeavours with revealing the meanings of those they observe, as often scientific constructs are used to give shape to the meanings observed from everyday experience. Lee (1991) advocates for both positivist and interpretive approaches in strengthening collaborative research efforts, instead of approaches that maintain a separate co-existence.

Related to this, Denzin and Lincoln (1998) argue that many researchers operate in the moment that best fits the researcher's needs in relation to the research problem and the research setting. Riley and Love's (2000) review of tourism

journals from their launch in the 1970s to 1996 showed that some scholars dipped into and out of Denzin and Lincoln's different moments depending on the research task at hand and Beeton (2004) argues that for a broad-ranging, psychologically complex field such as tourism "there is no singular pertinent research modality. In order to achieve the desired outcomes of tourism research, alternative methods must be considered and used conjointly" (2004, p. 37). Phillimore and Goodson (2004) argue that a selective approach to deciding to adopt a particular approach shown by established and experienced tourism researchers should be applauded, as it encourages experimentation and sets a precedent for less experienced academics. The hermeneutic, interpretive approach used, particularly in relation to the interview part of this research, is discussed subsequently in section 4.10 of this chapter.

### **4.3 Conceptual coordinates of the study**

There is still debate over tourism's qualification as a discipline. Some view tourism as a discipline (Echtner and Jamal, 1997; Leiper, 2000), while others do not acknowledge tourism has discipline status (Tribe, 1997, 2000, 2004). Considerable discussion continues among tourism scholars concerning methodological issues, research orientations, and the most appropriate approaches to tourism study (Phillimore and Goodson, 2004; Tribe, 2004). However, from their analysis of quantitative versus qualitative articles in the tourism field, Riley and Love (2000) argue that the dominant paradigm remains

positivism, which is “not surprising when considered chronologically, as interpretive paradigms have lagged behind their positivist predecessor” (p. 180).

That the researcher’s view of the world is coloured by the particular theoretical and methodological perspectives that drive their approach to research has been shown. However, not many authors explicitly discuss their philosophical stance to research in their tourism studies. Given that tourism is a relatively new area of study, there should be greater tolerance for eclectic and diverse approaches to investigation (Echtner and Jamal, 1997).

Riley and Love (2000) question the limits of quantitative research to fully address questions of understanding and meaning and interpretive approaches have found favour in recent times in the fields of tourism and marketing (Echtner and Jamal, 1997; Riley and Love, 2000). The interpretive approach places more reliance on the people being studied, as the researcher tries to “get inside the minds of subjects and see the world from their point of view” (Veal, 1997, p. 31). This model leads to a more flexible and inductive approach to data collection. While it primarily involves qualitative methods, it can also incorporate quantitative methods.

Echtner and Jamal (1997) call for toleration of both qualitative and quantitative methodologies due to the high behavioural content and diverse nature of

tourism. These methods can be used in union within an interpretive approach. As Veal (1997, p. 35) states: “while the debate between protagonists of qualitative and quantitative research can become somewhat partisan, it is now widely accepted that the two approaches complement one another”. The strengths of each can result in greater understanding of a phenomenon. Bridging the divide to thwart such polarisation will be beneficial in tourism research.

Authors in tourism such as Oppermann (2000) and Decrop (1999) advocate for approaches such as triangulation to bridge the divide between positivist and interpretivist tourism researchers. Decrop proposes triangulation as a way to make qualitative findings more robust, to gain increased acceptance of qualitative tourism studies. He cites support (e.g. Jick, 1979; Webb, Campbell, Schwartz and Sechrest, 1996) for the use of qualitative and quantitative methods as complementary, instead of rival camps. Combining data sources, methods, investigators, and theories, triangulation opens the way for richer interpretations (Decrop, 1999). Oppermann (2000, p. 141) explains that triangulation is used as “a crossing bridge between the pre-eminent quantitative studies and the growth in number of qualitative studies”.

Triangulation describes the use of a number of different research methods in a single research project. Denzin (1989) advocates the use of multiple measures

and methods, from their long history in physical sciences. He identifies four basic types of triangulation: researcher, method, data, and theoretical framework. Methods are triangulated in the belief that variety will increase the validity of findings. Combining methods in the same study assists observers in partially overcoming the deficiencies that flow from one method (Denzin, 1989).

The choice of an appropriate research strategy does not depend on the qualitative/quantitative dichotomy, but rather on the study's goals and related research questions (Decrop, 1999) and issues of access (Faulkner, 2001).

Issues raised by the crisis of representation in wider social sciences have slowly emerged for consideration in tourism research. One issue highlighted as crucial is the investigator(s)-as-instrument. As only the human instrument can grasp the interactions in context, and the multiple realities known through implied understanding (see Dana and Dana, 2005; Patton, 1982; Riley and Love, 2000). In response to the 'crisis of representation' new strategies have been developed in a bid to find a way which satisfies an individual researcher's desire to reconcile concepts of structure and agency, difference and multiplicity without excluding our ability to say something (Ateljevic, 2000). Consideration needs to be given to the subject, to avoid assigning them a passive role in research concerned with the value of their experience.

In this study, consideration is given to the subjects via the triangulation of method, but also via consideration of power and representation within the copreneurial experience. Power has been discussed previously, but will be further discussed, along with issues of analysing power in the following section.

#### **4.4 Power, gender and representation**

Pritchard and Morgan (2001) state that ideological aspects in tourism and tourism representation have received relatively little attention. Ideological aspects such as power need to be studied from the perspective of the 'other' rather than the dominant gaze of those at the sideline. More recently, other authors (Desforges, 1998; Johnston, 2001; Pritchard and Morgan, 2001; Silver, 1993) have begun to examine practices of "othering" in tourism and power structures primarily through the analysis of imaging. Rarely though are the voices of women and other marginalized groups used to examine issues of power (Pritchard and Morgan, 2001).

Inclusion of the feminine perspective in research, as the researcher or the researched is vital in tourism where women participate as employers, employees, business owners, researchers, and/or consumers. Women differ in their personal experiences, and individual perceptions shaped by social influences. The use of a feminist perspective paradigm will challenge the



dominant patriarchal hegemony that pervades tourism research. According to Jennings (2001, p. 47) until recently, “most studies have been androcentric in nature and have not taken into account the gender bias prevalent in most tourism research”.

In her audit of leisure and tourism journals, Aitchison (2001) found that little attention is given to the role of gender-power relations in the production, legitimation and reproduction of knowledge. She found the ratio of male to female authors of refereed articles is four to one. By quantifying the dominance of the male gaze and voice and research, she reveals the codification of knowledge in these fields “as a product of both structural and cultural power” (p. 1). This power contributes to a lack of feminist perspectives in tourism literature, especially through the voices of women and other marginalized groups. This thesis includes the voices of women business owners to contribute to a gendered perspective in tourism literature.

As discussed in Chapter Two, a particular gendered ideology persists amongst the activities of rural women and traditional patriarchal power patterns remain (Midgley (2006); Shortall, 2002). Also, as noted in Chapter 3, copreneurship ventures provide a dynamic environment in which to examine gender and power relations given its definition as the dynamic interaction of systems of love and work (Marshack, 1994). Many tourism businesses are built around lifestyle

and integration of life stakeholders such as family and partners (see Chapter Two), and gender relations in tourism reflect wider social relations, therefore this research integrating tourism and gender makes an important contribution to both tourism research and wider social sciences.

Power plays an important role in analysis of gender in tourism, as once gender is accepted as being a system of a system of culturally constructed identities, expressed in ideologies of masculinity and femininity, interacting with socially structured relationships in divisions of labour and leisure, sexuality and power between women and men (Swain, 1995), it becomes clear that power can be seen as one of the most important and contested concepts in the social sciences (Church and Coles, 2007). Yet power has been “routinely and conveniently overlooked in critical discussions of tourism” (Church and Coles, 2007, no page).

If then, it is accepted that tourism processes involve notions of power and control, then processes are constructed out of complex and varied social realities and relations, often hierarchical and unequal (Cooper, 1994). Church and Coles (2007) assert that power may be one of the most important concepts in the social sciences but it is also one of the most routinely under-theorised and ambiguously conceptualised on a day-to-day basis. In the view of Church and Coles (2007, p. xii), a more detailed treatment of power is vital to a fuller understanding of tourism. Power features in tourism research (see Chapters

Two and Three), but often it appears in indirect or uncertain ways, and tourism plays a role organising and governing social life (Coles and Church, 2007). The challenge laid down is to progress beyond “often infrequent, partial and even plainly opportune treatments of power in tourism” (Coles and Church, 2007, p. 2).

Power is discussed here only as one possible explanation as to *why* dominant patriarchal structures persist and appear to be a product of both structural and cultural power. Power is not a dominant theme for investigation in this study.

Feminist writing and studies concerned with sexualities however, have played a role in opening up power as an issue for tourism research, especially the interactions between power and identities, and as noted above, a number of studies have revealed the role of tourism in reinforcing or maintaining patriarchal structures (e.g. Swain, 1995, Aitchison, 2003). Aitchison (2003, p. 83) observed that:

Both poststructural feminism and postcolonialism feminism have placed emphasis on the textual, discursive and performative construction of the Other in the reinscription of gender-power relations. Together these post-positivist perspectives have laid bare tourism’s inherent paradox: although associated with a globalised melting pot where postmodern deconstruction and reconstruction have induced the breakdown of previous boundaries...the global tourism industry simultaneously serves to inscribe the otherness of culture and particularly, the otherness of women and black people.

Power in social lives and dimensions requires more detailed research, as seldom does tourism research progress beyond elementary and hence apparently uncontentious, conceptual simplifications (see Haugaard, 2002; Morriss, 2002). It is not merely within tourism that these criticisms exist and thinking clearly about power is not easy and “gets more difficult, offering more opportunities for confusion when we try to think about power in social life” (Lukes, 2005, p. 70). Lukes (2005) suggests that there have been many attempts to understand the formation of character, socialization, internalization and incorporation, but that rather than illuminating the mechanisms of domination, that they “...conceal an absence of explanation” (Lukes, 2005, p. 139). Lukes go on to point out that “what we need to know is how” (2005, p. 139).

Reiterating that what we need to know is how to measure and explain power, Lukes asserts that:

We speak and write about power, in innumerable situations, and we usually know, or think we know, perfectly well what we mean. In daily life and in scholarly works, we discuss its location and its extent, who has more and who less, how to gain, resist, seize, harness, secure, tame, share, spread, distribute, equalize or maximize it, how to render it more effective and how to limit or avoid its effects. And yet, among those who have reflected on the matter, there is no agreement about how to define it, how to conceive it, how to study it, and if it can be measured, how to measure it (Lukes, 2005, p. 61).

Power is also a concept that is value-dependent (Lukes, 2005), so its definition and any use of it, once defined, are inextricably tied to a given set of value assumptions. This will be explored in this research, within copreneurial relationships in rural tourism. This cannot be achieved overtly through asking questions in the survey, but value assumptions may be identified and power descriptions discussed as an outcome of survey analysis, and power can also be further explored through the interview part of this research.

Socially, individuals are endowed with habitus, inscribed in their bodies by past experience; social norms and conventions of the various fields are incorporated or inscribed into their bodies, thereby generating a permanent disposition, a durable way of standing, speaking, walking, and thereby of feeling and thinking (Bourdieu, 2000). The dispositions that constitute habitus and spontaneously attuned to the social order, are perceived as self-evident and natural. So, as applied to gender, Bourdieu claims, “the essential part of the learning of masculinity and femininity tends to inscribe the difference between the sexes in bodies, in the form of ways of walking, talking, standing, looking, sitting, etc” (Bourdieu, 1989, p. 21). Can this be extended to ways of acting in business? Are gendered ways of ‘being’ extended beyond walking, talking standing and so on, and evident in ways of operating a copreneurial business? This will be explored through women’s experiences of operating rural tourism ventures.

The challenge, as noted by Timothy (2007), is to draw together common strands from a plurality of perspectives as the time is right to introduce theoretically informed readings into studies of tourism and empowerment. Similarly, Bramwell and Lane (2000) emphasise that the nature of power, its dispersal among stakeholders, and its ability to contribute to, or frustrate, the operation and outcomes of collaborations is only generally conceptualised and by largely instrumental means. The concept of collaboration is sometimes combined with studies of power in tourism (Reed, 1997). However, it may be all too frequently assumed that collaboration can overcome power imbalances by involving all stakeholders. In this way, it may be assumed that copreneurship equates to collaboration and therefore may overcome power imbalances between genders in business and entrepreneurship particularly. This will be explored in this thesis, by reporting and discussing the roles and responsibilities within copreneurial rural tourism businesses. Details of the process undertaken to achieve this are in the following section of this chapter. This section has shown that the purpose of research, particularly its aims and objectives, dictates to a large extent the appropriate research approach. This study is complex, requiring investigation of copreneurship within the rural tourism sector. According to Walle (1997), an eclectic approach of determining research methods is recommended because tourism researchers and practitioners deal with complex phenomena. In the context of this study I cannot rigidly separate myself outside of the research due to my role as a management and tourism researcher and as a past and current business owner, specifically in a copreneurial role.

#### 4.5 My place in the research

As noted previously, accounts of any discipline and of research within that field of study are *situated*. That is they depend on the point of view of the author, which in turn reflects how he/she is positioned intellectually, politically and socially (Barnes and Sheppard, 2000). Hall goes on to state that “In terms of why we research what we do, one cannot ignore the personal, yet this is almost completely ignored in discussions of tourism research (Hall, C. M. 2004, p. 148). The things we research flow from the personal, as “the personal subjectivities of our experiences are vital to our choice of research paths, yet typically go unacknowledged (Hall, C. M. 2004, p. 149).

I consider myself an insider in this study; with the ability to empathise with and get close to participants. My professional roles have required me to travel for business purposes and I enjoy travel for personal recreation. Travel for both work and pleasure then, along with strong interest in rural tourism and small business ownership provide one of the foundations of my personal leanings toward the particular study topic.

I also have personal experience of small business ownership and management, in a rural environment and both business and recreational interests revolve around aspects of farm management and equestrian interests and activities.

Being involved in small business ownership, along with parallel employment as an academic researching tourism and small business management; whilst dealing with competing responsibilities as part of a partnership and also child rearing has also provided experiences which have both contributed to the research area and to empathy with research participants.

Challenges of maintaining lifestyle (paying mortgages!) on land in a rural area on land which is either not big enough, or not of a suitable type to be self-sustaining in terms of income earned is also an experience which creates empathy for the small business owners in this study, some of whom entered the business to support lifestyle or to supplement farm incomes so as to enable continued residence on such land.

I consider my experiences, with the combination of methods and data sources, to be a strength of the research design. As Bates (1999, p. 17) states: “We all have some form of built-in gender bias and that presents a Catch 22. Even though we may feel we are being objective and looking only at the facts, the very facts we see may be influenced...”.

This detail that the very facts we see may be influenced raises the notion and acknowledgement that we may not be objective at all. It is possible that researchers (including this one) may have preconceived notions of what the



research will reveal. Built in gender bias and my experiences as a woman are acknowledged and recognised as a potential disadvantage, as well as a strength.

Lunn (1997) asserts “that research tends to reflect what is important to the researchers rather than the priorities of those being studied is hardly surprising if little is known of the realities of the lives of a group of people being studied” (p. 79). Being an insider rather than a distant authority has advantages in understanding. Having the insider perspective into the meanings of women’s experiences has helped in the identification of issues and interpretation of themes. As an ‘insider’, the “researcher will acquire an in-depth knowledge of the tourism phenomena or experience that is grounded in the empirical world – a world where there are multiple realities rather than one ‘truth’ to explain tourism phenomena” (Jennings, 2001, p. 40).

There are of course, positive and negative aspects to being an insider to the research. A few hours inside a woman’s home talking about her business and role within the business and also in the family situation meant that personal details about themselves and about others were revealed. It is possible that personal involvement encouraged this revelation of details that might not otherwise have been shared. There is also implied professional danger as work may be devalued if objectivity, rationality and value-freedom, rather than involvement and subjectivity are given academic status. It is possible that being

an insider to the study and getting close to the phenomenon under study may be considered a bit self-indulgent and intellectually sloppy, but biological narratives are fascinating and many truths are revealed.

During my research I found myself analysing stories told to me in relation to my own experiences. The participants provided me with opportunities to empathise with them, as well as opening my eyes to new issues for consideration and representation. A particular strength of the research design is that it enabled me to work with a community that displays many aspects of sameness to me, even though collectively within the context, our position is as the gendered “Other”. Yet I have also remained above all, the researcher, as Gans (1982, p. 54) would argue: “I played the required participant role, but psychologically I was outside the situation, deliberately uninvolved in order to be able to study what was happening”, linking constantly textual with contextual.

The research design enables participants to reveal true stories and attitudes and reflectivity calls for building trust. I can identify with many of the realities that copreneurs face and I have also had firsthand experience of many of the stressors that participants associate with rural tourism and copreneurship. The experiences of long days worked, blurring of the work/leisure dichotomy, competing demands of family and work, resulting in increased feelings of fatigue are appreciated. The challenges of balancing personal and professional life with

the need to consider one's own and also others' wellbeing are also something that I have encountered.

Benefits and tensions aside, an advantage of conducting this research was the further opportunity available to experience rural tourism, particularly farm stays, first hand. The study required trips to conduct interviews with copreneurs and gaining further experience as an ethnographer and a tourist in the field was enjoyable. Being in the research gave me a heightened awareness of my own experiences and of the portrayals and realities of copreneurship within rural tourism in New Zealand.

#### **4.5.1 The role of feminism in this research**

Each researcher has a unique understanding of and relationship to 'feminism' that has to do with our experiences, who we are and what social space(s) we occupy, or into which we are interpellated (Eriksen et al, 2007). Eriksen et al (2007) also note that there are material, cognitive and emotional consequences, both positive and negative for engaging in 'feminist' scholarship and being labelled a [pro-] feminist.

Understanding the personal, subjective, narrative nature of this research (particularly the interviews) is perhaps more meaningful in understanding a position with respect to feminism and of feminism than to simply categorizing within a particular feminist camp, because as previously discussed in Chapters Two and Three, there are many 'feminist perspectives'. This research, and exploration of women's experiences of copreneurship may also serve to advance understanding of the researcher with respect to the topic of feminism, so that she can grapple with how she is part of the scholarship, not something separated of it. The world being researched is not separate of one's experience of that world.

Accordingly, whilst the implication of possessing certain epistemological and ontological assumptions has been addressed earlier in this chapter, it may be more relevant to focus on "the complex, interactional and emergent nature of our social experience" (Cunliffe, 2003, p. 984). In other words, a researcher is more complex than the ontological and epistemological assumptions, and these other parts are worthy of and essential to exploration and becoming a more critically reflexive scholar. Therefore, feminism, to this study, is not something that exists 'out there' separate of the researcher and the study, but rather it is an idea that is created and sustained through the research and all its interactions and affects understandings, processes and conclusions.

## 4.6 Triangulation

Using an interpretive approach, and triangulation of methods and data sources increases the breadth and depth of understanding gained within a study. The techniques of literature review, questionnaire and structured interviews utilise the strengths of qualitative and quantitative methods. Statistics indicate demographics and details of business ownership, management and structure, and some of the underlying motivations and experiences. The research design aims to uncover the experiences and expectations of the copreneurs, providing data that is meaningful and representative. The use of one method to do this in tourism is rare, let alone triangulation of methods.

Although the thesis contains both qualitative and quantitative data, particular emphasis is placed on the former. Denzin and Lincoln state “Although many qualitative researchers in the post positivist tradition will use statistical measures, methods, and documents as a way of locating ground of subjects within larger populations, they will seldom report their findings in terms of the kinds of complex statistical measures or methods to which quantitative researchers are drawn” (2003, p. 15).

To date researchers have primarily used quantitative research methods to focus on characteristics of ownership and motivations of farm stay hosts (e.g. Carlsen

and Getz, 1998; Getz and Carlsen, 2000; Hall and Rusher, 2004). This study investigates issues of copreneurship in rural tourism. Triangulation of various data sources enables study of the composite copreneurship experience. The design also limits personal and methodological biases (Decrop, 1999).

Qualitative information enables richer description and interpretation of copreneurs' expectations and experiences. It encourages women's voices to be heard in a field where male norms have been a dominant influence on perceptions and practices. This is another departure from a sole focus on surveys to collect and present information as aggregated cases.

Where questions asked in this research mirror or draw their basis from previously published literature, discussion of these works were provided in the previous two literature review chapters, and a summary providing focus is provided here in Table 4.3 below.

**Table 4.3****Investigation areas and links to previous literature**

<b>Question area/topic</b>	<b>Literature</b>
Main reasons for starting/entering accommodation business.	Ateljevic and Doorne, 2000; Bransgrove and King, 1996; Busby and Rendle, 2000; Getz and Carlsen, 2000, 2005; Hall and Rusher, 2002; Komppula, 2004; Lynch, 1998; Martikainen, 2002; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1997, 1998
Reason for starting family and/or co-preneurial venture.	Andersson, Carlsen and Getz, 2002; Carlsen and Getz, 2000; Chrisman et al., 2003; Getz and Carlsen, 2005; Hall and Williams, 2008; Michael, 1999; Smith, 2000
Women's motivations for operating small hospitality businesses.	Goodchild, 2007; Lynch, 1998; Smith, 2000
Motivations for starting/operating copreneurial business – gender based.	Foley and Powell, 1997; Smith, 2000
Copreneurship – a lifestyle choice, rather than a path to riches?	Baines and Wheelock, 1998; Fitzgerald and Muske, 2002; Roha and Blum, 1990; Smith, 2000
Rewards of operating copreneurial business.	Foley and Powell, 1997; Srikonda, 2000
Challenges in the copreneurial relationship.	Srikonda, 2000
Task responsibility	Baines and Wheelock, 1998; Foley and Powell, 1997; Fitzgerald and Muske, 2002; Frishkoff and Brown, 1993; Marshack, 1994; Roha and Blum, 1990; Smith, 2000; Wicker and Burley, 1991

#### **4.7 Ethical considerations**

It is considered that there are minimal ethical issues surrounding this research. The main participants are individual business owners/operators who were generally educated and confident in their opinions. They are also used to the public arena and to meeting and speaking with people through their role as business owner, hosting guests in their homes. The research design sought to reduce the possibility of participants feeling uncomfortable or concerned about the commercial sensitivity of the information requested.

Ethics advice was sought from supervisors and ethics requirements were met by gaining informed consent from participants. All interview participants were provided with an information sheet and filling out and returning the questionnaire was stated to signify consent from respondents. Data from all participants remains confidential to the researcher and supervisors. As questionnaire and interview data is aggregated, individual cases are not identified and pseudonyms are used in reporting interview findings. Participants had the right not to complete the questionnaire, and in the interviews, the right to decline to answer any questions.



#### **4.8 Informal Interviews**

Informal interviews conducted before questionnaire development informed this research, and development of the questionnaire and interview questions throughout the research process. Informal interviews (conversations) took place with rural tourism operators and organisations. Conversations took place in a number of settings within the study area; for example when the researcher was at leisure or partaking in a rural tourism experience or was attending a conference of rural tourism operators. Conversations also took place in a number of social settings as rural tourism business owners were encountered. Owners of these businesses were without exception keen to introduce their business and chat generally about running the businesses, the rewards and the challenges particularly.

#### **4.9 Questionnaires**

For this study, the questionnaire was used to elicit descriptive information from a larger number of rural tourism businesses. The information was not as 'rich' as the themes established in the subsequent interviews, but it did permit initial identification of which small business owners were in copreneurial relationships, and would therefore be invited to participate in the interviews. Information collected from the questionnaires also enabled data to be gained on a broader spectrum of issues. This is important given the scarcity of scholarly research on

copreneurship in tourism, in both the New Zealand and worldwide contexts. Questionnaire data was also comparable with studies into farm tourism, for example: Carlsen and Getz, (1998); Getz and Carlsen, (2000), and Hall and Rusher (2004).

The aim of the questionnaire (Appendix B) was to help to gain an understanding of respondents' characteristics, opinions and their business's characteristics, not to collect representative data to make mass generalisations (Chia and Yeo, 1999) about rural tourism or about copreneurs. The questionnaire contained some questions developed by Hall and Rusher (2004) for their research into the New Zealand Bed and Breakfast sector. Questions enabling comparison with Carlsen and Getz's (1998), and Getz and Carlsen's (2000) (also used by Hall and Rusher) work were also used, specifically in the area of goals when entering the business. Other themes used to develop the questionnaire were established from copreneurship literature (Baines and Wheelock, 1998; Fitzgerald and Muske, 2002; Michael, 1999; Smith, 2000). See Table 4.3 for further detail.

The questionnaire was designed to be easily answered in the hope of eliciting a favourable response rate. The majority of the questions required either a tick-the-box answer, or a circle to be drawn on a seven point likert scale. Ryan and Garland (1999, p. 107) point out that the use of likert-type scales is "a common research method for eliciting opinions and attitudes in the social and business

sciences”. The remaining questions required responses to open ended questions, for example “What, for you, has been the most rewarding thing about owning and operating an accommodation business?”.

Data from the questionnaires was coded and entered into Microsoft Office Excel and then converted to SPSS v. 15.0 for analysis. Univariate data, presented as percentages, frequencies, tables and graphs is incorporated into the discussion in Chapter Six. As data is aggregated, the personal and professional details of individual participants are not identified.

As part of its development, a draft of the questionnaire was given to a consultant at the Massey University Statistics Consultancy Service for comment on design. Following this, the questionnaire was pre-tested with 6 participants from outside the sample area to enable the pre-test respondents to provide feedback and suggestions for improvement. Results of pre-testing indicated that the questionnaire was easy to complete, with only minor amendments necessary.

Owners of rural accommodation businesses were sought as questionnaire participants, within the survey region of the River Region (Manawatu, Tararua, Rangitikei, Wanganui and Ruapehu), Nature Coast (Horowhenua), Wairarapa and Hawkes Bay. The survey region was chosen because the researcher has

experience with researching within this area, meaning that relationships exist which help with access to participants and the survey area remains an under researched part of New Zealand, with respect to tourism, and rural tourism particularly (Hall and Rusher, 2002; 2004, Ryan, 1997). Once the instrument was finalised, the questionnaire was disseminated to 201 owners/operators. Taking a random sample of rural tourism businesses was found to be impossible, owing to the lack of a suitable database in New Zealand. Even if “rural” and “tourism” businesses can be isolated, there remains the difficulty of determining in advance what businesses are owned and operated by copreneurial couples, no matter what definition of “copreneurial” is to be used. For this reason, the sample was generated largely using a snowball technique, beginning with membership of RTOs and the Rural Tourism Council, supplemented with guidebooks and websites. Guidebooks and websites used included *The New Zealand Bed and Breakfast book* (see <https://www.bnb.co.nz>), *New Zealand Friars Guide* (see <http://www.friars.co.nz>), *New Zealand Accommodation Guide-Jasons New Zealand* (see <http://www.jasons.com/New-Zealand/accommodation-guide>), *AA New Zealand Bed and Breakfast Accommodation* (see <http://www.aatravel.co.nz/accommodation-newzealand/new-zealand-bed-breakfast.php>). Searches of RTO sites, which include accommodation listings, were also made and properties added, see for example [www.manawatunz.co.nz](http://www.manawatunz.co.nz), [www.hawkesbaynz.com](http://www.hawkesbaynz.com), [www.naturecoast.co.nz](http://www.naturecoast.co.nz), [www.wairarapanz.com](http://www.wairarapanz.com). In this way, the snowball technique enabled a database of potential properties to be developed. The study area is further described in Chapter Five.

The questionnaire and sampling method enabled farmstay and B&B owners/operators to participate. The instrument and method also provided participant convenience and anonymity when reporting results. The sampling methods were discussed with supervisors and statistics consultants. According to De Vaus (1996), there are often cases where probability sampling techniques are impractical or unnecessary, so cheaper non-probability techniques are used. These techniques are appropriate when sampling frames of the total population are unavailable, which is the case for this study.

#### **4.10 Interviews**

In this research I was concerned with theorising experiences of copreneurship in tourism and, in doing so, endeavouring to get inside the heads of the copreneurs to ask the questions of most relevance. I believed that the research designed within the interpretive paradigm would enable me to do this effectively. I thus chose, after collecting data quantitatively through a questionnaire, to gather data using in-depth, face-to-face interviews in which I encouraged copreneurs to tell me about their experiences within a semi-structured framework. In doing so, I explored topics that might not have been thought about when designing the research project, but which the copreneurs themselves identified as being significant. Thus, instead of imposing my

preconceived notions of copreneurship on the participants, I used the semi-structured questions as a guide to stimulate discussion about their actual experiences while operating rural tourism businesses.

In depth semi-structured interviews were conducted with female copreneurs from the farmstay or B&B sector of rural tourism. In total 10 interviews were completed in the survey region of the River Region (Manawatu, Tararua, Rangitikei, Wanganui and Ruapehu), Nature Coast (Horowhenua), Wairarapa and Hawkes Bay, usually at the home/business of the participant, once they had agreed to participate following a request for an interview by phone or email. Interview questions were developed as a guide (Appendix E).

The purpose of the interviews was to further explore women's experiences of copreneurship by eliciting narratives from the women copreneurs themselves in order to build on knowledge gained from the survey instrument. All participants were currently operating rural tourism businesses in a copreneurial relationship. In order to minimise issues of commercial sensitivity, it was felt that the best method of gaining information from the participants was through individual semi-structured interviews (as opposed to focus groups for example).

The interviews were audio-taped; with the consent of the copreneurs, each interview was recorded onto a tape. Transcripts were compiled verbatim from

the tapes as soon as possible after each interview. As with all qualitative information, decisions have to be made about what to use, as multiple themes were established from the interview data. Thematic categories were established from interview data and editing of quotes was kept to a minimum to preserve their perspectives as precisely, yet clearly, as possible. For detailed analysis, a hermeneutic framework was used.

From a hermeneutic perspective, the stories that the copreneurs tell about their experiences are a prime locus of discovery. The insights offered by this hermeneutic mode of interpretation is particularly useful in bridging the gap between the copreneurs' overt awareness and stories of their life circumstances and the less overtly stated factors that shape their experiences and decisions about their businesses. The hermeneutic caveat however, is that the voice of the given subject will often express a nexus of personal meanings that are formed in a complex field of social and historical relationships. As such, a subject's self perceptions can exhibit a considerable degree of situational variability depending on which personal meanings are salient in a given context (Thompson, 1997, see also Belk, 1975; Stayman and Deshpande, 1989). This is particularly so in the case of exploring women's roles in their business and family situations and also the aspects of power in this research. Hermeneutic scholars emphasise that the process of textual interpretation cannot be reduced to the application of a "method" (Gadamer, 1993; Thompson, 1997). Rather, the techniques used to formulate an interpretation are embedded within a

framework of core assumptions and investigations, informed in this case, by literature and background research and also by the data gathered in the survey part of this study.

The interviews in this research allow narratological models of meaning to provide an important linkage between hermeneutic's abstract philosophical tenets and the actual practice of hermeneutic interpretation. The interviews also ground this particular interpretive framework in a series of issues relevant to the phenomenological aspects of the person/culture relationship (see Merleau-Ponty, 1962; Thompson, Locander and Pollio, 1989). That is, the personalised cultural meanings that constitute a person's sense of self-identity and the biographical significance of specific life events and experiences within this unfolding narrative of self (see Romanyshyn, 1982). The cultural background provides the social categories, common sense beliefs, folk knowledge and interpretive frames of reference from which personalised meanings and conceptions of self-identity are constructed (Faber and O'Guinn, 1988; Holt, 1997; Thompson, Pollio and Locander, 1994; Thompson, 1997).

The interpretation of interviews in this research follows a typical hermeneutically oriented approach where the interpretation of the textual data proceeds through a series of part-to-whole iterations (see for example Arnold and Fischer, 1994; Spiggle, 1994; Thompson, Pollio and Locander, 1994). This



iterative procedure actually entails two distinct stages (Thompson, 1997) where the first is a cycle in which the interview transcript is read in its entirety to gain a sense of the whole. Further readings are then undertaken to develop an integrated understanding of the meanings conveyed by the text. The second part-to-whole movement is an intertextual one, whereby the researcher looks for patterns and differences across the interviews. There were, as is common in interpretive research (see Thompson, 1997), interactive movements between the intratextual and intertextual interpretive cycles, where insights were gained from an interview text, interpreted later in the process and then reconsidered in light of developing understanding.

The role of the researcher is again important in this interpretive approach (also discussed in Section 4.5 in this chapter) because it is the researcher interpreting the textual data. Hermeneutic research emphasises that an understanding of a text always reflects a fusion of horizons between the interpreter's frame of reference and the texts being interpreted (Arnold and Fischer, 1994; Thompson, 1997). The acknowledged implication is that the researcher's interpretive orientation (i.e. background knowledge, underlying assumptions, and questions of interest) enables her to become attuned to specific characteristics and patterns afforded by the textual data. Thus, again, the hermeneutic approach selected seeks to be open to possibilities afforded by the texts of the interviews, rather than projecting a predetermined system of meanings on to the textual data.

#### **4.11 Summary**

In this chapter, establishment of the philosophical and methodological foundations of the study sets the scene for the subsequent chapters, containing the theoretical framework of rural tourism, gender and copreneurship. The validity of an interpretive approach was presented, along with triangulation of methods. Contextualisation of the study within a feminist approach was argued, along with gender and gender and power relations. Research design was presented, including the researcher's place in the research, ethical considerations, questionnaire and interview design, and selection of survey and interview participants. In the following chapter, the context of the study area is described.

## **CHAPTER FIVE**

### **The study area**

#### **Introduction**

This chapter presents an overview of the context for the study, in that it outlines the study area, including regional character and regional tourism statistics. The sample for the study was drawn from accommodation providers in the Regional Tourism Organisation (RTO) regions of Destination River Region, Hawkes Bay Tourism and Destination Wairarapa (as outlined in Chapter Four).

#### **5.1 Tourism in New Zealand**

Rural tourism, as discussed in Chapters One and Two, can be commonly accepted as any form of tourism in a rural area, with a focus on activities that contrast with the pure product, and are a means to an end, rather than an ends in themselves (Sharpley and Roberts, 2004). Rural tourism is part of a wider tourism industry, an industry which has reported almost constant growth in international visitor arrivals to New Zealand with 2.47 million international arrivals in the year ended December 2007, an increase of 1.8% on the previous year (TIANZ, 2008). Key markets for New Zealand are Australia, UK, USA, China and Japan, with these markets combined providing 69% of international visitors

to New Zealand for the year ended April 2008 (Ministry of Tourism, 2008). International visitors have an average intended length of stay of 21 days and spend an average of \$2,829 (\$138 per day) per trip, excluding international airfares (Ministry of Tourism, 2008). Domestic tourism is more difficult to measure, but the Ministry of Tourism reports that 14.9 million overnight trips were made in the year ended December 2007, with a total domestic spend of \$7,587 million (Ministry of Tourism, 2008).

International tourist expenditure accounted for \$8.3 billion or 19.2% of New Zealand's total export earnings for the year ended March 2006 (based on the Tourism Satellite Account 2006; latest available) and tourism is reported to directly and indirectly contribute \$12.8 billion (8.9%) to New Zealand's total GDP (Ministry of Tourism, 2008).

