
Entrepreneurial Development and Transformation of Tourism Industry in Nigeria

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ABSTRACT

The study was on entrepreneurship development and transformation of tourism in Nigeria. Three purpose and three research questions were raised for the study. Correlation research design was adopted in this study. The study was conducted in Ministry of Culture and Tourism, Akwa Ibom State. the population was 202 staff. A total of 80 staff was the sample size for the study, representing 39.6 percent of the population. A simple random sampling technique was used to select the respondents. The instrument for data collection was structured questionnaire with 15 items on a 4-point rating scale. The statistical tool to be employed to answer research questions was Pearson's Product Moment Correlation (PPMC). The findings revealed that there is a high positive relationship between, identifying business opportunity, selection of business opportunities, business analysis and transformation of tourism in Nigeria. It was recommended among other things that the government through ministry of culture and tourism should establish a tourism entrepreneurial development centre. The centre should be charged with the responsibilities of doing research and identifying tourism business opportunities and act as "one stop shop" in order to disseminate information to potential entrepreneurs in tourism.

KEYWORDS: Entrepreneurial Development, Transformation, Tourism

INTRODUCTION

The benefits of tourism to community and national development cannot be over emphasized. Countries such as Spain, Gambia, South Africa, Kenya, etc. had long recognized and have benefited from the catalytic power of tourism in community and national development. Evidence from countries where tourism has been enshrined as a development strategy are good examples of the success of why tourism should be encouraged (Milne, 2001). Interestingly, there is existence of plethora of literature with copious evidence that support the efficacy of tourism as a sustainable development tool for the developing and less developed countries (LDC) of the world. Tourism has enormous potential for driving the developing nations toward achieving the optimal goal (Holden, 2008).

Tourism potential refers to the pool, array and collection of natural, cultural and man-made tourism resources possessed by a community, state and/or country that can be transformed

and developed into visitor-ready attractions or finished products and services packaged to provide touristic experiences. Experiences are intangible offerings provided by a tourism service provider that cannot be seen or measured, but motivates the visitor to make a choice. Investments opportunities are capital goods or services that have economic and commercial benefits for the entrepreneur and for the society. It is generally known that five tools are necessary in the production milieu, namely: man, material, money, method and machines. In all, man is the most important of the elements. Man is the only factor that can create value. The man who creates the value is referred to in this context as “tourism entrepreneur”, while the ability (knowledge and skill) to create the value is referred to as “tourism entrepreneurship”. Koh and Hatten (2002) defined tourism entrepreneur as: “a creator of touristic enterprise motivated by monetary and/or non-monetary reasons to pursue a perceived market opportunity legally, marginally or illegally”.

Tourism entrepreneurship covers a range of activities that are relevant in the creation and operation of a legal tourist enterprise. Legal tourism enterprise here refers to those businesses that operate on a profitable basis and seek to satisfy the needs of tourist and visitors. Tourism industry is a mixture of public and private organizations that are actively involved in the development, production and marketing of both products and services that satisfy the needs of tourists (Gee et al., 1989). Koh and Hatten (2002) categorize tourism entrepreneurs into 4 groups: inventive, innovative, imitative, lifestyle, social, marginal and closet entrepreneurs. Inventive entrepreneur is one whose offering is truly new to the tourism market.

Innovative entrepreneur is one whose offering is somewhat new. Imitative entrepreneur is one whose offering has no significant difference from other established offerings in the tourism market. Social entrepreneur is one who establishes a non-profit touristic enterprise for supporting social ideas and norms. Lifestyle entrepreneur is one who launches a tourist enterprise to support his/her lifestyle and/or hobby/interest with no/little interest of growing his or her enterprise. Marginal entrepreneur is one who operates his/her tourist enterprise in the informal sector of the tourism industry and the closet entrepreneur is one who operates a touristic enterprise alongside a fulltime job for various reasons. There are several classifications of the tourism industry.

