

## PERIPHERAL TOURISM ENTREPRENEURS IN A RESOURCE-CONSTRAINED ENVIRONMENT: EVIDENCE FROM EASTERN CAPE PROVINCE, SOUTH AFRICA

Zinzi SIXABA 

School of Tourism & Hospitality, College of Business and Economics, University of Johannesburg, Bunting Road, Johannesburg, South Africa, e-mail: zinzi.sixaba@gmail.com

Christian M. ROGERSON <sup>\*</sup> 

School of Tourism & Hospitality, College of Business and Economics, University of Johannesburg, Bunting Road, Johannesburg, South Africa, e-mail: [chrismr@uj.ac.za](mailto:chrismr@uj.ac.za)

---

**Citation:** Sixaba, Z., & Rogerson, C.M. (2023). PERIPHERAL TOURISM ENTREPRENEURS IN A RESOURCE-CONSTRAINED ENVIRONMENT: EVIDENCE FROM EASTERN CAPE PROVINCE, SOUTH AFRICA. *GeoJournal of Tourism and Geosites*, 47(2), 370–380. <https://doi.org/10.30892/gtg.47202-1034>

---

**Abstract:** The tourism industry is distinguished from many other economic activities by the dominance of small-scale enterprises and micro-firms. Small tourism firms are critical change agents for destinations, local economic development and poverty reduction most especially in peripheral regions. This paper is situated within a growing international literature on tourism entrepreneurship and specifically the characteristics and motivations of small tourism entrepreneurs and their business operations. The research is conducted in Eastern Cape province of South Africa which is a resource-scarce or resource-constrained environment. Results are presented from a survey of 79 Black-owned small accommodation businesses and 19 semi-structured interviews with key stakeholders. It is shown that women own and operate the majority of these small accommodation businesses. These are mainly bed and breakfast establishments or small guest houses for which the clientele is mostly business tourists and government employees in particular. Issues under scrutiny are business motivations, start-up and operational issues. Networking emerges as an important business strategy for these peripheral entrepreneurs to address the challenges of business development. Overall, this study provides original findings and fresh insight into a segment of peripheral entrepreneurs operating in a resource-scarce context.

**Key words:** tourism entrepreneurs, small accommodation businesses, women entrepreneurs, resource-constrained environment, South Africa

\* \* \* \* \*

### INTRODUCTION

Small and medium-sized enterprises have exerted a long-standing numerical dominance of the tourism industry (Shaw and Williams, 1994; Getz and Carlsen, 2005; Nordbø, 2009). Across the international experience it is evidenced that one of the essential characteristics of the tourism industry is that it is mostly made up of small-scale enterprises and micro-firms (Thomas, 2004; Işik et al., 2019; Yachin, 2019; Kc et al., 2021; Trip et al., 2021; Yachin, 2021). Among others Pham et al. (2021: 2010) assert that micro and small enterprises “comprise the majority of the tourism and hospitality businesses globally and contribute heavily to the economic livelihood of many communities”. Especially in rural areas small businesses, micro-enterprises and entrepreneurship in tourism are given high importance in policy debates in terms of their assumed contribution to economic development because they are acknowledged as a gateway to economic independence, community empowerment and capacity building (Nordbø, 2022). The promotion of small tourism businesses therefore can be a critical pathway for enhancing local economies and most especially act as a vital tool for bringing appropriate development to marginalised and peripheral areas (Yachin, 2020). Such businesses are present across both urban and rural environments and in all tourism activity sectors, including accommodation services, attractions, tour services, tourism niche markets (such as adventure tourism, heritage, and eco-tourism) and, support service sectors.

Overall, small tourism businesses in both the Global North and Global South are agents for tourism change, destination development and local economic growth (Ateljevic and Doorne, 2007; Saarinen and Rogerson, 2021). In Europe the advancement of tourism small businesses is viewed as significant for regional development and community-based tourism as small firms provide the foundations for entrepreneurship and job creation (Leitão et al., 2021). Support for small firms is prioritised by the European Union because of their contribution to regional development which include the increase in innovation, growth of ideas in relation to products, unique niches to enhance competitiveness, social and economic opportunities, and employment particularly for under-privileged social groups (Thomas and Augustyn, 2011).

In the Global South the growth of small tourism businesses is often conditioned by different factors as compared to the Global North (Gartner, 2004; Zhao, 2009). A critical point of differentiation relates to the ‘resource-scarce’ or ‘resource-constrained’ environments within which tourism entrepreneurship and small firm development in tourism occurs in the Global South (Ngoasong and Kimbu, 2019; Ribiero et al., 2021). In all poor communities, however, tourism small businesses can play important roles such as contribute to reduce poverty, foster social inclusion,

---

\* Corresponding author

protection of the natural environment and encourage the youth to stay in the community (Rogerson, 2020; Dias, 2021). Key questions are raised regarding the significance of tourism small firms in the Global South. The critical role of small firms as a vigorous and visible element of tourism economies across the Global South is stressed in several investigations (Dahles and Bras, 1999; Dahles, 2000, 2001; Dahles and Keune, 2002; Hampton, 2003; Adams and Sandarupa, 2018; Shariff and Abidin, 2020). Over 20 years ago the pioneer work by Dahles and Keune (2002) spotlighted a growing interest in the investigation of tourism small businesses in the Global South because of tourism's potential for contributing to sustainable development. Tourism entrepreneurship is viewed now as fundamental to meeting several of the United Nations Sustainable Development Goals, including those for gender equality (SDG5), decent work and economic growth (SDG 12), and sustainable consumption and production (SDG 12). Policy development for tourism small firms therefore must be an essential component of planning in relation to the United Nations Sustainable Development Goals (Adu-Ampong and Kimbu, 2021; Mantey, 2021).

The uncertain times of the COVID-19 pandemic and its impacts prompts a re-thinking of African tourism research agendas (Rogerson and Baum, 2020; Rogerson and Rogerson, 2021). Arguably, one vital issue is the need for greater understanding of the nature, significance and challenges of tourism small firms operating in peripheral areas (Zheng, 2021). It is against this backdrop the aim in this paper is to investigate the characteristics and operations of small tourism entrepreneurs in the resource-constrained environment of the Eastern Cape, the poorest province of South Africa. Our focus is on the cohort of Black-owned small tourism firms which concentrate geographically in the territories of Transkei and Ciskei, the former Bantustans which were established under apartheid planning (Rogerson and Sixaba, 2021). Since 1994 South Africa has pursued a series of programmes targeted at 'empowering' groups and individuals who had been negatively impacted by the previous system of apartheid (Ponte et al., 2007). The need for a change in the racial balance of ownership was particularly pressing in the tourism sector which was almost exclusively White-dominated in the pre-1994 period (Rogerson and Visser, 2004). National government called for the "transformation" of the tourism sector, one element of which is supporting the growth of Black-owned tourism small firms or small, medium and micro-enterprises (SMMEs) (Rogerson, 2004; Abrahams, 2019; Giddy et al., 2020).

### TOURISM SMALL FIRMS - LITERATURE CONTEXT

As a consequence of the international growth in the numbers of tourism small firms there has been an expansion of academic interest in understanding the issues and dynamics surrounding tourism small firms. Among others Dias (2021: 14) asserts that the study of small businesses "is crucial due to their share in the total numbers of tourism firms". In many countries small or medium-sized enterprises are viewed as constituting the entire stock of tourism businesses (Domi et al., 2019). Organizationally it is acknowledged that small tourism businesses are not only different from large businesses but also distinct within the broader business sector (Ateljevic and Doorne, 2007).