The accommodation sector operating as part of rural tourism is more difficult to measure in terms of both number of operators (as noted in Chapter One) with most operators not forming companies or registering for GST because they do not earn more than \$30,000 per year. This difficulty in analysing rural tourism due to data availability and operators remaining below a threshold of business which enables their business to be recorded is not unique to New Zealand (e.g. Dernoï, 1991; Oppermann, 1997). It has been estimated however, that there are at least 640 self-described B&B businesses in New Zealand (Hall and Rusher,

2004) and New Zealand's Bed and Breakfast Association (@Home New Zealand) reports 700 members. However it is important to note that not all of these businesses are rural tourism businesses and not all rural tourism businesses are members of this association.

The Ministry of Tourism in New Zealand reported that in 2006, there were 663 hosted establishments in New Zealand (as measured by the Commercial Accommodation Monitor) but also note that "these figures understate the hosted sector as an estimated 3,000 – 3,500 small operators are not included" (Ministry of Tourism, 2007, p. 1). The hosted establishments that the Ministry of Tourism describes are primarily those that are GST registered, with an annual turnover of at least \$30,000, and the Ministry explains that the overview provided of hosted accommodation is likely to be representative of only the larger operators, making up only 15-20% of the total number of operators (Ministry of Tourism, 2007). As discussed in Chapter One, the accommodation termed "hosted" by the Ministry of Tourism comprises 2.3% of total accommodation available in New Zealand (Ministry of Tourism, 2007). Information to describe the hosted accommodation sector is collected via the Commercial Accommodation Monitor (CAM) which provides regional data on the supply and demand of the accommodation sector. It provides statistics on guest nights, international/domestic guests, number of establishments, capacity, occupancy rates and employee counts each month and the CAM attempts to be a census of all mainstream commercial accommodation

establishments. Respondent participation is compulsory under the Statistics Act 1975. Once again, it should be noted that rural tourism is under reported as a large proportion of operators are not registered for GST (and therefore not eligible for participation in the CAM survey) and some establishments may be overlooked by the Statistics New Zealand Business Frame, from which survey participants are selected, as they may be involved in the accommodation business as a secondary activity, for example rural tourism within a main farm business. A Regional Visitor Monitor (RVM) also exists, whereby the Ministry of Tourism in New Zealand aims to collect information about international and domestic visitor motivations and expectations, travel planning and patterns of visitor activity, visitor satisfaction and visitor expenditure. However, this RVM survey is only conducted within Auckland, Rotorua, Wellington, Canterbury, Dunedin and Queenstown – all of which occur outside the survey area for this research.

The hosted accommodation establishments described by the Ministry of Tourism in New Zealand vary in their capacity, from one room to more than 10 rooms, but ninety percent have between one and nine rooms (Ministry of Tourism, 2007). The sector employed 1,320 people in February 2006 and 77% of establishments were run by self-employed operators without employees (Ministry of Tourism, 2007). In 2006, hosted accommodation accounted for 1.8% of the commercial accommodation guest nights, and average reported occupancy in 2006 was 26%, lower than that for hotels (56%), motels (55%) and

backpackers (44%), but higher than that for holiday parks (15%) (Ministry of Tourism, 2007). Visitors stayed an average of 1.85 nights in a hosted establishment, similar to that of hotels and motels but slightly lower than that for backpackers and holiday parks (Ministry of Tourism, 2007).

## **5.2 Regional context**

The sample for this survey was developed using Destination River Region, comprising the districts of Ruapehu, Wanganui, Rangitikei, Manawatu, Horowhenua and Tararua, along with the regions of Hawkes Bay and Wairarapa. The organisation Destination River Region has since been disbanded, but Regional Tourism Organisations remain.

Destination River Region was established in 1998 as a tourism marketing organisation. The group's aim was to promote its region as a visitor destination, playing on its abundance of rivers (Anon, 1998). Destination River Region was successful in gaining funding from the local regional council (Horizons Regional Council), although various changes in its structure and functions occurred during its history. In 2004, one of the Regional Tourism Organisations (Destination Manawatu) which had been re-established during Destination River Region's existence took over marketing (and therefore funding) from Destination River Region (Myers, 2004). Destination River Region was still operating as a

marketing organisation in June 2006, predominantly through its website, but appeared to disappear soon after this time. Following the pattern of government organisations relaunching and renaming themselves in New Zealand, the RTOs in the survey region have existed in various forms, changing their names, legal structures and regions covered, even since the survey and interviews for this research were conducted. This does not change the survey area – merely the way that the areas are marketed and by whom.

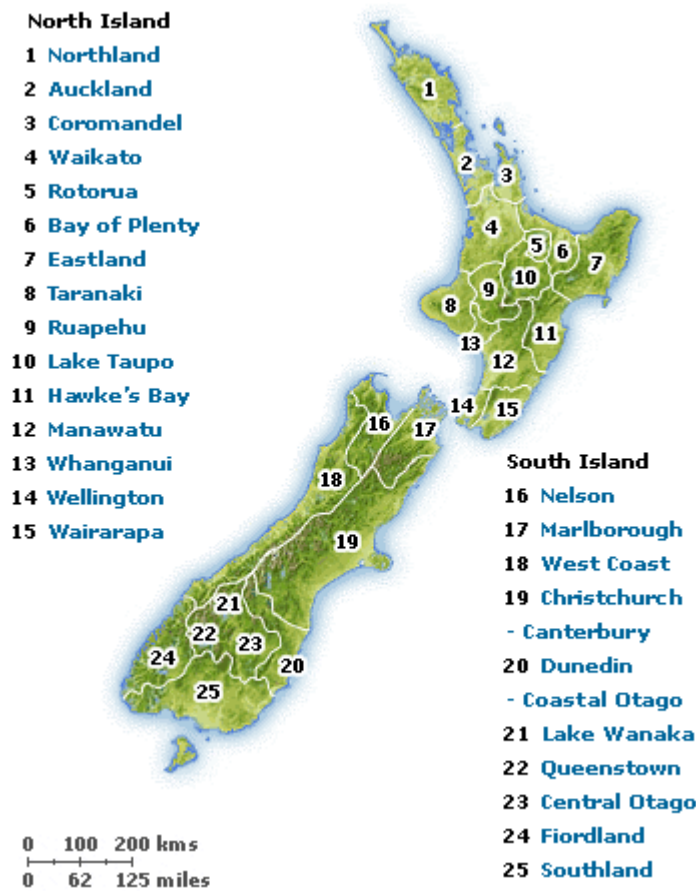
It may be useful here to briefly describe the main New Zealand tourism organisations; organisations which as noted above, have had a history of relaunching and renaming themselves. The central government tourism organisation is the Ministry of Tourism. This Ministry provides tourism policy advice to the Minister of Tourism, works with other government departments on key tourism policy issues and provides tourism research and statistics (TIANZ, 2008).

Tourism New Zealand (TNZ) is the Crown entity responsible for the international marketing of destination New Zealand. TNZ receives annual government funding of \$69 million to fund its operations (TIANZ, 2008). TNZ, in marketing New Zealand, divides New Zealand into 25 regions, shown in Figure 5.1 below.



Figure 5.1

Tourism New Zealand Regions



Source: <http://www.newzealand.com/travel/destinations/regions/regions-home.cfm> retrieved 3 June 2008.

The regions included in this study are regions 9,11,12,13, and 15 – Ruapehu, Hawkes Bay, Manawatu, Whanganui and Wairarapa

Working for the regions throughout New Zealand are 29 Regional Tourism Organisation (RTOs); local government funded bodies responsible for marketing

their regions domestically and internationally. The RTOs currently responsible for the regions included in this study are: *Visit Ruapehu, Hawke's Bay Tourism, Destination Manawatu, Wanganui Inc, Go Wairarapa and Nature Coast*. Boundaries used for funding through local governments are sometimes different than boundaries used to market a region or regions, and with the constant relaunching and renaming of RTOs, regional descriptions get somewhat confusing. These facts make general economic data for the survey region difficult to present. The information available does not lend itself to presentation in a simple table because of problems with comparability and data is not easily accessible for the regions in the study. From a tourism perspective for example, the Regional Visitor Monitor produced by the Ministry of Tourism does not extend to the study regions and from Statistics New Zealand, the government department and New Zealand's major source of official statistics. It is possible to obtain pieces of information, but some of it overlaps in terms of regions, as regions differ for the collection of different statistics. Employment statistics such as average weekly income and unemployment rates are reported for larger regions, rather than for districts for example, so it is not possible to report this information for Wairarapa, as it is included in figures for the Wellington region (for example). Table 5.1 below, presents some general information about the survey regions and the following section will outline tourism within these regions, in order to build a picture and provide some general background about the survey area.

**Table 5.1****Survey regions**

	<b>Manawatu- Wanganui Region (also includes Ruapehu, Tararua and Horowhenua districts)</b>	<b>Hawkes Bay Region</b>	<b>Wairarapa District</b>
<b>The people</b>	5.5 percent of NZ census usually resident	3.7 percent of NZ census usually resident	1 percent of NZ census usually resident
	Below average population density (10 people per square kilometre, compared with 14.9 people nationally)	Below average population density (10.5 people per square kilometre, compared with 14.9 people nationally)	Below average population density (6.5 people per square kilometre, compared with 14.9 people nationally)
	Median age of 36.7 years	Median age of 37.5 years	Median age of 42.9 years
<b>Business locations</b>	25,877	18,229	5,668

**5.2.1 The regions described*****Destination River Region***

Destination River Region comprises the dominant regions of Manawatu, Wanganui, and Ruapehu, and also includes Rangitikei and Tararua. The area in the north is characterised by the Whanganui River, a national park and its attractions, arts and heritage in Wanganui city and more deep river gorges and historic homes and gardens through the Rangitikei into the Manawatu. A traditional “country character” prevails throughout with reported attractions

being a gumboot throwing festival (in Taihape) and the “charm of rural New Zealand” (Manawatu). The region includes a number of mountain ranges and mountain gorges, through to coastal plains (leading down to the lower part of the survey region – Kapiti-Horowhenua (now Nature Coast RTO)).

Total visits by travellers to River Region were reported at 4.14 million in 2007 (349,900 international and 3.79 million domestic) and visitor nights totalled 3.83 million (1.11 million international and 2.73 million domestic) ([www.tourismresearch.govt.nz/By-Region](http://www.tourismresearch.govt.nz/By-Region)). Within this region is the city of Palmerston North, a city of 76,000 residents, and which is the provincial heart of Manawatu, which received the bulk of the visitor nights (2.19 million in 2007).

### ***Nature Coast***

Nature Coast is the RTO for the Kapiti-Horowhenua region, touted as “where the mountains meet the sea”. Kapiti-Horowhenua boasts beaches, forest walks and a hinterland which is rich in history. The Kapiti-Horowhenua in 2007, reported total visits by travellers of 1.88 million (74,800 international and 1.8 million domestic) and total visitor nights of 987,500 (177,300 international and 810,200 domestic) ([www.tourismresearch.govt.nz/By-Region](http://www.tourismresearch.govt.nz/By-Region)).

### ***Hawke's Bay***

Hawke's Bay RTO markets its region using the "Hawke's Bay Wine Country" moniker and promotes its diverse landscape, produce, wines and distinctive architecture. A "Mediterranean" climate is conducive to wine production and architecture and heritage are spearheaded by Napier's art deco buildings, courtesy of a rebuilding programme after a major earthquake in 1931. Visits to Hawke's Bay are reported at 2.02 million in 2007 (271,000 international and 1.74 million domestic) ([www.tourismresearch.govt.nz/By-Region](http://www.tourismresearch.govt.nz/By-Region)).

### ***Wairarapa***

Wairarapa is a region of small towns, forest parks and a wild stretch of coast. It too is known for wine production and markets itself as being a short drive from the country's capital city – Wellington. Total visits by travellers to Wairarapa in 2007 were 1.14 million (62,200 international and 1.08 million domestic) and visitor nights in 2007 were 853,600 (209,000 international and 644,600 domestic) ([www.tourismresearch.govt.nz/By-Region](http://www.tourismresearch.govt.nz/By-Region)).

### **5.3 Summary**

This chapter has presented summary data about tourism in New Zealand and has briefly outlined methods undertaken to describe tourism within New Zealand. Statistics were presented about tourism's magnitude and the survey area was described. Regional information was presented, particularly regional character and visitor statistics.

## CHAPTER SIX

### Results and discussion: Survey

*“We never ever wanted to be that busy that we couldn’t do anything else. We still want to be able to do what we want to do...we just don’t need too much business really”.*

#### Introduction

This chapter reports findings from the survey instrument. Interview findings are reported in Chapter Seven. This chapter is presented in sections and follows the structure of the questionnaire. The first section outlines the response rate for the questionnaire then introduces business characteristics, followed by owner characteristics. The second section of the chapter presents findings about respondents as owners and the third section presents findings of questions asking about being in business with a spouse/partner. Throughout this chapter, findings are presented and also considered in relation to previous findings/literature as discussed in Chapters Two and Three. Where possible, analysis of results is also presented using gender as a factor for comparison. This is to enable the consideration of women’s responsibilities within, and their

experiences of copreneurial businesses and is possible because respondents were asked to state their gender as part of their questionnaire response.

### **6.1 Response rate**

Letters inviting participation were sent to operators of rural tourism accommodation businesses. The letters and questionnaires were addressed to owners personally (names on envelopes and letters) where available (179) and to “the owners” if no names were listed on information about the business. Two hundred and one questionnaires were sent out in July 2007 and by the end of August 2007, seven of these had been returned to sender by New Zealand Post – recipients were “gone, no address” etc. A further 10 questionnaires were returned by recipients, not completed with notes/explanation attached (for example “we do not wish to participate in this survey” or “no longer operating accommodation business”). Ninety-one questionnaires were returned, completed.

A reminder letter and questionnaire was sent in November 2007, as experts suggest that response rates can be increased by sending out reminder letters after initial mailing (Newman, 1994; Rogelberg and Luong, 1998, in Leedy and Ormond, 2001). By December 2007, 108 questionnaires were returned,



completed; 24 questionnaires were returned, not completed and a total of seven were received as “return to sender” by postal service.

This gives a response rate then of 66% (108 + 24 questionnaires returned completed [108], or returned by respondent with note attached [24, often noting that respondent was no longer hosting]. A useable response rate then (questionnaires returned and completed) of 54% (108 responses) was achieved.

#### **6.1.1 Comparing response rates**

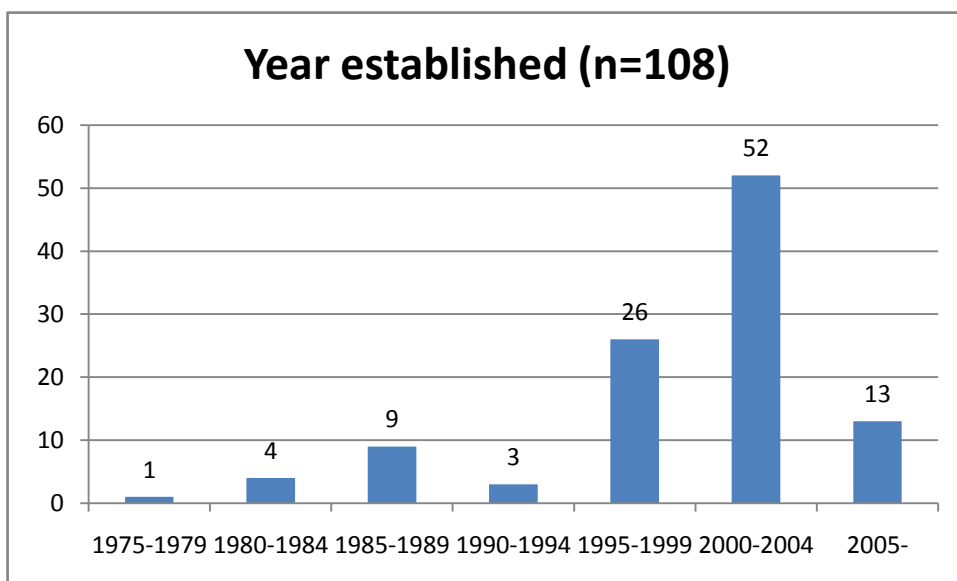
In terms of comparable research for the hospitality sector, Brown (1996) achieved a response rate of 35.7% when surveying UK general managers about the hotel sector’s reaction to environmental issues. Barnett (2007) reports that while Ladkin (exploring the career paths of hotel managers in Australia) reported a 45% response rate, “after adjustments for error, the final sample size is 284” (2000, p. 228, cited Barnett, 2007, p. 105), which is, in fact, a response rate of 35.5%. Barnett herself, reporting on a study of managers of accommodation establishments cited a response rate of 36.5% (2007, p. 105). In a study of Bed and Breakfast operators in the North Island of New Zealand, Hall and Rusher (2004) reported a useable response rate to an in depth questionnaire of 38%. The 54% response rate reported in this study compares favourably with these studies.

## 6.2 The businesses

The majority of businesses surveyed were relatively 'young' businesses, with over half of the businesses having been established since the year 2000, see Figure 6.1. Only one business had been operating since the 1970s and only 13 were formed in the 1980s. Most (91%) of current owners had started the business themselves, with only 9% of owners stating that they had become responsible for their businesses management some time after it was established.

**Figure 6.1**

**Year business started**



The businesses surveyed were commonly operating as either sole traders (36%) or as a partnership (34%) and 19% were limited liability companies, the remainder described their ownership structure as “other”, with most of those indicating that they were part of a trust. When specifically asked, in a separate question, whether their business was part of a trust, 24% of business owners reported that their business was part of a trust. Registering for GST was a common occurrence, with 76% of businesses being GST-registered.

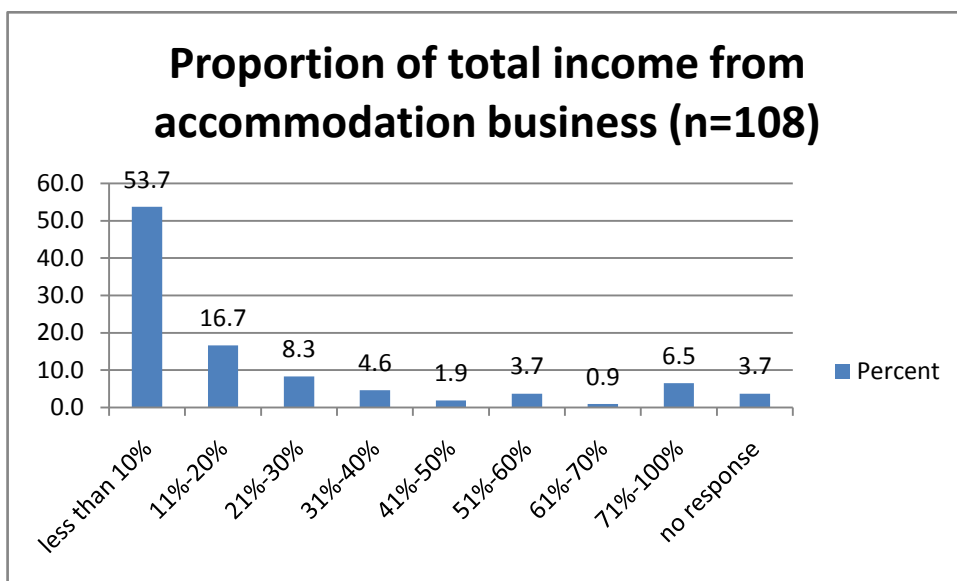
Eighty-five respondents reported that their business was a family business, equating to 79% percent of owners. Twenty respondents replied that they operated their business with family members, other than their spouse/partner. Of these, 16 operated their business with child or children, one with parent, one with brother/sister and two with other (in both cases, niece or nephew). Responses from these owners that operate their business with members of their family other than their partner/spouse are included in analysis of all the business operators, but are not included in analyses specific to those operating their businesses with their spouse/partner. These findings about the numbers of operators operating their rural tourism businesses as family businesses are similar to those of Hall and Rusher (2004) who found that 86% of respondents identified their business as a family business. As discussed earlier, family business has been a common theme in rural tourism, with authors suggesting that factors such as relatively easy entry and small size meaning lower capital and operating costs mean that the tourism industry offers opportunities for

family business operation (see Getz and Carlsen, 2000; Shaw and Williams, 1997).

Respondents were asked to estimate what proportion of their total income was derived from the accommodation business. The results are shown in Figure 6.2 below.

**Figure 6.2**

**Proportion of total income derived from accommodation business**



For 54% of respondents, income from their accommodation business accounts for less than 10% of their total income, and 17% of businesses report that accommodation income is 11-20% of their total income. This means that for 71% of respondents, the income from their accommodation properties forms

less than 20% of their total income. This finding is similar to Hall and Rusher's finding from their B&B study, where it was reported that 18% of respondents derived less than 10% of their income from the business. Hall and Rusher (2004) also reported however, that 15% of their respondents derived more than 90% of their income from their accommodation business. For owners in Oppermann's (1997) study of farm and rural tourism in Germany, income from tourists, as a percentage of total net income, ranged from an average of 17% (for farm tourism operators) to an average of 22% (for operators of rural B&Bs). Only 6.5% of owners in this current study report that they even derive more than 70% of their income from their accommodation business, a finding which is broadly similar to that of Komppula's (2000), which suggested that although there were about 3600 rural tourism enterprises in Finland, tourism was a major source of income for only about 15% of these mostly family owned enterprises. It is of course difficult to make definitive, reliable conclusions about this as it may be that, for some respondents, the modest income that they receive from their accommodation business is their total income, whereas, for others, it may be that their accommodation business is just one form of income in a diversified portfolio of incomes.

The mean number of rooms available for guests in the businesses surveyed was 3.75 rooms, and all offered mostly double/queen/king beds.

### 6.3 The individuals

One hundred and eight responses from the business owners means that a picture can be produced reflecting the characteristics of the business owners. The majority of the respondents had owned a business before they had started their accommodation business, with 63% reporting that they had owned a business before this one, a figure which is almost identical to Hall and Rusher's finding that 62% of respondents in their B&B survey had owned a business previously. In line with findings reported in the previous section of this study, most respondents (86%) had started their accommodation business, as compared with inheriting the business or purchasing it from a previous owner (12%).

The business owners were asked if, when they started their accommodation business, they had any previous experience working in the tourism or hospitality industry? Seventy two percent of respondents reported that they had no previous experience. Of the respondents who reported that they did in fact have previous experience, the average length of time was 6-10 years and various types of experience were reported from retail and sales experience to owning a similar accommodation business. The responses to "what type of experience did you have?" are reported in Table 6.1, below.

**Table 6.1**

**Respondent experience working in tourism or hospitality industry**

---

30 years nursing as a registered nurse. Management and tutor at EIT.  
A duty manager, swimming pools with licensed bars, cafes etc.  
Accounting and business financial management  
Catering. Rental properties. Homestay students  
City and Guilds Diploma in Food and Beverage  
Cleaning ability.  
Farmer's wife. Mother of six children.  
Farmstay  
Had been farming and raising family.  
hosting overseas students  
Hotel sales and marketing director  
Managing a game lodge in South Africa  
motel and restaurant owned by relatives in north California  
My wife has experience as a chef in catering trade.  
None. We like people and having them in our home.  
nursing background  
Operated another farmstay accommodation business.  
Overseas guests to stay as part of their NZ tour. Providing 3 course dinner,  
breakfast and lunch on occasions.  
Owned and managed a roofing company and a medical practitioner  
Owner of lodge.  
Restaurant and hotel management from New Zealand and overseas  
Retail  
retail and selling skills  
Retail shop and coffee lounge  
Running five-bedroom guest house  
Sales and marketing  
Teaching in accounting.  
Travel Agency and Tour Operations work.  
Travel consultant  
winery  
Worked for Automobile Association  
Worked in fish and chip shop, behind bar in pub.

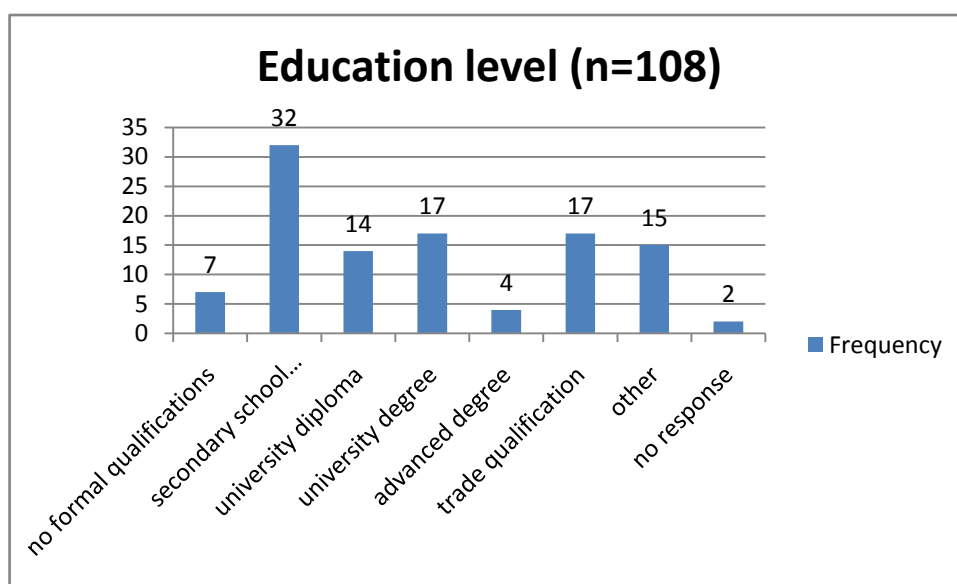
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The range of responses reported in Table 6.1 reflect the respondents' perception of the question, which asked if they had any previous experience working in the *tourism or hospitality* industry. It may be that the responses indicate the type of experience that respondents consider relevant to or valuable for operating their accommodation business. Of the 32 responses to this question, it could be argued that less than half of these could be considered to be experience in the tourism or hospitality sectors.

Respondents were also asked to state the highest level of education that they had achieved. Results are presented below. The most common level of education achieved was a secondary school qualification, followed by university degree and trade qualification (see Figure 6.3).

**Figure 6.3**

**Education level of respondents**

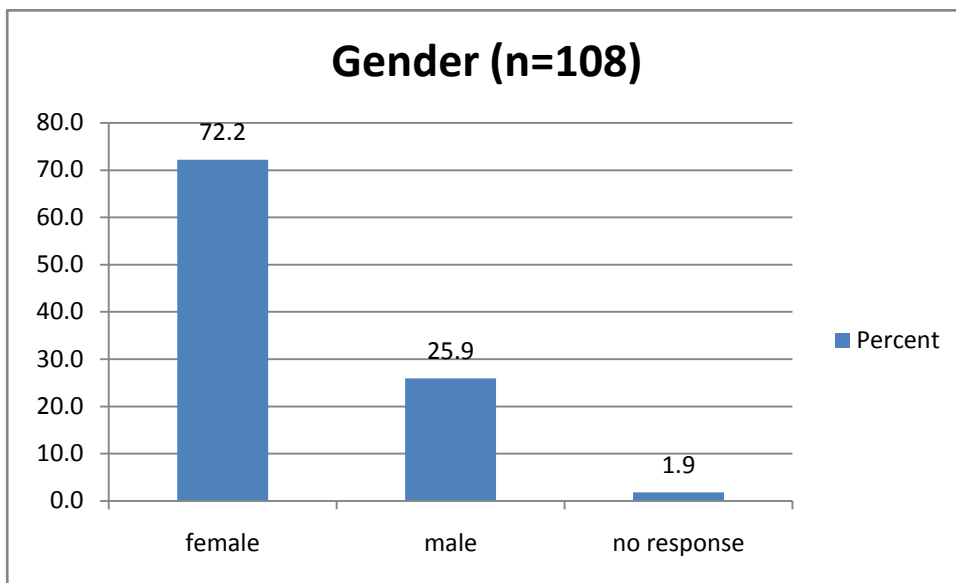




Seventy two percent of respondents identified their gender as female, 26% as male and two percent provided no response to this question (Figure 6.4).

**Figure 6.4**

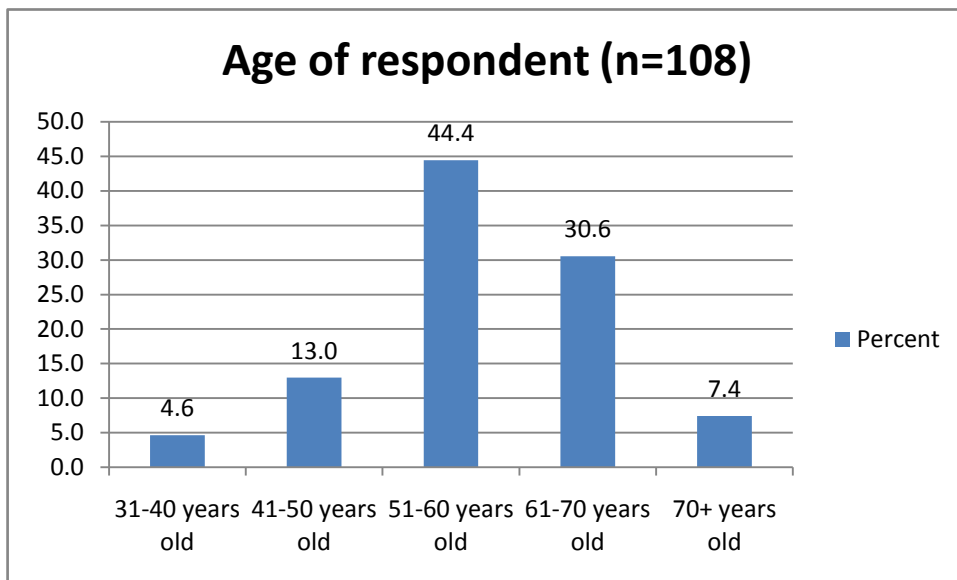
**Gender of respondents**



In terms of age of respondents, the majority of business owners reported that they were in the age range of 51-70 years old (75% of owners). The mean age reported was 51-60 years old. The age distribution of owners is shown below (Figure 6.5).

**Figure 6.5**

**Age of respondents**

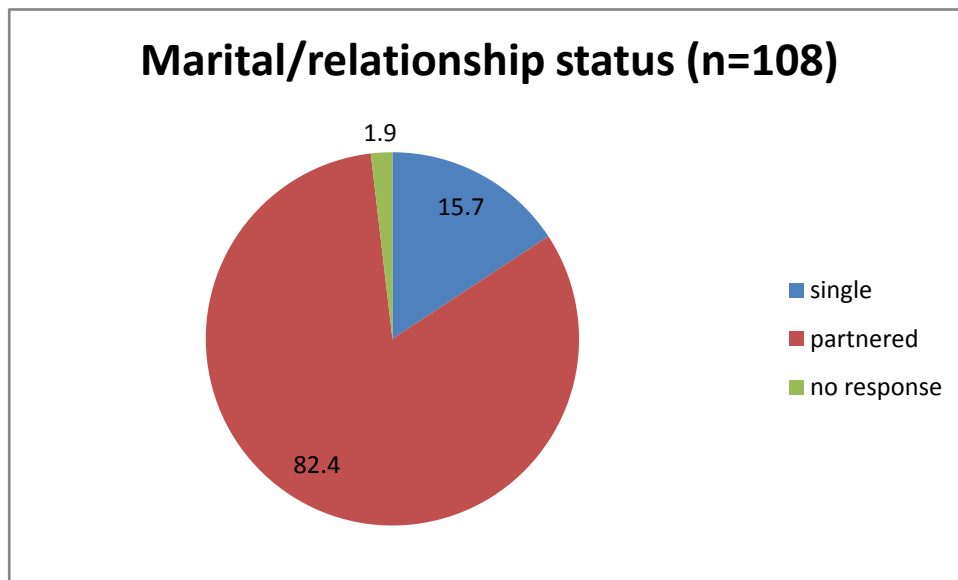


This age distribution reflects earlier studies in New Zealand, Hall and Rusher (2004) for example, reported that 86% of their respondents in their B&B study were more than 50 years old. These findings also reinforce the findings of Chalmers and Joseph (2006), who found that “Older/elderly rural people seem to be involved as new-start entrepreneurs, facility operators and community promoters” (p. 398) in rural environments.

Eighty-two percent of respondents reported that their marital/relationship status was partnered, and 16% reported that they were single, see Figure 6.6 (2% of respondents offered no response to this question).

**Figure 6.6**

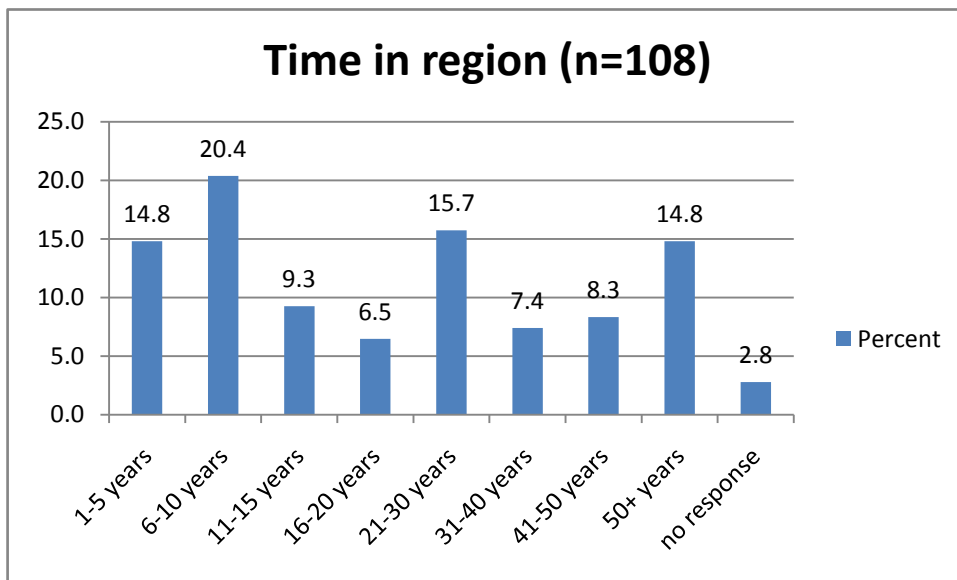
**Current marital/relationship status of respondents**



Respondents had lived in the area where their business was located for an average of 16-20 years. However, there is a wide range of time spent in region, as Figure 6.7 below reveals.

**Figure 6.7**

**Length of time resident in region**



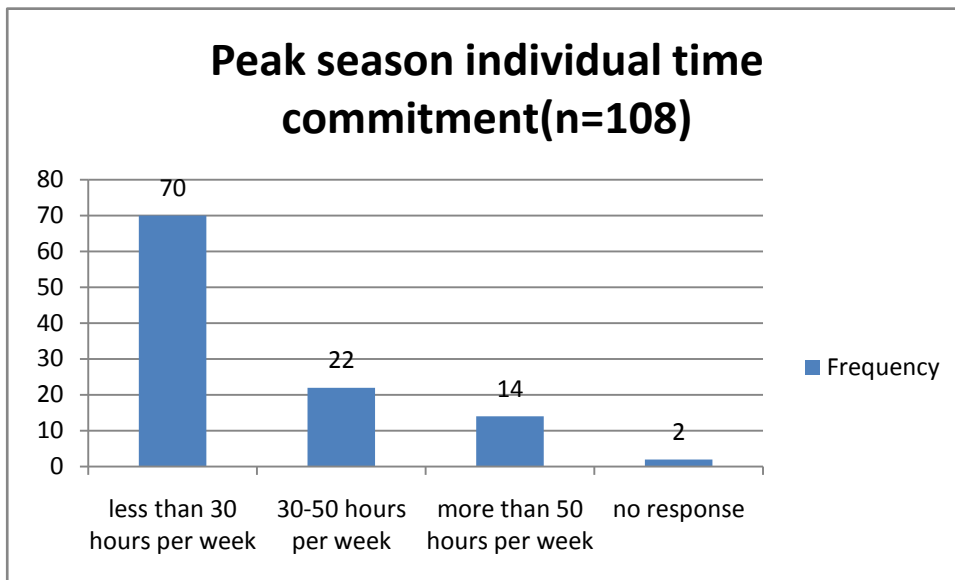
The mean reported in this study (16-20 years in region) contrasts with some studies reported earlier, which suggested that new migrants were the most frequently reported owners of tourism businesses (Getz, 1986; Getz and Carlsen, 2000; King, 1995; Williams, Shaw and Greenwood, 1989). However, in the New Zealand context, Hall and Rusher (2004) found that respondents had lived an average of 15 years in the region that the business was located in, suggesting that they were well integrated within the region's business and social community.