In this paper, we shall take the one by British Columbia (n.d.), which classifies tourism industry as one with eight industries: accommodation, food and beverages series, attractions, adventure tourism and recreation, events and conferences, transportation, travel trade and tourism services.

- i. Accommodation: Hotels, motels, campgrounds, B&Bs, etc.
- ii. Food and beverage services: Restaurant, fast food outlets, pubs club facilities, catering services.
- iii. Attractions: Museum, galleries, parks, trail systems, guides, water parks, interpretive centres, cultural centres, agricultural tourism, etc.
- iv. Adventure tourism and recreation: Nature based tourism, marine tourism, outfitting, etc.
- v. Events and conferences: Special events, concerts, community or annual festivals, conventions, trade shows and sporting events, etc.
- vi. Transportations: Recreational vehicles, air carriers, coaches, railways, cruise lines, car rentals, ferries, taxis gas stations, etc.
- vii. Travel trade: Recreation services, tourism suppliers, tourism information centres, travel agencies, tour wholesalers, tour guides, etc.

- viii. Tourism services: Advertising agencies, travel writers, photographers, consultants, tourism/hospitality educators, website developers, research services, tourism sector associations, destination marketing organizations, etc.

The contribution of tourism entrepreneurship in tourism development is captured here: A community quantity and quality of supply of entrepreneurs significantly determine the magnitude and forms of its tourists' cape. This is because tourism entrepreneurs are the "person-*causa*" of tourism development (Koh and Hatten, 2002). Tourism entrepreneur is central in attracting and re-attracting visitors to the destination (Koh and Hatten, 2002). Entrepreneurs are the key tourism factor that are highly influential at a given point in time, inherently dynamic and capable of having long lasting effect on shaping the fortunes of a destination over time (Ryan et al., 2012). It is only when tourism entrepreneurs are present that a community's climate; landscapes, flora, fauna, historic vestiges and ethno-cultural enclaves become tourism resources that may be transformed into tourist attractions (Koh and Hatten, 2002: 27). Without the influence of entrepreneurs, it is doubtful that a tourism industry would evolve, even areas that are favourably endowed with resources (Koh and Hatten, 2002). The innovation, flair and vision of entrepreneurs shape modern tourism (Russell, 2006: 105; Russell and Faulkner, 1999, 2004; Mckercher, 1999). Britton (1991) cited how the building of just one hotel in an area triggered further development because it provided a base from which further construction can proceed and signals a confidence in the location.

Tourism was acknowledged by the World Bank and United Nations World Tourism Organization (UNWTO) to take its place in national development of developing countries (World Bank, 2002). The importance and relevance of tourism has made most developing countries now to promote some brand of tourism tied to its development agenda (Marafa, 2006; Yunis, 2004). Nigeria is no exception. Nigeria is an oil rich country and also richly endowed with abundant tourism resources. However, the oil deposits are found in higher quantities in the South-South Geographical Zone than in the other five zones of the country. This uneven distribution has led to the formulation of political and economic policies that have brought about the lopsided development in the country. Unlike oil distribution, tourism resources are spatially distributed in all the geopolitical zones in Nigeria. It is observed that every Local Government Areas in Nigeria has at least one tourism resource. If this is the case, it can be extrapolated that with the present geographical structure, Nigeria has nothing less than 776 tourism potential sites or attractions.

A thorough resource inventory would show the huge potential of tourism in Nigeria. For example, Akwa Ibom State has more than 50 tourist sites/attraction. Some of tourist sites are: Ibeno Beach Amalgamation House; Oron Museum, Oron; National Museum, Uyo; Lord Lugard Residence; Mbo Forest Game Reserve; Slave Master Lodge Okopedi, Itu; Mary Slessor Tomb, Itu; Royal Boat Yard; Sculptural Women Monument; and Ibom Plaza, Uyo. Cross River State has 85 tourist sites/attractions. Out of this number, 16 sites are nature-based, 42 are historical & cultural, 16 sites recreational and 11 other sites are industrial, educational, religious based, etc. (Cross River Tourism Bureau, 2012). Expert believe that tourism can trigger the much needed socio-economic development in any country, including Nigeria. In the same line of reasoning, tourism in Nigeria has the potential of being a supplementary source of revenue for the country if not the major source. Secondly, that the negative impact of oil exploration on the ecosystem would be ameliorated if the country adopts an optimal resource mix that positions sustainable