Hence, there is a need to recognise small tourism businesses as a separate analytical category which require scholarly attention as well as appropriate and focused policy initiatives (Thomas, 2000; Zheng, 2021). According to Morrison et al. (2010) research on small tourism businesses can be traced over a period of 35 years going back to the 1970s. The first period of academic interest in small businesses saw a flurry of activity that occurred during the early 1990s which became a steady flow of somehow fragmented output rather than the ambitious and coherent programme of research that was anticipated at the time (Thomas et al., 2011: 963). Arguably, the pace of international research on tourism small businesses developed slower than envisaged. The work by Thomas et al. (2011) situated tourism small businesses within the wider small business context and noted that a significant amount of tourism small business research is drawn from fields such as business and management, sociology, social anthropology, politics and policy studies.

The available research on tourism small businesses derived from general small business literature with limited connection to tourism and as a result tourism scholars only added empirical data to the existing general literature (Page et al., 1999). It is for this reason that Page et al. (1999) could label tourism small businesses as a research theme that was *terra incognita* and point to major gaps in both theoretical and empirical knowledge.

This argument was re-stated by Thomas et al. (2011) who expressed concern that tourism small business scholarship remained fragmented and that the "limited engagement of tourism academics in research relating to small firms is surprising" (Thomas et al., 2011: 963). These authors called for scholars to address this "shortfall" in international research which they considered had made only sporadic and uneven progress (Thomas et al., 2011: 964).

A considerable upturn has occurred in research on tourism small firms since 2000 and especially in the period 2010-2020 (see Yachin, 2019, 2020). During the decade of 2010s the growth of scholarship is reflected in a suite of writings variously about family firms, lifestyle entrepreneurs as well as tourism small firms (eg. Brouder and Eriksson, 2013; Peters and Kallmuenzer, 2018; Dias, 2021; Dias and Silva, 2021; Kc et al., 2021; Dias et al., 2022; Łobejko, 2022). In 2020, however, Alford and Jones (2020: 1) still could assert with confidence a continuing need "for more detailed studies of small tourism enterprises". Other observers contend that particularly the group of very small enterprises (employing less than five workers) and micro-entrepreneurship have remained largely invisible to scholars until recent years (Kc et al., 2021). Another shortfall of research in the international context undoubtedly surrounds an understanding of the issues relating to tourism small firms in the resource-constrained environments of the Global South. In one recent investigation Mantey (2021: vi) noted "there seems to be paucity of studies on Small and Medium Enterprises in the development of tourism in Africa".

Entrepreneurship in tourism has been a field of growing scholarly and policy interest. It is observed by Yachin (2020: 31) that entrepreneurship "is a complex and difficult-to-define concept". The complexity in definition is created by the diversity of theoretical and methodological approaches which inform perspectives on entrepreneurship (Ateljevic and

Doorne, 2004; Yachin, 2020). As pointed out by Dias (2021) research on tourism entrepreneurship has addressed a range of different issues including the organizational capabilities of small and medium-sized firms, entrepreneurial processes as well as the characteristics of the entrepreneur and the tourism enterprise. Central themes have been the entrepreneurial characteristics and the cultural context associated with tourism small businesses which are important threads in writings for over two decades (Ateljevic and Doorne, 2000; Shaw, 2004; Ateljevic and Doorne, 2007; Yachin, 2020; Dias, 2021). Additional issues of concern have included the easy of entry into business, financing of capital start-up, level of skills and the staying power or survival of small tourism businesses (Shaw, 2004; Brouder and Eriksson, 2013).

As observed both by Yachin (2020) and Dias (2021) the type of entrepreneurial motivation has been a further vital dimension of research on tourism entrepreneurship. This is explained by the fact that “since a large part of small tourism businesses are run by individuals with lifestyle objectives, such as motivation to live in a desired location, build social networks, and be part of a community, as opposed to the profit maximisation that characterizes entrepreneurship in other (non-tourism) sectors of activity” (Dias, 2021: 13). In tourism entrepreneurial scholarship distinctions are drawn between the business-oriented and lifestyle entrepreneurs particularly in the provision of accommodation services (Shaw and Williams, 2004). Lifestyle entrepreneurs who are considered to “prioritize personal or family needs, expectations, preferences and values over economic growth and profit maximisation, also are driven by environmental considerations and desire for a sense of community” (Ciasullo et al., 2019: 76). In rural destinations such lifestyle entrepreneurs are viewed as assuming a vital role in innovation and destination sustainable development (Yachin, 2019, 2020; Dias and Silva, 2021; Dias et al., 2021, 2022). As Yachin (2020: 29) asserts “lifestyle entrepreneurship does not necessarily mean unprofessional or unproductive”.

Overall, therefore, there has been the growth of a substantial scholarship around entrepreneurial cultures and the motivations for entrepreneurs to launch tourism small businesses. In rural areas of the Global North – which have been a major focus of recent scholarship on tourism small businesses - research on lifestyle entrepreneurs has been popular (Yachin, 2019). Recent research by Tomassini et al. (2021) expands previous conceptualisations of lifestyle entrepreneurs by looking at issues of identity construction in terms of their ethical commitment to global issues, social and economic inequalities. In the context of the Global North it contributes to research on small tourism businesses by broadening the simple dichotomy between commercially-oriented and lifestyle-oriented entrepreneurs and arguing that a subset of the latter are driven by a conscious set of values around ‘doing good’ for society. Ciasullo et al. (2019) add the category of what they style ‘heretical entrepreneurs’ as a subset of lifestyle entrepreneurs who function in remote destinations. It is noticeable within the literature that the notion of lifestyle entrepreneurship is primarily a phenomenon of the Global North. Skokic and Morrison (2011) argue that in developing economies of the Global South entrepreneurs rarely operate a business just to live a good life due to the economically unstable conditions and generally resource-constrained contexts. Nevertheless, the concept of lifestyle entrepreneurs cannot be ignored in the Global South. Research undertaken both in Ghana and South Africa has revealed groups of lifestyle entrepreneurs who operate tourism small businesses in several parts of these countries (Rogerson, 2008; Mensah-Ansah, 2014; Mantey, 2021).