Business owners were asked, within this second section of the questionnaire to consider their role as owner of the business. In terms of time commitment, owners were asked to estimate their time commitment in both peak and low

seasons. Results are presented below (Figure 6.8 and Figure 6.9), where it can be seen that the accommodation businesses profiled in this study typically require a time commitment of less than 30 hours per week for most owners, in both peak season and low season.

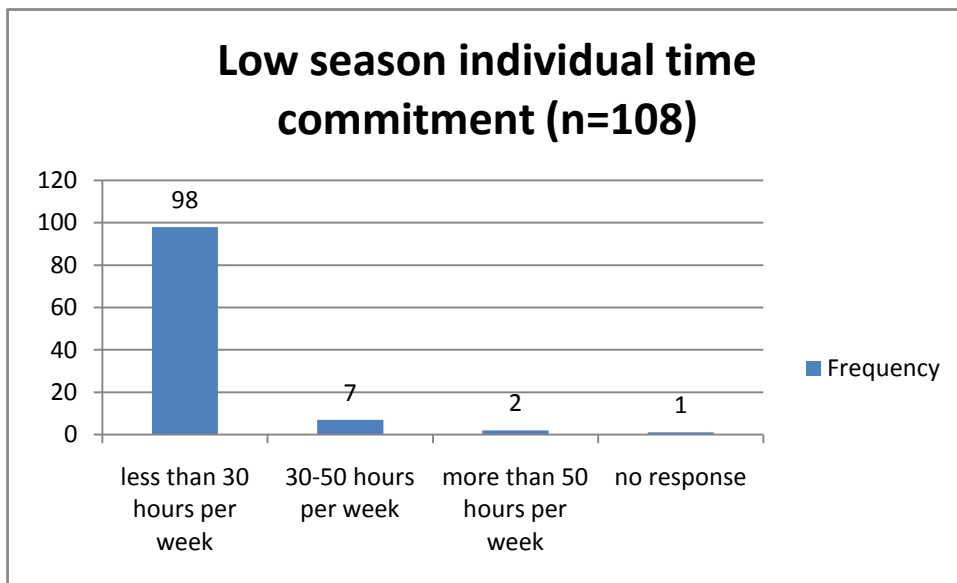
**Figure 6.8**

**Individual time commitment (peak season)**



**Figure 6.9**

**Individual time commitment (low season)**



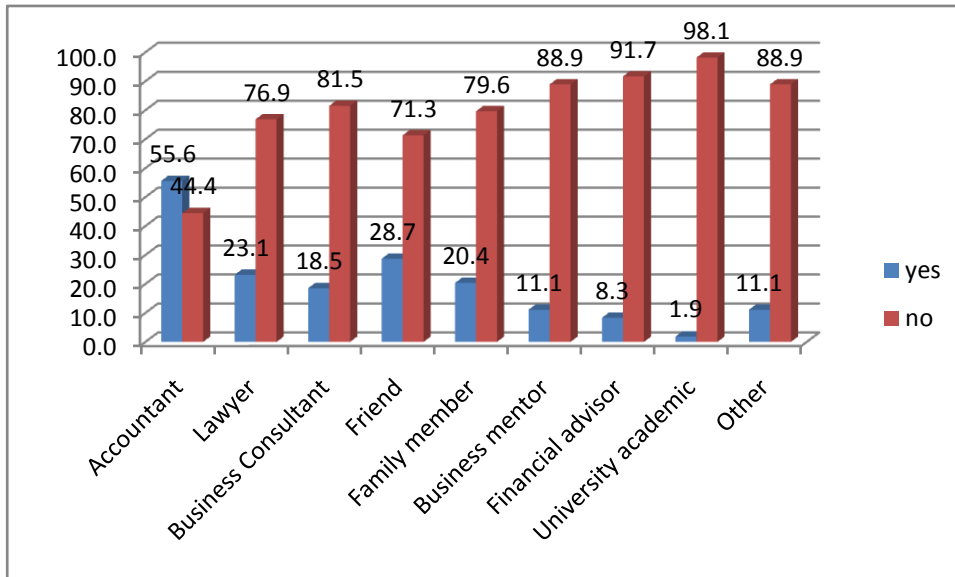
This is in contrast with Hall and Rusher’s (2004) findings, where they reported that the majority of business owners worked between 36 and 50 hours per week on their business in both peak and low seasons.

The business owners were asked if they had ever received or sought out business advice, and 72% of respondents stated that “yes”, they had received or sought out business advice. The most common source of advice for these accommodation providers was an accountant (56% of operators had sought advice from an accountant) or a lawyer (23% of respondents had sought advice from a lawyer). The full range of sources of business advice offered as options in the questionnaire are shown in Figure 6.10 below.

**Figure 6.10**

**Sources of business advice**

**N=108, multiple responses possible**



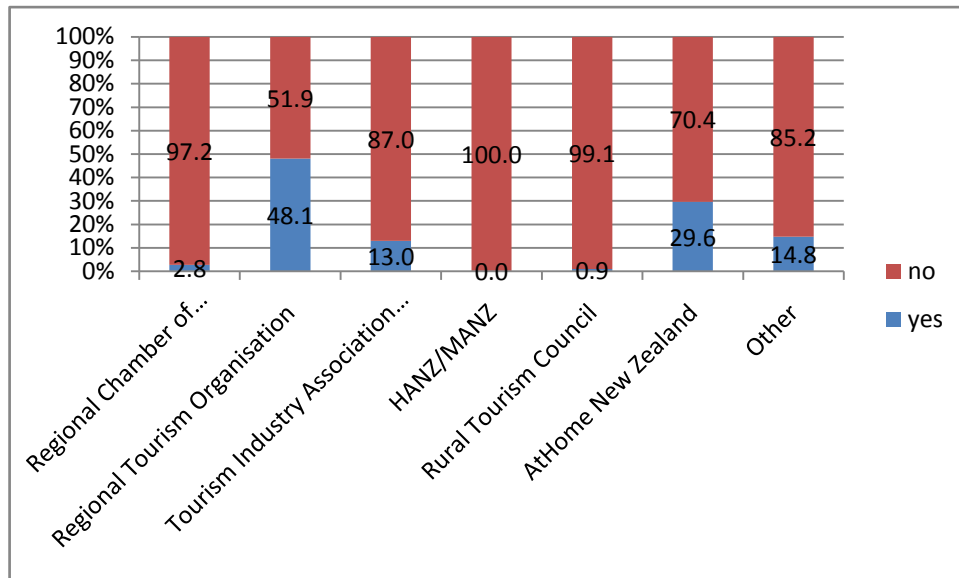
It can be inferred from this that the rural tourism business owners do not refer to a wide range of sources of business advice, with only the accountant and lawyer being more frequently sought than not sought for business advice.

It appears that the business owners surveyed in this study are not frequently members of organisations such as local chambers of commerce or tourism associations. Respondents were asked to indicate if they were a member of any of the organisations listed. Results are shown in Figure 6.11.

Figure 6.11

Organisational memberships

N=108, multiple responses possible



It can be seen from this that the only type of organisation that had a high percentage of respondents as members was the Regional Tourism Organisation(s) (RTO); with 48% of respondents indicating that they were members of a RTO. This finding is again similar to that of Hall and Rusher (2004), who reported that their respondents often did not belong to the industry organisations and associations created for the tourism industry and accommodation sector. It also reinforces findings of Hall and Rusher (2004) that although the bed and breakfast operators of New Zealand's accommodation industry are still emerging as a group, they have become a significant player in the accommodation sector, although they are marked by poor formal linkages with tourism industry associations and other sectors of the tourism industry.



Hall and Rusher suggest that one of the reasons for poor linkages are the different goals of small businesses within emergent tourism networks, different goals which are most often highlighted by those outside the B&B sector - economic development agencies or tourism organisations for example. Comments from these agencies along the lines of lifestyle entrepreneurs being “hippies” or “a danger to the industry” (Hall and Rusher, 2004, p. 95) are not uncommon, with the perception of lifestyle businesses being “unprofessional” reported (e.g. Anon, 2007). Hall and Rusher present evidence that these claims are unfounded, but that goal conflict in terms of business objectives may exist (Hall and Rusher, 2004). This is an area which will be raised again later in this chapter, when operators report difficulties of being in business.

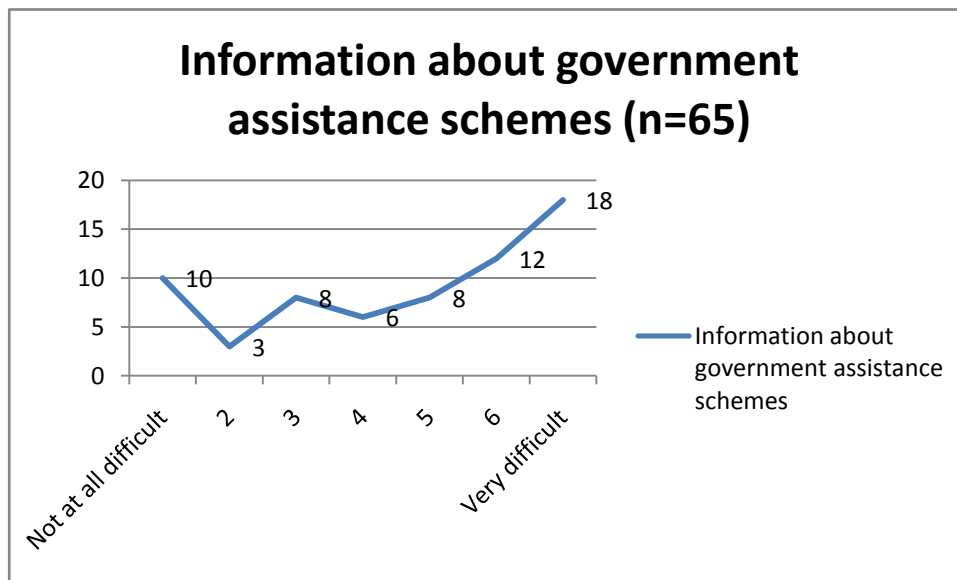
Briedenhann discussed the role of the public sector in planning and provision of an environment conducive to the development of rural tourism, with a working description of “public sector” to include all the departments of government and its agencies, with the responsibility for tourism at national, regional and local level (2007, p.585). Briedenhann reported that in general, South African respondents perceived a greater need of support for the rural tourism sector and thus considered most public sector issues as more significant than did their British counterparts, but that despite this, many of the problems, concerns and frustrations that emerged throughout the research were similar. Lack of business knowhow, combined with a dearth of marketing and management skills and difficulties of access to funding emerged as primary constraints to

small rural tourism operators (2007). It was noted that these constraints imposed severe limitations on the long term sustainability of rural tourism projects. Whilst not directly reporting on women's experiences in the production of rural tourism experiences, it is useful to compare the findings of Briedenhann with two questions from the questionnaire employed in the study being reported here.

Respondents were asked to indicate how difficult they have found it to access information on government assistance schemes and a subsequent question asked respondents to indicate how much they agreed or disagreed with the statement that "Government assistance is essential for industry growth". The results are shown below in Figure 6.12 for all respondents.

**Figure 6.12**

**Accessing information on government assistance schemes**



Mean 4.65.

Respondents indicated (n=65) that respondents found it difficult or very difficult in many cases to access information about government assistance schemes. The mean in this question, 4.65, is higher than that for related questions, where respondents were asked how difficult they had found it to access:

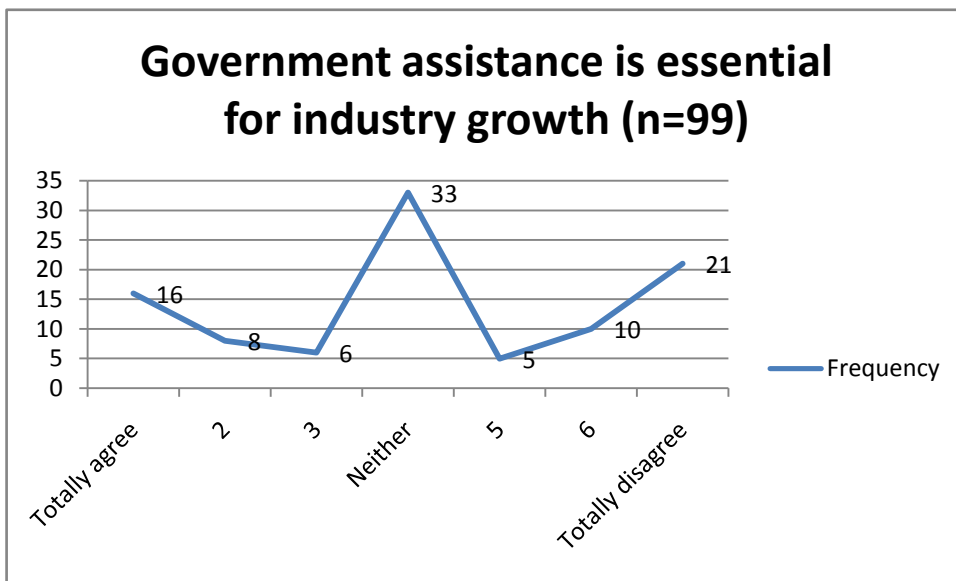
- Information about starting or entering an accommodation business (mean 2.51);
- Expert advice on starting or entering an accommodation business (mean 2.90); and

- Information about regulations and laws relating to the accommodation sector (mean 3.22).

A related question asked respondents, as part of a series of likert scale questions, to indicate their level of agreement with the statement that “Government assistance is essential for industry growth”, see Figure 6.13.

**Figure 6.13**

**Government assistance is essential for industry growth**



The mean for this question is 4.18, however one third of respondents ticked the “neither” (4) option for this statement.

Hall and Rusher (2004) reported on a similar question when surveying B&B businesses from the North Island of New Zealand. They reported an average rating of 4.05 with responses to a question from a series of attitudes to aspects of business management. Hall and Rusher found that the strongest agreement within this series of questions was with the statement “I want to present a good public/corporate image” (average rating 1.49, where 1=totally agree and 7=totally disagree). Similarly, the current study found that agreement with this statement was strong, with a mean of 2.10 (104 responses).

While the statement regarding presenting a good public/corporate image provoked strong agreement, other responses are significant also. Results are presented in Table 6.2 below, and show that lifestyle goals are important.

**Table 6.2**

**Attitudes to aspects of business management (1 = totally agree, 7 = totally disagree). N=108.**

<b>Statement</b>	<b>Mean</b>	<b>N</b>
This business suits my lifestyle goals	2.07	104
I want to present a good public image	2.10	104
I would rather keep the business modest and under control than have it grow too big	2.16	105
This business is highly seasonal	2.39	105
This business was established to suit my lifestyle goals	2.55	102
My personal/family interests take priority over running the business	2.96	100
This business currently meets my performance targets	3.77	101
I come into daily contact with customers	3.94	102
It is hard to separate work and family life in a tourism business	4.24	103
In this business, customers cannot be separated from personal life	4.25	100
This business is run on purely business principles	4.30	98
Eventually the business will be sold for the best possible price	4.34	99

The two statements “This business is run on purely business principles” and “Eventually the business will be sold for the best possible price” received the

strongest disagreement. The statement “This business suits my lifestyle goals” received the strongest level of agreement, and the statement “I would rather keep the business modest and under control than have it grow too big” received similarly strong support. This seems to indicate that the business owners place a high importance on running their business to a professional standard, but that this aim to present a good public image is a management concept that is separate from the two least popular statements – that the business is run on purely business principles and that eventually the business would be sold for the best possible price.

These findings reflect the findings of Hall and Rusher (2004), who report similar agreement with statements about attitudes to aspects of business management. Getz and Carlsen (2000) suggested an underlying tension between family and lifestyle goals when they asked similar questions of family and owner-operated rural tourism businesses in Western Australia. They reported a mean of 4.21 in response to the statement “I would rather keep this business modest and under control than have it grow too big” and a mean of 4.05 in response to the statement “enjoying the job is more important than making lots of money”. In contrast, Getz and Carlsen reported strong agreement with the statement “I want to keep the business growing” (76 percent of their respondents agreeing or strongly agreeing with this statement) (2000, p. 554). The apparent tension, it is suggested, is an apparent contradiction between growth and enjoyment and

that even though the businesses were intended to support family and lifestyle goals, they had to be a success in generating income.

It is relevant to gather information on the respondents' reasons for starting/entering the accommodation business, and for this reason, the business owners were asked to identify their main reasons for entering the business. The five most frequently cited reasons for starting/entering the accommodation business were:

1. Meet people/share with others/fun
2. Desire to balance lifestyle with occupation
3. Desire to work at home
4. Appealing lifestyle
5. Minimal set up costs/spare room available

Respondents were also asked to rate the importance of a series of goals (after Andersson, Carlsen and Getz, 2002; Carlsen and Getz, 1998; Hall and Rusher, 2004) when getting started in their business, on a scale of 1 – 7, where 1 = not at all important and 7 = very important. The findings are reported in Table 6.3 below.



**Table 6.3****Start up goals (1 = not at all important and 7 = very important). N=108.**

<b>Goal</b>	<b>Mean</b>
To meet interesting people	5.75
To enjoy a good lifestyle	5.38
To live in the right environment	5.16
To provide me/us with a challenge	4.49
To support my/our leisure interests	4.45
To be my own boss	4.39
To work with my partner/spouse	4.18
To keep this property in the family	3.47
To provide a retirement income	3.31
To permit me to become financially independent	2.83
To keep my family together	2.61
To make lots of money	2.53
To gain prestige by operating a business	1.98

The responses to this question, along with the five main reasons listed for starting the business, illustrate the tensions of operating a business while trying to enjoy a quality lifestyle. “To meet interesting people” was the goal which received the highest ranking, followed by “To enjoy a good lifestyle” and “To live in the right environment”. The least important goal was “To gain prestige by operating a business”, a finding which is similar to that of both Getz and Carlsen

(1998) and Hall and Rusher (2004). The statements “To make lots of money” and “To permit me to become financially independent” ranked 12<sup>th</sup> and 10<sup>th</sup> respectively; a finding which contrasts with that of Hall and Rusher (2004), who found instead that the goal “to permit me to become financially independent” was the statement, in their study, which received the highest ranking.

The findings reflect those of Ateljevic and Doorne (2000), Getz and Carlsen (2000, 2005) and others (e.g. Busby and Rendle, 2000; Hall and Rusher, 2002; Morrison et al., 1999; Williams et al., 1989) in suggesting that interest in starting/operating these businesses often relates as much or more to lifestyle, locational, and leisure preferences as it does to a desire for profit or security. The findings in this study also appear to reinforce that for those business owners who are lifestyle-oriented; their business success might best be measured in terms of a continuing ability to perpetuate their chosen lifestyle. As reported earlier, Ateljevic and Doorne’s (2000) conceptualisation of the terms ‘constrained’ and ‘non-entrepreneurship’ where it was argued that the quality of life, the pursuit of individualistic approaches and constrained business growth may be characteristic of an emerging cohort of small tourism firms in New Zealand, led to the suggesting of a categorisation of ‘lifestyle entrepreneurship’ (Ateljevic and Doorne, 2000). These authors asserted that non-economic, lifestyle motivations are important stimuli to business formation, a theme echoed throughout the literature (Busby and Rendle, 2000; Getz and Carlsen,

2000; Hall and Risher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998) and seemingly confirmed in this study.

Hall and Williams (see Chapter Two) reported a 'blurring of production and consumption' in relation to temporarily mobile individuals (owners of second homes particularly) (Hall and Williams, 2002, p. 4) and this can be extended to owners of rural tourism businesses when considering the results above. Start up goals are reported to be to 'meet people' and a desire to balance lifestyle with occupation. Respondents also rated as highest when considering their goals in relation to starting their business 'to meet interesting people', closely followed by 'to enjoy a good lifestyle' and 'to live in the right environment'. This demonstrates a clear blurring of production and consumption goals in relation to their businesses.

To investigate this further, respondents were asked what, for them, had been the most rewarding thing about owning and operating an accommodation business. Over 90 responses were received for this question, with a number of respondents providing very detailed answers. The full collection of responses is presented in Appendix F, and responses have been analysed and grouped into themes in Table 6.4 below. In many cases, multiple responses were given.

**Table 6.4****Most rewarding thing about owning and operating an accommodation business. N=95.**

<b>Response theme</b>	<b>Number of responses citing this theme</b>
Meeting interesting people/Enjoying company of guests	59
Providing positive experience for guests/Sharing property/Receiving positive feedback from guests	36
Money/income	11
Own boss/Independence/Freedom	5
<b>Other responses given more than once:</b>	
Lifestyle/living rural	3
Learning about/building business	3
Challenge	2
Being able to work from home	2

Note: Multiple responses possible

The open ended answers provided for this question by respondents reinforce earlier findings – that meeting people is a prime motivator and the most commonly cited reward when operating an accommodation business. Responses such as “Meeting different people from NZ and overseas”, “Meeting interesting people”, “Meeting people from all walks of life” and “Meeting people and building lifelong relationships” were common. Another common theme, which has not been clearly reported in earlier research involves the satisfaction gained by operators when they have shared their property to

provide a positive experience for guests and have met or exceeded guests' expectations. Common responses included "Sharing something you value is very precious", "Being able to meet my customers' needs and to then exceed them", "Being able to provide an enjoyable experience to so many different kinds of people", "Feedback from guests who really enjoyed their stay and keep coming back" and "Knowing they leave totally satisfied with their stay". Related to this, is another facet within the theme of gaining satisfaction from providing a positive experience for guests – the fact that respondents reported receiving reward or fulfilment from receiving positive feedback about their property. Respondents noted rewards such as "Positive comments in the visitors book saying how much visitors have enjoyed staying with us", "Having overseas guests especially, enjoy the property in peace and quiet", and "Having guests say how much they enjoy the environment I provide". These findings are similar to those of Getz and Carlsen (2000), who reported that positive features of rural family business ownership stemmed from working together as a couple or a family, pride in the business, pleasing customers, and independence.

Increased income was a reward cited by 11 respondents, as was the ability to "...earn a little extra money without leaving home". Working from home was mentioned as a rewarding thing about being in the accommodation business, as too was learning about business and providing a challenge. Being one's own boss and a sense of independence and freedom from being able to have flexibility was also cited by five respondents.

Along with asking about the most rewarding thing about owning and operating an accommodation business, respondents were asked about the most difficult thing about owning and operating an accommodation business. The full array of responses is presented in Appendix G, and responses again are grouped by theme in Table 6.5 below.

**Table 6.5**

**The most difficult thing about owning and operating an accommodation business. N=93.**

<b>Response theme</b>	<b>Number of responses citing this theme</b>
Time commitment/Always being available	16
Cleaning/Maintaining standards	15
Effect on family/Balancing business with other family/work commitments	12
Marketing/Advertising/Generating business	11
Seasonality	10
<b>Other responses given more than once:</b>	
People not showing up	4
Finding staff/people to look after business when away	4
Getting time for holidays	3
Having other people intrude on my life	3
Dealing with demanding clients	3
Apprehension about guests	2
Lack of business support	2

Note: Multiple responses possible

This question presents findings which provide further detail to that often reported in the literature, as it is usually constraints to growth or the development of rural tourism which is discussed as a broad theme, rather than

difficulties encountered by the owners themselves. If difficulties have been mentioned, they are done so in a fleeting manner. Ninety-five individual responses were received to this question, with some respondents noting more than one difficulty. However, 12 respondents specifically noted that there was “nothing difficult” about owning and operating an accommodation business. For those that did note some difficulty, having to always be available was a commonly expressed frustration, along with maintaining standards and balancing family and other work commitments with the accommodation business. Seasonality was an issue, with several owners noting lack of bookings over winter being a difficulty for them.

These findings build on earlier literature, with it being reported by Getz and Carlsen (2005) that women family business owners have frequently complained to researchers of long hours, minimal financial rewards and disruptions to family and community life. Stringer (1981) also reported that because the relationship between hosts and guests in bed and breakfast establishments included social elements; the ability to preserve privacy is a major issue when the home environment is offered to tourists. Oppermann (1997) reported that rural tourism operators in Germany often tried to avoid repeat visitors in farm settings due to guests presuming to take “greater liberties” (p. 117) after a few stays. Preserving privacy may be seen to be easier to achieve without repeat visits, and some operators advised repeat guests that they had no vacancy when enquiries were made (Oppermann, 1997). Time pressures and balancing work



and family life along with finding space away from customers has also previously been reported by Getz and Carlsen (2000), findings which coincide with the findings reported above.

Respondents were asked also to list any problems or issues in their accommodation business or within the accommodation sector that they faced on a recurring basis. Over 70 individual responses were received to this question, with almost one third of respondents noting that they could list no problems or issues. Full results appear in Appendix H and a summary of responses, grouped by themes, is presented in Table 6.6 below.

**Table 6.6**

**Problems or issues identified by respondents as affecting accommodation business/sector on recurring basis. N=35.**

<b>Response theme</b>	<b>Number of responses citing this theme</b>
Inadequate bookings/lack of guests	10
Advertising costs	10
Seasonality	4
Cancellations/guests not showing up	4
Council by-laws/local body support	3
<b>Other responses given more than once:</b>	
Agents not paying promptly	
Competition	
Property damage/security	
Website issues	
Quality rating systems	
Pressure to join quality rating systems	
Retaining staff	
Low tariffs	

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Note: Multiple responses possible

Issues around advertising (the high cost of advertising) and lack of guests are again prominent in responses to this question, with inadequate bookings/lack of guests and the costs of advertising being the two responses being most commonly given by respondents. Seasonality is also mentioned along with cancellations/no shows by guests, and if combined with the issues raised around

lack of guests, this can be seen to be the strongest issue emerging. These findings are similar to those of Oppermann (1997), where operators in Germany reported that lack of guests over the winter months affected profitability of their businesses. New issues to emerge in this question were agents not paying promptly, council by-laws and lack of local body support and the pressure to join rating systems (for example Qualmark).

It is interesting to note that there was only one response around the theme of low barriers to entry and unprofessional operators. This would seem initially to refute that claim from some commentators (Anon, 2007) that the reputation of New Zealand's high-end accommodation sector is being threatened by "thousands of slapdash "ma and pa" bed and breakfasts (B&B) masquerading as luxury lodges and boutique hotels..." (Anon, 2007, p. 6). However, research into this suggestion, specifically asking owners of both high-end lodges and B&Bs for their views was beyond the scope of this research. It can only be noted that low barriers to entry and unprofessional operators was raised without prompting, only once in this research. Chris Lee (a British travel executive speaking at a New Zealand conference) has commented that too many Kiwi B&B people ran their businesses as hobbies, adding that "The popularity of starting a B&B for the "lifestyle" was frustrating for travel firms, because often a large gap existed between the perception and the delivery" (Chris Lee, pers. comm. in Anon, 2007, p. 6). These comments were backed up by Fiona Luhrs, New Zealand's Tourism Industry Association chief executive, who commented that "the words

lodge and luxury were overused, creating a confusion in the high-end accommodation market.....the biggest issue is that they (the business owners) don't have commercial backgrounds" (Fiona Luhrs, pers. comm.. in Anon, 2007, p. 6). One owner/operator in the study being reported here noted that:

"Major problem has been the low barriers to entry in the accommodation business, which has led to rapid growth of accommodation by ma/pa couples wanting a quick return"

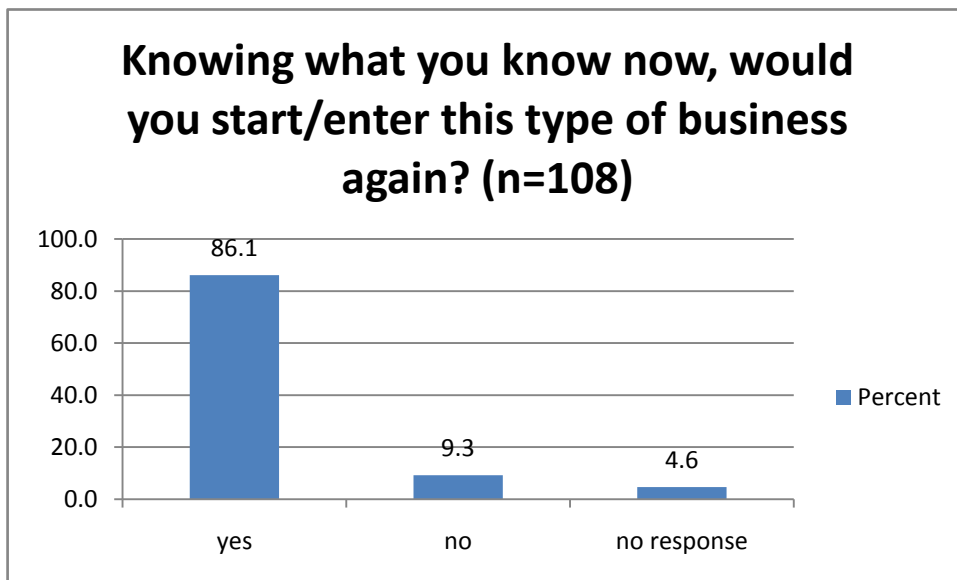
One operator noted a problem with "animosity from some moteliers". It may be the case that there is competition between types of accommodation, or that the B&Bs being a "threat" to the reputation of New Zealand's high-end accommodation sector is not felt by the operators themselves. Hall and Risher (2004) reported comments from economic development agencies and tourism organisations about lifestyle entrepreneurs being hippies or dangers to the industry, yet these reported sentiments, along with those reported above do not seem to be experienced by the operators themselves. It may be the case that having goals that differ from traditional business goals expected by economic development agencies charged with driving development of SMEs leads to a gap in understanding. A gap which may be bridged if lifestyle goals, or quality of life goals were incorporated into business performance measures. Aligned with this thought, is an idea that perhaps, for the majority of rural tourism operators, who express no wish to grow their business along traditional business lines of turnover and employee numbers, remaining outside the associations and agencies which purport to represent them is a conscious and

informed choice. A choice to remain “amateur” as opposed to “professional”. Expressions along these lines are reported in Chapter Seven, where operators note that they aim to provide a genuine “New Zealand” or home-based experience of hospitality, and one that differs from that experienced in a hotel or motel. If we think about these choices, the comments by associations and agency representatives that B&Bs are a threat to New Zealand’s tourism sector, the gap may be one of understanding, rather than fact or reality.

Respondents were asked to consider whether, knowing that they know now, after being in the accommodation business, they would start/enter this type of business again? The results are shown in Figure 6.14 below and indicate that 86% of respondents would enter this business again. Nine percent of respondents stated that they would not enter this type of business again.

Figure 6.14

Would you start/enter this type of business again?



Respondents were asked how responsible they were (personally) for tasks typically associated with the accommodation business. Responses were requested on a scale of 1 – 7, where 1 = not at all responsible, and 7 = totally responsible. The question asked “How responsible are YOU for the following tasks involved with the accommodation business? Findings are presented in Table 6.7 below, where it can be seen that the highest degree of personal responsibility is seen for the tasks of financial management, marketing/promoting the business, taking bookings and business planning. Other tasks report findings with only slightly lower means, showing that tasks such as cleaning, cooking meals for guests, advising guests about travel plans and activities, and staff management could still well be shouldered by one

partner in the copreneurial business. Tasks of transporting guests and providing activities for guests reported means of 3.39 and 4.22 respectively.

**Table 6.7**

**Responsibility for tasks in accommodation business. N=108.**

<b>Task</b>	<b>Mean</b>
Financial management	6.27
Marketing/promoting the business	6.23
Taking bookings	6.19
Business planning	5.76
Cleaning	5.47
Advising guests about travel plans and activities	4.79
Staff management	4.76
Cooking for guests	4.69
Providing activities for guests	4.22
Transporting guests	3.39

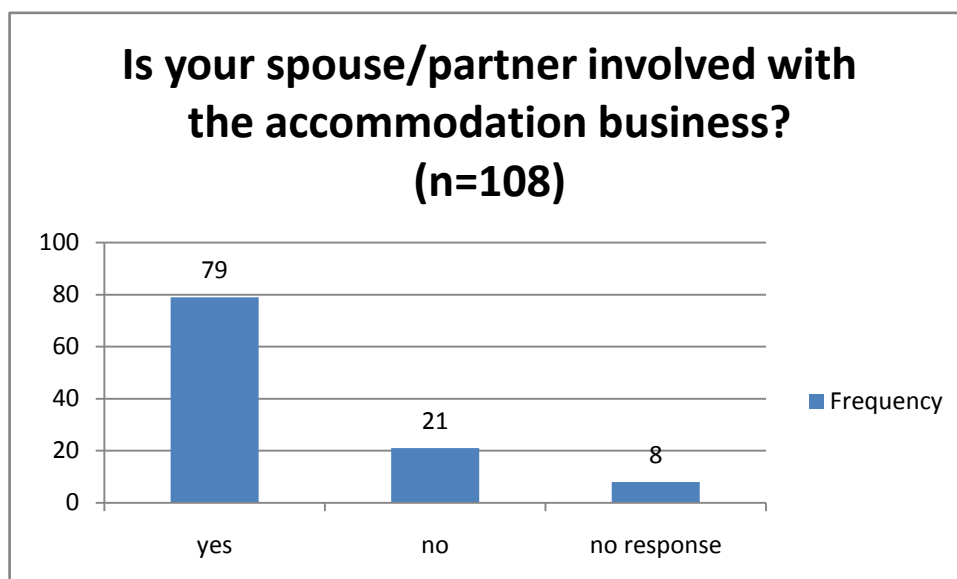
Hall and Rusher (2004) found when similar questions were asked of their B&B survey respondents that the listed tasks were shared relatively equally between their survey respondents and their spouse/partner. They did however, also report a slight division of labour when results were correlated with gender, with male spouses being more responsible for transportation of guests, and female spouses have greater responsibility for bookings, cooking and cleaning. Divisions of labour between respondents who indicated that they were in a copreneurial relationship will be explored further in the following section of this chapter, especially in light of the literature discussed in Chapter Three, which indicated that the majority of copreneurial ventures are still structured around the division of labour along traditional sex-role lines. Baines and Wheelock

(1998), Foley and Powell (1997), Fitzgerald and Muske (2002), Marshack (1994), and Smith (2000) all appeared to be in agreement that there was little evidence to prove that traditional sex-role responsibilities do not still govern roles and responsibilities in copreneurial ventures. This is an area which will also be further explored in Chapter Seven, when interviews reveal that there is strong gender division in task responsibility and that the copreneurial ventures studied here display strong alignment along traditional sex-role lines when considering responsibility for the tasks associated with both operating a rural tourism business and tasks associated with running a household alongside that business.