tourism development and oil exploration as the mainstay of the economy. Since there are more tourism resources than oil in Nigeria, optimization of the two resources will produce better payoffs. The expected growth in the tourism sector may produce ripples of multiplier that will likely cause the almost moribund economy to rebound.

If tourism is considered and taken seriously in Nigeria and if most of the tourist sites/attractions were to be developed for visitor-ready state and effectively packaged and marketed, Nigeria would expectedly attract to itself the following benefits:

- a. Economic benefit (tourism will bring in additional money into the community, contribute to the revenue generated by the states and local governments through taxes, create new jobs for unemployed community members in managerial positions and lesser skilled residents, attract other industries and encourage economic diversification and stability and supports small business development in the states and region);
- b. Cultural benefit (tourism will foster civic pride in local arts and festivals, music and other local customs, provides valuable cultural exchange between hosts and guest);
- c. Social benefits (tourism will help support amenities that the community may not otherwise be able to support and enhances civic pride);
- d. Environmental benefits (tourism can help foster conservation and preservation of important natural, cultural and industry resources). One of the entrepreneurial skills to ensure tourism contributes significantly the nation's gross domestic product is the ability to identify real business opportunity.

Ability to identify real business opportunity is crucial in the development of the economic, physical and social environment. It comes from intuitive knowledge and sensitivity to economic environment. Business opportunity comes from information and experience. To this end, it is pertinent that the Commerce curriculum be tailored to expose the learners to the ability to become sensitive to the environment, with a view to obtaining information that will aid them identify areas of needs and become successful entrepreneurs. Akpan (2004) opined that knowledge and skills acquired by a person are important factors that influences the ability to conceive business ideas. Knowledge and skills assist in determining the feasibility of the idea conceived. Akpan concludes that the knowledge and skills as well as experience and information are two important sets of factors that engender business ideas. But that, vision or ambition enhances physical manifestation of ideas in the form of useful products or services. Ardichivili, Cardozo and Ray (2003) posited that identifying or selecting the right opportunities for new business is among the most important abilities of a successful entrepreneur. Shane and Venkataraman (2000) defined the field of entrepreneurship as the study of 'how, by whom and with what effects opportunities to create future goods and services are discovered, evaluated and exploited'. As such, business opportunities 'are those situations in which new goods, services, raw materials and organizing methods can be introduced and sold at greater than their costs of production.

Tourism business opportunities are conceptualized as tourist sites, attractions and spots that require designing, creating and packaging of touristic experiences and the provision of tourist facilities. Tourist services and tourist infrastructure required to make the clusters and attractions within them visitor-ready by an entrepreneur for commercial purpose (Esu, 2015). The abundant tourism resources in Nigeria present with numerous opportunities for investors in

the tourism sector of the economy (Esu, 2013). UNWTO (2006) Grouped the tourism resources and attractions in Nigeria into five tourism clusters: Tropical Rainforest Cluster, Conference Capital Cluster, Atlantic Gateway Cluster, Scenic Nature Cluster, and Sahara Gateway Cluster. Each Cluster is made up of core attractions (products) and other supporting and ancillary products packaged to give tourists maximum satisfactory experience.

