
Editorial

Entrepreneurship and Innovation in Tourism

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Entrepreneurship and innovation are critical factors in tourism and are both central to the continued success and development of the industry, both globally and regionally. As evidenced in the text by Hall and Williams (2008), entrepreneurship and innovation can refer to a variety of concepts. For example, they can refer to the changes in the organisation of work, leisure time and absolute and relative income distribution as can they refer to exogenous sources of innovation such as technology. Tourism can also drive innovation, either through the behaviour of firms or through deliberate policy making and interventions from government while it can also drive innovation through its involvement in key sectors such as retailing. Interestingly, however, academic articles on entrepreneurship and innovation in tourism are few and far between. Although case studies on both themes appear from time to time, empirical studies remain limited while in those papers that have reached publication, in many, there remains a paucity of empirical rigour. As such, it is the view of the three editors that entrepreneurship and innovation in tourism remains an under-

researched area of investigation and, therefore, new critical insights of theoretical frameworks, methodologies and sector-specific studies are required if the field is going to mature and 'catch up' other more established areas of intellectual enquiry such as tourism planning and marketing.

To start to redress the balance of this vacuum of academic material, the broad themes above serve as a catalyst for the many papers in this issue with three specific sub-themes coming under research scrutiny. These can be summarized as: entrepreneurship and entrepreneurial development; market segmentation; and, innovation and tourism development.

Under the theme of *entrepreneurship and entrepreneurial development*, three papers are presented. Set in the context of the development of mass tourism in Mediterranean Spain and the Canary Islands in the 1960s, the first paper by Fernández explores the emergence of a new tourist 'entrepreneur class'. Developing a historical, political and comparative perspective of the conditions that helped to configure the growth of the local tourist 'entrepreneur class' the author uses the island of Majorca

as the case setting, and reflects on how the combination of the rapid growth in European tour operations and the Franco administration served as the catalyst for the development of such a phenomenon. The second paper by Jonker, Saayman and De Klerk focuses on the Klein Karoo National Arts Festival (KKNK) in Oudtshoorn, South Africa which is the largest festival of its kind in the country. The purpose of this study was to determine the attributes and role of the entrepreneurs at the festival, something that was achieved by means of a questionnaire survey which generated 249 responses. After data capturing was completed, two factor analyses were conducted. The first factor analysis revealed six factors (entrepreneurial attributes), namely organisational skills, resourcefulness, self-education, explorative, acquired skill and drive, of which resourcefulness had the highest mean value. The second factor analysis identified the role of entrepreneurs at KKNK and revealed three primary roles, namely festival promotion, product promotion and income generation, of which product promotion had the highest mean value. Interestingly, this is first time that the roles of entrepreneurs at festivals have been investigated in South Africa. The third paper in this theme, by Peters, Freshse and Buhalis explores and discusses the emergence of lifestyle entrepreneurship. The paper addresses the question of the relationship between the entrepreneur's quality of life and the growth of the enterprise. The central purpose of the paper is to conceptualise this relationship and to learn more about lifestyle entrepreneurship. Tourism serves as an ideal case industry to illustrate both relevant research in the field of lifestyle entrepreneurship and a conceptual framework to examine the relationship between entrepreneurial activities and perceived life quality. A model is developed and presented in the paper which highlights the relationship between life quality and lifestyle entrepreneurship. The model fills a gap in the research of lifestyle entrepreneurship as the correlation between lifestyle entrepreneurs' activities and their perceived life quality remains an under-investigated area. The model is able to explain lifestyle entrepreneurs' behaviour

with regard to their unwillingness to invest more efforts in the growth of their firms. The paper concludes that lifestyle entrepreneurs in tourism are motivated by different factors compared to Schumpeterian entrepreneurs. Future policy, therefore, needs to reconsider motivational measures or subsidy/grants programmes which aim to support entrepreneurial ventures.

Two papers feature in the second theme on *market segmentation*. The first by Ferreira Lopes, Rial Boubeta and Varela Mallou explores a more applied theme in illustrating the advantages of the combined use of Conjoint Analysis and Cluster Analysis in determining market segmentation. The authors argue that the benefits are easily understandable since Conjoint Analysis allows researchers to understand the structure of the consumer's preferences while Cluster Analysis allows the grouping of those consumers by their individual preferences. With the considerable diversification that characterizes tourism, it makes little sense to segment markets with *a priori* procedures. As such, it is preferable to carry out *post hoc* segmentation in order to gain a more detailed and relevant understanding of tourist preferences; a procedure that will create a competitive advantage. Segmenting markets based on the preferences of consumers allows researchers and professionals to better evaluate genuine preferences (clusters) and to better develop marketing strategies that more effectively suit the preferences of consumers. The theme of market segmentation continues in the second paper by Ribeiro de Almeida, Ferreira and Costa who discuss the Integrated Knowledge Management concept and proposes a new matrix, namely the EGIC Matrix (Integrated Knowledge Management Spiral). This new concept provides a valuable contribution as a flexible methodology that can be used to analyse different destinations or even tourism market segments.

The third theme of *innovation and tourism development* introduces an interesting mix of papers. The first by Cirer Costa takes an alternative direction in that it presents a historic example of the novel elements that were derived from the first grand Spanish Business Plan, which arose

from the failure of a luxury hotel back in Spain in 1903, which focused on satisfying the demand for European vacation tourism. The second paper by Stilling Blichfeldt presents a case study, of a Danish caravan site, that demonstrates that although tourism is often said to be less innovative than other industries with the lack of motivation, knowledge and resources often provided as the reasons why, innovation is very much in evidence. This interesting case study reveals a series of reasons why this specific enterprise has been so innovative and goes on to suggest that the findings may transcend the case company and, therefore, benefit the wider industry. Following papers by Hernández, Valades Sierra and then Ascanio, the paper by Silva and Neves analyses the social and economic development of the creative industry artisan of a city of the Brazilian state of Minas Gerais. There then follows a paper by Alves and de Hilal who adopt a qualitative exploratory study, undertaken by means of a single-case study on Praia do Forte, a tourism destination located on the Brazilian coast. Use was made of secondary data and in-depth interviews with local residents to establish how the destination could first follow a path of tourism development in a way that differentiates it from competitors and second, the degree to which the current development can be viewed as sustainable. The penultimate paper by Cavalcanti Falcão, Silva Oliveira Santos and Pasa Gómez examines innovative and productive local chains in Porto de Galinhas/PE, Brazil where the authors conclude that the tourism industry remains at an initial stage of development due to the consolidation process between informal and formal local groups. The final paper, a niche study by Matusitze, introduces an interesting synthesis on the social, cross-cultural, psychological and financial impact of the railroad on American society over the past two hundred years. The author concludes by stating that the measure of progress in the United States is tantamount to the mass of things that had to be sacrificed to its construction.

It is hoped that the above collection of papers serve as a catalyst for future papers in this area and that conceptually, methodologically, empirically and intellectually, the academic community grasp the signi-

ficance and influence both in the past and in the future of the roles of entrepreneurship and innovation in tourism.

References

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2008 *Tourism and Innovation: Contemporary Geographies of Leisure, Tourism and Mobility*. Abingdon: Routledge