#### 6.4 Being in business with spouse/partner

Figure 6.15

Is your spouse/partner involved with the accommodation business?





Seventy-nine of 108 respondents stated that their spouse/partner was involved with the accommodation business (see Figure 6.15). This equates to 73% of respondents having partners who were involved in the accommodation business, a finding similar to that of Hall and Rusher (2004) who reported that the majority of their respondents had a spouse who was involved in some degree in the running of the business. Other studies have reported that couples commonly run accommodation enterprises (e.g. Getz and Carlsen, 2000; Oppermann, 1997), but fail to specifically report numbers involved. Some (Danes, 1998; Getz and Carlsen, 2005; Gladstone and Morris, 2000; Kousis, 1989) also state the dominance of the female partner in terms of responsibility and task completion, but again do not report numbers of couples involved, stating instead that family businesses are common and that women take a central role.

Respondents who had indicated that their spouse/partner was involved in the accommodation business were asked to state what had been the most rewarding thing about being in business with their spouse/partner. Full results from answers to this open-ended question are presented in Appendix I and answers are grouped into themes in Table 6.8 below, where it can be seen that simply enjoying working together, along with working together and having help with jobs/sharing tasks were the most commonly listed rewards when working with spouse/partner. “*Enjoying working together*” is listed as a separate theme to “*working together/help with jobs*” as it was recognised that it was the

*enjoyment* of working together was listed separately to merely working together by respondents. Socialising with guests and sharing [with partner/spouse] the experience of meeting people were also frequently mentioned.

**Table 6.8**

**What has been the most rewarding thing about being in business with your spouse/partner? N=68.**

<b>Response theme</b>	<b>Number of responses citing this theme</b>
We enjoy working together	13
Working together/sharing tasks	12
Socialising with guests	8
Sharing experience of meeting people	6
Working as a team	5

**Other responses given more than once:**

- Working from home
- Enjoying each other’s company
- Improvement in relationship
- Freedom to go on holiday
- Learning about the farm
- Having her about/like being with partner

Although “enjoying working together” and “sharing tasks” are the most commonly agreed reward of being in business with one’s partner in this research, it is also interesting to observe from the responses to this question

that working from home was only mentioned twice and lifestyle was only mentioned once. Financial rewards were not mentioned at all, nor was the ability to accommodate family demands with work, a fact which sets this research apart from copreneurship literature discussed earlier, which has suggested that most copreneurial ventures are created with the incentive of earning more money than in paid employment (Smith, 2000), although it is noted that this question asked about rewards of being in business with a partner, rather than why the business was started (with the spouse/partner).

Baines and Wheelock (1998), Fitzgerald and Muske (2002), Roha and Blum (1990), and Smith (2000) all noted that copreneurial partners appear to see their business as much more of a lifestyle choice and as a way of life than their non-copreneurial counterparts. In this way, the copreneurial business owners are similar to the farm tourism owners discussed previously (e.g. see the studies by Ateljevic and Doorne, 2000; Busby and Rendle, 2000; Getz and Carlsen, 2000; Hall and Rusher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998). This study's commonly expressed themes specifically related to enjoying working together, sharing experiences, and freedom to go on holiday could all be said to be related to enjoying a particular lifestyle and fit with earlier research which suggests that starting/operating these businesses often relates as much or more to lifestyle, locational, and leisure preferences as it does to a desire for profit or security (Ateljevic and Doorne, 2000; Getz and Carlsen, 2000, 2005).

Respondents who had indicated that their spouse/partner was involved in the accommodation business were also asked to state what had been the most challenging thing about being in business with their spouse/partner. A theme emerges from this research which suggests that women may be enjoying the copreneurial venture, even whilst their spouse/partner does not shoulder as much responsibility for tasks associated with the accommodation business. It may be that for some women, they may be doing most of the “work” associated with the accommodation business, with female respondents noting that “He isn't able to address detail. E.g. Bed making, meal service. That's why I do it all”, “[it is difficult] when he is not there to help” and “[it is difficult] when there is ‘stuff’ to do and he wants to go skiing”. However, respondents note different views on their roles:

“He is supportive of what I have accomplished, and although he cannot ‘help’ on a regular basis due to his own business commitments, he is there as back up.”

And

“The fact that my husband leaves everything to me [is a reward of being in business with spouse/partner] – it’s the first time that I have had sole responsibility for a business that we jointly own – we have several other

businesses that HE is responsible for which we jointly own. Also the fact that he values the fact that I am good at, and enjoy, the Lodge.”

More detail about being in business with a spouse/partner is revealed from responses to the question: “What has been the most challenging thing about being in business with your spouse/partner?”. Fifty nine individual responses were received to this question, with some respondents noting more than one challenge. However, 18 respondents noted specifically that there were no challenges or that things for them, were all positive. Responses noting that everything was positive included responses such as “nil” or “no challenges”, “no issues” or “nothing”, “we work well together” and “hasn’t been a challenge”. The full range of respondents, including those who did report some challenge with being in business with their spouse partner, are reported in Appendix J and responses are grouped into themes in Table 6.9 below.

**Table 6.9**

**What has been the most challenging thing about being in business with your spouse/partner? N=59.**

<b>Response theme</b>	<b>Number of responses citing this theme</b>
Learning to work as a team/consider other view	5
Juggling demands of business and family commitments	5
Defining roles/tasks	3
Sharing experience of meeting people	3
Spouse/partner not available to help when needed	3
Keeping own space/personal time	2

There are a wide range of responses to this question, from the most challenging thing about being in business with a spouse/partner being “wondering when they are going to miraculously appear to help strip, wash and make the beds” to “not arguing in front of guests”. However, the only moderately strong themes to appear were based around learning to work as a team, with two respondents noting within this that a challenge for them had been not treating their spouse/partner as an employee, based on previous experience as a senior manager or in the corporate world; and juggling demands of the business and family, along with other work pressures if one or other partner worked in paid employment also. Other responses included lack of attention to detail from spouse/partner, and even “too much attention to detail...” in another case.

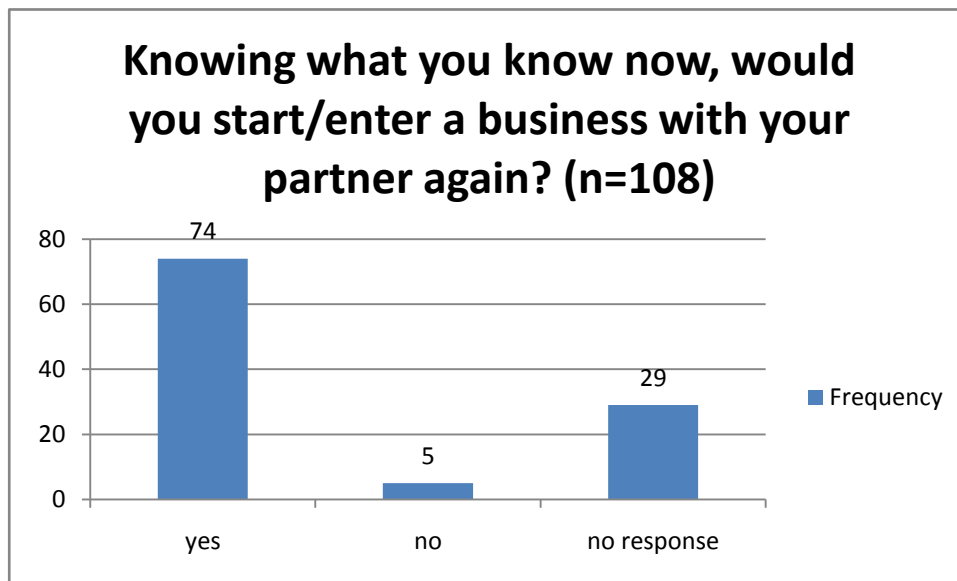
The responses noted relating to the difficulties in keeping one’s own space and/or personal time can be compared to the study in New Zealand reported by Warren (1998), which detailed that lifestyle changes occurred as a result of engaging in running a rural tourism business, not least of which was a loss of personal time. Loss of family time was also noted as an important change to family life originating from operation of a rural tourism business (Warren, 1998).

Despite these challenges, the majority of people would start/enter business with their partner again in the future. When asked if, “knowing what you know now, would you start/enter a business with your partner again?”, 74 respondents

replied that they would enter business with their partner again. Five respondents stated that they would not enter business again with their partner, see Figure 6.16 below.

**Figure 6.16**

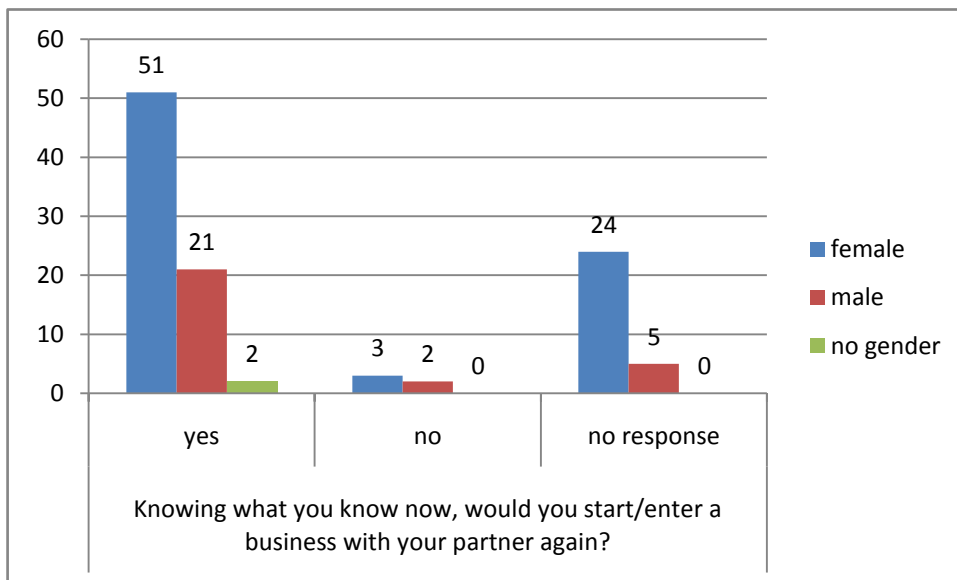
**Would you start/enter a business with your partner again?**



Fifty four women answered this question, would they enter a business with their partner again, and 51 of these said that “yes”, they would enter business with their partner again. Twenty-three men answered this question, with 21 of these replying in the affirmative, see Figure 6.17 below.

**Figure 6.17**

**Male/female response comparison, frequency of response (n=108)**



The issue of work-family conflict was explored, with respondents who were in business with their spouse/partner being asked if they believe that they experienced more or less work-family conflict being in business with their spouse/partner, than if they were not in business with their spouse/partner. The results are shown in Figure 6.18 below, which shows that of the 52 respondents who answered this question, 38 reported less work-family conflict, and 14 report more work-family conflict.



**Figure 6.18**

**Work/family conflict**



A comparison of responses by gender is presented in Figure 6.19, where it can be seen that again, more women than men answered this question, and answers are not greatly different according to gender. Almost one third of both female and male respondents perceived that there was more work family conflict being in business with their partner.

**Figure 6.19**

**Comparison of male/female responses to this question, chart presents frequency of response given. N=108.**



It is also noted that a number of people added notes to this question, where only two possible responses were presented as options ("more work-family conflict" and "less work-family conflict"). While these responses are included in the counts for "no response" in the above two charts, it is interesting to note the consistency in some of these unprompted responses. For example 12 respondents noted "neither more, nor less", "no more, no less", "neither" or "no different". Six additional respondents noted specifically that there was "no conflict", "don't see any conflict" or "there is none". This issue of work-family conflict is not significantly reported in the rural tourism literature, and is lightly covered in the copreneurship literature (Baines and Wheelock, 1998; Foley and Powell, 1997). Further research is necessary into this area of copreneurship and

work-family conflict, particularly exploration of the hypothesis that copreneurship may “improve” or reduce work-family conflict.

Additional comments to expand on this question about work-family conflict are presented in Appendix K, where respondents were asked “if you wish to expand on your answer to this question, please comment below”. Some comments expand on questions reported above, reporting positive or negative factors of being in business with a spouse/partner and mention things like “we have developed more of a partnership since starting the business”, “We communicate better now than when we were both working”, “we work mainly as a team. I do most cooking and cleaning, he talks to and entertains guests!!!” and one respondent noted that “Working together 24/7/365 would have more conflict than spouse being away from 9-5.”.

Earlier in this chapter, owner/operators identified their responsibility for tasks typically associated with operating an accommodation business. This question was repeated for respondents, later in the questionnaire, when they were asked to indicate how responsible their partner/spouse was for the same tasks. Responses were again requested on a scale of 1 – 7, where 1 = not at all responsible, and 7 = totally responsible. Findings are presented in Table 6.10 below, where it can be seen that means are much lower than for respondents reporting their own responsibility for tasks. The highest mean is seen in the

responsibility for taking bookings (mean 3.78), but this is lower than all but one of the earlier means reporting individual responsibility for tasks, where the top five responsibilities reported means which ranged from 6.27 to 5.47.

**Table 6.10**

**Spouse/partner responsibility for tasks in accommodation business. N=108.**

<b>Task</b>	<b>Mean</b>
Taking bookings	3.78
Business planning	3.69
Financial management	3.65
Advising guests about travel plans and activities	3.54
Marketing/promoting the business	3.53
Cleaning	3.39
Providing activities for guests	3.29
Cooking for guests	2.86
Transporting guests	2.84
Staff management	2.57

78 respondents who answered this question about individual responsibility for tasks identified their gender as “female”. Their responses have been analysed to allow comparison with the same women who answered the question “How responsible is your partner/spouse for the following tasks involved with the accommodation business?”. Fifty-six women identified that their spouse/partner was involved in the accommodation business. Means for their responses to the question based around the responsibility taken by their partner

for the following tasks are represented below, along with their individual means are presented in Table 6.11 below.

**Table 6.11**

**Self and spouse/partner responsibility for tasks associated with accommodation business. Women’s answers reported, N=56.**

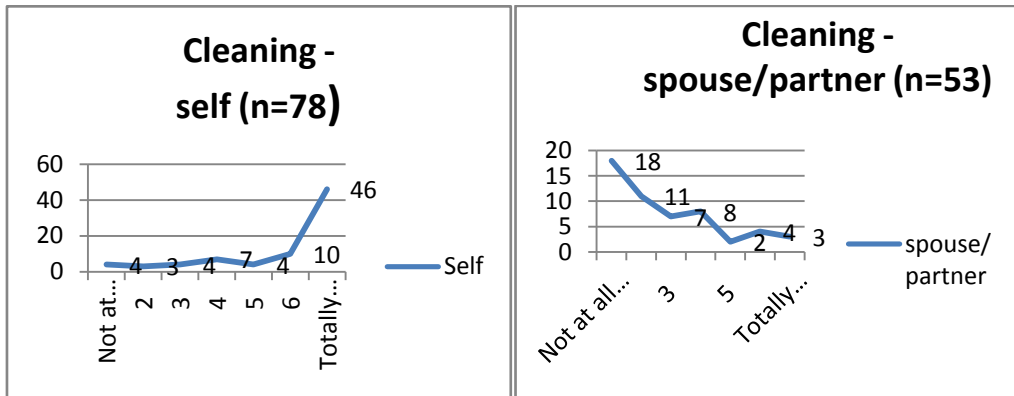
Task	How responsible are YOU for the following tasks involved with the accommodation business? 1= not at all responsible 7= totally responsible			How responsible is your partner/spouse for the following tasks involved with the accommodation business? 1=not at all responsible 7=totally responsible		
	Mean	N	Std Deviation	Mean	N	Std Deviation
Cleaning	5.79	78	1.833	2.79	53	1.864
Cooking meals for guests	5.03	75	2.594	2.25	51	1.885
Taking bookings	6.38	76	1.423	3.48	54	2.053
Providing activities for guests	4.12	73	2.426	3.54	52	2.043
Advising guests about travel plans and activities	4.82	77	2.101	3.63	54	1.825
Staff management	4.88	60	2.768	2.49	43	2.131
Transporting guests	3.10	71	2.474	3.08	52	2.066
Business planning	5.91	74	1.931	3.75	52	2.334
Marketing/promoting the business	6.40	78	1.303	3.20	54	2.096
Financial management	6.34	77	1.527	3.70	53	2.407

Table 6.11 reports women's *perceptions* of task responsibility, not actual measures of divisions of labour, however the results indicate that the greatest difference in means, indicating the least shared tasks, can be seen in the responsibility for the tasks of cleaning and marketing/promoting the business, which both have differences of 3 or above. The tasks cooking meals for guests and taking bookings have differences in mean of just under 3. The only tasks which have a difference in mean of less than one were providing activities for guests (0.58) and transporting guests (0.2), which the majority of businesses do not report engaging in anyway.

The results are also presented in Figure 6.20 below, where it can be clearly seen that there is differing responsibility according to gender for tasks associated with the accommodation business, even when there is spouse/partner involvement. The responses reported are for women respondents (presented as "self") and their spouse/partners (in this case, all male).

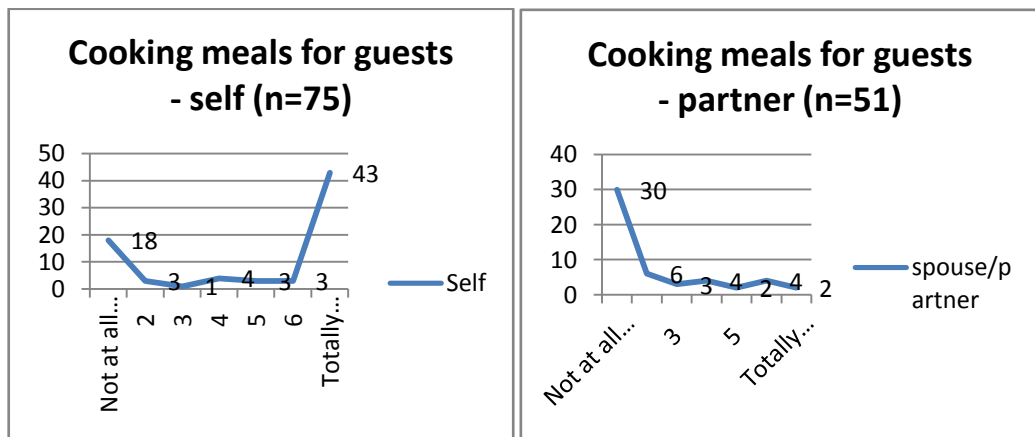
**Figure 6.20**

**Task responsibility respondent (female) and spouse/partner**



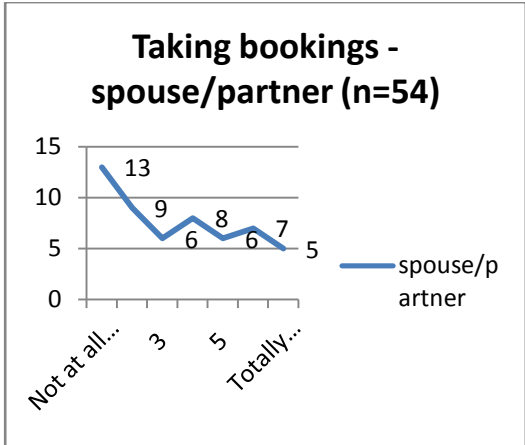
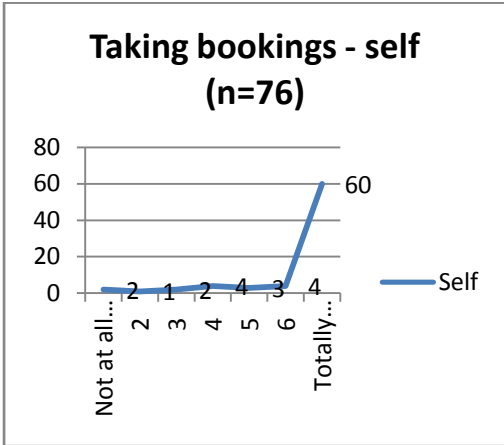
Mean 5.79

Mean 2.79



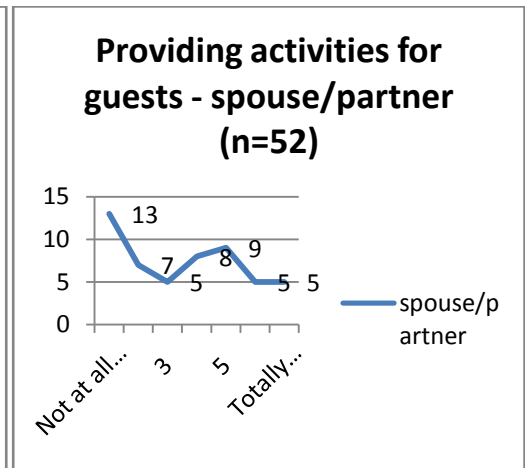
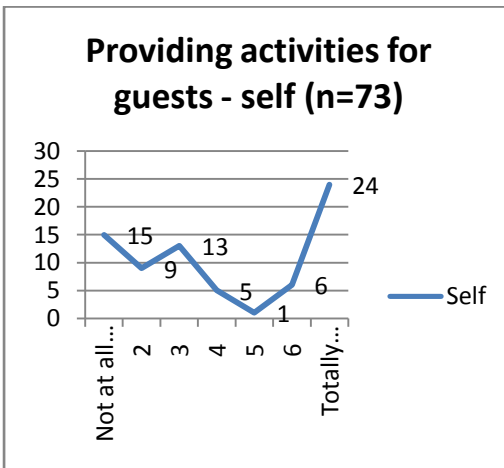
Mean 5.03

Mean 2.25



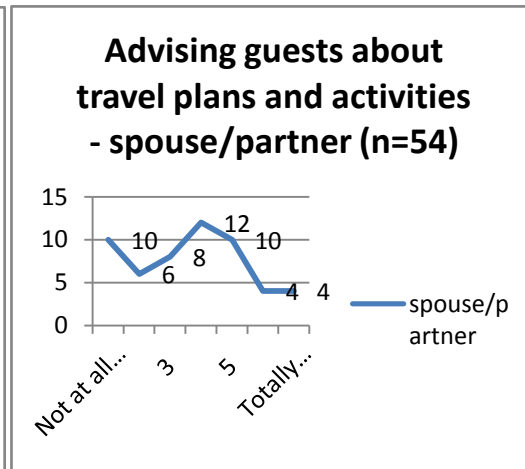
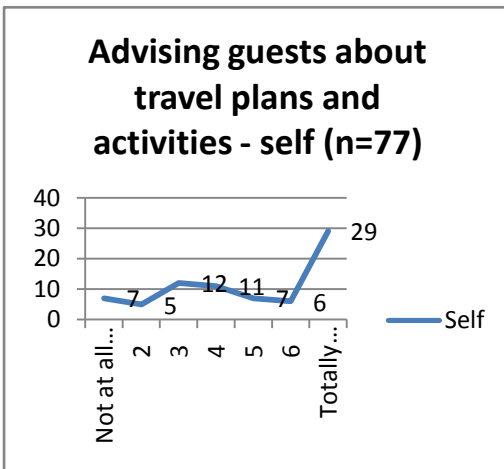
Mean 6.38

Mean 3.48



Mean 4.12

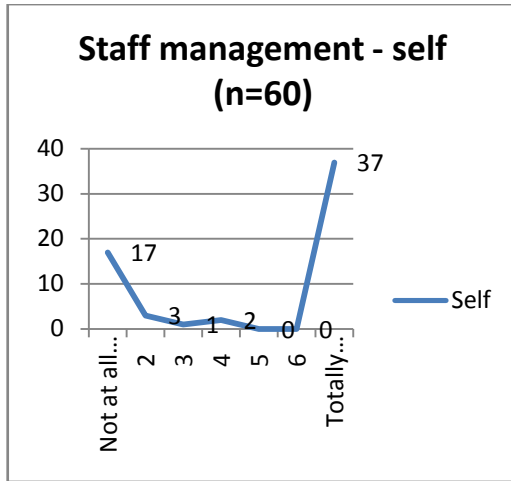
Mean 3.54



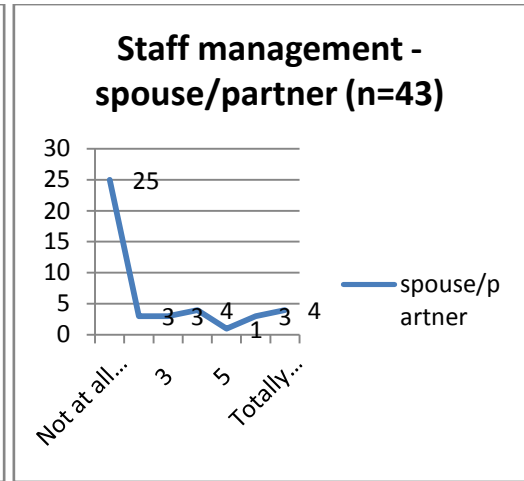
Mean 4.82

Mean 3.63

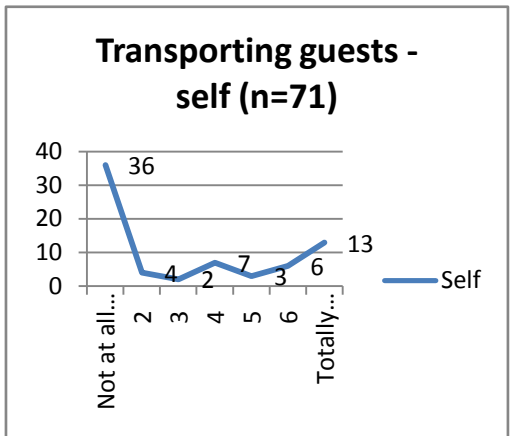




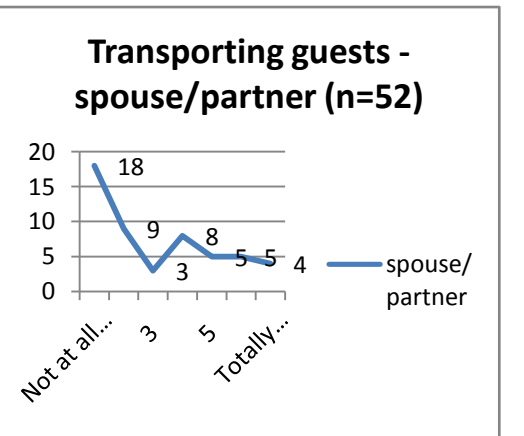
Mean 4.88



Mean 2.49



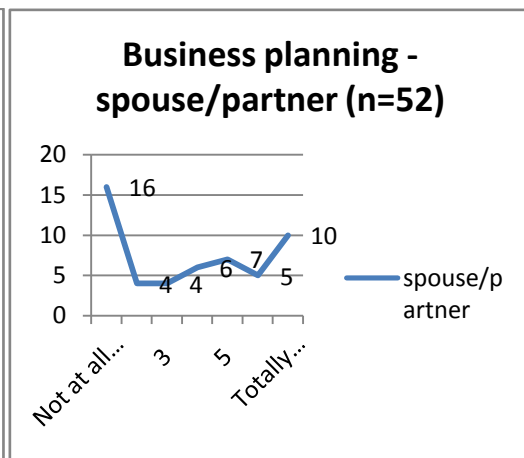
Mean 3.10



Mean 3.08



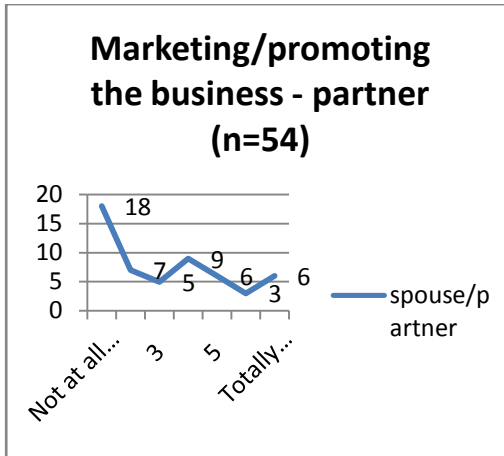
Mean 5.91



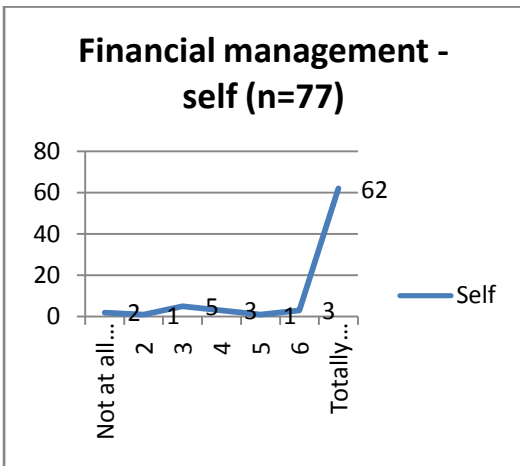
Mean 3.75



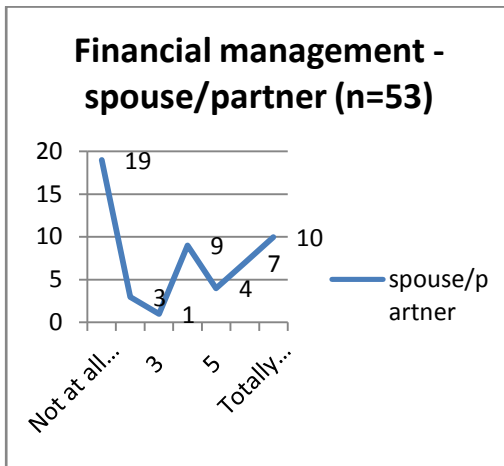
Mean 6.40



Mean 3.20



Mean 6.34



Mean 3.70

It appears from these diagrammatic representations of responses to the questions of self responsibility and spouse/partner responsibility that women shoulder the majority of responsibility for the tasks of cleaning, cooking meals for guests, taking bookings, and marketing/promoting the business.

This study then clearly reflects earlier investigative studies in copreneurship, where it was reported that the majority of copreneurial ventures were still structured along the division of labour according to traditional sex-role lines (Baines and Wheelock, 1998; Fitzgerald and Muske, 2002; Foley and Powell, 1997; Marshack, 1994; and Smith, 2000). The figures above, where “self” are all female respondents and spouse/partners are all male, show that there is a huge discrepancy in “equalness” when tasks responsibilities are compared by gender. Women do the cooking, the cleaning, taking bookings and marketing/promoting the business. These women report that their spouse/partners take responsibility for few or none of these tasks and play a small role in providing activities for guests and transporting guests – both tasks which actually are rarely part of the service offered to the guests, so it’s not the case that men do these more often than women, it’s just that they are not often done at all. Task responsibility in these rural tourism copreneurial businesses will be further explored in Chapter Seven, where interviews with women copreneurs enable further investigation of these responsibilities.

## 6.5 Summary

This chapter has reported the findings from a survey of rural tourism accommodation providers; a survey which achieved a useable response rate of 54%. The majority of businesses surveyed were relatively 'young' businesses, with over half of the businesses having been established since the year 2000 and income from their accommodation properties typically produced less than 20% of their total income.

The business owners themselves are on average 51-70 years old (75% of owners), are married or partnered (82%) and have lived an average of 16-20 years in the region within which their business operates. The owners worked on average, less than 30 hours per week in their accommodation business, in both peak and low seasons. This starts to build a picture, of the respondents in this survey, being part-time, perhaps 'lifestyle' oriented owners, whose main source of income is not this accommodation business. Seventy two percent of respondents identified their gender as female, and 73% of respondents had spouse/partners involved in the business.

The most commonly cited reasons for starting the accommodation business were to meet people/share with others/fun, a desire to balance lifestyle with occupation and a desire to work from home. When asked specifically about the

rewards gained from owning and operating an accommodation business, respondents commonly reported meeting people as a reward, along with the satisfaction gained from providing a positive experience for guests and the positive feedback that this brought to them as owners.

The majority of business owners (72%) had sought business advice at some time, with the most commonly cited sources of business advice being an accountant or a lawyer. Respondents are not frequently members of organisations such as regional chambers of commerce or national tourism organisations, but 48% of the owners were members of their local regional tourism organisation.

Attitudes to business management were revealed, with owners reflecting that they wanted their business to suit their lifestyle goals and would rather keep the business modest and under control, than have it grow too big. Open ended questions, where business owners were asked to describe the most rewarding thing about owning and operating accommodation business showed that meeting people and enjoying the company of their guests ranked highly, along with providing positive experiences for guests, and the positive feedback and satisfaction that this elicits for them as hosts. The most difficult thing about owning and operating an accommodation business was most commonly the necessary time commitment, always being available and cleaning and

maintaining standards. Industry issues were also explored and respondents reported that inadequate bookings/lack of guests was a consistent issue, along with high costs to advertise their business. Despite this however, 86% of respondents would enter a similar business again.

Individual respondents (78% of whom were women) reported very high personal responsibility for tasks associated with their accommodation business. There appears to be differences in responsibility for tasks, according to gender, with women showing more responsibility for the majority of tasks, particularly cleaning and cooking for guests, along with marketing and promoting the business and taking bookings.

Respondents who worked with their partner in the accommodation business reported that the most rewarding things about being in business with their spouse/partner were enjoying working together and sharing tasks. Socialising together with guests and sharing the experience of meeting people were also commonly cited rewards. The most challenging things about being in business with a spouse/partner were reported to be learning to work together as a team and learning to consider another view, along with juggling the demands of business, family and other commitments. Despite this, the majority of respondents would enter into operating a business with their partner again.

This chapter has reported the findings from using a postal questionnaire to survey owners of rural tourism accommodation businesses and thus has contributed to achieving one of the stated objectives of this research – to describe the experiences of owners of these rural tourism businesses within the framework of copreneurship. The survey results reported here have also contributed to examining the gendering of roles within these copreneurial rural tourism businesses (a further objective of this research) and have started to describe and evaluate women’s experiences of copreneurship within rural tourism production. Chapter Seven will further contribute to achieving these objectives using a different research method – interviews. The interviews allow a more in-depth investigation of issues identified in the survey and further allow women’s voices to come through in reporting their experiences of operating copreneurial businesses.





## CHAPTER SEVEN

### Results and Discussion: Interviews

*“We just do it for the enjoyment of doing it”.*

#### Introduction

This chapter reports and discusses findings from the interviews conducted with business owners and considers the important issue of women’s experiences and roles when involved as producers in the supply of rural tourism accommodation. The chapter explores the lives and activities of women business owners operating a rural tourism business with their spouse/partner. As outlined in Chapters One to Four of this thesis, “there is some doubt as to whether current research approaches and methodologies adequately incorporate the “reality” of women’s entrepreneurship” (de Bruin et al., 2007, p. 329). This chapter, through biological narratives, will explore the experiences of women copreneurs in rural tourism.

This chapter has three broad objectives. First, to further explore women’s experiences of copreneurship by eliciting narratives from the female copreneurs themselves. Second, to build on knowledge gained from the survey instrument,

particularly information about copreneurship from a women's perspective. This extends the existing discussion of copreneurship and rural tourism by eliciting women's experiences of copreneurship. Third, to explore existing gendered roles within the copreneurial venture.