Selecting business opportunities in tourism is very crucial in enhancing development and productivity in that sector. After selecting the business idea that fits the market opportunity, the entrepreneur may select a tourism product from any of these three classifications based on his/her ability to meet the industry entry requirements (Saayman and Saayman, 1999). The enterprises are classified based on degree of sustainability: small sized enterprise, micro sized enterprise and medium sized enterprise. Small and micro tourism enterprise tend to be less sustainable than medium sized tourism enterprise and seem to be much more influenced by external factor such as the weather. For example, if it rains for a couple of days, the enterprises are hampered in doing business which leads to a loss of revenue. Medium sized enterprises create more jobs than small and micro enterprises, although they cost considerably more to develop. Entrepreneurs should also decide on the form of tourism enterprises they intend to operate. There are generally three forms of businesses: sole proprietorship, partnership, incorporated business. Another classification of tourism enterprises that is useful in the selection process is given by Rogerson (1998).

Morato (2012) maintained that the search for opportunities is an exciting and creative process. A good search process may yield a goldmine of business potentials for the would-be entrepreneur. Then the hard part begins. This starts with the selection of the most promising opportunity. Morato maintained further that, the first opportunity screen must be the entrepreneur himself. How excited or interested is the entrepreneur about the opportunity? Is it something that will make the entrepreneur wake up early, ready to take the task of the day? Will the opportunity energize the entrepreneur to spend long hours contracting suppliers, making the product, wooing customers, securing financing and motivating the workforce to perform? Will the opportunity drive the entrepreneur to spend sleepless nights solving problems, generating new concepts and crafting sustainable strategies? Eno (2010) maintained that, the entrepreneur's ability to make a choice of business area to exploit after careful deliberations is what is referred to as business selection. It is also the ability to choose the most viable form of business from a list of ideas generated. Marato (2012) affirmed that the entrepreneur's commitment and passion to pursue a particular business opportunity are the most critical factors in the successful translation of that opportunity into a thriving enterprise. Even a mediocre opportunity can succeed if the entrepreneur is inspired to brave hell and high water to make a go at it. However, he maintained that the best opportunity is bound to fail if the entrepreneur is half-hearted and unenthusiastic about it.

To be successful, the entrepreneur must give all diligence to this stage of tourism entrepreneurship. The tourism entrepreneur should carry out a feasibility study on the business concept. The entrepreneur must also have vision that forms the foundation of his/her business planning. He/she should generate market research information: collect information about all aspects of the tourism product that will help in estimating the market potential and industry competition. The entrepreneur should have knowledge about the business registration procedure in the state of the federation where the business will be located. The entrepreneur should note

and list all the requirements for permit, lease, license, insurance, staffing and other factors and other things needed to put in place to operate a successful tourism business. He/she should take an approach that will make the tourism business unique while learning lessons from the experiences of existing business.

Business analysis skill is paramount for a new business. At this stage of tourism enterprise formulation, the entrepreneur should take what he/she has learned from the feasibility study and market research analysis to ascertain whether or not the business has learned idea is viable (Esu, 2015). Furthermore, the following barrel of questions will help the entrepreneur develop a rough budget, review his/her expenses and projected revenue to ensure that business will be profitable in the long term: have I accounted for the seasonality of the tourism business? How will I pay the bills in the off season? How can I develop my skills as a manager? And most importantly, can I afford to properly market to my target audience? Where are my best potential markets? How will I market to them?

The Nigeria Tourism Master Plan also elaborated and proposed enhancements that must be carried out to transform these tourist sites/attractions to visitor-ready status, and subsequently create value added in the market (Esu, 2013). Specifically, entrepreneurs can choose from a wide range of products based on tourist demand. The problem is the lack of knowledge about product development and packaging; this is because tourism is nascent business in Nigeria. The entrepreneurs are not knowledgeable in the specific activities and combinations of resources that could be harnessed or put together to form a delightful experience.

Statement of the Problem

The word transformation operationally means a process of changing from one state to a more desired state or condition in life. Contextually, one could say that the tourists' care of the country is currently in a shabby or sully state and therefore requires strategic activities to change the situation to a desired one: one that will yield expected results or benefits as enunciated in the introduction section of this paper. A simple evaluation of the performance of the Nigeria tourism industry reveals the absence of a tourism spirit among industry players and the lack of adequate-visitor ready tourism products. Secondly, the contribution of tourism to the national GDP is still below 1% (Central Bank of Nigeria Statistical Bulletin, 2013).