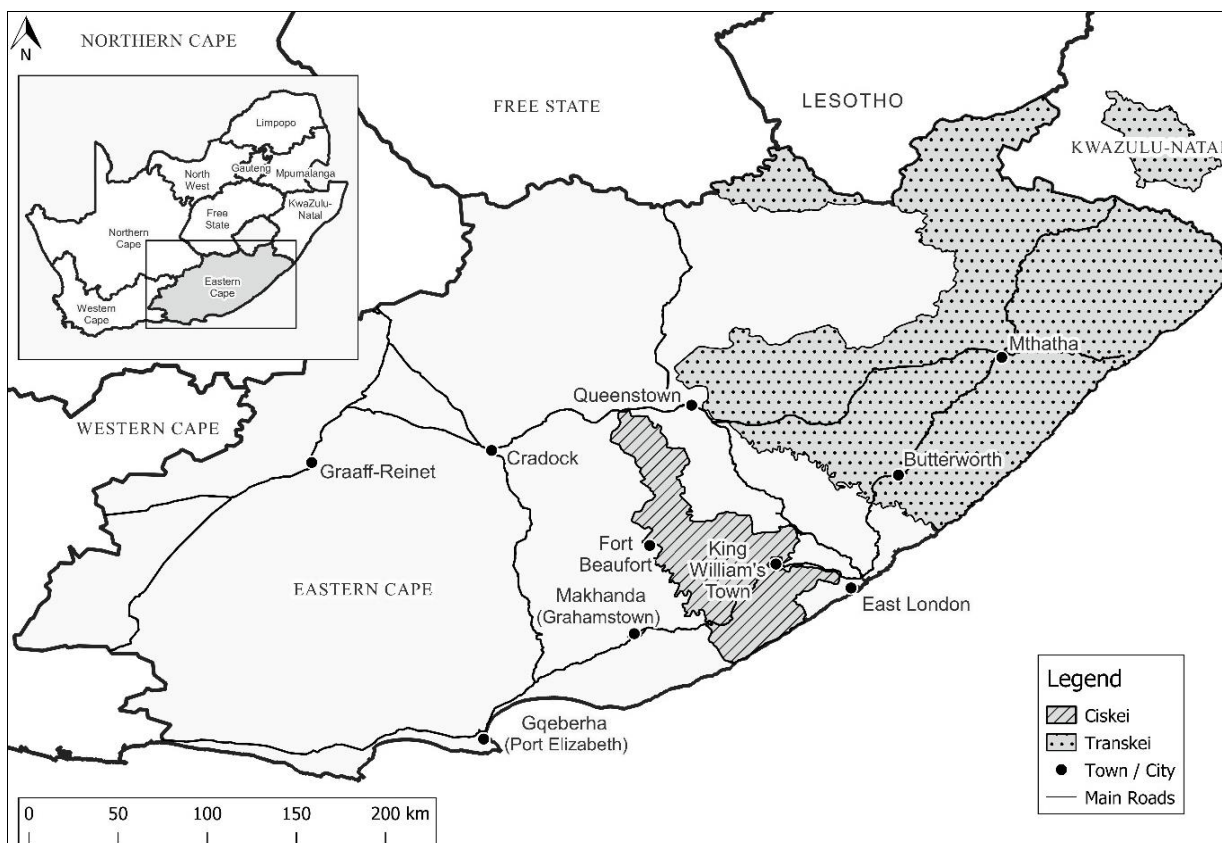


Figure 1. South Africa's Eastern Cape Province (Source: Authors)

## RESEARCH CASE STUDY AREA AND METHODS

The setting for this research is South Africa's Eastern Cape province which was constituted only in 1994 after democratic transition. The Eastern Cape is the second largest province of South Africa's nine provinces. The major urban centres of the Eastern Cape are the coastal settlements of Gqeberha (formerly Port Elizabeth) and East London and the inland location of Mthatha, the 'capital' of the former Transkei. Other notable urban centres are the smaller towns of Makhanda (former Grahamstown), King William's Town, Bisho (former capital of Ciskei) and Graaff Reinet.

It is shown on Figure 1 that a major part of the territory of this province is constituted by rural areas that previously were part of the Transkei and Ciskei. In terms of economic and social development the province is underdeveloped and marked by geographical inequality between the urban-industrial centres and underdeveloped rural hinterlands, mainly the former homeland areas of the Transkei and the Ciskei. The Eastern Cape endures some of the highest rates of poverty and unemployment rates in South Africa with estimates that 72 % of the people in the Eastern Cape are living below the poverty line. In terms of South Africa's space economy the major part of the Eastern Cape would be classified as a peripheral region (Rogerson, 2019; Dlomo and Rogerson, 2020). The research was anchored on a structured survey that was conducted in 2018-2019 with 79 interviews conducted with Black-owned tourism accommodation establishments across the Eastern Cape. Themes of concern in the survey included the nature of tourism entrepreneurs and their businesses, entrepreneurship motivations, start-up issues and operational issues for businesses. The survey findings are supported and supplemented by the responses from the 19 semi-structured interviews which were undertaken with government stakeholders, local experts as well as a selection of accommodation service providers. The list and coding of these semi-structured interviews is given in Table 1 which shows the 19 respondents and their coding.

Table 1. Details of the 19 respondents (Source: Authors)

Code	Location	Type of Establishment	Role
GOV1	King Williams Town	Eastern Cape Economic Development, Environmental Affairs and Tourism (DEDEA)	Manager: Tourism
GOV2	East London	Buffalo City Metropolitan Municipality - Tourism	Marketing and Promoting Officer
GOV3	East London	Eastern Cape Parks and Tourism Agency (ECPTA)	Chief Marketing Officer
GOV4	East London	Commission on Restitution of Land Rights	Consulting Officer
GOV5	East London	Eastern Cape Parks and Tourism Agency (ECPTA)	Senior Manager: Tourism Development
GOV6	East London	Eastern Cape Parks and Tourism Agency (ECPTA)	Commercialisation Manager
GOV7	East London	Eastern Cape Parks and Tourism Agency (ECPTA)	Manager: Tourism Enterprise
GOV8	Gqeberha	Nelson Mandela Bay Metropolitan Municipality	Director: Tourism Development
GOV9	Mthatha	Eastern Cape Parks and Tourism Agency (ECPTA)	Regional Manager: Tourism
AC1	Bisho	Guest House	Owner
AC2	King Williams Town	Bed & Breakfast	Owner
AC3	East London	Bed & Breakfast	Owner
AC4	East London	Guest House	Owner
AC5	Gqeberha	Bed & Breakfast	Owner
AC6	Lusikisiki	Guest House	Owner
NGO1	Bulungula	Backpacker Lodge	Manager
NGO2	Mbizana	Wild Coast Sun Mbizana Development Trust	Committee member
KI1	Gqeberha	International Tourism Consultant	Consultant
KI2	Gqeberha	Nelson Mandela University	Lecturer: Tourism Department

## RESEARCH FINDINGS

Taken together the 98 interviews provide the basis for our analysis of the two major themes which are investigated in this paper namely: (1) the characteristics of Black entrepreneurs operating small tourism businesses SMMEs and a profile of their businesses; and (2) the motivations, start-up challenges and organization of these accommodation businesses. These are presented in the following two sub-sections of material and discussion.

### The Characteristics of Entrepreneurs and Businesses

The central findings concerning the characteristics of Black entrepreneurs and their businesses confirm those of other recent investigations that tourism small firms in South Africa are not a homogeneous category of enterprises (Rogerson, 2005, 2008; Hlanyane and Acheampong, 2017; Hofäcker and Gebauer, 2021; Booyens et al., 2022; Greene, 2022). Table 2 provides a profile of these entrepreneurs in the Eastern Cape. As is evidenced from Table 2 gender is a defining characteristic of Black-owned SMMEs in the accommodation sector of Eastern Cape with women being the largest group of entrepreneurs for accommodation services. This finding about the dominance of women in accommodation services confirms the results of several other investigations which have explored aspects of the ownership of small accommodation establishments in parts of the Eastern Cape (Hlanyane and Acheampong, 2017; Mdluli, 2020). In terms of age of entrepreneur 85% were over the age of 40 years and nearly one-third were aged more than 60 years.

The results reveal that the cohort of Black entrepreneurs is relatively well-educated with 23% in possession of University postgraduate qualifications and only 5% of the entrepreneurs having no formal education. A significant share of the group of interviewees had obtained diploma qualifications and commented on their usefulness in operating their business: *I would say my degree helped me quite a lot...it helped me because my other major was management, so my degree was economics and management, I would say that management helped the most, in a sense that when you have a*

business you have to market the business, and as part of management they teach about marketing the business' – AC1. Entrepreneurs had various career paths before owning a tourism business. The most common previous occupation linked to education; nearly one-third of the Black-owned tourism businesses were operated by former teachers. Other previous occupations of entrepreneurs were varied and included administration, nursing, government and banking. The cohort of owners also included a former medical doctor, information technology worker, miner, graphic designer, business consultant, and domestic servant. It is observed that only two of the 79 Black entrepreneurs had any prior work experience in the tourism and hospitality sector, one as a travel consultant and the other as a waiter.