The hermeneutic interpretive approach is used throughout this chapter (as discussed in Chapter Four), and allows exploration of the personalised meanings by which the copreneurs understand their experiences of starting and operating a rural tourism business and the ways in which these experiences are manifested in their roles and activities. By analysing an interview text's salient metaphors, common expressions, and categorical distinctions in light of the background information from Chapters Two and Three, and survey data presented in Chapter Six, insights can be gained into the copreneurs' experiences. The chapter aims to give voice to women's experiences of copreneurship within rural tourism and the type of research reported here (using the hermeneutic interpretive approach) provided the opportunity for respondents to talk about themselves at length. It is by listening and learning from other people's experiences that the researcher can learn that the 'truth' is not the same for everybody. Like Stanley (1995) and Letherby (2000), I believe that my involvement in sharing the women's voices did not disempower me intellectually; I could still be critical and analytical, both about the women's stories and about my involvement and this results in a fuller picture of the research area.

The chapter opens with a discussion of the response rate and interviewee selection process and then draws on fieldwork to present the lived experiences of women within the study area. In order to achieve this, an introduction to participants is provided and then extracts from the women's narratives are used to illustrate the women's experiences. Throughout this chapter, findings are presented and also considered in relation to previous findings and literature as discussed in Chapters Two, Three and Six.

### **7.1 Response rate and interviewee selection**

Chapter Six outlined the response rate achieved from the survey part of this research. The 108 respondents then were asked, as part of the questionnaire, if they were willing to be contacted to consider participating in interviews to further investigate the experience of owners who operate their business with their spouse/partner. The respondents that ticked the box "I would consider being interviewed as a follow up to this questionnaire", were then asked to include their contact details.

Over half of the respondents (59) indicated that they would consider being interviewed as a follow up to the survey. Of these, 45 had indicated in the

questionnaire that they operated their business with their spouse/partner. Of these 45 potential interviewees, in business with their spouse/partner, 31 listed their gender as female, 11 male and three indicated no gender.

The interviewees were selected then, according to the following range of criteria, to ensure a multiplicity of views and experiences. The criteria for selecting interviewees are detailed below:

**Essential:**

- Female gender
- Indicated on the survey form that they would consider being interviewed.
- In business with spouse/partner

Interviewees were then selected to provide a range of experiences according to:

- Respondent ages – range of ages within those identified from the survey.
- Geographic location – range of interviewees from all regions of study (see Chapter Five).
- Age of business (year established).

- Level of income derived from business (from less than 10% of total income derived from the accommodation business, to over 90% of income derived from accommodation business).
- Long time resident in area, or new “in-migrants”

Interviews were conducted with women copreneurs at their home/accommodation business at the time of interview fieldwork; fieldwork which was conducted July – September 2008 inclusive. The profiles of the women participants whose narratives are reported in the following section are presented in Table 7.1 and summarised below.

The age range was diverse, from the mid 30s to almost 70 years old. However, the majority were aged 50+; a range which is representative of those operating rural tourism accommodation businesses. As reported in Chapter Six, 75% of survey respondents were 51-70 years old, a figure which is representative of self-employed women in New Zealand also. In New Zealand, women are least likely to be self-employed when under the age of 25 (Statistics New Zealand, 2007) and are most likely to be self-employed without employees or unpaid family workers when aged 55 or over (Statistics New Zealand, 2007). The age distribution of interviewees also reflects earlier studies in New Zealand (e.g. Hall and Rusher, 2004) and is representative of the point made by Chalmers and Joseph (2006), who reported that older/elderly people are involved in entrepreneurship in rural environments. These interviewees may also reflect a

group of exurban migrants, discussed in Chapter Two, and identified in case study work (see Lee, 1996; McDermott Fairgray/Rodney District Council, 2002), comprising people close to or beyond retirement age, escaping the pace of city life and seeing the recreational and amenity opportunities associated with exurban environments on the coast or in the country.

Most businesses in this interview part of the research had been established since 2000, with the oldest operating since 1985 and the youngest since 2005. This also is representative, with over half of the businesses in the survey sample group (reported Chapter Six) having been established since the year 2000.

Half of businesses where women were interviewed derived less than 10% of their total household income from their accommodation business. Only one reported income which comprised 91-100% of total income. This is also representative as 54% of survey respondents indicated that income from their accommodation business accounts for less than 10% of their total income (see Chapter Six). This finding was similar to Hall and Rusher's finding from their B&B study, (2004), authors who also reported that 15% of their respondents derived more than 90% of their income from their accommodation business. Findings are again broadly similar to Komppula's (2000), where of about 3600 rural tourism enterprises in Finland, tourism was a major source of income for only about 15% of these mostly family-owned enterprises. It is of course difficult to make definitive, reliable conclusions about this as it may be that, for some

respondents, the modest income that they receive from their accommodation business is their total income, whereas, for others, it may be that their accommodation business is just one form of income in a diversified portfolio of incomes.

Over half of interviewees reported no previous experience in tourist or hospitality industries prior to starting their accommodation businesses. Of the remainder, previous experience reported included owning a tourist lodge, arranging retreats, operating a farmstay and three interviewees had catering/cookery experience. Seven of the interviewees had previously owned a business before starting their accommodation business. This is again further development of characteristics of the rural tourism copreneurs revealed in the survey research presented in Chapter Six, where 63% of owners had owned a business before they had started their accommodation business, a finding similar to that of Hall and Rusher (2004) who reported that 62% of respondents in their B&B survey had owned a business previously.

One woman copreneur (Lottie, 30s) had recently decided to close their accommodation business. This was interesting, as she was able to still describe her experience of operating the accommodation business, but was also able to offer insights into why they had decided to close the business.

**Table 7.1****Profiles of women participants at time of interview**

<b>Name Pseudonym</b>	<b>Age</b>	<b>Business established</b>	<b>Length of time resident in region</b>	<b>Percentage of total income from accommodation business</b>	<b>Previous experience in tourist/hospitality industries?</b>	<b>Owned business before this one?</b>
Cheryl	50s	2003	50+ years	<10%	None	Yes
Della	60s	1985	27 years	31-40%	None	No
Dulcy	60s	2001	33 years	21-30%	Retail shop and coffee lounge	Yes
Elspeth	50s	2003	3 years	<10%	Owned a lodge	Yes
Felicity	60s	2001	50 years	<10%	None	No
Lynn	30s	2005	2 years	91-100%	Retreats and cookery experience	Yes
Lottie	30s	2003	32 years	11-20%	None	No
Leonora	50s	2005	4 years	<10%	None	Yes
Patricia	60s	1999	7 years	<10%	Catering and food businesses, and farmstays	Yes
Rosabel	30s	2004	15 years	41-50%	None	Yes



Women who participated in this part of the research were contacted, and an interview requested, after establishing that their business and individual characteristics fitted the selection criteria detailed above. All interviews were recorded and took place at a location and time chosen as convenient by the respondents, usually within their homes, which in most cases were also their business premises. Each interview commenced with asking the participant how she came to be operating this business. The women's responses often provided information regarding changes in their personal and household life and acted as the basis for talking about, and subsequently situating, their experiences of and motivations for starting and operating their businesses.

The narratives were analysed in two ways common to biographic approaches (Atkinson, 1992). First, each interview was explored as a separate text; adhering to and reporting the realities and experiences of each individual. Second, the themes that recurred across the women's narratives were considered. This offers a form of synthesis, allowing their experiences to be more readily discussed and located within the literature and within the women's lives themselves. However, I didn't want to become so involved with the synthesis of the stories to the detriment of allowing the women's stories to come through. The women interviewed not only answered my biographical questions (for example "How did you come to be operating this business?") frankly, but they also often introduced biographical flashbacks spontaneously when telling their stories. Their biographical digressions were not only of systematic value for

evaluation, but also showed that the biographical approach was an important form of everyday hermeneutics too.

The interviews, which became biographic in many cases (see for example the extract from Della (60s) below, and portrayed life stories in relation to the women's experiences of operating a rural tourism business. This biographic approach, which was largely unintended, serves to "work outwards from the domestic instead of from the public inwards" (Edwards and Ribbens, 1991, p. 487). The result is that "the woman and not existing theory is considered the expert on her experience" (Anderson and Jack, 1998, p. 166). This revelation makes this study one of a small general movement towards this approach in the studying of rural lives, in particular the lives of women (e.g. Inhetveen, 1990). As noted by Letherby (2000), with specific reference to auto/biography, it is relevant to refer to Stanley (1995), who argues that by 'becoming academics' as women and as feminists, we position ourselves both as insiders and outsiders (see also previous discussion in Chapter Four). Writing biographically also brings the danger that the writer may be accused of being non-academic (Letherby, 2000) and many feminist writers have written of how and why women's work is devalued and the ways in which women have been excluded from the making of knowledge and culture (see Smith, 1988; Stanley and Wise, 1993; see also discussion in Chapter Four). This chapter aims to give voice to women's experiences of copreneurship within rural tourism, and acknowledges the involvement of the researcher in this process (see again Chapter Four). In the

following section, themes emerging from the interview questions are presented and discussed.

## **7.2 Women copreneurs and how they came to be operating their accommodation business**

Each interview commenced with the interviewer asking the participant how she came to be operating their accommodation business. The women's responses provided information regarding establishing their business, often events leading to establishment and inevitably lead to discussion of their role in establishing their business. Asking the women to outline how they came to be operating their businesses revealed a range of responses, and revealed that for some, it was a conscious decision often prompted by positive personal travel experiences; sometimes a decision which then necessitated specific action to enable this business to be established – buying a property, purpose building a house or making renovations and so on. But for others, it almost seemed to happen by chance, prompted by some other event in their lives, or brought about by having spare space/time.

Leonora (50s): "...it's something that we've always wanted to do.....we've had a lot of experience with travelling ourselves and we love people so we thought, well, we'll put it all together and we've always had a lot of people in our home anyway, with people staying and other things, so we're quite comfortable with that, that doesn't worry us and we were very very fortunate to buy a new home. It's quite large, it's got four

bedrooms and two big living areas...it lends itself to it very easily...it's so nice, we really wanted to share it with others...wanting accommodation and wanting somewhere nice to stay.”.

Chapter Two of this thesis discussed exurbanisation and the drift towards the rural idyll, often expressed in terms of ‘sea-change’ or ‘tree-change’, in reference to lifestyle migration to high amenity rural areas (Burnley and Murphy, 2004; Hall, 2009b; Walmsley, 2003). Respondents in this interview part of this research indicated this in some cases, Patricia (60s) for example had (7 years ago) moved from Manawatu to coastal Hawkes Bay in search of climate and land suitable for growing grapes, and Cheryl (50s) (see quote below) had moved to a rural location to escape urban noise.

Cheryl (50s): “Well one day we went for a Sunday drive and the day before, or the night before, where we were living previously, there was loud music from the pub and we woke up the next morning and said “we don’t want to live here anymore”, went for a drive, ended up here and this house was for sale and we bought it the next day. “And it happened to have a lodge with it”.

Interviewer: “So is this business something that you thought that you would get into?”

“No. Absolutely no idea. But I like people and I like meeting people, so it was just as if it was meant to be really.”.

This lack of formal planning in terms of entering the business is a common theme throughout the interviews, along with the expression “I like meeting people”. The social opportunities offered through contact with visitors is often mentioned as a benefit of operating an accommodation business, both within these interviews and in published research (e.g. Hall and Rusher, 2004; Oppermann, 1997; Warren, 1998). The opportunities to “meet interesting people” as a goal when entering the accommodation business is revealed strongly in this research (see following discussion) and reflects earlier research of several authors (e.g. Getz and Carlsen, 2000, 2005; Lynch, 1998; Nickerson, Black and McCool, 2001). Della (60s), in the interview extract below, tells a story of “falling into” the rural tourism business after helping out a friend through other community commitments. The extract below is long, but tells a story of the business evolving and Della’s role in that development. It also alludes to Della’s task responsibility within the business, a theme which is taken up again later in this chapter. Della’s quote also ties in with earlier discussion (Chapters Two and Three), where the role of women in rural community life was discussed. Through Della’s story, the role of women within the rural is portrayed as somewhat different to that of men, as associations with feminine characteristics and role responsibility remain, with rural women being connected to the home and traditional gender roles (see Little, 1987; Midgley, 2006).

Della (60s): “Well, my good friend in the Waikato used to have French children from New Caledonia and one summer, the first summer that we

were here in 1981, she rang me and said that she was ill or something had happened and she couldn't have these two children, so would I have these two children? And they were aged sort of 12 and 13, and our two girls were about that age so we thought "why not?", so we had these two French children for three weeks and it was summer and of course they swam in the river and we had the ponies... they spent most of their time just swimming in the river and riding the horses and one of them..the next year, the parents rang up and said could she come again ...the firm that did that...it was a woman in Thames that actually organised it...anyway, she continued to keep in contact with me and she would ring me up and say 'I've got a busload of 42 Americans, can you find accommodation for them?'...so I'd say "oh yes, that's fine", so I'd ring around all my friends...there's some longstanding farm families here like...across the road, with a big old station house just up through the village and there are two or three well established farmers round about and I got it so that everybody took four, and we had the bus come to [local village] by the pub...and so we accommodated 42 Americans and we did that for probably a year or two because B&B wasn't really formalised then, I mean nobody...it was the early 80s, nobody came and saw where we were putting them, or if we could cook or anything! They just rang up and thought "well, you sound nice, you'll do" ...Then it became much more formalised and they had vouchers and we were paid on the 20<sup>th</sup> of the month and you know...because before it was just I don't know, you got a cheque sometime....it was all very informal, but I mean we just did it because we enjoyed meeting people. My husband is English and we both travelled a lot....I travelled a lot when I was young and we just like meeting people, and it was fun! You know, I enjoyed it, they were all nice people, but I have this theory that the people that stay in B&Bs are the people who are interested in the...they are interested in meeting New Zealanders and seeing how we live and that has proved itself time and time again as we've gone on the years ...It's progressed to a much more sophisticated thing and that's why we built the cottage. We've got two ensuite bedrooms, before we didn't have ensuite, we had separate shower and separate loo, from ours, but it wasn't ensuite and I mean it worked in the early days because it was informal ...and people used to come and say "oh, what a dear little house" because it's not a big house, and I took people to orchards, we used to get all....I really got very busy in one stage, with all sorts of contacts and I have a contact ... Japanese fruit growers and I used to organise visits to orchards because at that stage, I was working in pack houses and doing things, kids were at boarding school and then they were at university, and so I was working

in apple packhouses and I used to organise tours for these Japanese, they were growers and I used to take them to two or three different orchards and then the research station, I knew the guys there and so people used to ring me up and say 'I've got 20 Japanese orchard growers, they want an educational tour I think she called it, can you do it?' so I would do that for 3 days and sometimes they stayed in homestays, very often they didn't, they would just stay in town, in a hotel, but they would have a bus, but I would always go with them on the bus, I would go in on the bus and tell them where they were going, so I could introduce them to the orchardist or whatever, so I did quite a lot of that...we've had Americans when [husband] was working in the freezing works at one stage and they were big cattle growers from Montana or something and I said 'would you like to go [to the freezing works]?' and so away we went to the freezing works. I have this theory that you can drive through New Zealand and you can stay in nice motels or you can stay in nice B&Bs, and ok, if you stay in B&Bs, then you could see people, but if you are a farmer yourself and we've known this from our own experience in Ireland and all over the place, that staying with people, if people show you their farms, or show you what they do, I mean we've been round all sorts of industries that we didn't really have any particular interest in, but I mean that was what they did, and it was interesting to see, just ...and talk to people. And so we did a lot of that, and yeah, I actually worked very hard when I think about it, I was 20 years younger and it was fun."

This extract from the interview with Della (above) illustrates a point made in the introduction to this chapter; the point that the women interviewed not only answered questions frankly, but they also introduced biographical flashbacks spontaneously when telling their stories. These stories, taken from life are of systematic value for research and reinforce earlier suggestions (eg. Inhetveen, 1990) that biographical narrations, as a rule, consist not only of scenic, but reporting or descriptive narrative passages as well. These descriptive narrative passages are included here to add to the women's voices about their experiences of copreneurship in rural tourism.

Dulcy (60s): “We decided when [husband] was coming up to retirement that we wanted to do something else rather than what we had been doing. We’ve always had lots of people come and stay with us from Europe and we thought it was a natural progression to actually develop this place so that we could have people come and stay and actually pay for staying, you know, so that was how it evolved I suppose...we didn’t think that we’d ever make a fortune out of it and luckily we didn’t [think that] because lucky we didn’t estimate that we’d make a great deal of money, but by the same token it is a nice way to get to meet people from overseas , we enjoy hosting overseas guests you know, and it’s so interesting when you know you are sitting having a glass of wine at night and talking about where they come from and you feel like you’re an ambassador for New Zealand ...you’re telling them all the nice places to go and places that might be better avoided... the things to look out for and the best way to travel around New Zealand... where the highlights are, the good restaurants to go to...”.

Elsbeth (50s): “Well I guess we got into it because we found the place and the place was already running as a B&B. But we’d had [a tourist lodge] and it’s very hard to make things work when somebody else is running it. We didn’t run it. [Husband] has always had a good job and I’ve never been out to work...since the children.... so I haven’t really worked apart from at home and so then we bought the lodge and we really did enjoy the touristy thing, just meeting people and talking with people so we just decided “oh well...” [Husband] retired at 60 and this place was on the market and we bought it and it was already set up...we just thought that we’d like to continue on as long as we can. Even if we just make enough to paint the house, and things like that, it doesn’t really worry us. It’s just more we are just really interested in doing it because we enjoy it.”.

The quote from Elsbeth above highlights an observation reported in Chapter Six, where production and consumption goals become blurred. Production and consumption may occur simultaneously in rural tourism production, as



consumption goals such as living in the right environment and enjoying a good lifestyle are enabled through operating a rural tourism business. Hall and Williams (2002) reported blurring of production and consumption amongst temporarily mobile individuals and overlapping of home and business goals have been reported by others (e.g. Ashton Hodgson, 2005; Edwards and Edwards, 1990; Monin and Sayers, 2005), and these interviews highlight the extension of the phenomenon to copreneurial businesses in rural tourism.

Making enough money 'to paint the house' is a goal expressed, and enabled through operating the business, which also enables the owners to enjoy meeting and talking with people. Enabling the use of extra space and facilities is a goal also expressed, and illustrated in the quote below from Felicity (60s).

Felicity (60s): "Because we altered our house, and my mother had died and left me all her furniture... we did have plans to alter the house but the fact that she had left all this furniture to me and she didn't want it sold and it had been in storage for eight years, well that prompted us to finish...to actually do the house and get her furniture out and then having got this big house with all its furniture and bedrooms we thought we would utilise it. I didn't know whether I could do B&B or not but the thought was always there. And I just slowly went through the motions of what to do, how to go about it, mainly through the *Bed and Breakfast Book* and that's how we sort of started. "

This quote from Felicity also reinforces the start up goal identified in Chapter Six, that one of the commonly expressed reasons starting a rural tourism

business was that of 'minimal set up costs/spare room available', which was a reason ranking fifth in the survey part of this research reported in Chapter Six, and once again reinforces the observation that a blurring of production and consumption occurs, along with a blurring of home and business realms.

Lynn (30s): "Short story or long story? When I was travelling overseas which was about 11 years ago I kind of just had this déjà vu feeling, when I was in Spain, I'd met somebody and I thought 'oh my gosh, that's what I wanted to do...' and it was really weird when it happened, so then I just started..I decided to work in a retreat centre for 3 months, I did that...in Greece...I had started doing yoga and my teacher was in Greece so then I worked at her retreat centre, for 3 months and then I ended up...I'm actually Australian and I ended up in New Zealand...and then falling in love with Wellington, stayed in Wellington and then I did a short course, a day workshop at Victoria University, about people wanting to start up their own business and so the lecturer...there was a panel of people and I kind of told them my story and they suggested I started organising retreats first. So I started doing that ...from about 2001 til about 2005 I think. I was organising those retreats, yoga retreats. Did them in Fiji, did them in Nelson, and after we got this here, I had a couple here, so that was just to give me a taste of the market without investing big dollars. So I did that first...rather than owning, it was the other side, which....to do that first, just to see how it would go first...before looking at owning a lodge and then unexpectedly, we moved to the Kapiti coast, when [daughter's] due date came about...we kind of moved to the Kapiti coast and then about 6 months later, I was looking for a venue, again, up here, to organise another retreat and this...we looked at this place, and then about 6 weeks later, it was on the market. So then, [partner] was studying at that time and it was just like all the doors opened...the doors just opened."

Lottie (30s): "We got into it because my husband and I had done a lot of independent travel ourselves overseas and we hadn't so much stayed in B&Bs ourselves...we didn't even to go England, where traditionally B&Bs are, but we'd sort of like biked around Europe and Eastern Europe and

we'd stayed in...you could rent a room in somebody's house and through the middle East and things there were heaps of cool places where we stayed and they were just really homely and there were books everywhere and rugs on the floor and yeah, it was lovely and we sort of wanted to recreate that for people back here in New Zealand. And we loved travelling and meeting people so...that was sort of why we got into it."

Patricia (60s): "Well, we bought the property here...we were sheep farmers...and we were looking for land for chardonnay originally, [son] wanted to make good chardonnay and [winemaker] down the road at that point was making the top chardonnay in New Zealand and so this piece of land, we decided on, it's got water, which is like having a gold mine in Hawkes Bay, a natural spring which is even better than a bore, but it had this house on it, which was huge, it's much too big for two people really and it looked terribly ugly, it was hideous looking and so I said to [husband] 'I'm not living in that house', anyway, I said 'well, if we can alter the house'....well we altered the house and it actually grew a bit more even after that...and then we put that Spanish wall up...I'd hankered, always hankered after a Spanish mission style house, I'm fond of that sort of architecture and so...we sort of converted it into a Spanish mission house, but in the process, we ended up with 7-8 bedrooms, which is far too many for two people, so we thought of the idea of...that people might like to stay on a vineyard, overseas people in particular, we like to attract overseas people. And so that's what we did. "

Rosabel (30s): "Well basically...this is something that we thought we would do once we were older...but we decided that it would be a good investment to put another house on our land and so we just thought we'd see if we could run it as a business in the interim... we had planned to do it later on, but my husband got sick, so we decided that he would stop doing what he was doing for a while... but then of course we bought a house and then he restored it for a year, so I don't think he really got a rest...and he didn't really get paid because it was our house....for a whole year. So basically it really was something that we got into...well not really stumbled into, because we wanted to do it at some stage..."

### **7.3 Women copreneurs and common reasons given for starting/entering an accommodation business**

The women copreneurs were asked to consider how their reasons for starting their accommodation business compared with the top three most commonly reported reasons of enjoying meeting people and sharing with others; a desire to balance lifestyle with occupation and a desire to work at home.

Dulcy (60s): “I would say that they [the most common reasons for starting the business] fit beautifully. Yes, we correspond with those things in lots of ways...we enjoy it from the point of view of the lifestyle. We don't have to go out to work; we're both retired, and ...we have the time to spend on making things nice for our guests and making them feel comfortable and giving them some good old fashioned hospitality....because we're getting a bit older, we don't really want to be rushing around like fleas in a fit, so we're quite comfortable with just sort of ticking along, rather than being right out there and in your face, sort of saying 'come and stay with us', because I don't think we'd cope if we were really full up all the time, it would be too much for us.”

Lynn (30s): “A mixture...of lots of things. I'm actually an accountant...I'm a qualified accountant and my dream was to be...I come from a family with not much income, my mum was always at home and my dad was on a really low wage...my goal was always to do better and that's what they encouraged us to do so that was university and I became an accountant and when I worked in Sydney, in the city, it was just so....after about a year, it was like 'this isn't for me'. It was just so unfulfilling, and all the politics and all the things that go on in the office...but I did it, I stayed in the industry for a long time. I was in banking and finance and I just kept at it, and with travelling, just with the accountancy, it was easy to find work. So I wanted a more fulfilling role. A job I guess or service,

something that was more fulfilling and working for myself and is something that sort of does me good. And as it's turned out, even starting this business, I still didn't know, my role is kind of like you're doing lots and lots of in house catering and we knew we'd do a little bit...I did a little bit when I worked at the retreat centre and then I studied at Massey for 6 months, I did a hospitality/cookery course. It was an intro, it wasn't the food I wanted to be doing, but I wanted to learn the basics and I did a whole lot in food hygiene and knife skills and it gave me that confidence....not knowing at that time, that I might end up by doing this...I thought that I might end up back overseas at the retreat centre again, so but that's really paid off and that's growing, our business is just growing and providing healthy, organic fresh food to people is like just so...neat. “.

The survey reported in the previous chapter reported that the five most common reasons given for starting/entering an accommodation business were:

1. To meet people/share with others/fun
2. Desire to balance lifestyle with occupation
3. Desire to work at home
4. Appealing lifestyle
5. Minimal set up costs/spare room available

Andersson, Carlsen and Getz (2002); Carlsen and Getz (1998); and Hall and Rusher (2004) had all previously reported findings of a similar nature and Ateljevic and Doorne, (2000) and Getz and Carlsen, (2000, 2005) had suggested that interest in starting/operating these businesses often related as much or

more to lifestyle, locational, and leisure preferences as it did to seeking profit or security through operating the accommodation business.

When asked if their reasons for starting the accommodation business were anything like meeting people, balancing lifestyle with occupation or a desire to work from home, many of the interviewees strongly agreed that these reasons reflected their own motives in starting their businesses. The quotes below illustrate the responses.

Leonora (50s): “Oh yes, definitely [those reasons fit] and when we started, it was also something for the future. We knew that it would take a long time to get known and at this stage, we haven’t put a lot of money into advertising so we’re not getting a lot of guests at the moment, but it’s something that we are still really working towards, that when one of us...retires...we’re not in any big hurry to grow the business but it’s something that we thought that we would be able to do....in semi retirement.”.

Della (60s): “Because we enjoy it. The people. Lots of our friends say ‘for goodness sakes, you’ve been doing it so long and you’re getting old, why do you keep doing it?’ and I say ‘we enjoy the contact with people’...The money is fairly incidental; you’d never make a living doing B&B and we never set out to make a living doing B&B so that’s a bonus really...”.

Cheryl (50s): “All [those reasons], pretty much. Yes, at my time of life I don’t really want to be working in town and this way, I can only be as busy... I can be as busy as I want to be. Also I’ve got to respect the fact

that my husband (between us we have about four other businesses)...so if we are 'peopled out', we don't have people in the lodge, so you know we can just pick and choose.....we just keep areas in the diary where we don't take people...In the season, from September to end of March, I'm usually busy right through that time. It's the off season when we take the odd day or two or weeks for our own selves."

Patricia (60s): " Yes.....I'd always been in the food sort of business, I trained at Otago as a dietician initially and then I had a catering business in Palmerston North for 15 years and I worked at ..., I had the ... deli for a number of years, and we'd always had GAP students when our children were younger, which is the exchange scheme with England, so we'd had a lot of people staying, a lot of people said to me when we started up 'how can you bear to have other people in your house?' But it's never really worried me because I always have had other people, different sorts in the house. It [the business] kept growing until 2006, and that was our peak year, and now it's declined. And it's a combination of things...a lot of people came into the business, build the house and expect to get a return. Now, there's no way you can do that. I mean, we've got the house, and we're thinking of something to do with it, the house was here and we are very careful....we keep everything as simple as possible and don't risk our future by overextending ourselves here. We enjoy, we've found over the years, and particularly from 2005 and 2006, around those years, we mainly got Brits, and they are by far the nicest guests to have. They are so well mannered, middle class Brits. They are terribly polite, they are very considerate, and I know it doesn't really matter, it is nice to have people that don't use every towel and every cake of soap and every roll of toilet paper...and also other Continental people, actually Germans and French and West Coast Americans....".

Elsbeth (50s): "That's probably pretty much us...and the meeting people...we don't actually get to meet the locals...we haven't actually got to know the neighbours that well because we are so busy with others [guests], because we've got these guests coming and going we don't particularly need the local contact....One of the main things really is meeting the people...because [husband] was a CEO for 16 or 17 years of

his life...he was very involved with people and you know, life was completely different to what it is here but we really did enjoy it. And we're close enough to be able to go back to Wellington and go to shows and things like that when that sort of thing comes up for us over there. We're very happy.... We didn't come into it without any money to be able to manage the place without the income; we could manage without it, but it would help to get somebody in to paint the house when it needs doing and things like that, so really, it's just pretty much that We never ever wanted to be that busy that we couldn't do anything else. We still want to be able to do what we want to do...the kids are building a house so we want to be able to go and help them and look after the grandchildren and do all those things...we just don't need too much business really. We just do it for the enjoyment of doing it."

Felicity (60s): "Just the fact that we had done the house and our friends had so much pleasure from seeing what we did, we just thought it would be nice to share it with others. It's the reason that we continue because the people that come here get so much pleasure...you'd never make money out of doing this."

Lottie (30s): "Absolutely, yes. Mostly just to meet people really and I don't know, just to sort of create a nice haven for people to come to. It really wasn't for the money...actually sort of to start with, it probably *was* a bit for the money, but once we got into it, we realised that there wasn't a lot of money in it anyway, but it was a good way to renovate the downstairs of our house as well because we could...you know, write it off against our income...we've got a two storey home and we live upstairs and it was the whole lower storey of our home so it was this big big space....and it really was...it wasn't working from home, that was nice, and it was nice to make a little bit of money from that, but I don't think we ever thought that it was going to be such a big business that we could give up work type thing, but it was just nice to have something at home...yeah...I mean it is the ideal really isn't it."



Rosabel (30s): “Yeah, definitely, although my husband would say definitely not meeting people, he’d sort of rather be behind the scenes. He’s not really ...I’m the one that comes over and...so he’d probably...he’s not big...if he’d come over now, he’d yak away and that, but he’s a bit...he’d rather [say to guests] ‘no, no... I’m just the caretaker’. For me it’s good, it’s quite a social thing, it’s a bit hard at times because I had some people come and stay for the dog show and one lady... and they said ‘stay for tea...stay for tea’, and you sort of think, no, you can’t really, because they’re like customers, but they become like friends too, some people, so you’ve got to...that can be a bit...difficult, not actually difficult, but you have your personal and professional sort of boundaries.”.

This last comment from Rosabel, in her 30s, notes a theme which will be discussed in more detail later- the idea that the women’s husbands/partners appear to be less comfortable interacting with guests and being the front person of the accommodation business. It seems common for women to note that their husband/partner prefers to remain in the background and leave the running of the accommodation business to them.

The responses to this question, along with the five main reasons listed above for starting the business, illustrate the reasons copreneurs have for operating their accommodation business, along with some of the tensions of operating a business while trying to enjoy a quality lifestyle. ‘To meet people’ was the reason which received the highest degree of support, being mentioned by almost all interviewees. The fact that “making money” was *not* a reason was mentioned frequently, even though this was not mentioned by the interviewer. Correspondingly, the statements “To make lots of money” and “To permit me to

become financially independent” from the survey reported in Chapter Six, ranked 12<sup>th</sup> and 10<sup>th</sup> respectively among reasons for operating the business.

These findings again reflect those of Ateljevic and Doorne (2000), Getz and Carlsen (2000, 2005) and others in suggesting that interest in starting/operating these businesses often relates as much or more to lifestyle, locational, and leisure preferences as it does to a desire for profit or security. The findings in this study also appear to reinforce the notion that for those business owners who are lifestyle-oriented; their business success might best be measured in terms of a continuing ability to perpetuate their chosen lifestyle. As reported earlier, Ateljevic and Doorne’s (2000) conceptualisation of the terms ‘constrained’ and ‘non-entrepreneurship’ where it was argued that the quality of life, the pursuit of individualistic approaches and constrained business growth may be characteristic of an emerging cohort of small tourism firms in New Zealand, led them to the suggestion of a categorisation of ‘lifestyle entrepreneurship’ (Ateljevic and Doorne, 2000). These authors asserted that non-economic, lifestyle motivations are important stimuli to business formation, a theme echoed throughout the literature (Busby and Rendle, 2000; Getz and Carlsen, 2000; Hall and Rusher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998) and now confirmed in this part of the current study.

Providers of rural tourism accommodation then, particularly the women among them establishing copreneurial ventures, are driven by the production-led opportunities (starting the accommodation business) along with the consumption-led behaviours like the desire to ex-urbanise, to spend more time with family and to consume the rural lifestyle experience, as discussed in Chapter Two, (see Butler et al., 1998; Hall and Muller, 2004; Paniagua, 2002; Williams and Hall, 2000, 2002). Exurbanisation, in some cases production-led, but mostly it seems, consumption-led is driven by a desire to experience a certain lifestyle – enabled by operating the rural tourism business and meeting people.

#### **7.4 Women copreneurs – their roles, responsibilities and spouse/partner contribution**

As noted by Rosabel (30s) above, it is common that men in partnership with their wives/partners in these accommodation businesses maintain a low profile, having little or no involvement in the business. Responses from the survey, reported in Chapter Six, indicated that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings. Women interviewees were asked how this compared with their own experience, and

also who shoulders the responsibility for the success of the accommodation business.

Patricia (60s): “Yes, my husband....likes to help, but it’s not exactly always helping, you know? He does a lot of the talking...and you do need somebody to help. You do need help...serving, especially serving a dinner, or even breakfast really, there’s usually several components to it and you need to get it all out together and all hot, so you do need an extra pair of hands and then it’s even more important to have an extra pair of hands so that the food comes out hot...so they are necessary but, I wouldn’t like to have to pay him too much!”.

And on who shoulders the responsibility for the success of the accommodation business:

“Oh yes, yes, yes, it’s definitely me...that’s what I was saying about feeling torn between the winery and here, I feel I have to do this...I have to put this first.”.

Rosabel (30s): “Yes, it would [be my experience that I am responsible for tasks in the business such as cleaning and cooking for guests, marketing and promoting the business and taking bookings], but I don’t cook for people, it’s self catering. But, I guess I do all that side of it, doing bookwork and stuff, I just take care of all of that. He does all the lawns with the ride on [mower] and anything that needs doing, so I sort of feel that he’s done his sort of bit in getting it all up and....he did pretty much everything here. I wish he could do it over there [home]!”.

And on who shoulders the responsibility for the success of the business:

“It was pretty hard in the beginning, my husband was off work, and he’s a horticultural contractor and he had pretty well much burnt himself out and so we said, right, you know, I’ll be the income provider and you can be at home and then when we decided to do this and...to do it that way, but he’s since gone back to work...because now pretty much everything is done, but it...I guess that things do change. In the beginning it was very hard because we were on one income and had to do everything on one wage, so that was hard....but now I have changed my focus a bit because there is more income coming in, so that’s taken a weight off. But who is responsible....I think a lot of it is my personality. I think that’s why I keep getting people back. I hope that’s what it is. But I think that as far as creating it....I think it’s the brains and the brawn really.”.

Felicity (60s), on how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“That would be true. I would um, yes, do most of that, [husband] is really like back up in this”

And on who shoulders most of the responsibility for the success of the homestay?:

“Yes, I would...but he’s supportive and he’s good with the computer side and that sort of thing...”.

Elsbeth (50s) on how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“[Husband] actually is very good at helping me with stuff, like dusting and vacuum cleaning...he’s had to learn though since he retired. He certainly didn’t do any before, but he buys all these bits and pieces of antiques and things and sits them around, so he needs to give me a hand to do it and he also does a lot of the bookings because actually he works on the computer a bit...I mean I look into the computer if he’s not here... I would look in and make sure there’s no emails and if they had a telephone number, I would give them a ring, rather than send an email back...I do the breakfasts... I mean if [husband] had to do it, he knows...you know I’ve written him a list of how to do it, but he waits on the tables for me and chats to the people.”.