Several attempts have been made by the Federal Government to boost the tourism industry in Nigeria. This was overtly expressed in 1990 with the foundation of the National Tourism Policy and the subsequent promulgation of Decree 81 of 1992 establishing the Nigeria Tourism Development Corporation (NTDC). A further boost was the design and development of the Nigeria Tourism Development Master Plan in 2005. The plan was prepared in collaboration with the United Nation World Tourism Organization (UNWTO) and Tourism Development International. The Master Plan was focused on strengthening institutional capacity of the Nigeria Tourism sector. Since then not much has been achieved. The slow implementation of the Nigeria Tourism Master Plan can be attributed to the low political will expressed by political office holders and human capital deficiency in tourism planning by responsible agencies.

Notwithstanding the low level of implementation of the Nigeria Tourism Master Plan, Sporadic developments have taken place in some of the country such as Cross River State, Akwa Ibom State, Kebbi State, Lagos State, Osun State, Abuja, etc. several initiatives by government to

reposition the tourism industry in Nigeria as the cash cow of the country have failed. This scenario has been the concern of academics, tourism practitioners and most Nigerians. The question then is what are the underlying factors affecting the growth of the tourism industry in Nigeria? The industry is in a sully state even when the government has shown concern; although little effort.

This paper posits that the slow development of the tourism industry is as a result of the absence of tourism entrepreneurship in Tourism destination development (TDD). The paper argues that the absence of national and local tourism entrepreneurship awareness is the bane of the industry and has led to the slow take off and growth of the industry. The paper conceptualizes a four component tourism entrepreneurial development model to will transform the tourism industry in Nigeria. The transformational strategies are subsumed in the four components of the model: invention of tourism entrepreneurial programmes to catalyze aggressive tourism product development, harnessing the potential of existing hospitality enterprises in creating a tourism value chain, promoting community based tourism (CBT) in tourism resource management, and creating the right business environment through effective tourism regulatory framework and infrastructural base.

Purpose of the Study

The main purpose of this study was to determine the relationship between Entrepreneurial Development and Transforming of Tourism Industry in Nigeria. The specific purposes of this study were to determine the relationship between:

- i. Identifying tourism business opportunity and transforming of tourism industry in Nigeria.
- ii. Selecting business opportunities and transforming of tourism industry in Nigeria.
- iii. Business analysis and transforming of tourism industry in Nigeria.

Research Questions

The following research questions were answered:

- i. What is the relationship between identifying tourism business opportunity and transforming of tourism industry in Nigeria?
- ii. What is the relationship between selecting business opportunities and transforming of tourism industry in Nigeria?
- iii. What is the relationship between business analysis and transforming of tourism industry in Nigeria?

Methodology

Correlation research design was adopted in this study. The study was conducted in Ministry of Culture and Tourism, Akwa Ibom State. The population was 202 staff. A total of 80 staff was sampled for the study, representing 39.6 percent of the population. A simple random sampling technique questions was Pearson's Product Moment Correlation (PPMC).

Results

Research Question One

What is the relationship between identifying tourism business opportunity and transforming of tourism industry in Nigeria?

Table 1: Summary of Pearson’s Product Moment Correlation (PPMC) of the Relationship between identifying tourism business opportunity and transforming of tourism industry in Nigeria. n=80

Variable	$\sum X$	$\sum X^2$	$\sum XY$	r-cal	r-crit	df
	$\sum Y$	$\sum Y^2$				
Identifying tourism business opportunity	1115	15893				
			39707	.925	.220	78
Transforming of tourism industry	2810	99678				

Data has presented in Table 1 reveals that the calculated r-value is .925, the critical value is .220 at 0.05 alpha level and 78 degree of freedom. The calculated r-value of .925 is greater than the critical r-value of .220. The calculated r-value when compared with extent scale of correlation indicates a high positive relationship between identifying tourism business opportunity and transforming of tourism industry in Nigeria.