For at least one bed and breakfast entrepreneur the experience of previous work in tourism was seen as valuable: 'I had worked at various companies, I worked at Avis, Short Travel, Connects Travel, American Express Travel...and at some point, I got exposure... for instance at Short Travel I was dealing mainly with leisure travellers, then at American Express, I was getting corporate travellers. So I got the exposure of both markets and their behaviours and trends' - AC2. Skills obtained in business work outside tourism (particularly in management) were also highlighted as useful: 'I think the skills I have acquired have assisted me with this business...managing people, working with customers and also control of the business, because it is very important to know what is where' – AC4. From the foregoing it is apparent that skills obtained during previous work experience are valued in running a tourism business. Of particular note by entrepreneurs are skills for managing the business, marketing of the product, confronting complex decisions, and human resource management.

Table 2. Profile of Business Owners (Source: Author Survey)

		Number	Percent
<b>Gender (N=79)</b>	Female	64	81
	Male	15	19
<b>Age (N=78)</b>	< 21 years	0	0
	21 - 30 years	3	4
	31 - 40 years	9	11
	41 - 50 years	25	32
	51 - 60 years	17	22
	Above 60 years	24	31
<b>Education (N=75)</b>	No formal education	4	5
	Not completed University	5	7
	High School	8	11
	Diploma/Degree	40	53
	Postgraduate	17	23
	Others	1	1
<b>Previous Occupation (N=71)</b>	Education	22	31
	Administrator	7	10
	Entrepreneur	7	10
	Nurse	5	7
	Manager	5	7
	Government employees	4	6
	Banking	4	6
	Student	3	4
	Other	14	18

Table 4. Period of Operation (Source: Author Survey)

	Number	Percentage
<b>Years (N=79)</b>	Less than 3 years	8
	4 - 6 years	10
	7 - 9 years	19
	More than 10 years	42

Table 5. Business Motivation (Note: Likert Scale in Degree of Importance 1-5 with 5 Very Important; N=number of responses)

Motivation	1	2	3	4	5	Mean
Economic Freedom (N=78)	1	1	7	14	55	4.55
Opportunity (N=76)	1	3	6	22	44	4.38
Tourism business (N=77)	2	3	11	24	37	4.18
Own boss (N=78)	2	1	11	13	51	4.41
Self-worth (N=78)	5	2	7	18	46	4.26
Lifestyle (N=77)	13	6	11	26	21	3.47
Provide jobs (N=77)	11	8	13	18	27	3.55
Living standards (N=77)	2	4	3	20	48	4.40
Increase income (N=77)	1	1	4	20	51	4.55
Self-employed (N=76)	1	1	4	18	52	4.57
Market demand (N=77)	2	6	13	18	38	4.09

For the majority of respondents (75%) it was revealed that the tourism business is their main source of household income. This said, the majority of entrepreneurs have multiple income streams with supplementary sources of income that include most importantly other businesses and pensions. For the group of entrepreneurs with the accommodation business

Table 3. Characteristics of Enterprises

Characteristic	Number	Percent	
<b>Accommodation Type (N=82)</b>	Bed & Breakfast	36	44
	Guest House	26	32
	Homestay	8	10
	Lodge	4	5
	Hotel	3	4
	Self-catering	2	2
	Backpacker Hostel	2	2
	Camping	1	1
<b>Rooms (N=78)</b>	1 - 5	15	19
	6 - 10	40	51
	11 - 20	15	19
	21 - 30	3	4
	31 - 40	2	2
	41 - 50	3	4
	50+	1	1
<b>Grading (N=79)</b>	1 Star	1	1
	2 Star	3	4
	3 Star	36	46
	4 Star	14	18
	5 Star	0	0
	Not Graded	25	32
<b>Additional Purposes (N=123)</b>	Conference venue	31	25
	Functions/Events	24	19
	Catering	57	46
	None	10	8
	Other	1	1
<b>Employees (N=79)</b>	1 - 5	57	72
	6 - 10	15	19
	11 - 20	3	4
	21 - 30	1	1
	None	3	4

Source: Author Survey Note: No responses for certain categories and multiple responses on additional purposes

Table 6. Source of Start-Up Capital (N=79) (Source: Authors)

	Frequency	Percentage
Own Savings	56	71
Bank Loan	12	15
Friends & Family	8	10
Pension fund	2	2
Government Grant	1	1

as a secondary rather than primary source of household income a similar picture emerges of alternative income sources through the operation of other businesses as well as pensions for the segment of retired entrepreneurs. Stitching together a living from different income sources is therefore a characteristic of these tourism entrepreneurs.

Table 3 provides a profile of the accommodation enterprises operated by Black entrepreneurs in the Eastern Cape. The overwhelming majority (91%) of these accommodation service establishments would be classed as micro-enterprises which in terms of South African official categorizations represent establishments with less than 10 employees (Booyens et al., 2022). These are typically owner-managed bed and breakfast, small guest houses or homestay establishments; 70% of the establishments had less than 10 rooms. In terms of ownership structure the study found that 85 percent were either closed corporations, family-owned or in sole proprietorship.

The group of bed and breakfast enterprises and guest houses are geographically spread throughout the urban centres of Eastern Cape Province. By contrast, the group of homestays are concentrated in Coffee Bay, Port St Johns and Makhanda/Grahamstown. The coastal homestays situated in Coffee Bay and Port St Johns mainly target the market of international backpackers or budget travellers. However, at Makhanda (Grahamstown) the homestays are a provincial government tourism initiative known as Kwam-eMakana which aims to boost the local economy and involve specifically local women entrepreneurs. This initiative allows local women to convert their homes into accommodation establishments and cater for guests, particularly during the National Arts Festival – one of South Africa's largest and most-established cultural festival - held annually in Makhanda (Grahamstown). Other smaller local festivals in the Eastern Cape also have been a stimulus for homestays operated by Black women entrepreneurs. One government official highlighted that at the coastal location of Port St Johns *'There is a festival we do there, Isingqi Sethu. The homestays benefit during that time. So, homestays are also an opportunity in the absence of formal accommodation, you understand'* – GOV1.

In terms of the source market for these Black-owned accommodation enterprises, given that Eastern Cape is the least visited South African province for international tourists, it is not surprising that it is the domestic tourism market that is overwhelmingly dominant. Only one enterprise indicated that international tourists were the mainstay, all others (78 of 79) were reliant on the domestic market, a finding which confirms that of other investigations (Booyens et al., 2022). Of particular note is that a large number of accommodation owners have as their target market the professional or business traveller, many of them government officials. Some respondents explicitly highlighted that they prefer corporate travel rather than government clients because of delayed payment issues with the government. Several businesses host guests who come for government-related work to attend workshops or meetings. Enterprises situated in close proximity of urban centres such as East London or King Williams Town/Bisho (where the Eastern Cape provincial administrative head offices are located) enjoy the greatest opportunities for business tourists. In terms of leisure travel the owners acknowledged there are only limited flows. It was disclosed that many leisure visitors travel during weekends and often for events such as weddings, funerals, traditional ceremonies as well as to visit friends and family. Table 3 shows most of these small accommodation businesses seek to generate additional income beyond accommodation services through sources such as hosting conferences/meetings and in particular by undertaking catering; 79% of the enterprises undertook catering and 39% provided a conference/meetings venue.

The grading of establishments was highlighted by several respondents as a significant business development issue. Two-thirds of the establishments were graded - mostly a 3-star rating - with the ungraded establishments mainly the homestays and establishments located in rural or township areas. Asked to reflect on the grading process a small town guest house owner stated as follows: *'The establishments has to be graded, even if it is a 1 star, it has to be graded, there is a grading facilitator that normally comes once a year, usually around September, she comes and grades us...but there is a fee that you pay it is an amount of R 3 600 that you pay to the grading council, you pay and they come and grade you'*. – AC6. As part of the government's development initiative, the owners are encouraged to contact government offices for advice prior to opening an accommodation business. As remarked by one of the officials, *'We would say if you have an intention to open a tourism business come to us first during the conceptualisation stage so that we are able to take you through the criteria and the requirements'*. – GOV5. The importance of grading is that it offers an opportunity for the establishment to be included within the government's procurement database for market access. This was confirmed in an interview conducted with one of the government officials *'...more than anything, it is how they continue to gain access to tourism development support and access to market opportunities...all the graded establishments, some of the standards they meet, we try to make sure they do not lose those standards and then we give them direct access to the market'* – GOV3. Another government official clarified that *'They must be graded...they won't get support from the government if they are not graded'* – GOV7.