Cheryl (50s): “I do all that. Everything. Except for the marketing, my daughter has a friend who has a child, a solo mum and so I gave her the work because she’s interested in doing that because she’s done a course at varsity for it, but hasn’t taken it a lot further because she became pregnant, but so I let her do the marketing side of it, which is basically just the internet things, because I’m not au fait with computers at all.”.

And on who shoulders the responsibility for the success of the business?

“Mainly me...because of the nature of our other businesses, trucks and transport for farm machinery and all that sort of thing, I can’t really do that stuff, I mean I did work in the office for a few years, but since we’ve moved out here I don’t and that’s more my son and my husband. So this gives me a bit more of an identity in the family too.”.

And on who shoulders the responsibility for running things at home:

“It’s the same with home. Yes, yes, I do everything”.

Della (60s) on how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“I do everything, yes. My husband is very good, he irons the sheets. I wouldn’t say I’m a great business woman, I mean I just do it and it seems to work.”

Dulcy (60s) on how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“Yes, that would be pretty much the same, although [husband] frequently cooks the breakfast, if I’m on duty at church and doing the chalice or something, he gets up and organises the breakfast and I will often set the table etc before I go, but he’s actually cooking it. He’s a very good cook actually my husband, which is great, and he helps me to vacuum around and service the rooms, you know, strip the beds give it a good clean in there and clean off the showers...he’s quite happy doing that and we share it between us so it’s not a big burden for either of us, which is good. I think that we’re definitely a team, which is good, so if one of us isn’t here, then the other just carries on. Which is the way it should be I think.

And on who shoulders responsibility for the success of this business:

“Shared, I would say, yes. It’s in both our interests to make sure that it’s successful, so we know... we both try equally hard to make sure our guests are happy.”.

Lynn (30s): on how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“Yeah....I kind of do all that. And also anything like liaising with the Yellow Pages, all the telecom stuff, or...I’m doing Google ad work stuff at the moment, I do all that, I do all the maintenance on our website... If I’m cooking, because I’m just stuck in that kitchen...it’s a minimum of 12



hours, if I do breakfast, lunch, dinner, like the other day, Wednesday, they arrived at 9, I think I left the kitchen at 8pm then I had a few things, I was expecting a call....playing phone tag with somebody, I think there were some things I had to answer, I think I finished at 9pm, I was just exhausted. It's tiring..."

Lynn shares the responsibility for the success of the business with her partner:

"We both do. We share it. Definitely. I was just saying to him today 'oh my gosh, when you were away...the pressure seemed to go up even more' because there's things that...even like keeping the fire going and getting the fire started...I'm not that good at...you'd think I'm a bit simple, but my mind's not on the fire. It's just something that he always does and he'll even come up and light the fire early for people but I just couldn't do that...having [daughter] around it's just too hard. And my mind's not there so you just need both...both of us."

Lottie (30s), even though she had recently closed her rural tourism business, had a different experience of responsibility for tasks associated with the accommodation business, as she maintained employment outside the accommodation, and her husband stayed home and took responsibility for the business:

"I suppose if I was at home, that stereotype would fit for me but because he was at home with the girls and I was the one off at work, he was the one that predominately did it all. Although if I was home, I would...I would be the one that would do it but generally I wasn't, so he did it all mostly. But like I say, if I was at home, it would have been something that I would have done. But he was always really helpful."

Leonora (50s): On how her experience fits with the results from the survey indicating that women in business with their spouse/partner shoulder most of the responsibility for cleaning and cooking for guests; marketing and promoting the business and taking bookings:

“Yes, that would be true. He would say that he helps....and he does do a bit, but...no...with cooking and cleaning, it’s certainly mine. I actually have a girl come in, because we both work and it’s such a big house, and I like it to a high standard and I’m lucky that I’ve got a lovely girl that is a solo mum and needs the money and I can pay her cash and...so she does it once a week, she just loves going out to do it, cleaning is her thing, so I let her do it. It means that I have Saturdays to do what I want, and that’s usually out in the garden, when the weather is right. He does a lot of the gardening and a lot of the bookwork...he would always help me, there’s no problem there, but no....I’m left to clean and cook. I knew that he wouldn’t do it...wouldn’t do a lot. He likes talking...which can be dangerous. Because once he gets started...”.

And on who shoulders the responsibility for the success of the business:

“Probably me. Yeah. I really do have to get a website up and running...I was hoping that he might do it...he’s learning, because he does a lot of the computer work...but he still might. He still keeps talking about it. But, I want it done...and he’s not doing it.”.

It is a clear theme that these women shoulder the bulk of the responsibility for the success of their accommodation businesses. It appears that the longstanding

traditional connection between women and their domestic location is once again an association that has endured with little questioning or change (Little and Austin, 1996) and is here, transferred to the business, in addition to the home as most women see their business as an extension of their “keeping house”. The discussion below illustrates and reinforces this further.

### **7.5 Women copreneurs and responsibility for household tasks**

Women interviewees were also asked who shoulders the responsibility for running the home, as it was established previously in the survey results that women bore most of the responsibility for tasks associated with running the accommodation businesses, it was useful to explore the balance of responsibilities further. Responses indicated that in half of the cases, it was the woman who shouldered this responsibility also; taking care of home finances and other tasks. Four women interviewees noted that there was a shared responsibility for this and one reported that, before the accommodation business was closed, it was her husband that took responsibility for running the household, as she went out to work.

Patricia (60s): “I do all that. As far as buying things, I do all that, yes, yes, without question... I do all the house things. I do all the finances for the homestay and the household...”.

Elspeth (50s): “We just do it all together really. We’ve always worked together. Well, not always worked together, but at the weekends [husband] has always helped.....and I’ve always helped him do what needs doing.....and we do it together.”.

Dulcy (60s): “Yes, we do, we both share the grocery shopping and we’ve got a very equal relationship, which is great, I mean we’ve both been busy in business for so many years, you get used to doing that sort of thing...”.

Lynn (30s): “We just help each other out. Like I’m supposed to take her to kindy I think three mornings and he takes her once, and that’s in Raumati, 25 minutes away, so...but I stay and have some time out or do my errands, but I couldn’t this week and he just said “oh look, I’ll take her such and such day and free up the whole day and then you can do...” so that’s all I had to do and we just do it like that....like playing tag. It’s been kind of good doing that [taking daughter to Kindy] because it’s a change, a break, time out because we’re renovating, and renovating here, it’s ongoing so it’s...when we have some spare time, it was on building...always work and when you’re not here....it’s really hard. I can probably switch off a bit better than he can, he can’t switch off...he just can’t. Even on his day off, he started sanding and oiling and it’s like....it’s time for a break. I think we got close to burning out. I think we got close to that point last year and it’s not fun, not good for your health.”.

Lottie (30s): “He does. So that’s it. He does. It works really well. The three year old is at home and the six year old is at school and also we’ve just bought the farm that we’re on so he has just got so much busier. But you just do it because you just have to, so you just get on and do it.”.

Leonora (50s): “Yes...mainly me. He’ll do the finances, he pays the bills each month, which there’s not a problem with, but he does the office work, but very very little else.”.

Della (60s), on who is responsible for running things in the household:  
“Me.”

Cheryl (50s): “It’s the same with home. I do everything. Yes, yes.”.

Rosabel (30s): “We both do really. We both do. [Husband] was brought up in a big family, so he’s used to mucking in, so we both do really”.

Felicity (60s): “I do it all. I’m a housewife...and I’ve always done it”.

These results suggest, along with the survey research presented in Chapter Six that a gendered ideology exists in these copreneurial rural tourism businesses – the majority of women continue to carry the responsibility for household tasks when in copreneurial businesses and working from home. Therefore in response to the question raised in Chapter Two, does copreneurship challenge the subordinate positioning of women within rural society? It appears that copreneurship within rural tourism merely reinforces this positioning.

Frishkoff and Brown (1993) suggested that women choose to shoulder the majority of the responsibility for a healthy relationship in and out of a business and that women place a greater importance on nurturing and adapting the

business and working together as a team. This is reflected in the quotes above, where women clearly feel responsible for not only tasks associated with the business and with the household, but also shoulder the responsibility for making sure that things “work”. Smith (2000) suggested that women were more likely (than males) to seek a compromise in order to see the business succeed, a suggestion which is also confirmed in the research reported in this thesis.

Traditional sex-role responsibilities appear to govern task responsibility in the majority of cases in this research, a feature which is in line with that reported by Baines and Wheelock (1998), Foley and Powell (1997), Smith (2000) and Foley and Powell (1997). All of these authors report that the majority of copreneurial ventures are still structured around the division of labour along traditional sex-role lines. Marshack (1994) and Fitzgerald and Muske (2002) suggest that the incidence of the woman being the household manager is greater in copreneurial households than in a non-copreneurial household, a feature which is again repeated in this current research, with men taking responsibility for outside or manual chores or perhaps also sometimes finances, and women taking almost sole responsibility for household chores.

Chapter Three discussed the fact that service work is gendered and the fact that key questions remain about how is the gendering done and how is it maintained (see also Kerfoot and Korczynski, 2005). It was argued that gendering in service

work is maintained by forces driving the organisation of service work (see also Du Gay, 1996; Du Gay and Salaman, 1992) including bureaucratisation (see also Acker, 1990) and customers' gendered expectations (see also Nielson, 1982; Kerfoot and Knights, 1994). However, workers themselves may reinforce the gendered nature of service work by bringing their own assumptions, identities and interests to the enactment of service work (see also Kerfoot and Korczynski, 2005). In the current research, this has been shown to be the case, although the women copreneurs are reluctant to complain about their responsibilities in relation to their spouse/partner's responsibilities, they, almost without fail conform to traditional gendered roles with responsibilities, both within the accommodation business and within their home roles.

As discussed in Chapter Two, a particular gendered identity persists amongst the activities of rural women and traditional patriarchal power patterns remain (see also Midgley, 2006) and gender relations in tourism reflect wider social relations. This can be seen through the research reported here as roles and responsibilities reflect patriarchal power patterns. Chapters Two and Three introduced the importance of power as a concept in researching social sciences, and Chapter Four noted its relevance for this study. However, it was also noted that power has been overlooked in critical discussions of tourism (see also Church and Coles, 2007). A more detailed treatment of power may be vital to a fuller understanding of tourism, but power also plays a role in determining household dynamics. This research has highlighted the intertwined nature of

power in the home and the copreneurial business although the word “power” is not usually used specifically. Roles and responsibility allocation are one example of power at work, as are comments such as “he’s a bit scroogey” and “he prefers not to get involved in that”. Because individuals are endowed with habitus (see Chapter Four), inscribed in their bodies by past experience, social norms and conventions, copreneurship in its own right probably does not change any balance of power – these copreneurial businesses are operated as an extension of tending house, according to familiar power relationships. Gendered ways of ‘being’ are extended, through power relationships, more implied than stated, and are evident in the ways of operating a copreneurial business. Collaboration (being in business with one’s partner) does not necessarily overcome power imbalances by appearing to involve both partners in the business. Copreneurship does not necessarily equate to collaboration.

## **7.6 Women copreneurs and how they describe their occupations**

The interviewees were asked a question about how they describe themselves if people asked the question “What do you do?”. In social situations, it is common when meeting people to be asked what one “does” for a living. The interviewer was interested to discover how these women described their occupations, to explore whether they saw themselves as business owners foremost.



Leonora (50s): "I always just say that I'm a people person, because I'm working with people all the time and that's...so I work with people in a variety of ways. I also do a lot of voluntary work with Victim Support, so that ties in very well again and it's all the same work really, just supporting people and talking with them, so in a discussion I'll usually say that I have a good understanding of mental illness and talk to people about that. The other big one, is, usually before the 'what do you do?', is 'what's your family, what family have you got?'."

Rosabel (30s): "Oh, gosh...because I'm a tapestry of a few different things really, that's a hard question, because I do a bit of everything really. So my answer would be something like that. So I'd say a bit of everything, and I like variety too. So, maybe I add too many things into the mix...I just say I've got a couple of businesses really, and just say what they are."

Felicity (60s): "What do I do....I usually say that I'm a housewife. If I feel that people are genuinely interested, and they say 'what do you do?', I say that I look after three properties, I have a mob of sheep, that I breed and I run a B&B. And I usually say that last. I usually say, that so many years ago, we altered our house and we run a B&B. I don't sort of say 'I have my own business', I think that's a bit derogatory really".

Elsbeth (50s): "We probably just say that we have a B&B and we have weddings and that keeps us out of mischief."

Cheryl (50s): "I say 'I have a lodge'. People think then that I make huge lots of money out of it, which I have to be quick to reassure them that we don't."

Della (60s): "Well, I just say...well I've been a farmer all my life, I've lived on a farm all my life, I've worked on a farm all my life and the last six

years, [husband] has spent the winter in England and so I've run this place with the cattle on my own, buying and selling the cattle and moving electric fences and feeding and doing things, so I just say "I'm a farmer, and I have a B&B."

Dulcy (60s): "I say that I'm retired.... and I do generally say 'I run a B&B'. Yes, I generally say that I think. Yes. "

Lynn (30s): "We just say that we're lodge managers...you know, in a sentence. I don't know if people are interested or not. We just say that we're lodge managers and own a retreat venue and then it's just whatever they ask. We don't just offload. I hate it when people do that to me, so we don't do that. We try not to do that to others. But if they ask, then I'll say....expand, but I don't kind of want to offload."

Patricia (60s): "Well I always talk about the winery first, the vineyard... we're winemakers, so um...it's what you put on your immigration card when you travel overseas that I struggle with , I've decided that I'm going to be 'retired' now, because I get the pension you see, so...we both get the pension, so we've decided that rather than trying to explain on an immigration card what you do...we're just "retired" now. No, if people ask me what I do, I talk about the vineyard, I don't talk about the homestay very much, it might come into it later in the conversation."

Lottie (60s): "We would mention that we run a B&B. Or people would say to us 'are you the ones that run a B&B?' and I always felt really proud that we were doing it."

The majority of women did not mention that they were business owners first and foremost, or even that they ran an accommodation business. It could be argued that these women saw their role as a business owner as secondary to

the other roles that they mentioned first – housewife, “people person”, retired and so on.

### **7.7 Women copreneurs and rewards of being in business with spouse/partner**

As part of the interview, women interviewees were asked “What, for you, has been the most rewarding thing about being in business with their spouse/partner?”. All the women answered this question, but it was common for them to struggle to answer it with specific regard to their spouse/partner. They tended to talk about rewards generally about operating an accommodation business, even when prompted to consider what it was that they found rewarding about being in business with their spouse/partner. Could this be because their spouse/partner is not actively involved in the business? Perhaps the operators are copreneurs in ownership only and not both actively involved in the necessary operations of the accommodation business?

Felicity (60s): “the actual business of being in business with [husband]....well we’ve pretty much always been like that...having the farm, when we were farming... that was a joint venture, but farming was never very economical, so I always went to work every day...so it’s not like it’s a new thing, that we’re doing something together, it’s just like, it’s just like an extension of living together. It’s not like a big deal. It’s really just like an extension of me working...and just like, it’s my role. And it’s also an extension of keeping house. So it doesn’t sort of seem like you are running a business. The only time it seems like you are running a business is when you do the accounts and the books and go to

the accountant, that part of it, that's the only time it seems like business."

Elsbeth (50s): "Probably being able to share what we've got with others really and meeting the people. I think that when people really enjoy it and put a nice comment in the book, it just seems all worthwhile."

Cheryl (50s): "The people. Meeting the people. For example, I just get so rewarded when people appreciate it, what you've done..."

Della (60s): "Just the people that you meet and the people that come back. We've had a number of people that come back..."

Dulcy (60s): "I think it's the pleasure of giving people what we think is good value for money and meeting people from all around the world. We've met some lovely people and we've got invitations to go all over the place, which is really nice."

Lynn (30s): "Reward.... I think that because we spend so much time together... we spend quality time together and having [daughter] around, because I really didn't want to put her into childcare, so having the lodge, that allows that to happen...it's kind of created it for us. Having her around, and we did Playcentre for a few years, so it enabled us to do that....that's been really rewarding and also we really feel that we are providing a service for people...to our customers and that's really rewarding, knowing that you are doing some good and that people have come in, having some time out in their everyday lives, to focus on whatever they have come here to do."

Lottie (30s): “I think meeting people and seeing their responses and when they left, you would read your comments book and there were always those lovely comments so often it was really rewarding. I loved it. I loved it. I loved it when the phone rang and people were coming and I really really loved it and I loved it when people arrived and you’d show them where they were staying and they...it was just really neat because all our hard work...you could see it in their faces when they arrived and...saw where they were staying. I only had a year off with each of the girls and came back to work, so then it was left up to my husband and he...especially when the second one came along, he found it really difficult to look after the kids, keep all of the grounds tidy and make sure that if there’s was people arriving that there weren’t bikes and things everywhere. He found that side of it a little bit stressful and because he had quite high expectations of ourselves to have the place looking clean and tidy, there’s always that pressure to [make sure] that everything’s spik and span and I was more laid back and he was more like ‘Oh no, I haven’t swept the driveway’ so they were sort of the pressures.”.

Leonora (50s): “Making new friends together, and...making new friends and seeing other people enjoying nature because it’s so...rural and people just love walking around outside and so many things to look at...so that’s been really rewarding. Sharing our labour in the garden...and they enjoy the home so much.”.

Rosabel (30s): “I think just creating something, and seeing it...there’s times I think ‘oh, what are we doing?’, but then there’s times where I’m over here and there’s a workshop happening and I’m seeing that people are getting what they need and I’m thinking ‘that’s good’; yeah, it’s seeing people happy with it and I guess that [husband] doesn’t always get to see that side of it, but he’ll get feedback. I think that working together and creating something [is the reward].”.

Finding that meeting people is a reward offered by being in the accommodation business with their spouse/partner was a common theme with interviewees,

with most women mentioning this factor. Sharing what they have with others and enjoying people's positive responses (through comments in visitors' books for example) was another commonly expressed reward. Only one interviewee mentioned the accommodation business allowing them to spend quality time together and one mentioned creating something together as being a reward. No interviewees mentioned making money as being a reward for being in business, a finding similar to that of the survey (see Chapter Six), in which increased income was a reward cited by 11 respondents, as was the ability to "...earn a little extra money without leaving home".

The survey reported through both likert scale and open ended questions that meeting people is a prime motivator for respondents to enter the accommodation business and also the most commonly cited reward when operating an accommodation business. Responses such as "Meeting different people from NZ and overseas", "Meeting interesting people", "Meeting people from all walks of life" and "Meeting people and building lifelong relationships" were common, as they were in this interview research. Another common theme, which has not been clearly reported in earlier research involves the satisfaction gained by operators when they have shared their property to provide a positive experience for guests and have met or exceeded guests' expectations. Common responses included "Being able to share what we've got with others". Related to this, is another facet within the theme of gaining satisfaction from providing a positive experience for guests – the fact that

respondents reported receiving reward or fulfilment from receiving positive feedback about their property. Respondents noted rewards such as “Positive comments in the visitors book saying how much visitors have enjoyed staying with us”, “Having overseas guests especially, enjoy the property in peace and quiet”, and “Having guests say how much they enjoy the environment I provide”. These findings concur with Getz and Carlsen (2000), who reported that positive features of rural family business ownership stemmed from working together as a couple or a family, pride in the business and pleasing customers.

Responses related specifically to being in business with a spouse/partner included simply enjoying working together, along with working together and having help with jobs/sharing tasks. Socialising with guests and sharing [with partner/spouse] the experience of meeting people were also frequently mentioned.

It is interesting to observe from the responses to this question that working from home was not mentioned and lifestyle was only mentioned once. Financial rewards were not mentioned at all, nor was the ability to accommodate family demands with work; a fact which sets this research apart from copreneurship literature discussed in Chapter Three, which suggested that most copreneurial ventures are created with the incentive of earning more money than in paid employment (Smith, 2000). Baines and Wheelock (1998), Fitzgerald and Muske

(2002), Roha and Blum (1990), and Smith (2000) all tended to agree that copreneurial partners appear to see their business as much more of a lifestyle choice and as a way of life than their non-copreneurial counterparts. In this way, the copreneurial business owners are similar to the farm tourism owners also discussed previously (Ateljevic and Doorne, 2000; Busby and Rendle, 2000; Getz and Carlsen, 2000; Hall and Rusher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998). This study's commonly expressed themes discovered in the survey research and further explored here in the interview stage of the research, specifically related to enjoying meeting people together and the sharing of providing positive experiences for guests. This could again be said to be related to enjoying a particular lifestyle and thus fits with earlier research which suggests that starting/operating these businesses often relates as much or more to lifestyle, locational, and leisure preferences as it does to a desire for profit or security (Ateljevic and Doorne, 2000; Getz and Carlsen, 2000, 2005).

One theme suggested earlier in this research (see Chapter Six) was that women may be enjoying the copreneurial venture, whilst their spouse/partner does not shoulder as much responsibility. It may be that for some women, they may be doing most of the "work" associated with the accommodation business, with female respondents noting that "He isn't able to address detail. E.g. Bed making, meal service. That's why I do it all", "[it is difficult] when he is not there to help" and "[it is difficult] when there is 'stuff' to do and he wants to go skiing."



Wondering when their partners are about to appear to “help” brings us back to the questions raised earlier in this section, where it was proposed that perhaps the business owners in this interview part of the study are copreneurs in name only. While it is not the experience of all the interviewees that their spouse/partner was absent from the business, it is a commonly reported theme for some respondents. This was also a theme explored further when women interviewees were asked to list any particular challenges with being in business with their spouse/partner and is a theme explored in more detail later within this chapter (see later section on *Women copreneurs in their business – where are their spouse/partners?*).

### **7.8 Women copreneurs and challenges of being in business with spouse/partner**

Women interviewees were asked to reflect on any particular challenges that they had encountered while in business with their spouse/partner. The survey had elicited reasonably detailed responses to this open ended question, and it was hoped that the interviews would further investigate this area. However, it proved difficult to get the interviewees to focus on challenges of the copreneurial relationship – often women were keen to talk about challenges generally with being in the accommodation business; particularly challenges associated with advertising decisions and perceived difficulties with regional

tourism organisations. Some of the challenges reported in the survey findings included the most challenging thing about being in business with a spouse/partner being “wondering when they are going to miraculously appear to help strip, wash and make the beds” to “not arguing in front of guests”. However, the only moderately strong themes to appear were based around learning to work as a team and juggling demands of the business and family, along with other work pressures.

In this interview part of the current research, as stated above, it was hoped that further detail would emerge; this wasn't the case, partly perhaps because other challenges such as advertising took precedence when thinking about any challenge associated with operating the business, and perhaps because interviewees were reluctant to mention factors which could be construed as complaining about one's partner during the interview. Interviewees who had listed challenges associated with being in business with their partner in their survey responses did not raise similar issues or challenges during their interviews.

Cheryl (50s): On linen and cockroaches.....“I think that some people put their linen in the dryer, but I like to put it on the line so it's got that sort of smell about it, it's quite...it can get quite hard, especially in the season when I'm having people one after another, that's challenging to get the linen washed and back on the beds. I think people think that you're just making up a couple of beds; well...it's a bit more than that really. You've just got to be so careful, you've got to...we have a problem here with

cockroaches, it's not only this place, it's all over Hawkes Bay, I go to great expense every two months in getting the house sprayed, and I'm always looking...they're the bane of my life, but I put in the lodge book..I thought I'd say that it's because of the area and that it's not just dirty houses that get them, that they like clean houses in Hawkes Bay too. I've never heard too many screams. It actually cost two hundred and something dollars each time to get it sprayed, so you know, I'm very aware of it. I think it's the pine trees or something and they're right through Hawkes Bay, it's not just out here, they're everywhere.

Lynn (30s): "Probably lots. Financial.....just with the renovating, we're upgrading so it's been really hard at times. There's so much we want to do but so much we can't do so being patient and just...and having to invest like in the website and putting the investment in before you are going to get that return back. It's...we've really felt it at times...the pinch I guess. Another big challenge is trying not to burn out like I was saying because we've only been living on site for a year... In the early days it was really hard, it really was. It was a very big challenge. It was that we...we planned to just sort of be sitting and see what was going to unfold and we were living offsite, but [partner] would come up almost every day and I would come up two or three days a week...loading up his car for the day and then unloading and just working here, but then as the catering got busier, we'd put mattresses on the floor and sleep in this one room until we renovated. Like we slept just on mattresses on the floor and sometimes I was catering I would come up first thing and leave at night and come back the next day and I had all this equipment to bring up and plates of food and then it got a bit too much...it got really hard, and physically I think, I was just tired. It was really hard. So we've been here for a year...and that's been great. It's just been so...but that was really hard. When you don't know...when you sort of don't know what tomorrow brings....and how it's going unfold...you just need to be patient sometimes and put up with things and let things naturally take its course. Like we lived in our kitchen for 3 months and I catered out of there twice....so that's probably something I wouldn't do again...it was crazy. I thought 'why did I do this?'. But I kind of had no option...but it was really hard. So we can work well together and now that [daughter] goes to Kindy...because when we lived [offsite] we kind of had a base...because our office was [offsite], I'd still be working there and he'd be up here and you have the space...in the past year, we haven't, but now that she's at

Kindy, when one of us goes and waits til she is finished, we've got some more time apart again, which has been really good. Everything is together here, living together, renovating together, our social time is together...it just gets a bit too much and now we kind of get a bit of space and I don't get....I don't ever get the house to myself, but now that he takes her, one morning, and then he stops to see his mother on the way home, I've got the whole day to get on with my jobs, without being interrupted...that's just been wonderful. Having a young child around and your business, in your business and she's interrupting us all the time...we can't even have our little meetings together, without being interrupted and that's been really hard. Trying to break off that social/work/home...sometimes you wake in the morning at 6 o'clock and talk about something.....but it's like 'forget it'...you know, it's 6 o'clock! So it's just trying to get those balances...and definitely it was a bit imbalanced earlier on in the business so that's getting better. It's heaps better...once you start really feeling that the business is going in the right way, and the money is coming in and you know that it's going in the direction that you wanted it to go and it's going well, then it kind of shifts...We've got to really take some time out, and I don't know how it's going to happen. I mean we'd just love to go away for a few months...but I don't know how that's going to happen. And I think that's what most people face in small businesses. Who fills in when you're away? We had a friend stay and she kind of looks after the place and answered the phone calls. I've always done the emailing off site, but she's done phone calls and looked after the groups but I haven't been away when I've had to cater...yet. So that's one thing...sort of my next step. I kind of work these crazy hours, and if I had to pay somebody, I'd be in the negative. So don't know how that's going to work and if we want to take a couple of months off...we'd love to go to Europe or something, and even visit other venues....".

Some of these comments made by Lynn, above, and echoed by Rosabel, below relate to a theme discussed previously in Chapter Six. Earlier literature has reported that women family business owners have frequently complained to researchers of long hours, minimal financial rewards and disruptions to family and community life (Getz and Carlsen, 2005). Disruptions to family life and

difficulty in getting time alone or alone with partner are noted specifically by Lynn, above, and by Lottie in her extract below, and other challenges reported (see Stringer, 1981) include preserving privacy (picture Lynn trying to sleep with her family in the same kitchen that she was catering out of) and finding space away from customers (see Getz and Carlsen, 2000). The common response of identifying difficulties in keeping one's own space and/or personal time were noted as part of the survey responses in Chapter Six, and also reinforce earlier findings of Warren (1998), who noted that lifestyle changes occurred as a result of running a rural tourism business, not least of which was a loss of personal time.

Rosabel (30s): "He's pretty scrooge, and that's always hard...he sees this as an investment, whereas for me, it's more of a dream type thing. But, yeah. It's funny because he sort of went back to work, and that was good, that worked for him, so he's got more money so that's keeping him happy. So he's got some more spending money, so that's good, but I guess he sees parts of it, but he looks at the work side of it, like he'll look at the house and think 'in less than a year's time, I'll have to do that...'. So that sometimes, we have a little bit of a difficulty over that. But I work hard...I'm not saying 'you provide all this and do all this', I'm doing my bit, so, in time, it will all just come together more. He'll say 'you shouldn't be putting that money into the business....', but in time...I know that's what you have to do in the business."

Divergent interests, especially financial disagreements were sometimes alluded to, rather than explicitly stated, except in the case of Rosabel, above, who specifically notes that her partner sees the accommodation business as an investment, when she sees it as a lifestyle or a "dream".

Lottie (30s): "I really like meeting people, but I don't...one thing [husband] and I always wanted was we didn't want our whole evenings taken up with all of these people. I wouldn't want people in my lounge. If I've got washing there I like to just have it...and I think that if we were to have people sort of in our space then I probably wouldn't be inclined that I'd want to do it. We don't spend a lot of time with our guests, I really wanted to create a space for people to come to where it was nice and they could sit back and relax, it's really nice to just meet people and chat with them for half an hour to an hour...and it isn't difficult at all. Cleaning wise, I mean if you've done it as a nice area that's clean and functional, it's very easy to upkeep anyway and ours is like that. All the guests...well that's what takes most of the time, the cleaning afterwards, and getting things set up again. All the guests that we have had were really clean and tidy and respectful our home and it worked... I would say from my husband's point of view, he would have given a view that just trying to keep the outside grounds nice and looking presentable and for when people drive up. That would have been really the most...the biggest challenge for him I think. And the kids are always pretty good, because they were brought up with it as well. It's more so us, having to say to the kids 'oh, look, you've got to be quiet...don't do that...'. And we don't want the children growing up at a later time thinking that they can't bang around if they wanted or run around because slamming the doors because they are hot or cold or run out side with doors slamming...".

Elsbeth (50s): "Not really... I think it's all pretty straightforward really. I don't know what I'd find the most difficult. Maybe being asked too many questions that I don't know the answer to....People will ask me things like what the population is, they ask me lots of questions, and I say 'I'll have to ask [husband] that' because he's got a better memory than me for figures and things. Apart from that, it's pretty easy going really."

Della (60s): "Well...each visit is challenging and in the early days, I used to get really uptight and I'd think "I wonder what these people are going

to be like and are they going to be happy with this place?'. And I used to get really quite uptight and I don't normally; so it was always a challenge knowing what the next people are going to be like, but then we'd sit out there and have a cup of tea or whatever it was, people usually arrive in the afternoon and have a cold drink, and you'd sit and talk to them for half an hour and you'd think...why did I worry? But I don't worry about it now. But it is still always a challenge, every new [guest], you have no idea what they're like and we have had one or two...men on their own are quite challenging. There's just the constant work too, you know, the cleaning and washing and being on time for the next people. And sometimes you do think that...when you've had them for a week. Like, I know that by the end of, I think I do eight straight days in November, with people changing every two days, and by the end of that, I'll be feeling a bit talked out. Rural Tours always insist that you do dinners, and the others I don't, unless people ask and sometimes, if I've got someone from Rural Tours and somebody else comes, and I'm doing dinner anyway, I'll say, would you like a meal...it would seem churlish not to, when are cooking a dinner, if you have two or four, it doesn't make any difference really. So I'm trying not to [do dinners] ...in the past I did dinner all the time, but now, I'm slowly trying to stop...".

### **7.9 Women copreneurs on providing dinners for guests**

There were some themes that emerged as part of interview discussion that are worth commenting on; themes which were perhaps unexpected or did not emerge strongly from previous survey research. One of these themes, raised sometimes as part of discussion regarding challenges faced, was the pressure to provide dinners as a service to guests. It was raised by Felicity (above) and by others, who all noted that they were trying to avoid or phase out offering dinner to guests. It seems that women tried to avoid doing dinners, finding it time consuming, tiring and a lot of work for little extra income.

Patricia (60s): "...we do dinners occasionally too, but they have to organise that beforehand. I find that a wee bit tiring, because I'm not a late night person and sometimes they like to stay and talk...and [husband] is world's best talker and goes on for hours and hours and hours. He enjoys that! I'm looking forward to [winery] opening next door because they are going to have a restaurant, so I can send them down there any of the time."

Rosabel (30s): "...I don't cook for people, it's self catering. I mean we could...we've done that a few times for people who have been here for a workshop, so we'll bring a meal over to them, or they'll come over home if we know them well enough."

Dulcy (60s): "It's not something I relish because I can be working all day to create a three course dinner you know and basically I would be working hard for not very good return I suppose to be perfectly honest because you have to serve wine with the meal, you have to give people a really nice dinner you know and I always start with local ingredients of course..."

Cheryl (50s): "We don't actually provide a meal, but when you go out and meet and greet, you can suss them out pretty quickly, so you either invite them in for a wine or a meal, but as I say, we don't advertise that we cook, but they do love it if you provide a meal..."

Della (60s): ". Rural Tours always insist that you do dinners, and the others I don't, unless people ask and sometimes, if I've got someone from Rural Tours and somebody else comes, and I'm doing dinner anyway, I'll say, would you like a meal...it would seem churlish not to, when are cooking a dinner, if you have two or four, it doesn't make any difference really. So I'm trying not to do ...in the past I did dinner all the



time, but now, I'm slowly trying to stop and I have discussed it with Rural Tours, but they say, "no, that's not what we do. And there's not a lot of money in it either, we have all our own food pretty well, I mean obviously the odd thing we get from outside, we've got our own chickens, so we are pretty self sufficient, but still, it's not really worthwhile doing it. "

Lottie (30s): "In our first year we did dinner and then we just found it too stressful. It was too hard to try and have everything presented nicely...we're not great great cooks and so we did dinners off a menu to start with for the first year then flagged it after that..."

Elsbeth (50s): "tourists tend to come any odd day and often on a Monday...I don't know why that is, we often have them on a Monday and here in Masterton some of the restaurants aren't open; the better ones aren't open and they really want a meal...so you know, I say 'I'll just give you a family meal'. I'm not a fancy cook...I'd hate anybody to expect something more...when somebody is paying for something then you really want it to be extra special I guess and that's probably more of a worry, making sure that they are happy."

### **7.10 Women copreneurs and conflicting responsibilities**

Another theme to emerge as a challenge for interviewees was that often women feel torn between responsibilities; torn between business and family responsibilities, helping husband with other business activities versus looking after homestay guests for example, or torn between taking outside work or working full time in the accommodation business.

Patricia (60s): “[husband] is busy in the vineyard and he runs the cellar door and I help with cellar door...but I have to put my homestay guests first, you know if I’ve got a dinner coming up, I have to be here, not over there, so that gets a bit tricky and that’s quite a problem really with us...busy weekends and things, he really needs help over there and I have to be doing things here...so I am cutting down on dinners a wee bit, it’s the dinners that I have to be doing, you know, preparing during the when I should be perhaps over at the winery...”

Cheryl (50s): “also I’ve got to respect the fact that my husband... between us we have about four other businesses, so if we’re peopled out, we don’t have people in the Lodge...”

Lynn (30s): “At times it’s difficult with [daughter] here too...at times. It’s not 80% of the time, it might be just 20% of the time that it’s hard...but she’s used to people coming in and she’s in the kitchen a lot with me. She enjoys it so when her temperament is right and she’s mellow and now, when she’s older...she’s a bit better now...”