Research Question Two

What is the relationship between selecting business opportunities and transforming of tourism industry in Nigeria?

Table 2: Summary of Pearson’s Product Moment Correlation (PPMC) Of the Relationship between selecting business opportunities and transforming of tourism industry in Nigeria. n=80

Variable	$\sum X$	$\sum X^2$	$\sum XY$	r-cal	r-crit	df
	$\sum Y$	$\sum Y^2$				
Selecting business opportunities	1119	15825				
			39618	.762	.220	78
Transforming of tourism industry	2810	99678				

Data as presented in Table 2 reveals that the calculated r-value is .762, the critical value is .220 at 0.05 alpha level and 78 degree of freedom. The calculated r-value is greater than the critical r-value. The calculated r-value of .762 when compared with extent scale of correlation indicate a high positive relationship between selecting business opportunities and transforming of tourism industry in Nigeria.

Research Question Three

What is the relationship between business analysis and transforming of tourism industry in Nigeria?

Table 3 Summary of Pearson’s Product Moment Correlation (PPMC) of the Relationship between business analysis and transforming of tourism industry in Nigeria. n=80

Variable	$\sum X$	$\sum X^2$	$\sum XY$	r-cal	r-crit	df
	$\sum Y$	$\sum Y^2$				
Business analysis	1165	17241				
			41329	.787	.220	78
Transforming of tourism industry in Nigeria	2810	99678				

Data as presented in Table 3 reveals that the calculated r-value is .787, the critical value is .220 at 0.05 alpha level and 78 degree of freedom. The calculated r-value is greater than the critical r-value. The calculated r-value of .787 when compared with extent scale of correlation indicates a low positive relationship between analysis and transforming of tourism industry in Nigeria.

Discussion of the Results

The finding on research question one revealed that identifying tourism business opportunity relates with the transformation of tourism industry in Nigeria. The findings of this study agree with the assertion of Ardichivili, Cardozo and Ray (2003) who posited that identifying the right opportunities for new business is among the most important abilities of a successful entrepreneur. Shane and Venkataraman (2000) reported that entrepreneurship as the study of ‘how, by whom and with what effects opportunities to create future goods and services are discovered, evaluated and exploited’.

The result on the analysis of research question two revealed that selecting business opportunities has a higher positive relationship with the transformation of tourism industry. The result has bearing with the view of Saayman and Saayman (1999) who opined that after selecting the business idea that fits the market opportunity, the entrepreneur may select a tourism product from any of these three classifications based on entrepreneur’s ability to meet the industry entry requirements. Morato (2012) maintained that the search for opportunities is an exciting and creative process to enhance tourism development in any given society.

The result on the analysis of research question three revealed that business analysis skills have a positive relationship with transformation of tourism in Nigeria. the result of the findings is in line with the view of Esu (2015), who reported that business analysis skill is paramount requirement for a new business and that during the stage of tourism enterprise formation, the entrepreneur has to conduct feasibility study and market research analysis to ascertain whether or not the business idea is viable.

Conclusion

Based on the findings, it was concluded that business identification skills, business selection skills and business analysis skills are inevitable in the transformation of tourism industry.

Recommendations

Based on the findings, the following recommendations were made:

1. The Government, through ministry of culture and tourism should establish a tourism entrepreneurial development centre. The centre should be charged with the responsibilities of doing research and identifying tourism business opportunities and act as “one stop shop” in order to disseminate information to potential entrepreneurs in tourism.
2. Existing tourism business must take responsibility for setting the human capital objectives of the industry.
3. The government should collaborate with private individuals who are entrepreneurs in hospitality and tourism industry to promote and market tourism in Akwa Ibom State.
4. Existing tourism enterprises should help in shaping the regulatory and policy framework and business norms with the intention to support tourism and hospitality practice in Nigeria.

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