Table 4 shows that the largest share of businesses have been long-established: 53 % of entrepreneurs have owned their business for more than 10 years and three-quarters for more than 7 years. Beyond a response to transformation initiatives and opportunities there is an additional aspect to establishing these businesses corresponding to the 2010 FIFA World Cup time frame when many Black entrepreneurs in the Eastern Cape, as in other areas of South Africa, opened up accommodation businesses in the expectation of hosting guests and to generate income in relation to that mega-event. Further details about business start-up are the focus of attention in the following sub-section of discussion and analysis.

### **The Establishment and Organization of Businesses**

The findings concerning the motivation for entrepreneurs to start up a tourism accommodation business and the issues around business start-up provide parallels with findings reported in the Global North. The reasons for the establishment of small firms and entrepreneurship in tourism have been reviewed in a variety of contexts (Page et al.,

1999; Thomas, 2004; Ateljevic and Doorne, 2007; Thomas et al., 2011; Yachin, 2020). Building upon this international literature the motivations for the start-up of an accommodation business by Black entrepreneurs in the Eastern Cape were examined for 11 factors using a Likert scale. The results are captured in Table 5.

The findings on Table 5 indicate several reasons for tourism entrepreneurship in the context of the Eastern Cape. The leading factors related to a desire for self-employment (score 4.57), economic freedom (4.55), to increase income/living standards and to be one's own boss. Of note also is that entrepreneurs were motivated by opportunistic reasons (score 4.38) in terms of identifying a business opportunity in the accommodation services sector. By contrast the factors which score the lowest ratings significantly relate to the provision of jobs (3.55) and lifestyle considerations (3.47). Arguably, in the resource-scarce context of the Eastern Cape economic and financial considerations were paramount for the launch of tourism businesses and often with the desire to create revenue and attain financial security to support families. In relation to such considerations the qualitative interviews provided further insight. In one of the semi-structured interviews it was indicated *'I opened the business to help the family, the kids of my brother. It took them to school, they graduated and now they are working'* – AC6. The issue of financial security was also a motivating factor among the respondents: *'I asked myself what I am going to do when I retire. I have to find something to feed myself and my children, build my own legacy not to depend on anything but yourself, like be an independent woman'* – AC6. The idea of building a legacy was a motivating factor amongst several entrepreneurs. A Bisho guest house owner asserted: *'I want to leave a legacy for my kids and I think when my kids grow up, I want them to be involved in the business as well'* – AC1.

The research discloses that 'self-development' and 'independence' were also prominent motivations and the idea of being one's 'own boss' suggests that entrepreneurs seek a sense of independence and self-reliance. The notion of wanting to recognise 'self-worth' suggests that business owners are influenced by commercial reasons as well as to fulfil personal desires and goals. One bed and breakfast entrepreneur affirmed as follows: *'I am at developing stage and when the business is ready, everything running smoothly with or without me and then I can also have time for myself to pursue other developments that I want'* – AC2. The respondent's sense of freedom and the notion of being able to make their own decisions was of high relevance as well as the freedom created an opportunity for the entrepreneurs to be able to attend to their personal family matters. A guest house operator expressed that *'I wanted to be around my dad because my dad is not well, so that was another motivating factor for me'* – AC1. Likewise an East London-based owner mentioned *'I felt that if I could do something where I am my own boss and I could succeed'* – AC4.

The availability of certain resources was a motivating factor for certain respondents, particularly the availability of a property. Many accommodation providers converted already existing homes into accommodation establishments. In addition, some entrepreneurs were motivated by identifying a lack of accommodation facilities in their area and responded to market demand. It was commented *'My mom had started this B&B and it was very informal because she used to get clients from that lady that runs a B&B in King Williams Town, so whenever that lady got an overflow then people would come here and sleep here...I looked at this and said to myself instead of going to Johannesburg and looking for a job maybe I could take over this business. I looked at the figures and the figures even motivated me more'* – AC1. In addition a bed and breakfast owner in East London asserted *'When we bought this house, we realised that it has a lot of potential for development because there was already an existing building that is here...the idea came that let us make a B&B because there are these rooms here that we have made and we do not know how to utilise them'* – AC3. Overall, the above findings from a 'resource-scarce' environment in the Global South offer a contrast to works in the Global North which stress the weight of lifestyle considerations in tourism entrepreneurship and especially in rural and marginal areas (see Yachin, 2019, 2020).

The sources utilised for the start-up of a tourism business in the Eastern Cape exhibit certain parallels to findings in the international mainstream writings on small firms in tourism (Thomas, 2004; Yachin, 2019) as well those in the resource-constrained environments of sub-Saharan Africa (Mensah-Ansah, 2014; Ngoasong and Kimbu, 2019; Mantey, 2021). Table 6 captures the findings from the Eastern Cape.

In terms of acquiring capital for business start-up 71% of the entrepreneurs used their personal savings to fund the business. Other notable sources were assistance from friends and family: *'The capital I received from mom and dad'* – AC1. This was also flagged in another interview where the owner was asked about start-up financing: *'I had to ask some family members to help me, so I would ask some of them to invest in me...and so my mom played a big role, because she took all the investments and assisted me to do the business. It was mainly from family members and also some of the money I had saved'* – AC2. Formal financing sources such as bank loans were a factor for only 15% of the surveyed entrepreneurs. As a whole, these results concerning source of start-up capital and most especially a heavy reliance on own savings exhibit commonalities with those recorded in both the contexts of Global North and Global South.

In terms of how to start a sustainable small tourism business, information access is of concern among entrepreneurs. The majority of respondents (87%) indicated that as part of their business development they search for information (Table 5.7). The leading sources for information were local networks such as friends, family and other business owners; the internet and government were secondary sources. One East London respondent indicated as follows: *'I do my own research online and also with other people that own guesthouses. I also think people try to give you advice for instance the mistakes they made when they started out and those kind of things...I felt that it is important to consult with whoever I know to get whatever hints that can help me along the road'* – AC4. In many contexts it is stated that accommodation enterprises have 'low barriers to entry' and that it is therefore relatively easy to enter into a tourism accommodation business. When questioned about ease of entry two-thirds of Black tourism SMME entrepreneurs in the Eastern Cape, however, indicated it was not easy to enter into the business. Among the major barriers to entry was funding or capital to start the business (62% of the respondents); other challenges related to bureaucracy and municipal laws, existing

competition, a lack of business knowledge and the registration process of an enterprise. Regarding ease of entry the view was expressed that *'It was not easy to start this business, specifically because of the financial part and secondly the inadequacies of the municipality...We had problems with health department and problems with fire extinguishers...There were inspectors, when you start a business they come and inspect...you have to have a health certificate, something from health that says that your facility is fine. You have to have someone from the fire department that says your place is also fine'* – AC3. The difficulties for entry were particularly acute facing women entrepreneurs who indicated that they were alone when they entered the business and had multiple roles to play. Another typical response confirmed the difficulties of Black entrepreneurs entering the local tourism accommodation sector: *'No it is not easy because you have to be the owner, the marketer, I have to help cleaning and do everything alone'* – AC5.

A critical aspect for tourism business development is marketing. The survey probed how respondents marketed their establishment. Table 8 summarises the results.