But probably at the beginning we probably needed to, really wanted to, have as much cash coming through so we could do the renovations. And it was just believing in what we are doing as well because if you don’t believe in what you are doing, it’s just not going to happen. So I’m glad that both of us are working here full time...there were times where I thought that I would get a part time job, and [partner] was just adamant ...you know at times, the financial commitment...I was going to get a part time job, and he was just like ‘no... I could easily get work from home, all I had to do was to ring my ex boss and twice it happened, two times, it got really close, I was so close to making a phone call, and he was like ‘no’, he said ‘the business won’t succeed’, it was really hard at times. It was some compromises and some sacrifices and he was right, about it, we had to focus...people are so surprised that one of us aren’t working, and they expect it to be [partner]...funnily enough. They expect him to

be working...like they can't believe....like they think 'what does he do?' and that's like.....'where do we start?'. You know, because he's doing all the property maintenance, and all the building and I feel a bit slack...but then when I work like a slave in the kitchen...".

Della (60s): "...at the moment, with [husband] with heart operation, he's not allowed to pick up anything, he's not even allowed to pick up the woodbox...he's not meant to be driving....It's a difficult thing to run him backwards and forwards. Normally it's alright, but today and tomorrow I've got two really busy days ...".

Rosabel (30s): "I'm contracted to that company so I'm doing that, I'm doing readings – email, phone, personal consultations, then I'm doing my studies as well and you know, Mum, housewife, all that kind of stuff. So it's a bit crazy I think, probably a bit mad really. But I like to be busy...it's like...there's only so much time, and your family; you've got to get that balance right as well. I think that you just bluff your way along."

Chapter Three in this thesis noted that there has been little investigation to date on how copreneurial couples deal with the conflicting interests of the intertwined work and family life and Warren (1998) noted the loss of family time in research about rural tourism businesses in New Zealand. Lottie (30s), who had recently closed her accommodation business stated several times that it was the effect on family life that was the main reason for closing the business, the effect on their two children and the difficulties in feeling that the children must not disturb guests. Cheryl (50s) also commented that she would not have visitors when she knew that her husband was having a busy time at work because of the added pressure on him once he returned home in the evenings.

### 7.11 Women copreneurs – what would they do differently?

Women interviewees were asked to consider what, in hindsight, they'd do differently in their accommodation business. Knowing what they now know, what would they change or do differently, if anything? Most women talked of material things, changing configuration of rooms or having self-contained accommodation for example and almost all talked of being wiser about advertising spend.

Rosabel (30s): "...that's an interesting one. What would I do differently? I don't know if I would do anything differently. Because I think it's been a bit of a learning curve along the way. Certainly I've spent a lot on advertising and bits and pieces and I might have looked at that differently... I would have liked to have had a bit more money... No, I don't think that there's anything, it's all been learning, and to me it's all meant to happen that way, good and bad, whatever's happened along the way, I've had to learn something from it."

Leonora (50s): "...probably get on the web earlier. Apart from that, not really. It would have been different if we couldn't have got into jobs that we both enjoy so much and that suit us. I would have wanted more guests then...and I'm sure that we would have gone on advertising if that's what we had wanted to do..."

Dulcy (60s): "I do think that perhaps I might have put some twin beds in one of the rooms. And I would possibly put on an extra bedroom. We've only got two guest rooms and in circumstances where people have

children, it would be preferable to have a separate room for the children. We have foldups that we can put into the rooms, but it's not quite the same as having their privacy away from the children I don't think."

Cheryl (50s): "I'm improving it all the time, and the money is all going back in, so I'm not taking anything out of it at the moment and so last year, next door neighbours put a new kitchen in, so we bought the old one and changed it all and put it into the lodge, the other kitchen was pretty basic, so I'm always looking to keep it...or to make it just that little bit different to everybody else...but there's nothing really, apart from changing things that I'm concerned that need changing ... no there's really nothing that I'd change."

Lynn (30s): "Well, we always talk about that, funnily enough...we always say 'if we had to do it again...what would we do different?' I don't know. I'm not sure. I think that we would have moved in earlier...and we're renovating. This whole area is going to be renovated...this whole area is going to be renovated and the next big plan is we're building a dining hall...so we're extending this deck out and closing it in, for the winter. So they're big projects and finishing our place...we've probably got another, I said I year, but I think it'll be more than a year...probably going to be about 4 years before we finish. We're just slow going..."

Patricia (60s): "I think, at first I thought, when we first thought of coming here, before we actually saw the property and things, I might have considered setting up a homestay on a vineyard, specifically...purpose built. I know now definitely, that you should never do that, you should never... unless you've got megabucks and are prepared not to get a return on your capital, there's no point in doing it, there's not the money in it, there's less money in it than I thought there would be but, but I'm very careful to make sure that every customer I have makes me a profit, I don't believe in working for nothing, I've always been a bit mean like that. And so I make sure that I keep the budget within...there's only a small profit from each person but it all adds up. What would I do? I

suppose as far as decorating the house and things like that I probably might have done things a bit differently...”.

Della (60s): “The expectations of visitors was much greater later, because it had become more formalised and because it has become a more regular thing. You know, once upon a time, well, you know yourself in New Zealand, you know, nobody stayed in a B&B, we’ve never stayed in a B&B in New Zealand even yet, we always say we’re going to, but we only seem to go places where we’ve got family and then we go tramping mostly, so we stay in the huts. We don’t really stay in B&Bs. But B&Bs are becoming an accepted form of accommodation in New Zealand now and when you go and stay in B&Bs overseas, you realise what people’s expectations are and so that’s what you do.”. *Interviewer: Anything you’d do differently?* “Nothing really springs to mind.”.

The interviewee’s husband came into the room at this time and prompted his wife: “Would you do this, if you had to do it all over again?

Would you start the B&B?

Her reply: “[emphatically] YES! Absolutely. Of course.”.

Lottie (30s): “We’d make it self contained. Absolutely. Yep, definitely self contained. What else would we change? I don’t think that we would change much more. I don’t think so. I loved it how they could help themselves to breakfast in the morning so we didn’t have to do that, so we never ate with our guests. I don’t think I’d ever want to....that sounds really horrible doesn’t it....that would be the only thing that we would definitely change, just a different area for them, definitely.”.

Elsbeth (50s): "...I don't think that we've got any changes really. I think that because we've got something sort of a bit different than everybody else. We don't have to worry too much about a lot of other things really because there's plenty to talk about just wandering around. They see things and chat and...I don't think that we'd really change anything. I mean we might as we get older, we'll probably say we'd not do it as much, or just do it now and again or something. So while we can, we'll just keep going."

### **7.12 Women copreneurs in their business – where *are* their spouse/partners?**

All of the women in this research stated that they were in this accommodation business with their spouse/partner, so at first glance, it appears to be copreneurship. However, in most, the male partner had little or no involvement in business. The extract from Rosabel earlier in this chapter, which noted that her husband definitely did not see meeting people as a reward of the business, and that he would much rather be behind the scenes, raises the issue that it may be that men are "in the background" because they *want to be* in the background. It seems that they may want to remain behind the scenes and only "appear" in the business if they really have to.

Felicity (60s): "Yes, he's good at making the tea and the coffee and the porridge. He wouldn't like to be left to do it. I mean, he could if there was a real emergency. He could manage, but he prefers not to."

Cheryl (50s): “[husband] is a people person too and [son] is very good with people, but it’s me that goes out and meets and greets and then I get [husband] out at some stage when they’re settled in and I introduce them...”.

Leonora (50s): “He’ll do the finances, he pays the bills each month...but very very little else.”.

### **7.13 Summary**

The women’s narratives illustrate the experiences of women in business with their husbands operating accommodation businesses. The production narratives expressed by the participants in this study, offer experience based and personalised manifestations of being a copreneur in a rural tourism business. There is a clear female responsibility for both day to day operations and continued success of the accommodation business, along with responsibility for household management. In almost all cases, themes outside those prompted by interviewer questions were raised – including seeking better and more effective ways of marketing their business and dissatisfaction was expressed with regional tourism organisations. Only two women interviewed were working outside their accommodation business and almost all mentioned that they would have changed room configuration and would have ensuite rooms for guests if possible. The impact of lifecycles and transitions becomes apparent during the interviews, with women expressing their reasons for starting their accommodation businesses often prompted by life events – retiring and buying



a vineyard for a son for example, or being prompted by husband's illness and therefore lack of income. Very few interviewees had therefore planned to enter the accommodation business, others "fell" into it, through ending up with a large house, buying a lifestyle block with lodge already operating, being asked to take students as boarders and so on. However, all spoke of the pleasure that they get from the satisfaction of guests and continue to operate their business for the enjoyment of meeting people.

When asked how they describe their occupation to people who ask in social situations, a very small number of interviewees stated that they would say that they operate an accommodation business. Interviewees stated that they would say that they were retired; a housewife; a farmer; a people person and so on.

Is it possible therefore, that copreneurship is a business form to challenge norms and barriers associated with rural women, as discussed in Chapter Three, where it was posited that there exists a discursive category of "rural women" and their subsequent economic positioning (Midgley, 2006)? The literature offered valuable insights into gender relations and their functioning within rural society; for example, the often subordinate positioning of women and that behaviour is deemed conventionally appropriate to enable the role of a "good" rural woman to be performed. Is it the case that that copreneurship in the form of rural tourism provision challenges this positioning? Or does it reinforce it? It

could be argued that copreneurship in rural tourism accommodation at least is reinforcing this positioning, as it remains the women involved who are responsible for cleaning and cooking for guests, along with tasks associated with household management and women did not tend to discuss their role as business owner when asked what they did “for a living”. It further appears that traditional gender divisions of labour are transferred from the private home domain and extended into the business, with traditionally gendered identity and role constructions persisting.

Identities are then situated in structures and discourses which are themselves social (as noted in Chapters Two, Three and Four) and observations, even through discourse are not always objective. The researcher has noted her relationship and research perspectives (see Chapter Four) and feminist writers have previously exposed the hollowness of claims to objectivity (see Chapter Four again). The researcher has in this case however, had access to details of the contextually related reasoning process (see Stanley, 1991) which has given rise to the findings in this chapter. Triangulation of data sources, through literature and the survey component of this research has also helped to inform analysis of the women’s stories. However, it is still acknowledged that as a feminist researcher studying aspects of these women’s lives, I report their biographies, whilst recognising that the biographies that I am given are influenced by the research relationship. In other words, the respondents may have had their own view of what the researcher wanted to hear, and I used my

own experiences to help to understand those of the respondents. Thus, their experiences are filtered through me in reporting these experiences (see also Letherby, 2000).

It has become clear through this research also, that the 'truth' is not the same for everyone and one objective truth does not exist. Different experiences of the research issue (copreneurship) exist and it is not always possible to categorise and fit the women's experiences into existing, or new theory. The quantitative research reported in Chapter Six presented an aggregate of 'truths' but the narratives reported in this Chapter Seven express different experiences of copreneurship. There may be a systematic process which would allow certain experiences of reality to be certified as objectively accurate- tying narratives back to survey findings for example, but in actuality there may be several 'truths', each of which appears to be different from and just as true as the others.

Experienced realities of the women interviewed are realities which have been perceived by the senses, filtered by interests and interpreted according to reconstructed criteria. Analysing the interviews, I found that the biological narratives of the women coincided in essence with the quantitative findings. This fact legitimises the narrative approach and renders the various truths and experiences all useful. For some respondents in the interview part of the

research, involvement in the research also provided an opportunity to “put the record straight” and to consider their own involvement in their business.

Rosabel (30s), soon after her interview had taken place, sent a note to me:

“...it was good for me to recall just how far I have come with it [the business] and I felt quite inspired after our talk, so thank you for that”.

Finally, reflection on the women’s stories, along with self-reflexivity about my position in the research, enabled me to be both critical and analytical about my involvement, as well as the themes identified in the research, which has resulted in a ‘fuller’ picture of copreneurship in rural tourism.

## CHAPTER EIGHT

### Conclusion

*“My husband....likes to help, but it’s not exactly always helping, you know?  
They [husbands] are necessary, but I wouldn’t like to have to pay him too  
much!”*

In this study, the researcher’s initial aim was to explore entrepreneurship in rural tourism businesses. The research sought to explore the experiences of owners of rural tourism accommodation businesses in New Zealand within the framework of copreneurship. It examined roles within copreneurial rural tourism businesses and studied women’s experiences of entrepreneurship specifically. Gordon (1986) observed that women do have different experiences of business ownership, and that the male should not be used to stand for the universal, as women have a different voice and a different experience of love, work and family. Chapter One first introduced the idea that women may have been excluded from the making of knowledge and culture (see also Smith, 1988; Stanley and Wise, 1993) and historically, objectivity, rationality and value-freedom, rather than involvement, subjectivity and emotion, have been given academic status (Letherby, 2000). Chapters Six and Seven in this research sought to address this in the context of copreneurship within rural tourism by

specifically seeking women's experiences of rural tourism production. The voices of women became integral to this study and contributed to the early shaping of the research objectives. The initial aim of the research was to contribute to the theoretical literature on copreneurship and rural tourism and this was achieved through the following objectives:

- To describe the experiences of owners of rural tourism accommodation businesses in New Zealand within the framework of copreneurship.
- To examine the gendering of roles within copreneurial rural tourism businesses.
- To describe and evaluate women's experiences of copreneurship within rural tourism.

Reflecting on these objectives reminds the researcher that research in copreneurship, to date, has been epitomised by stories published in the popular press about partnership and success strategies (see Chapter Three), and has been further characterised by small empirical studies, none of which have taken a tourism or a rural focus. This research has studied copreneurship in a rural tourism environment. Further insights were raised by a review of the relevant literature fields contributed to the study method and directions (see Chapters Two and Three) as there is some question about whether current research

approaches and methodologies have adequately incorporated the reality of women's entrepreneurship. The reality of the experience of women starting rural tourism businesses (with their partners) is not a reality which has been widely explored in the rural literature (see Chapter Two) and often, rural research appeared to choose to privilege particular conceptions of reality over others (Murdoch and Pratt, 1994). This study has contributed to shaping the understanding of gender-related social constructions, in relation to the wider literature on copreneurship and on rural tourism. Kinnaird and Hall (2000) propose that feminist theories assist in shaping understanding of gender-related social, economic and political change within tourism and that they inform theoretical discussion surrounding notions of reality.

It has become clear, however, to this researcher that the claim that "there is some doubt as to whether current research approaches adequately incorporate the "reality" of women's entrepreneurship" (de Bruin et al, 2007, p. 329) may even understate the case. It has become clear during this research, through the triangulation of literature and the use of both quantitative and qualitative techniques, that there are actually at least two "realities" to capture:

1. The reality of *what it is* like – who does what? And
2. The reality of how women experience this.

The quantitative research reported in this thesis provided information about descriptions of the owners and the businesses, and what happens within the business (the reality of *who does what?*), but the qualitative part of this research offered insights into women's experiences of this – not *what* happens, but how it is experienced. The interview part of this research meant that the gendered nature of work in and on the business became concrete and vivid. Exploring both “realities” of copreneurship within rural tourism has shown that any perception of copreneurship as a tool for enabling women to become freed from traditional gender roles may not equal the reality.

The study has used an interpretive approach and triangulation of methods in a field where the dominant paradigm remains positivism (Riley and Love, 2000). This interpretive approach enabled the researcher to “get inside the minds of the subjects and see the world from their point of view” (Veal, 1997, p. 31) and enabled a more flexible and inductive approach to the data collection. The two data collection methods (survey and interviews) complemented each other and lead to greater understanding of experiences of copreneurship within rural tourism. As argued by Oppermann (2000) and Decrop (1999), triangulation in this instance helped to bridge the divide between positivist and interpretivist research. Combining the methods within this one study has helped overcome deficiencies of a singular method.



The survey and the interview parts of this research enabled women's voices to be heard and women's voices from the interviews, which became biographic in many cases, enabled the portrayal of life stories in relation to the women's experiences of operating a rural tourism business. This biographic approach, served to "work outwards from the domestic instead of from the public inwards" (Edwards and Ribbens, 1991, p. 487). The result is that the woman and not existing theory was considered the expert on her experience (Anderson and Jack, 1998). This revelation makes this study one of a small general movement towards this approach in the studying of rural lives, in particular the lives of women (e.g. Inhetveen, 1990).

As alluded to previously in this chapter, within the small business and entrepreneurship literature to date (see Chapter Two), there was doubt expressed about whether current research approaches adequately incorporated the *reality* of women's entrepreneurship (e.g. de Bruin et al, 2007). Bird and Brush (2002) highlighted the importance of allowing a gendered viewpoint to add to knowledge on how individuals perceive and operationalise entrepreneurship, and this thesis goes some way toward addressing the fact that there exists an underexplored and unarticulated feminine set of processes and behaviours in new venture production. Women's voices were able to come through in both the survey and the interview research and their experiences are reported through their narratives. What is revealed is that a gendered ideology persists even through copreneurial relationships in rural tourism.

This particular gendered ideology which persists appears to be based on socially constructed relationships and may be apparent amongst the activities of rural women, both within business and within the private home. It may be a particular way of “being” that then affects how roles in a copreneurial business exist and are subsequently reported and experienced

Using the interpretive approach, to allow women’s experiences to be told through biographic reporting also allowed the researcher to reflect on power relationships. After leaving the field, and whilst writing the research ‘findings’, the researcher has ultimate control over the material and authoritative resources (Letherby, 2000). At this stage of the research, the researcher holds the balance of power in that she took away the ‘words’ and had the power of editorship. This power was addressed somewhat in minimal editing of the women’s quotes, even though, at times, it seems that the chunks of quotes threatened to overwhelm the reporting in Chapter Seven. The researcher is aware that this work is not representative of all women in this situation and the respondents did not all agree with each other, nor did they have access to what was written to see if they felt that she had ‘got it right’. It is felt however, that the approach taken to doing and presenting this research has led to substantive and methodological insights as by listening and learning from the respondents’ experiences, the researcher has learned that the experience of copreneurship in rural tourism is not the same for everybody.

Stories taken from life are of systematic value for research. The quantitative results provided facts and information about the owners and the businesses that they operate and also about what happens within the businesses. The interview part of the research offered insights into experiences of this – not *what* happens, but how it is experienced. The biographical interviews allowed the gendered nature of work within and on the business to become concrete and vivid.

This research has also gone some way toward exploring the underexplored and unarticulated set of feminine processes and behaviour that influence venture creation and operation in that it highlights that there may be differing views of entrepreneurship between male and female copreneurs. The women in this study express ideas about their business along the lines of the business being a dream, a lifestyle and the business creating social opportunities. The women further suggest in the interview part of this research that their partners (all men) perhaps see the business as being an investment and therefore creating economic opportunities, rather than social ones.

The research reported here has indicated that the rural tourism accommodation sector is characterised by lifestylers and copreneurs running their businesses as a 'hobby', with the majority of businesses providing less than 10% of a

household's total income and the most common reason for entering business and for continuing to operate the business is to 'meet people'. This study therefore, echoes calls of Hall and Rusher (2004) for our understanding of small business performance and entrepreneurial success to incorporate lifestyle quality of life measures as an important component. It remains apparent from earlier research (Hall, 2004) and is reinforced in this study that the economic development goals of the tourism industry as a whole, or national and regional economic development agencies may not be the same as some of the SMEs that operate at their intended core. This study found that non-economic, lifestyle motivations are important stimuli to business formation, a theme echoed throughout the literature (Busby and Rendle, 2000; Getz and Carlsen, 2000; Hall and Rusher, 2002; Lynch, 1998; Morrison et al., 1999; Shaw and Williams, 1987, 1990, 1998).

This research has also provided further development in the observation that blurring of production and consumption is a feature of rural tourism businesses. The motivation and behaviour blurring that occurs within some small businesses has not been delineated or explained by current copreneurship, or even gender-based production literature. Hall and Williams (see Chapter Two) reported a 'blurring of production and consumption' when referring to temporarily mobile individuals (2002, p. 4). This has been reported to be a factor in rural tourism production for the individuals of this thesis, when not only do production and consumption objectives become blurred, but also when home and business

objectives and tasks become blurred. The overlapping of home and business production and consumption objectives has been previously reported (e.g. Ashton and Hodgson, 2005; Edwards and Edwards, 1990; Monin and Sayers, 2005), but again, the motivations and behaviour blurring which occurs has not been, to date, explained by copreneurship literature. This thesis has demonstrated that blurring between production and consumption occurs in these rural tourism businesses, with start-up goals (reported Chapter Six) being most commonly to 'meet people' and a desire to balance lifestyle with occupation. Respondents also rated as highest when considering their goals in relation to starting their business, the statement 'to meet interesting people', closely followed by 'to enjoy a good lifestyle' and 'to live in the right environment'. For the operators surveyed and interviewed in this research, their consumption goals of living in the right environment and enjoying a good lifestyle are partly met by operating their accommodation business, via the income that the business produces and by the opportunities to meet people that the businesses provide.

The copreneurs in this study have strong and widely shared preconceptions of their roles as accommodation providers and as task managers in their households, role perceptions, which appear to be largely invariant of the situation. These role perceptions may be formed through institutionalized role expectations, which owners/individuals internalise through socialisation, upbringing and experience. To some extent, these role expectations are

influenced by owners'/individuals' backgrounds as findings from this study show that gendered roles are still dominant in copreneurial rural tourism accommodation businesses. Gendered societies contribute to gendered tourism practices and these in turn contribute to and reinforce the gendered nature of society (Pritchard, 2004). Copreneurial couples appear to engage in running the accommodation business using traditional gender-based roles mirroring those found in the private home. This highlights the conventional character along traditionally stereotypical lines, as previously reported by Baines and Wheelock (1998) and Smith (2000). Traditional gender divisions of labour are transferred from the private home domain and extended into the business.

Marlow (2002) argued that women's subordination within wider society is brought with them into self-employment, and that this factor fundamentally underpins the evidence that indicates that enterprises owned by women are located in highly competitive sectors with low margins, are likely to remain small and perform poorly. Rural tourism is characterised by low margins and highly competitive small businesses and copreneurial businesses are typically small in size (typically they have no employees and only provide part time employment for the owners).

The notion of family business may also be a misnomer, because although the term 'family business' is widely used, there is no concise, measurable, agreed-

upon definition of family business (see Chapter One). The term family business most often encompasses the family having a role in terms of determining the vision and control mechanisms used in a firm and implies a multi-generational involvement (e.g. Chrisman, Chua and Litz, 2003; Habbershon et al., 2003). However, although it has been argued (see Chapters One and Two), that for the purposes of this research, copreneurship is a subset of family business, the reality may be that the majority of family businesses are in fact copreneurial, involving partners/spouses and many of these copreneurial businesses are run by women. This is a finding which expands on a suggestion from Hall and Williams (2008) that the role of couples as entrepreneurs may be 'far more important than the notion of family business as being operated on an inter-generational basis' (Hall and Williams, 2008, p. 222). This researcher suggests that there exists an idealised version of family business, which mostly incorporates multi-generational involvement, the role of family in terms of determining the vision and control mechanisms used in a firm, and creation of unique resources and capabilities when it may be the case, certainly in rural tourism that what the family business actually is reflects the traditional definitions of copreneurship. This thesis is the first reported attempt to apply the concept of copreneurship to examine women's experiences of rural tourism production.

## 8.1 Further research

Following from the research reported in this thesis, studies immersed in overlapping home and business worlds, using the copreneurial framework seem both feasible and intellectually intriguing. Further research is possible into changing motivations of business owners in copreneurial ventures over time. Asking specifically about how a business met stated initial goals and lifestyle objectives, for example a particular lifestyle goal, providing retirement income, meeting new people and so on would provide further insight into the motivations and start up goals reported in this research. Research into copreneurship in environments other than rural and in sectors other than tourism would also be useful. As noted in Chapters One and Three in this thesis, copreneurship research remains typified by small scale and often anecdotal studies. Further investigation into themes raised in this research, in urban environments for example would help to answer a question raised when reviewing this current research – would findings be replicated in an urban environment? Are the positioning and role perceptions of women with respect to their responsibilities for tasks within a business invariant of the situation beyond the rural? Likewise, would surveying a sector which was not dominated by middle-aged business operators yield similar or different results?



Further research is also necessary into the area of copreneurship and work-family conflict, particularly exploration of the hypothesis that copreneurship may improve or reduce work-family conflict. Is there an expectation when people enter copreneurial businesses that there will be less work-family conflict than experienced in non-copreneurial businesses or in paid employment for example? Similarly, further research on how owners/individuals/women share their role with others or explain their role to others may provide insights into power relationships and gendering within rural tourism businesses.

It has been suggested that recent studies on the family embeddedness perspective of entrepreneurship (Aldrich and Cliff, 2003) or “enterprising households” (Jennings and McDougald, 2007; Welter et al, 2006; Wheelock, 1998) may hold promising avenues for future research on women’s entrepreneurship (de Bruin et al, 2007). The current study supports this concept, as the enterprising household may provide a suitable vehicle from which to explore aspects of entrepreneurship. Also, as yet there does not exist any longitudinal study to investigate whether the children of copreneurs are more or less likely to follow in their parents’ entrepreneurial footsteps so a study of this kind may reveal whether a parent’s involvement in a copreneurial venture is influential on their children's career choices.

Men's views are also significantly absent from the interview part of this research. Their experiences are not present in the research except in aggregated form in the survey findings. Research into men's experiences of copreneurial businesses is obviously possible and desirable and taking an interpretive approach to such research may offer new insights into copreneurial businesses.

Finally, this researcher believes it possible to further investigate gender based identities, stereotypes and perhaps coping strategies of both female and male copreneurs. It may be particularly interesting to further investigate the male reactions and coping strategies of male copreneurs in view of theme which emerged as part of the interview research for this study – the apparent commonly expressed wish of male hosts in accommodation businesses to remain 'behind the scenes'. This would add to existing discussion on the views and experiences of men in female-dominated occupations (Lupton, 2000; Cross and Bagilhole, 2002; Simpson, 2004, 2005; Williams, 1995) because there is value in comparative research that considers the embeddedness of life-worlds in communities and the contingencies of personal circumstances.

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## **Appendix A**

### **Letter of invitation to survey participants**





**Massey University**

DEPARTMENT OF MANAGEMENT  
Private Bag 11 222  
Palmerston North  
New Zealand  
T 64 6 356 9099 extn 2777  
F 64 6 350 5661  
<http://management.massey.ac.nz>

5 July 2007

Julie Fletcher  
Al and Julie's Garden and Gallery  
Otapouri Road  
RD 1  
Owhango

Dear Julie

I am currently conducting research on New Zealand rural tourism businesses. The purpose of this research project is to gain an in-depth understanding of entrepreneurship and management in rural tourism accommodation businesses.

Part of my research design is to survey people operating rural tourism accommodation businesses for their thoughts and experiences. Attached is a questionnaire asking you to describe your business and your experiences. I hope that you will be willing to participate in this study by completing the enclosed questionnaire.

Your responses to the questions will remain confidential to me as the researcher and data will only be presented in aggregated form. Results will be used as part of my PhD. Neither you nor your business will be identifiable in any published results. The ID number on the survey is so that I don't annoy you with pointless follow-up reminders once you have returned the survey.

If you agree to participate, please fill in the attached questionnaire and return it to me using the enclosed envelope. Filling in the questionnaire and returning it signifies consent to participate in the survey, and you have the right of course to decline to answer any question or questions – please just leave these questions blank. Please see overleaf for an ethics approval statement.

Please contact me if you have any questions, via email [j.m.cheyne@massey.ac.nz](mailto:j.m.cheyne@massey.ac.nz) or by phone (06) 350 5799 ext 2772. If you wish to contact my PhD supervisor, Professor C. Michael Hall, PhD, Department of Management, College of Business & Economics, University of Canterbury, his contact details are as follows: email [michael.hall@canterbury.ac.nz](mailto:michael.hall@canterbury.ac.nz) or phone (03) 364 2987 ext 8612

Sincerely

Jo Cheyne  
Lecturer



*This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named above are responsible for the ethical conduct of this research.*

*If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Professor Sylvia Rumball, Assistant to the Vice-Chancellor (Ethics & Equity), telephone 06 350 5249, email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz).*



**Appendix B**  
**Questionnaire**



**In this section I would like to learn about your business.**

1 What is the name of your accommodation business?  
\_\_\_\_\_

2 What ownership structure does your accommodation business operate under?  
 Sole trader  Partnership  
 Limited liability company  Other (please specify) \_\_\_\_\_  
 Public company \_\_\_\_\_

3 a) In what year was this business established?  
\_\_\_\_\_

b) In what year did you become responsible for its management?  
 Same year as above; or  
 \_\_\_\_\_ (year)

4 Is your business part of a trust?  
 Yes  No

5 Are you registered for GST?  
 Yes  No

6 a) Is your accommodation business a family business?  
 Yes  No

b) If yes:

i) Do you operate your business with your spouse/partner?  
 Yes  No

ii) Do you operate your business with other family members?  
 Yes  No

iii) If yes, what is their relationship to you? *Please tick all that apply.*  
 Child or children  
 Parent  
 Brother or sister  
 Other (please specify) \_\_\_\_\_

7 What proportion of your business or total income is derived from your accommodation business?  
 Less than 10%  51% - 60%  
 11% - 20%  61% - 70%  
 21% - 30%  71% - 80%  
 31% - 40%  81% - 90%  
 41% - 50%  91% - 100%

8 How many rooms does your accommodation business have available for guests?  
\_\_\_\_\_

9 How many beds does your accommodation business have?  
i) Single \_\_\_\_\_ ii) Double/Queen/King \_\_\_\_\_

10 How many people, including yourself and any partner(s), do you employ in your peak and low seasons?

Season	Number of staff employed for LESS than 30 hours per week	Number of staff employed for MORE than 30 hours per week
Peak		
Low		

**In this section I would like to learn more about you as an owner.**

11 In the PEAK season, does your accommodation business require a time commitment from you individually of:

- Less than 30 hours per week
- Between 30 and 50 hours per week
- More than 50 hours per week

12 In the LOW season, does your accommodation business require a time commitment from you individually of:

- Less than 30 hours per week
- Between 30 and 50 hours per week
- More than 50 hours per week

13 How responsible are YOU for the following tasks involved with the accommodation business? *Please circle the appropriate number on the scale below.*

	Not at all responsible						Totally responsible
Cleaning	1	2	3	4	5	6	7
Cooking meals for guests	1	2	3	4	5	6	7
Taking bookings	1	2	3	4	5	6	7
Providing activities for guests	1	2	3	4	5	6	7
Advising guests about travel plans and activities	1	2	3	4	5	6	7
Staff management	1	2	3	4	5	6	7
Transporting guests	1	2	3	4	5	6	7
Business planning	1	2	3	4	5	6	7
Marketing/promoting the business	1	2	3	4	5	6	7
Financial management	1	2	3	4	5	6	7

14 When you started your accommodation business, did you have any previous experience working in the tourism or hospitality industry?

- Yes
- No

a) If yes, for how long?

b) What type of experience did you have?

15 Have you ever owned a business before this one?  
 Yes       No

16 What is the highest level of education you have achieved?  
 No formal qualifications       Advanced degree  
 Secondary school qualification       Trade qualification  
 University diploma       Other (please specify) \_\_\_\_\_  
 University degree      \_\_\_\_\_

17 Did you?  
 Start this accommodation business  
 Inherit this accommodation business  
 Purchase from a previous owner  
 Other (please specify) \_\_\_\_\_

18 How old are you?  
 Less than 20 years old       51-60 years old  
 21-30 years old       61-70 years old  
 31-40 years old       70+ years old  
 41-50 years old

19 Are you?  
 Female       Male

20 What is your current marital/relationship status?  
 Single       Partnered

21 How long have you lived in the region where your business is located? If you have lived other places, but have returned to the area, please give total time in area.  
 \_\_\_\_\_

22 Have you ever received or sought out business advice?  
 Yes       No

If yes, who have you sought business advice from? *Please tick all that apply.*  
 Accountant       Business mentor  
 Lawyer       Financial advisor  
 Business consultant       University academic  
 Friend       Other (please specify) \_\_\_\_\_  
 Family member      \_\_\_\_\_

23 Please indicate how difficult you have found it to access: *Please circle the appropriate number on the scale below.*

	Not at all difficult						Very difficult
	1	2	3	4	5	6	7
Information about starting or entering an accommodation business.	1	2	3	4	5	6	7
Expert advice on starting or entering an accommodation business.	1	2	3	4	5	6	7
Information on government assistance schemes.	1	2	3	4	5	6	7
Information about regulations and laws relating to the accommodation sector.	1	2	3	4	5	6	7

24 Are you a member of any of the following organisations? Please tick all that you are a member of.

- Regional Chamber of Commerce
- Regional Tourism Organisation
- Tourism Industry Association of New Zealand (TIANZ)
- Hotel or Motel Association of New Zealand
- Rural Tourism Council
- @home NEW ZEALAND
- Other (please specify) \_\_\_\_\_

25 What were the five main reasons for you starting/entering the accommodation business? Please tick five only.

- Meet people/share with others/fun
- Money/security/investment
- Minimal set-up costs/spare room available
- Financial necessity
- Experienced it elsewhere
- Demand not met by others/recognised business opportunity
- Desire to work at home
- Desire to involve family in running a business
- Desire to balance lifestyle with occupation
- Retirement programme
- Personal development
- Business diversification
- Appealing lifestyle
- Recover debt on acquired land
- Desire to work with partner/spouse
- Other reason(s) (please specify) \_\_\_\_\_

26 How important were the following goals to you when getting started in this business? Please circle the appropriate number on the scale below.

	Not at all important						Very important
	1	2	3	4	5	6	7
To be my own boss							
To keep my family together							
To work with my partner/spouse							
To keep this property in the family							
To live in the right environment							
To support my/our leisure interests							
To enjoy a good lifestyle							
To make lots of money							
To gain prestige by operating a business							
To meet interesting people							
To provide a retirement income							
To provide me/us with a challenge							
To permit me to become financially independent							

27 Please indicate how much you agree or disagree with the following statements. *Please circle the appropriate number on the scale below.*

	Totally agree		Neither				Totally disagree	
In this business, customers cannot be separated from personal life.	1	2	3	4	5	6	7	
This business currently meets my performance targets.	1	2	3	4	5	6	7	
This business is run on purely business principles.	1	2	3	4	5	6	7	
I would rather keep the business modest and under control than have it grow too big.	1	2	3	4	5	6	7	
This business suits my lifestyle goals.	1	2	3	4	5	6	7	
This business was established to suit my lifestyle goals.	1	2	3	4	5	6	7	
My personal/family interests take priority over running the business.	1	2	3	4	5	6	7	
Eventually the business will be sold for the best possible price.	1	2	3	4	5	6	7	
The business is highly seasonal.	1	2	3	4	5	6	7	
I come into daily contact with customers.	1	2	3	4	5	6	7	
It is hard to separate work and family life in a tourism business.	1	2	3	4	5	6	7	
I want to present a good public/corporate image.	1	2	3	4	5	6	7	

28 Please indicate how much you agree or disagree with the following statements. *Please circle the appropriate number on the scale below.*

	Totally agree		Neither				Totally disagree	
It is crucial to keep the business profitable.	1	2	3	4	5	6	7	
I want to keep the business growing.	1	2	3	4	5	6	7	
Enjoying the job is more important than making lots of money.	1	2	3	4	5	6	7	
The advantages of this occupation/business outweigh the disadvantages.	1	2	3	4	5	6	7	
Government assistance is essential for industry growth.	1	2	3	4	5	6	7	
There are more risks in owning this business than in my previous occupation/business.	1	2	3	4	5	6	7	
Accepting the responsibility of this business has been worth the gains in lifestyle.	1	2	3	4	5	6	7	

29 What, for you, has been the most rewarding thing about owning and operating an accommodation business?

30 What, for you, has been the most difficult thing about owning and operating an accommodation business?

31 Can you list any problems or issues in your accommodation business OR within the accommodation sector that you face on a recurring basis?