Table 7. Information Access (Source: Authors)

		Number	Percentage
Seeking information (N=79)	Yes	69	87
	No	10	13
Source (N=76)	Friends & Family	24	31
	Other business owners	18	24
	Internet	7	9
	Government Agent	6	8
	Customers	2	3
	Others	19	25

Table 9. Use of Information Technology (Source: Author Survey) Note: Respondents give more than one method

Application	Number	Percentage
Bookings	54	68
Marketing	38	48
Feedback	29	37
Storage	26	33
Correspondence	26	33
Ordering	15	19
Other	1	1

their effort to drive word of mouth for promoting the business: *'You know what is helping a lot in marketing is that you start by having that first group that is coming to your business and you make sure that those people are satisfied and are served well. Those people, they go out and tell others about your establishment'* – AC6.

One method of marketing was door-to-door campaigns which involved the owners of the establishments visiting various government departments in order to introduce their accommodation establishments. Several owners mentioned that they made use of this method: *'I use different strategies for promotion. I mean I go to government departments and issue brochures and my business card. I will go to the Department of Transport and introduce myself and my Bed and Breakfast, and I say please if you have people send us some guests, and I enquire who they are using and why they are using that person, did they use us before, and did they encounter any problems...I enjoy the personal selling because people want to ask questions and then I answer them. They will ask the type of meals I offer, about the rooms I have and stuff like that'* – AC1.

Other marketing strategies involve attendance at exhibitions, particularly the Tourism Indaba in Durban: *'The government pays for everything such as accommodation, meals, and transport to go there and you just go with your product and show people...You tell people about your accommodation establishment, tell them where it is situated, about the safety and security, you mention all the facilities you have in your business...it helps a lot the Tourism Indaba'* – AC6. Beyond the mainstay of the domestic market some entrepreneurs sought to reach out to international tourists: *'I mean you go to presentations at embassies. I remember going to this one presentation at the German embassy'* – AC1.

The use of information technologies is critical for entrepreneurs operating accommodation businesses. Table 9 evidences that the most common use of such technologies is for bookings, marketing and receiving feedback from customers. Several entrepreneurs highlighted their use of social media platforms as digital marketing tools; usually this involved using Facebook and Twitter to showcase and advertise the business. One of the owners gave an example of how the use of social media has been effective for their business *'I opened a Twitter account and there was the Iron Man event that January. I covered Iron Man live and I got a lot of international people'* – AC3.

With respect to customer feedback for improving the service aspects of the business it was stressed as follows: *'Communicating with guests and getting feedback is important, like we have got TripAdvisor, for feedback and we always ask guests Did you sleep well? How was your stay? Did enjoy your stay? That kind of thing'* – AC4.

Business networks and networking are key elements in the operations of small businesses and viewed as critical for product development. In tourism literature, networks are seen as useful for tourism small firms and can contribute to survival and competitiveness (Yachin, 2019, 2020). The Eastern Cape survey revealed that the strongest collaborations were formed with other accommodation businesses (77%) and travel agencies and tour operators (71%). The benefits of

Table 8. Marketing of Accommodation Businesses (Source: Authors; Note: Respondents give more than one method)

Method	Number	Percentage
Word of mouth	70	89
Travel agency	54	68
Brochure	39	49
Own website	36	46
Social media	35	44
Guide books	24	30
Government website	8	10
Newspaper	4	1
Other	10	13

It is evident that the most common channels for marketing are through word-of-mouth, use of travel agencies, brochures, social media and website. The findings signal that most marketing is based on low cost techniques such as word of mouth. The accommodation owners maintained their word-of-mouth strategy by providing quality service and attending to customers' needs. The Lusikisiki guest house respondent stressed



collaboration relate to sharing of guests and information. The benefits of participating of networking and collaboration were evidenced in the qualitative interviews: “*Networking, as much as your product might be good you need to have people that you work with. You have to build relationships with them, so my manager does a very good job of that so the consultants know us and think of us when something comes up*” – AC4. Being part of a network or association was also viewed as important in presenting ‘one voice’ particularly when businesses want to engage with government. The government officials further stressed the importance of small entrepreneurs organising in a collective forum: “*The purpose of the forum was to bring the businesses together, so that whenever they speak, they speak in one language. You know the way the government works...it is difficult for the government to support one person. So, it is better when they come as a collective under an umbrella like a forum. So, what we suggest to them, form this forum, so whatever challenges you may have in terms of your businesses* – GOV2. The interviews revealed that government officials encourage a culture of networking: “*We have got a tourism forum where we invite tourism associations, tourism businesses and the municipality. We share general information about tourism and we get to understand what their issues are.*” – GOV5.

Yachin (2021: 319) argues that for tourism small firms in rural areas “networks constitute a potential to pursue opportunities and compensate for lack of resources, missing skills and relevant education”. This said, it is known that networks are complex structures and can be influenced by many factors, such as trust, that determine their survival over time (Chell and Baines, 2010). Some government officials recognise the dynamics that take place within the structures and entail issues such as misunderstandings and disagreements amongst members. For example, one respondent stated “*There are associations even in Mthatha, there is one in Port Elizabeth, they do form, others clash, it is that competition I was telling you about, some get more business than others*” – GOV7. Also, from a local municipality point of view it was acknowledged by another official that “*To build relationships there is always a challenge, but we try to facilitate programmes to get them united and encourage unity*” – GOV8. Overall, the evidence from the Eastern Cape points to the finding that historically disadvantaged groups, such as these emerging black entrepreneurs, are compelled by their circumstances and common challenges in resource-scarce contexts to group themselves together. Collaborations are formed based on challenges that these peripheral entrepreneurs face in part as a consequence of a historical legacy of exclusion.

## CONCLUSION

Small tourism firms are critical change agents for destinations, local economic development and poverty reduction in peripheral regions. The South African case study reveals that in Eastern Cape province women own the majority of Black small accommodation businesses which are a focus for national government initiatives for transformation. Most of these owner-managed businesses are bed and breakfasts or small guest houses for which the major clientele is business tourists as a whole and government employees in particular.

The majority of businesses are well-established, operating for more than a decade with many having their origins in the expectations raised for tourism entrepreneurs by South Africa’s hosting in 2010 of the FIFA Soccer World Cup. An important finding is that motivations for entrepreneurial start-up are driven not by lifestyle considerations but primarily for business-related and market opportunity reasons.

Start-up challenges of these enterprises in relation to finance, information access and marketing show parallels to tourism small business entrepreneurs in the Global North. Networking emerges as an important business strategy for these peripheral entrepreneurs to address the local challenges of business development. Overall, this study provides original findings and fresh insight into a segment of peripheral entrepreneurs operating in a resource-scarce context.

**Author Contributions:** Conceptualization, Z.S. and C.R.; methodology, Z.S. and C.R.; formal analysis, Z.S. and C.R.; investigation, Z.S.; writing—original draft preparation, Z.S. and C.R.; writing—review and editing, C.R.; supervision, C.R.; All authors have read and agreed to the published version of the manuscript.

**Funding:** Not applicable.

**Institutional Review Board Statement:** Not applicable.

**Informed Consent Statement:** Not applicable.

**Data Availability Statement:** The data presented in this study may be obtained on request from the corresponding author.

**Acknowledgments:** Thanks are due to Arno Booyzen for the map. The financial support of the University of Johannesburg is acknowledged. Useful inputs were provided by Robbie and Skye Norfolk as well as Lulu White.