32 Knowing what you know now, would you start/enter this type of business again?

Yes       No

**The following section asks questions about being in business with your spouse/partner.**

33 Is your spouse/partner involved with the accommodation business?

Yes       No

*If yes, please answer the next four questions.*

34 How responsible is your partner/spouse for the following tasks involved with the accommodation business?  
Please circle the appropriate number on the scale below.

	Not at all responsible						Totally responsible
	1	2	3	4	5	6	7
Cleaning	1	2	3	4	5	6	7
Cooking meals for guests	1	2	3	4	5	6	7
Taking bookings	1	2	3	4	5	6	7
Providing activities for guests	1	2	3	4	5	6	7
Advising guests about travel plans and activities	1	2	3	4	5	6	7
Staff management	1	2	3	4	5	6	7
Transporting guests	1	2	3	4	5	6	7
Business planning	1	2	3	4	5	6	7
Marketing/promoting the business	1	2	3	4	5	6	7
Financial management	1	2	3	4	5	6	7



35 a) What has been the most rewarding thing about being in business with your spouse/partner?

b) What has been the most challenging thing about being in business with your spouse/partner?

36 Knowing what you know now, would you start/enter a business with your partner again?

Yes  No

37 a) Do you believe that you experience more or less work-family conflict being in business with your spouse or partner, than if you were not in business with your spouse/partner?

More work-family conflict  Less work/family conflict

b) If you wish to expand on your answer to this question, please comment below:

*Thank you for your time.*

Thank you for participating in the study by filling out this questionnaire. The results will be analysed and a report summarising the findings of the survey will be mailed to you later in the year if you indicate that you wish to receive it.

Also, I would like to interview a number of people who return this questionnaire to further investigate issues of farmstay/B&B ownership, particularly the experience of owners/operators who own/operate their business with their spouse/partner. If you are willing to be contacted to participate in this part of the study, please tick the relevant box and provide your details below.

- I wish to receive a summary of the survey findings
- I would consider being interviewed as a follow-up to this questionnaire

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Please return this questionnaire in the reply paid envelope provided to:

**FREEPOST 114094**

Jo Cheyne  
Lecturer  
Department of Management  
Massey University  
Private Bag 11 222  
Palmerston North

## **Appendix C**

### **Invitation to interview (email)**



Dear Lottie

Thank you for your participation in my recent research on New Zealand rural tourism businesses. I appreciate you filling in the questionnaire. I have included with this letter a summary of the survey findings.

You indicated earlier (on the questionnaire) that you would consider being interviewed as a follow up to the questionnaire; I would now like to further explore the experience of owners/operators who operate their business with their spouse/partner, particularly the experience of women in this business situation. I would like to invite you to participate in this part of the study.

I hope that you will be willing to participate. Could you please contact me by email [j.bensemam@massey.ac.nz](mailto:j.bensemam@massey.ac.nz) or by phone 06 350 5799 extn 2772? If you indicate by reply that you are willing; I will send you further information and arrange a time to meet with you. I look forward to perhaps meeting you in the near future.

Kind regards

Jo Bensemam

Lecturer

Department of Management



## **Appendix D**

### **Letter to interview participants (email)**





Dear Lottie

Thank you for your positive response, can I suggest that we meet xxx? I anticipate the interview to require no more than 30-40 minutes of your time.

Further information about the interview is provided below.

Dear Lottie

As you know, I am currently conducting research on New Zealand rural tourism businesses. The purpose of this research project is to gain an in-depth understanding of entrepreneurship and management in rural tourism accommodation businesses.

Part of my research design is to interview women operating rural tourism accommodation businesses about their thoughts and experiences. Thank you for agreeing to my request for an interview.

Your interview will be recorded to ensure accuracy, with your permission, but comments from the interview will remain confidential to me as the researcher and information will only be presented in aggregated form. Results will be used as part of my PhD. Neither you nor your business will be identifiable in any published results.

Please contact me if you have any questions, via return email, or by phone (06) 350 5799 ext 2772.

If you wish to contact my PhD supervisor, Professor C. Michael Hall, PhD, Department of Management, College of Business & Economics, University of Canterbury, his contact details are as follows: email [michael.hall@canterbury.ac.nz](mailto:michael.hall@canterbury.ac.nz) or phone (03) 364 2987 ext 8612

Kind regards

Jo Bensemann

*This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named above are responsible for the ethical conduct of this research.*

*If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Professor Sylvia Rumball, Assistant to the Vice-Chancellor (Ethics & Equity), telephone 06 350 5249, email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz).*

## **Appendix E**

### **Interview guide**



## Interview guide

- How did you come to be operating this business?
  
- The most common reasons given for starting/entering an accommodation business are:
  - 6. Meet people/share with others/fun
  - 7. Desire to balance lifestyle with occupation
  - 8. Desire to work at home
  - 9. Appealing lifestyle
  - 10. Minimal set up costs/spare room available

How do these reasons compare with your reasons for starting this business?

Do you think that your motivations have changed over time? Are you able to compare why you started the business with why you continue to operate the business?

- Responses from the survey indicate that women in business with their spouse shoulder most of the responsibility for :
  - Cleaning and cooking for guests
  - Marketing and promoting the business
  - Taking bookings

How does this compare with your own experience?

Who shoulders the responsibility for the success of the business?

Is this what you expected when you started the business?

Who shoulders the responsibility for running the home?

How do you feel about these responsibilities?

What about your home duties? Are you most responsible for financial management for example? Or cooking and cleaning?

What about outside work? Do you or your spouse have paid employment outside your accommodation business? Does this affect the sharing of tasks and responsibilities?

- Has your role or place in your household changed since you have been operating this business?
- How do you describe yourself when people ask “what do you do?” (do you say that you are a business owner, or “I run a business”?)
- What, for you, has been the most rewarding thing about being in business with your spouse?
- Are there any particular challenges with being in business with your spouse?
- Knowing what you know now, what would you change, if anything?
- Any other comments or observations?

**Appendix F**

**Question 29**

**What, for you, has been the most rewarding thing about owning and operating an accommodation business?**





A challenge for me after many years as a full time mother of 6 children and of being a useful farmers wife. A "down turn" in farm prices - school fees and children's education. The children still at home enjoyed the company of visitors - we had so many happy times! By 1980 all family had left home.

As I am a mother with a partner who works away from the home and town we live nearby, this is an exciting option for me to work close to my children during the school term and holidays. I really enjoy meeting people who love NZ and are proud to be able to offer them a very high standard of accommodation in rural NZ. The most rewarding aspects of working in the tourism sector is the involvement in creating a desirable accommodation option, meeting interesting people, helping them make informed choices regarding tours etc, making guests feel that they are not tourists, to give them a true sense and experience of NZ. Help with meeting the costs of running our large property has also been rewarding.

Being able to create something from nothing and learning lots along the way. For us the property is an investment that one day we will sell but in the meantime are making a go of it.

Being able to meet my customers' needs and then exceed them.

Being able to provide an enjoyable experience to so many different kinds of people.

Being able to serve other people.

Being your own boss and meeting a great variety of people.

Broadening your outlook of life.

Business from home.

Contact with customers

Contact with other people.

Contact with overseas travelers who come to our door. Talking/asking questions to/of interest.

Don't have to rely on anybody else.

Feedback from guests who really enjoyed there stay and keep coming back.

Having a beautiful holiday home in the garden and being able to share it and the garden with the wonderful people who come and stay and appreciate our Qualmark 5 star accommodation. Sharing something you value is very precious - people are wonderful.

Having freedom to do whatever I want to at certain times of the year or if I get organised. Providing a cash flow at the bank.

Having guests say they have enjoyed our vineyard stay as the best in New Zealand. We enjoy overseas guests more than New Zealanders.

Having many customers who return often for repeat holidays, and recommend our accommodation and holiday experience to others.

Having overseas guests especially, enjoy the property in peace and quiet.

Having people come and enjoy themselves and feeling relaxed. Providing value for money.

Having people say how much they enjoy the environment I provide.

Independence - working when and how we want to. Meeting a wider variety of people than we would in a static workplace.

Interaction with tourists and locals alike.

It is only one of 4 businesses for us cottage, vineyard, and 2 professional businesses.

Therefore rewarding, but not essentially so.

It's an addition to our Display Gardens and Nursery Complex. It utilizes an otherwise unused granny flat.

Lifestyle. Meeting great people.

Living this lifestyle (ie.rural) not going out to work with the guests coming to me which generates an additional income. I have learnt to turn guests away if I am tired or have made other plans. So now I accept guests if it suits me and I have the best of both worlds.

Meet guest's

Meeting people and building lifelong relationships.

Meeting a cross section of people. We have so enjoyed hosting everyone probably overseas guests even more - who have not experienced a rural stay before.

Meeting and enjoying discussions with mainly interesting people from every nationality. Watching their pleasure in seeing an orchard plus an operating packhouse on site.

Meeting and hosting a variety of people, both from New Zealand and overseas, particularly the referrals I have received from New Zealanders who return each year for some R&R.

Meeting and interacting with a wide range of ages and interests. We live in a fairly remote rural area and our business to a large extent is our social life within the community.

Meeting different people from within NZ and overseas. Providing comfortable, spacious and a country lifestyle for people wanting to get out of the cities and we're very reasonably priced which people appreciate.

Meeting different people. Sharing our pleasant property.

Meeting interesting people and have them leave saying "it was fantastic staying here, we really enjoyed". Some have even said "it was the best thing they'd experienced in New Zealand".

Meeting interesting people.

Meeting interesting people.

Meeting interesting people.

Meeting lots of interesting people. Giving us more confidence. The interaction between us and them has been great. It is hard to make a living as it is not consistent enough.

Meeting new and interesting people, some of whom have become close personal friends. Great contacts worldwide and enjoyment sharing our Hawkes Bay lifestyle with people.

Meeting overseas people.

Meeting people and reading their comments in the Visitors Book.

Meeting people and socialising with them and utilising part of our premises originally built for family use - now no longer required for this purpose.

Meeting people from all over the world. Experiencing their cultures. Knowing they leave totally satisfied with their stay.

Meeting people from all over. Pays its own way.

Meeting people from all walks in life. Having a structure and being busy.

Meeting people from all walks of life and enjoying their company and experiences.

Meeting people from all walks of life and from diverse and interesting countries. Our high season is summer and these guests come from all parts of Europe.

Meeting people from around the country and the rest of the world.

Meeting people from around the world and sharing this beautiful property with them.

Meeting people from around the world. Positive comment in the visitors book saying how much visitors have enjoyed staying with us. Sharing the property with overseas visitors.

Meeting people from other countries and cultures and sharing our lifestyle, culture and environment with them.

Meeting people from overseas.

Meeting people of all walks of life.

Meeting people.

Meeting so many interesting guests from all walks of life and countries of the world. We started our business as a hobby only, but health issues forced us to rely on its meagre income until we have had to 'bite the bullet' and sell up. To our great sadness.

Meeting some fantastic people from all walks of life. Selling a bit of my artwork and photography to them, and getting paid for the pleasure!!

Meeting some interesting guests. Providing an insight into tourism etc in local area.

Meeting some interesting people.

meeting some very nice people and making some good friends in the process.

Meeting such a wide group of people, mainly international. Learning about E-commerce, now fully able to use and take advantage of internet and way things work in the business world. Bought a run down business and built it up to being profitable and enjoyable for our family.

Meeting very interesting people, many becoming long time friends. Opens a new perspective to other ways of life, and work skills.

Meeting wonderful people from all over the world and hearing back from them time and again.

Met all the visitors from around the world and from different walks of life. Sharing my special 'piece of paradise'.

Money. Meeting different people. Doing a good job.

Not sure yet. Since we opened in March we've only had one couple for a week. They were easy. If everyone is like them, it would be easy.

note this business is an adjunct to our winery and provides a useful way to bring people to property - either paid or as a promotion. Rewarding seeing people enjoy the peace and quiet of country/rural life.

People.

Planning and hands-on creating/renovating the cottage. The guests leaving relaxed and happy. Sharing the beautiful scenery etc with others (being paid for it is a bonus). Providing special touches to personalise their experience especially for honeymooners - meeting the high standard I have set for myself to make staying here a pleasure/memorable. And allowing privacy - it is their home when they are here! Being available if required.

Providing a service for people wanting farm-stay visit.

Providing the highest possible standard of accommodation - surveying customers- and having this reinforced by the very positive comments made. Knowing that we have done our best.

Satisfaction of building successful and enjoyable business.

Seeing more family members embrace the business opportunity.

The enjoyment the guests get from our premises/us/food.

The great pleasure that we have had sharing our home, farm and local experiences. We have entertained an amazing diversity of personalities and nationalities.

The increased income.

The joy of meeting interesting people from around the world and being able to offer hospitality, touring advice and making people feel welcome in New Zealand.

The many hours spent with international and national people, relationships formed, all with some tax advantages, and being able to demonstrate our rural lifestyle. Certainly not the income generated.

The opportunity to show overseas visitors how we live and farm. The amazing people you meet.

The praise we get for providing a memorable experience.

The satisfaction of waving guests "goodbye" who have had an enjoyable time staying in our accommodation and having them return year after year after year.

The sharing of my home with lovely people and the satisfaction of having a reputation for offering quality accommodation in a century old home set in peaceful secluded grounds. Working from home.

The variety of people I meet and being able to earn a little extra money without leaving home.

The wide variety of marvellous people we have met and the often commonality in their viewpoints.

This business is season and word of mouth. The extra separate dwelling was part of the property we bought so made sense to get some income from it but it is not our sole or main business. We both have other full time occupation's.

Travelling without leaving home and meeting wonderful people from diverse cultures.

Very little. I have found the expectation of being "entertainer" to B&B/Homestay far outweighs the \$ worth. At \$80 most are looking for "cheap". May be I should make it \$200! They then would appreciate time invested.

We are a very small operator - we have enjoyed meeting different people from overseas, especially ones that are interested in our own farming operation.

We are in the business to enable overseas visitors to learn about NZ farming, politics, business, in a family environment. We have approximate 200 bed nights/year and hope to break even.

We enjoy meeting the people and endeavour to give them the best time possible while staying - and also promote our area.

We love meeting people - made many wonderful new friends.

we love meeting people from all walks of life and nationalities. We also have the freedom to have time out when we want and good holidays. Good lifestyle.

We operate a retreat lodge for groups. Knowing that our guests have enjoyed their stay and have achieved what they've come to do is very rewarding. Lots of community organisations stay, as well as businesses. Also we believe in what we do, we are working within a beautiful environment and protecting it, so it's a pretty special place to be working in. This is rewarding and fulfilling!

You probably shouldn't use me as an example as the B&B simply has NOT happened for me, even when I am contacted when accommodation is short because of some local big event! Why? Don't know! It is a lovely place, the few that have come here have loved it,

I am priced at the lower end of the market - in 8 odd years I have probably had 8 lots of B&B clients!! I should take my signs down! I now take in WWoofas instead!! I enjoy having wwoofas here, so building the house to accommodate a B&B hasn't been a total waste of time. The few people I've had have been more interested in the straw bale house than my llamas!! My response is probably a waste of your time....sorry!!! I consider my B&B defunct already!!



## **Appendix G**

### **Question 30**

**What, for you, has been the most difficult thing about owning and operating an accommodation business?**





"No showers" (as in people who phone up and book, you light the fire, put the coffee on, give the place a quick spruce up, and wait....and wait.....and wait). No phone call to say "Sorry, we stayed somewhere else" or "car broke down". Nothing. That does piss me off!!

Accepting a two or three night booking, and then a few days later, turning down a longer booking over the same period of time.

Accepting the responsibility of always being available.

Advertising.

Advertising.

All fun - love it!

All the regulations and some of the costs involved.

Always having strangers in my space, and the constant "being there" for them - also my grown up children's reluctance to visit/stay while guests are present.

Apprehension about who your guests may be.

Becoming well known. Generating business.

Being available at all times to maintain a tidy standard

Being joined at the hip by phone and emails - a "one man band".

Being on hand and waiting for guests to arrive.

Being very seasonal, the low rate of bookings in the winter.

Busy over the same time as busy on farm. Balancing family and holiday when season is business.

Cleaning up.

Commitment in time. Retaining staff.

Cost of advertising and inability to satisfactorily capture target markets.

Dealing with demanding clients. The worst being Asians and Americans.

Dealing with peaks and troughs.

Determining where to spend advertising. Finding time for maintenance - painting.

Doing everything on my own since my husband dies. Juggling other work and being attentive to guests.

Ensuring I have the time to give them my undivided attention when really busy with packhouse etc. Also the laundry and cleaning involved.

Finding the right folk to look after the B&B while we have a break.

Full on over summer period. But quiet over winter months.

Getting customers in off season.

Getting known and attracting business.

Has not been difficult.

Having a holiday in the summer.

Having other people intrude on my life.

Having to be always available in case someone calls in and keeping the house tidy when our grandchildren come to visit.

Having to do everything and be on call 24/7.

Having to juggle tasks/responsibilities and family life. Initially couldn't afford employees - now we have casual and part time staff to help us. Our lives are a little easier but still could do with more help.

Having to provide dinners day after day.

Having to turn down late bookings because we already had family things

booked/organised.

Having young children.

I am a people person (nurse, teacher etc) but am stunned how "mean" guests are! I'm not enjoying be payed to "be nice"!

I wouldn't say that we have found anything difficult. But you must maintain a high standard and attention to detail and be dedicated especially to inbound and outbound operators and be consistent in what you deliver.

In 23 years, we have only had two unpleasant experiences! There really is no difficulty as we are willing to 'share' and 'chat' and 'provide'.

Juggling accommodation with other work commitments.

Keeping clean when occupied.

Keeping on top of presentation levels.

Keeping up standards. Especially with other farm stay hosts.

Lack of local support within Local Body. i.e. advertising - council - tourism support. Lack of information.

Last minute cancellations usually because of weather (ski industry). Guests cutting short their stay, again because of deteriorating weather conditions ie. If skifielid closed.

Late nights, eating too much good food, constant socialising.

Maintaining a high standard of accommodation, (renovating etc, garden care) so guests see the place in its best light when they come. And you never know when that will be or when the phone will ring so it's an ongoing preparation activity to keep things looking nice.

Making high salaried and people set up to promote us value us.

Making sure I control bookings rather than bookings control me.

Managing part time and full time jobs with maintaining the property and animals and farmstay during the summer season (with partner who works full time+) Also people just "dropping in" can be a challenge.

Marketing.

My lack of marketing, business and computer skills.

no difficulty

No problems really. Our lifestyle is such that we are often out at times til say 4-6pm and we know that we miss out on potential customers. People booking but not turning up is a bit annoying.

No tasks are difficult.

None

Not being able to be there most of the time. My husbands job has us living elsewhere until he retires from it.

Not being sure how guests will treat your property. We have been very fortunate so far that we have had no major problems.

Not having weekends at times.

Not knowing what people are looking for in their travels and as stays usually short hard to encourage maximum use of time.

Not many difficulties at all really . Maintaining high standards in all areas - making sure guests are HAPPY!

Nothing

Nothing has been difficult.

Nothing really difficult.

Nothing.

Obtaining best value for money advertising.

Obtaining business support.

Occasional challenge with a customer with different expectations, but very rare.

Paying the mortgage.

People cancelling at last minute or too rude to tell you = waste of time cleaning, flowers etc.

People who damage property and depart without telling you.

Planning ahead and organising bookings. Not very difficult.

poor pay! Transport issues. Some pick ups too far away. Language with non-English speakers, ie. Asians!

Seasonality. Staff career pathways/planning.

Sometimes feeling pressured when the business coincides with other work commitments.

Sometimes having people in the cottage can be a little intrusive on our personal lives.

Sometimes in peak season you would like a bit more privacy and time to yourself.

Targeting advertising expenditure to the most suitable/appropriate/profitable publications and websites.

The financial outlay to attract the right type of guest. Managing the needs of my young family during the busy season whilst providing a high level of service to guests. Lack of contact with other operators and the secrecy and competitiveness of other accommodation operators - "everyone is always full attitude". High costs of advertising your business on line. Each listing costs approx \$400-500 and you may need a few listings to get your business noticed. High cost of upgrading website every few years to stay fresh and approachable.

The hours spent personally operating the business. Being able to find a housekeeper who understands the word "clean".

The inconvenience of during your own holiday period.

The loss of our active social life as being professional means being available - though communications such as email make some differences.

The most difficult thing I foresee is being tied to the place!

The seasonal aspect very quiet from April to September.

The seasonal fluctuations. Having to be on call all the time.

The seasonal issue. Busy from November-April. Practically nothing in intervening months.

The sporadic bookings.

Time commitment.

Time consuming, not difficult, working on keeping customers coming all seasons.

Tiring if guests arrive too early or if they need to leave early.

Too small an outlet.

Trying to work out why no one comes here. However, I refuse to go into the B&B handbook also as it costs me close to \$1000, then approx \$500 annually - is this why? I don't know.

Working out the most cost effective ways of developing a customer base.



## **Appendix H**

### **Question 31**

**Can you list any problems or issues in your accommodation business OR within the accommodation sector that you face on a recurring basis?**



Adequate bookings.

Advertising too expensive.

Agents not paying promptly. Visitors arriving too early in the day.

Animosity from some moteliers. Costs of advertising.

As mentioned above. Competition both sides arrived shortly after we started up.

Cancellation as above. Breakage without informing. Leaving gates open. Not supervising children near a river.

Cancellations!?

Can't say yet.

Constant change of council bylaws including foodhandling compliance standards and possible increased rating.

Cost of running business vs. returns.

Don't know.

Getting customers in off season.

Guests arriving very late at night usually midnight or later for ski weekends.

High cost of advertising.

Hoax enquiries thru internet.

Information centres taking 10% for booking fee then not paying the balance for 2-3 months. High cost of advertising and I centres refusing to display brochures yet pontificating about the wonderful aspects of our region.

Issues relating to the Resource Management Act and in particular how individual councils interpret this. Also the question of local body regulations interfering unnecessarily with the running of small business. Compliance costs.

Keeping customers coming.

Keeping our website on the Hawkes Bay Tourism site and therefore before our targeted customers.

Lack of guests. People wanting it cheaper. Not enough New Zealanders doing B&B.

Lack of overseas visitors while NZ currency is so strong. High cost of advertising to promote our B&B.

Limited number of guests.

Major problem has been the low barriers to entry in the accommodation business, which has led to rapid growth of accommodation by ma/pa couples wanting a quick return. Competitiveness of other cottages in my area I often refer, but have never had a referral back to my knowledge. Low returns of the accommodation business for 1 or 2 rooms only.

Marketing is an ongoing problem.

No

No

No

No

No

No

no

No great problems at the level that we are involved.

No problems.

No.

No.
No.
No.
No.
No.
No.
None
None really.
Not enough support from the District Council who do not see the value of making this area (Tararua) a tourist destination. They do not spend the little funds that they allocate to tourism wisely.
Not having a website of our own.
Not really; usually pretty good (the above has only happened three times). Most people are very honest and it is great to meet them. All round a great business to be in.
Not that I can think of, except I choose not to 'host' more than one group - only once, due to lack of accommodation, we had to mix nationalities - not easy!!
Nothing
Nothing recurring really.
Nothing.
Our only problem would be high currency slowing down international guests.
Overbooking pre-season then late cancellation of tours.
People wanting me to advertise.
People who make very positive enquiries about the cottage and then don't follow it through with a booking.
Quality rating system.
Retaining staff.
Seasonality in this region (H.B.)
Seasonality.
Security is an ongoing issue, both personal and property. Advertising is expensive, initially I subscribed to all the B&B accommodation books, but I didn't generate any profit after having paid their fees. After several years I now just have my own website and the yellow pages.
See 30.
Staff to meet my standards. Maintenance on the house.
Tariffs are too low. Keeping place full.
The "boom or bust" nature of the business.
The cost of advertising for a very small business. The cost of joining associated groups and the pressure at times to do so, e.g. Qualmark.
The necessity to spend so much on advertising.
The only issue that must be faced is being highly organised. With high turnover and high standards set, you have to remain on top of things at all times.
The requirement to register with Qualmark to obtain entry to TRENZ or have higher placing on NZT website. Some operators not being professional.
Too high standard set across accommodation. Some people want the experience not 5 star.
Very few overseas tourists visit the Manawatu.



When special efforts and preparation have been made and guests do not turn up!! I have had this happen only 2 or 3 times in all the years I have been involved.

Where to spend money on advertising. Advertising cost, value for money, best results - all difficult decisions.

Winter!!



**Appendix I**

**Question 35a**

**What has been the most rewarding thing about being in business with your spouse/partner?**



35a
Ability to socialise with guests.
Being a farmer our lives have been closely intertwined for all of 40 years but working in tourism has tightened up a very good relationship. We work well as a team which is essential to run such a personalised tourism operation.
Being able to work together.
Benefitting from his common sense and good judgement. His help with physically demanding jobs.
Both are able to look after guests.
Bugger all. Freedom to close up and go on holiday.
Building a life style together.
Can tell him what to do.
Confidence seen from him in me.
Doing things together. Cashing in on her previous overseas experience.
Enjoy people. Successful retirement planning.
Free advice. Discussion.
Having her about- working together as a team.
having an extra person to entertain guests whilst cooking dinners.
He is supportive of what I have accomplished, and although he cannot 'help' on a regular basis due to his own business commitments, he is there as back up.
His skills and qualities complement mine very well so that between us we form a successful partnership.
It
Joint project (mostly)
Like being with partner.
Meeting and making friends together.
Meeting people, especially international tourists. Telling people about local attractions. Sitting about chatting.
Mutual satisfaction in hosting.
My husband is involved in doing farm tours with our guests. I go along and learn more about the farm.
My husband is really interested in people and enjoys the time spent with the guests.
My husband is responsible for showing our guests activities on the farm e.g. Shearing, mustering etc etc. It has been a most rewarding experience over the 25-30 years. We have never had any problems.
My husband was very involved with cleaning, maintenance, greeting/entertaining guests, assisting with book work.
My wife has little to do with marketing, planning etc. To her it's a hassle. So guess it's not rewarding.
Not having to do any of the work!
People.
s a lifestyle block.
Seeing more of her.
Sharing guests wellbeing.
sharing guests who stay

Sharing jobs and meeting a variety of people - discussion and interest and friends we can visit at other times.

Sharing our lifestyle with others.

Sharing the experience of meeting other people from allover.

Sharing the joy seeing people enjoy their experience.

Sharing the load!

Sharing the work load. Having weekends together.

Team work and being together

The fact that my husband leaves everything to me - it's the first time I have had sole responsibility for a business that we jointly own - we have several other businesses that HE is responsible for which we jointly own. Also the fact that he values the fact that I am good at and enjoy the Lodge.

The shared fun and laughter. Help with all the small jobs. Clearing up especially after breakfast.

There is always someone close to help with chores and bookings. Lots of time to talk about any issues.

Together we have a proven financially viable business (from a basic idea that a holiday cottage would look nice beside the lake).

Understand each other and having something that we are both good at.

we always have worked together.

we both take pride in offering a comfortable and peaceful home in the country for our guests. We work together as a team to keep house clean and gardens looking good and take turns at cooking.

we can complement each other and entertain couples easily together.

we enjoy working together and any problems are solved "on the spot" - it's our hobby.

we enjoy working together. Use our own strengths - make a good team!

We have always worked together, previously when dairy farming and then orcharding so this is just an extension of that. My husband is always able to answer the queries from guests (general knowledge\_ that I sometimes do not know.

We have been in the Horticultural business for 40 years, working together. I try to get times when I have some space to myself.

We make a good team, as we always have for the last 21 years. So it reaffirms our relationship.

We share a passion for skiing and enjoy having guests who also share our passion.

We take 3 months of the year off together (overseas) without worrying about work commitments as we're self employed with two businesses on our property.

We're a team. We like to see people enjoying our piece of paradise.

When we are on the same page it is awesome.

Working at home.

Working from home. Each having to work together. We have learnt to give each other space.

Working on a joint enterprise. Meeting people together.

Working together

Working together

Working together (her words).

Working together and enjoying our guests together.

Working together as a team rewarding. Shared interest.

Working together for a common goal/dream.

Working together. Enjoying each others company and having a wonderful lifestyle.

Working together. Enjoying each others company and having a wonderful lifestyle.





**Appendix J**

**Question 35b**

**What has been the most challenging thing about being in business with your spouse/partner?**



**35b**

!!

Being a full time farmer he finds more than 2/3 groups too exhausting. As we have to entertain them in the evening - before, during and after dinner.

Being able to spend leisure time together.

Being on the same page.

Can't think of any.

Challenging authoritarian attitudes!

Deciding who will do what and keeping our own space and time.

Difference of opinions at times lol.

Doing it my way and having to consider that there may be another way!!

Filling in the gaps. Each doing what one is best suited to doing.

Getting along

Getting cheap advertising. When there is only one unit to rent out it takes a lot of occupied nights to cover costs.

Hasn't been a challenge.

Having a back up to do odd jobs when things break down.

He does the talking about the wine and vineyard

He isn't able to address detail. E.g. Bed making, meal service. That's why I do it all.

Helping each other when pressure is on.

Her attention to detail - very fussy.

His health issues.

I was used to employing 4 staff in my previous business. Most challenging thing was not to treat my wife as an employee in the early years of the business.

Juggling the demands of business vs. family commitments.

Keeping business, family and personal issues separate.

Keeping costs down.

Keeping out of each other's space at times.

Keeping out of the kitchen when the other is cooking! Not arguing in front of guests when things go wrong. Keeping a sense of humour!

Kitchen preparation and help.

Learning to discuss and respect decisions made in regards to rates, marketing etc.

Learning to work as a team.

Learning to work together. One of us comes from a senior corporate management background the other has always been a sole trader and operator.

Makes no difference.

Melding two very busy lives.

My wife working a full time job and myself at home. We have a feijoa orchard as well. Would be better to bounce off one another full time. Lonely, not enough people interaction for me.

Nil challenges. We are a partnership in our nursery as well and after 20 years we each know the others strengths and weaknesses.

Nil.

Nil.

No challenge.

No challenges.

No issues.
None really. Our visitors are older FITs looking to meet New Zealanders at home. Without exception, they have been most pleasant and interesting people.
Not talking business all the time.
Nothing - he's a gem!
Nothing really.
Nothing really.
Nothing.
Phone ringing all the time.
Setting task parameters.
Sharing the decision making process can be difficult sometimes -at the workplace, in our previous occupations, the 'boss' made key decisions and it was not that important if we agreed or disagreed - now we share the process, it can be.
Time management with children.
We always work well together. Attaining shared goals.
We are in partnership on farm and as I am fully involved on farm, we are used to working together so after 23 years in partnership we have overcome most challenges.
We both have other full time jobs so can be stressful at times especially when I am away on business.
We get on well, nothing challenging really.
We have different ideas about future development.
We work as a team.
When he is not there to help.
When there is "stuff" to do and he wants to go skiing.
Wondering when they are going to miraculously appear and help strip, wash and make the beds!
Working and living together.
Working together.

**Appendix K**

**Question 37b**

**Work/family conflict**



**37b**

Always been in business with my spouse. Never been any business/family conflict.

As you can probably see, we do this very part time so love it but it's more of a hobby.

At certain times of the year we are very busy on farm and in the xxx with the xxx walk. We have to prioritise and when our children were at home, they were involved and happy to help with guests and on farm.

Do not agree with your "conflict" term. More worth, yes, very little conflict.

Have worked together for 50 years of married life - except when I have been nursing.

Husband not called on very much for help. Has his own business.

I do not think running a B&B has in the longer term made any difference to the conflict levels between us. At the beginning there was a degree of stress in coping with new situations but like all new learning having experiences sorts that out. And by the way we have been married 40 years in April 2008 so if we don't have a way of dealing with conflict by now the next 40 years look kind of difficult!

I don't think that we experience conflict as we do work as a team and both realise each others strengths and weaknesses.

I feel I am nota food source of information for your project. For a start I am now 80 years and my partner of four years is 87. This year 2007 will be the last in which I will be listed in the NZ B&B Book. I began Home Hosting in 1970 when my late husband and I were farming in Martinborough 4 of our 6 children were still at home. A down turn in farming, school fees, children's education etc and encouragement from friends spurred me to start. we joined NZ Farm Holidays which was statred by David YERES. There were only 3 families doing this in the wairarapa at that time. we had 2 cottages an doom in the main homestead to take 2 extra children. That farm was sold in 1974 so no more home hosting. we moved to a lifestyle block in Masterton in 1980 and began again to take guests, having our listing in the NZ B& B Book (Jim Thomas). I have seen many changes over the years. we, as well as the carpets are showing signs of wear, but we still offer kindly welcomes and generous hospitality and the best of New Zealand country traditions.

I was involved with my husband until he passed away. I have kept everything going at this stage. I used to do all the cleaning, 95% of the cooking, 50% of the gardening and outdoor chores and no transport. He also did most of the business side of things.

Initially it was an idea for "him" to supplement retirement income. Because of my high standards (of cleaning and presentation), he has been unable to do it.

NIL conflict.

No

No conflict at all.

No more no less.

No more, no less, but the years farming as a partnership probably account for our 'harmonious' relationship. It may well be that couples in retirement unused to 24/7 contact do have conflict.

Not a challenge - just how we like to do things.

Not really, we have learnt to be more tolerant.

Our work and 'family' are integrated. Don't see it as a conflict.

Ran the business in conjunction with a sheep farm with late husband for 10 years to 1997

and have been a widow for 10 years, living on this small lifestyle block of 25 hectares. Daughter helps me if she is home at weekends or holidays.

Seriously, my operation is relatively small, being a "homestay" type of operation. If it was to grow bigger, I would need to hire some helping hands (or find myself a partner!).

Spend far too much time together (24/7) sometimes it's ok, other times, we try to spend the odd day apart.

Spouse "land locked" while I go to do relief teaching - Being at home/work too much time wasted doing nothing much! Lots of visitors.

There is some stress working with my husband and making sure he doesn't argue in front of guests but we do manage to put a united front forward. Difficult question to answer.

We are at retirement age and will be moving off the farm in the next year or 18 months.

We both enjoy hosting guests and meeting them yet we can often differ about how the farm is to be run!! The farmstay is something we enjoy doing together and we each have our own roles within it.

We communicate better now than when we were both working.

We don't have any family in this country so it doesn't apply.

We have always farmed together so have worked for decades together. Though the main responsibility has changed completely from male to female.

We have been in business together previously and tend to work very well together and never have any problems. My husband tells me I'm the "boss" of that place!

We have developed more of a partnership since starting the business.

We have worked together for the past 33 years and are still going in the same direction. We are having the time of our lives!!

We run a very relaxed style of business, we breakfast with our visitors, charge in the lower bracket price range. Being lifestylers we have a few interesting animals and a great site on the bank of the Whanganui River. Having visitors involves very little extra work and no conflict.

We share the work and have worked together well for over 50 years.

We work mainly as a team. I do most cooking and cleaning, he talks to and entertains guests!!!

We work well together

Working together 24/7/365 would have more conflict than spouse being away from 9-5. Depends on attitudes I guess. I would rather use my husband as a "consultant" for the homestay business.