**Conflicts of Interest:** The authors declare no conflict of interest.

## REFERENCES

- Abrahams, D. (2019). Transformation of the tourism sector in South Africa: A possible growth stimulant? *GeoJournal of Tourism and Geosites*, 26 (3), 821-830. <https://doi.org/10.30892/gtg.26312-400>
- Adams, K.M., & Sandarupa, D. (2018). A room with a view: Local knowledge and tourism entrepreneurship in an unlikely Indonesian locale. *Asian Journal of Tourism Research*, 3 (1), 1-26. <https://doi.org/10.12982/AJTR.2018.0001>
- Adu-Ampong, E., & Kimbu, A. (2021). *Tourism policy and planning in Sub-Saharan Africa*. Abingdon: Routledge.
- Alford, P., & Jones, R. (2020). The lone digital entrepreneur: Knowledge acquisition and collaborative transfer. *Tourism Management*, 81, 104139. <https://doi.org/10.1016/j.tourman.2020.104139>

- Ateljevic, I., & Doorne, S. (2000). Staying within the fence: Lifestyle entrepreneurship in tourism. *Journal of Sustainable Tourism*, 8 (5), 378–392. <https://doi.org/10.108009669580008667374>
- Ateljevic, J., & Doorne, S. (2004). Diseconomies of scale: A study of development constraints in small tourism firms in central New Zealand. *Tourism and Hospitality Research*, 5, 5–24. <https://doi.org/10.1057/palgrave.thr.604002>
- Ateljevic, J., & Doorne, S. (2007). Small is (still) beautiful: A synthesis of research on small tourism firms. *World Journal of Tourism Small Business Management*, 1 (1), 12-27.
- Booyens, I., Rogerson, C.M., Rogerson, J.M., & Baum, T. (2022). COVID-19 crisis management responses of small tourism firms in South Africa. *Tourism Review International*, 26 (1), 121-137. <https://doi.org/10.3727/154427221X16245632411872>
- Brouder, P., & Eriksson, R.H. (2013). Staying power: What influences micro-firm survival in tourism?. *Tourism Geographies*, 15 (1), 125-144. <https://doi.org/10.1080/14616688.2011.647326>
- Chell, E., & Baines, S. (2000). Networking, entrepreneurship and microbusiness behaviour. *Entrepreneurship & Regional Development*, 12 (3), 195-215. <https://doi.org/10.1080/089856200413464>
- Ciasullo, M.V., Montera, R., & Pellicano, M. (2019). To what extent are heretics lifestyle entrepreneurs? Insights from tourism SMEs in remote destinations. *Piccola Impresa/Small Business*, 2, 75-96.
- Dahles, H. (2000). Tourism, small enterprises and community development. In G. Richards & D. Hall (Eds.), *Tourism and sustainable community development*, 154-169, London: Routledge.
- Dahles, H. (2001). *Tourism, heritage and national culture in Java*. Richmond: Curzon.
- Dahles, H., & Bras, K. (1999). *Tourism and small entrepreneurs: Development, national policy and entrepreneurial culture – Indonesian cases*. New York: Cognizant Communication.
- Dahles, H., & Keune, L. (2002). *Tourism development and local participation in Latin America*. New York: Cognizant Communication.
- Dias, Á. (2021). *Tourism entrepreneurship: An analysis of the competitiveness factors*. PhD thesis, University of Seville, Spain.
- Dias, Á., & Silva, G.M. (2021). Lifestyle entrepreneurship and innovation in rural areas: The case of tourism entrepreneurs. *Journal of Small Business Strategy*, 31 (4), 40-49. <https://doi.org/10.53703/001c.29474>
- Dias, Á., Gonzalez-Rodriguez, M.R., & Patuleia, M. (2021). Retaining tourism lifestyle entrepreneurs for destination competitiveness. *International Journal of Tourism Research*, 23 (4), 701-712. <https://doi.org/10.1002/jtr.2436>
- Dias, Á., Cascais, E., Pereira, L., Da Costa, R.L., & Gonçalves, R. (2022). Lifestyle entrepreneurship innovation and self-efficacy: Exploring the direct and indirect effects of marshaling. *International Journal of Tourism Research*, 24 (3), 443-455. <https://doi.org/10.1002/jtr.2513>
- Dlomo, T.O., & Rogerson, C.M. (2020). Tourism and local economic development in King Sabata Dalindyebo Local Municipality, South Africa: Stakeholder perspectives. *African Journal of Hospitality, Tourism and Leisure*, 10 (1), 145-164. <https://doi.org/10.46222/ajhtl.19770720-92>
- Domi, S., Keco, R., Capelleras, J.L., & Mehmeti, G. (2019). Effects of innovativeness and innovation behavior on tourism SME's performance: The case of Albania. *Economics & Sociology*, 12 (3), 67-85.
- Gartner, W.C. (2004). Factors affecting small firms in tourism: A Ghanaian perspective. In R. Thomas (Ed.), *Small firms in tourism: International perspectives*, 35-51, Amsterdam: Elsevier.
- Getz, D., & Carlsen, J. (2005). Family business in tourism: State of the art. *Annals of Tourism Research*, 32 (1), 237-258. <https://doi.org/10.1016/j.annals.2004.07.006>
- Giddy, J.K., Idahosa, L.O., & Rogerson, C.M. (2020). Leveraging state-owned nature-based assets for transformation and SMME development: Pilanesberg National Park, South Africa. In J.M. Rogerson & G. Visser (Eds.), *New directions in South African tourism geographies*, 299-316, Cham, Switzerland: Springer.
- Greene, K.T. (2022). Being near the action: bed and breakfast and guesthouse entrepreneurs and the hosting of Black South African domestic tourists in the Cape Town townships. *Mobilities*. <https://doi.org/10.1080/17450101.2022.2082883>
- Hampton, M.P. (2003). Entry points for local tourism in developing countries: Evidence from Yogyakarta, Indonesia. *Geografiska Annaler*, 85B, 85-101. <https://doi.org/10.1111/1468-0467.00133>
- Hlanyane, T.M., & Acheampong, K.O. (2017). Tourism entrepreneurship: The contours of challenges faced by female BnBs and guest houses in Mthatha, South Africa. *African Journal of Hospitality, Tourism and Leisure*, 6 (4), 1-17.
- Hofäcker, J., & Gebauer, M. (2021). Airbnb in townships of South Africa: A new experience of township tourism?. In C.M. Rogerson & J.M. Rogerson (Eds.), *Urban tourism in the Global South: South African perspectives*, 129-147, Cham, Switzerland: Springer.
- Işık, C., Küçükaltan, E.G., Çelebi, S.K., Çalkın, O., Enser, I., & Çelik, A. (2019). Tourism and entrepreneurship: A literature review. *Journal of Ekonomi*, 1, 1-27.
- Kc, B., Lapan, C., Ferreira, B., & Morais, D.B. (2021). Tourism microentrepreneurship: State of the art and research agenda. *Tourism Review International*, 25, 279-292. <https://doi.org/10.3727/154427221X16245632411953>
- Leitão, J., Ratten, V., & Braga, V. (2021). *Tourism entrepreneurship in Portugal and Spain: Competitive landscapes and innovative business models*. Cham, Switzerland: Springer.
- Lobejko, H. (2022). How small and medium-sized family enterprises in the tourism sector develop inter-organisational relationships: A case study. *Studia Periegetica*, 38 (2), 81-102. <https://doi.org/10.5604/01.3001.0015.9824>
- Mantey, I. (2021). *Small and medium-scale enterprises (SMEs) in the development of tourism in the Global South: Their role and challenges*. Masters (Human Geography) Dissertation, Mid-Sweden University, Östersund.
- Mdluli, L.S. (2020). *An investigation of support services available for Black female owners of bed & breakfasts in Makhanda*. MBA Thesis, Rhodes Business School, Makhanda.
- Mensah-Ansah, J. (2014). Small tourism accommodation business owners in Ghana: A factor analysis of motivations and challenges. *African Journal of Hospitality, Tourism and Leisure*, 3 (1), 1-17.
- Morrison, A., Carlsen, J., & Weber, P. (2010). Small tourism business research change and evolution. *International Journal of Tourism Research*, 12, 739-749. <https://doi.org/10.1002/jtr.789>
- Ngoasong, M.Z., & Kimbu, A.N. (2019). Why hurry?: The slow process of high growth in women-owned businesses in a resource-scarce context. *Journal of Small Business Management*, 50 (1), 40-58.
- Nordbø, I. (2009). *Living with tourism: The case of small-scale tourism businesses in Norway and Chile*. Aalborg, Denmark; Aalborg University SPIRIT PhD Series No. 22.
- Nordbø, I. (2022). Tourism micro-enterprises and entrepreneurship in rural Norway. In B. Leick, S. Gretzinger & T. Makkonen (Eds.), *The rural enterprise economy*, 193-205. Abingdon, Routledge.

- Page, S.J., Forer, P., & Lawton, G.R. (1999). Small business development and tourism: *Terra Incognita? Tourism Management*, 20, 435-459. [https://doi.org/10.1016/S0261-5177\(99\)00024-2](https://doi.org/10.1016/S0261-5177(99)00024-2)
- Peters, M., & Kallmuenzer, A. (2018). Entrepreneurial orientation in family firms: The case of the hospitality industry. *Current Issues in Tourism*, 21 (1), 21-40. <https://doi.org/10.1080/13683500.2015.1053849>
- Pham, L.D.Q., Coles, T., Ritchie, B.W., & Jwang, J. (2021). Building business resilience to external shocks: Conceptualizing the role of social networks to small tourism and hospitality businesses. *Journal of Hospitality and Tourism Management*, 48, 210-219. <https://doi.org/10.1016/j.jhtm.2021.06.012>
- Ponte, S., Roberts, S., & Van Sittert, L. (2007). 'Black Economic Empowerment', Business and the state in South Africa. *Development and Change*, 38 (5), 933-955.
- Ribiero, M.A., Adam, I., Kimbu, A.N., Afenyo-Agbe, E., Adeola, O., Figueroa-Domecq, C., & De Jong, A. (2021). Women entrepreneurship orientation, networks and firm performance in the tourism industry in resource-scarce contexts. *Tourism Management*, 86, 104343. <https://doi.org/10.1016/j.tourman.2021.104343>
- Rogerson, C.M. (2004). Tourism, small firm development and empowerment in post-apartheid South Africa. In R. Thomas (Ed.), *Small firms in tourism: International perspectives*, 13-33, Amsterdam: Elsevier.
- Rogerson, C.M. (2008). Developing tourism SMMEs in South Africa: The need to recognize difference. *Acta Academica*, 40 (4), 113-138.
- Rogerson, C.M. (2019). Peripheral tourism trajectories: Evidence from King Sabata Dalindyebo Municipality, South Africa. *GeoJournal of Tourism and Geosites*, 26 (3), 974-992. <https://doi.org/10.30892/gtg.26323-411>
- Rogerson, C.M. (2020). In search of inclusive tourism in South Africa: Some lessons from the international experience. In J.M. Rogerson & G. Visser (Eds.), *New directions in South African tourism geographies*, 147-166, Cham, Switzerland: Springer.
- Rogerson, C.M., & Baum, T. (2020). COVID-19 and African tourism research agendas. *Development Southern Africa*, 37(5), 727-741. <https://doi.org/10.1080/0376835X.2020.1818551>
- Rogerson, C.M., & Rogerson, J.M. (2021). African tourism in uncertain times: COVID-19 research progress. *GeoJournal of Tourism and Geosites*, 35 (2), 338-347. <https://doi.org/10.30892/gtg.38403-740>
- Rogerson, C.M., & Sixaba, Z. (2021). Transformation in South African tourism: A geographical perspective on the Eastern Cape. *African Journal of Hospitality, Tourism and Leisure*, 10 (6), 1610-1629. <https://doi.org/10.46222/ajhtl.19770720-182>
- Rogerson, C.M., & Visser, G. (2004). *Tourism and development issues in contemporary South Africa*. Pretoria: Africa Institute of South Africa.
- Saarinen, J., & Rogerson, J.M. (2021). *Tourism, change and the Global South*. Abingdon: Routledge.
- Shariff, N.M., & Abidin, A.Z. (2020). Stakeholders, social responsibility and remuneration practices in the Malaysian tourism small and medium-sized enterprises. *GeoJournal of Tourism and Geosites*, 29 (2), 684-693. <https://doi.org/10.30892/gtg.29224-499>
- Shaw, G. (2004). Entrepreneurial cultures and small business enterprises in tourism. In A. Lew, C.M. Hall & A.M. Williams (Eds.), *A companion to tourism*, 122-134, Malden, MA.: Blackwell.
- Shaw, G., & Williams, A.M. (2004). From lifestyle consumption to lifestyle production: Changing patterns of tourism entrepreneurship. In R. Thomas (Ed.), *Small firms in tourism: International perspectives*, 99-113, Amsterdam: Elsevier.
- Skokic, V., & Morrison, A. (2011). Conceptions of tourism lifestyle entrepreneurship: Transition economy context. *Tourism Planning & Development*, 8 (2), 157-169. <https://doi.org/10.1080/21568316.2011.573915>
- Thomas, R. (2000). Small firms in the tourism industry: Some conceptual issues. *International Journal of Tourism Research*, 2, 345-353. [https://doi.org/10.1002/1522-1970\(200009/10\)2:5<345::AID-JTR>3.0.CO;2-9](https://doi.org/10.1002/1522-1970(200009/10)2:5<345::AID-JTR>3.0.CO;2-9)
- Thomas, R. (2004). International perspectives on small firms in tourism: A synthesis. In R. Thomas (Ed.), *Small firms in tourism: International perspectives*, 1-12, Amsterdam: Elsevier.
- Thomas, R., & Augustyn, M. (2011). *Tourism in the new Europe: Perspectives on SME policies and practices*. Abingdon: Routledge.
- Thomas, R., Shaw, G., & Page, S.J. (2011). Understanding small firms in tourism: A perspective on research trends and challenges. *Tourism Management*, 32 (5), 963-976. <https://doi.org/10.1016/j.tourman.2011.02.003>
- Tomassini, L., Font, X., & Thomas, R. (2021). Narrating values-based entrepreneurs in tourism. *Journal of Tourism and Cultural Change*, 19 (4), 477-493. <https://doi.org/10.1080/14766825.2020.1793991>
- Trip, D.T., Fagadar, C.F., Badulescu, D., & Badulescu, A. (2021). Entrepreneurship and tourism through the lens of sustainability. Charting the knowledge base through bibliometric analysis. *GeoJournal of Tourism and Geosites*. 34 (1), 140-146. <https://doi.org/10.30892/gtg34118-629>
- Yachin, J.M. (2019). The entrepreneur–opportunity nexus: Discovering the forces that promote product innovations in rural micro-tourism firms. *Scandinavian Journal of Hospitality and Tourism*, 19 (1), 47-65. <https://doi.org/10.1080/15022250.2017.1383936>
- Yachin, J.M. (2020). *Behind the scenes of rural tourism: A study of entrepreneurship in micro-firms*. Ph.D. dissertation, Mid-Sweden University, Östersund, Sweden.
- Yachin, J.M. (2021). Alters & functions: Exploring the ego-networks of tourism micro-firms. *Tourism Recreation Research*, 46 (3), 319-332. <https://doi.org/10.1080/02508281.2020.1808933>
- Zhao, W. (2009). The nature and roles of small tourism businesses in poverty alleviation: Evidence from Guangxi, China. *Asia Pacific Journal of Tourism Research*, 14 (2), 169-182. <https://doi.org/10.1080/10941660902847229>
- Zheng, Y. (2021). *Innovative behavior of tourism micro-firms in the time of Covid-19*. Masters thesis, Uppsala University, Uppsala.