

FOSTERING SUSTAINABILITY THROUGH ENTREPRENEURSHIP IN SOUTH AFRICA: SELECTED CASE STUDIES

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ABSTRACT

Sustainable tourism development has political, economic, socio-cultural and environmental dimensions, and is concerned with the protection of the environment, respect for the local community, and long term economic benefits for all stakeholders involved. Within this context the emerging and/or survivalist entrepreneur exists and must be empowered to create partnerships and alliances within South Africa. In both urban and rural areas small entrepreneurs urgently need market access, capital and opportunities to upgrade, invest and expand.

To encourage sustainable entrepreneurs the increase of local linkages and partnerships are investigated. Also the sourcing of new networks and suppliers to enhance business; the development of a reliable range of products with a 'made local' brand or part of a themed event to increase tourist appeal; the creating of positive destination image; the generating of employment opportunities and synergies in terms of business support; transport, eco-friendly energy sources, and the development of skills are investigated.

Focus groups and in-depth interviews from a number of fair trade tourism business enterprises are discussed in terms of enabling entrepreneurs to operate successfully. To foster sustainability within the South African context from an entrepreneurial perspective, it remains imperative to look towards the opening of new markets, both locally and regionally.

KEYWORDS: Tourism entrepreneurs, sustainability, South Africa

1. INTRODUCTION

Climate change and environmental conservation have been the topics of many debates and discussions, with the various COP conferences since the signing of the Kyoto Protocol in 1997 and enforced in 2005 (-2012), the 18th Global Warming International Conference and Expo in 2007, culminating with the last COP 17 conference in Durban in November 2011. With the world's human population increasing at a rapid rate and commanding a growing demand for natural resources; greater than which the earth can provide for (Reid, 2006:208), the importance of conserving the earth's resources is far greater than before. People the world over are more environmentally aware and concerned about their carbon footprint that can be owed to increased media coverage and exposure on this topic (Dickson & Arcodia, 2010:236).

Sustainability has become a worldwide concept that addresses the issue of global warming and the degradation

of natural resources, and pressure is on organisations, governments and communities to minimise harmful impacts on the environment and increase environmental protection (Dickson & Arcodia, 2010:236). Studies have been carried out concerning tourism, climate change and sustainability (Budeanu, 2005:89-97; Hunter & Shaw, 2007:46-57) and the role of the tourism industry in these as well as in the depletion of the natural environment has been scrutinised (Dickson & Arcodia 2010:236).

Within this context the emerging and/or survivalist entrepreneur exists and must be made aware of and empowered to sustainability function within this fragile and constantly diminishing natural and cultural environment. This paper attempts to address ways in which to assist such entrepreneurs with coping strategies and skills to survive in a sustainable manner.

2. DEFINITIONS

2.1. Sustainable development defined

A well-known and widely accepted definition of sustainable development is that of the World Commission on Environment Development's (WCED's) Brundtland Report in 1987, which states that sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED in Queiros, 2003:74).

The human population is increasing at a substantial rate, which consequently leads to an increasing demand for natural resources; much greater than which the ecosystem can provide for (Reid, 2006:208). This increased demand causes the destruction of the natural environment, exploitation of natural resources, pollution, loss of habitat of fauna and flora (Queiros, 2003:74) as well as the compromising of the authentic existence of intangible cultural heritage. The concept of sustainable development originated from this scenario, as governments, organisations and individuals attempted to start practising development that could potentially avoid or improve the environmental crisis (Queiros, 2003:74), therefore the World Commission on Environment Development's definition promotes careful use and conservation of the natural environment and its resources.

Sustainable development is a process that must be made reliable for, and consistent with future needs as well as present needs (WCED in Wight, 2004:48). Wight (2004:48) argues that there are five interrelated elements of sustainable development, namely:

- *Economic*: The generation of wealth and employment opportunities and the enhancement of material life.
- *Political*: The political stability of a destination, safety and security and human rights.
- *Social*: The well-being of the local community in terms of education, health, nourishment and shelter.
- *Cultural*: The acknowledgment of and respect for heritage and traditions, as well as the support of cultural identity.
- *Ecological/Environmental*: The recognition of the importance of conservation of all natural resources and environmental enlightenment and understanding.

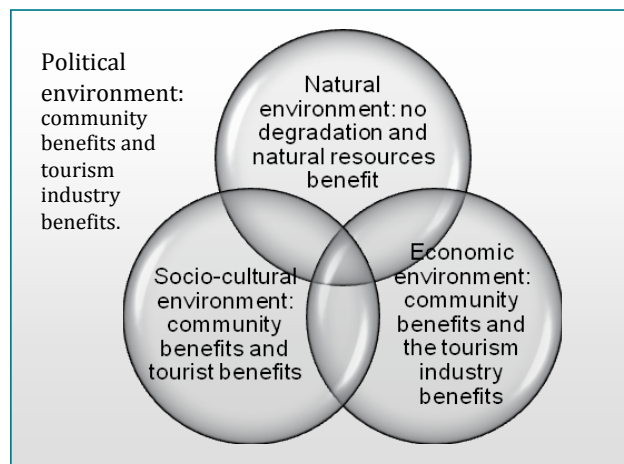
Sustainable development therefore has political, economic, socio-cultural and environmental dimensions, and is concerned with the protection of the environment, the well-being of the local community and respect for their culture, and the long term creation of economic benefits for all stakeholders involved. As mentioned, within this context the emerging and/or survivalist entrepreneur exists and must be empowered to form partnerships and alliances with suppliers and networks in South Africa. In both urban and rural areas small entrepreneurs urgently need market access, capital and opportunities to upgrade, invest and expand.

2.2. Sustainable tourism defined

Specifics of fashion marketing are expressed through the features and characteristics of the marketing mix that is defined. The tourism industry is largely dependent on the environment and its resources, both natural and cultural. For tourism to occur, tourists must be present at the destination and/or attraction/event and may largely impact on the environment and the host community. To reduce negative impacts and create positive results and opportunities (Queiros, 2003:74), tourism must be developed with the support and for the benefit of the local community, and implemented and managed with the buy-in of relevant stakeholders.

In essence sustainable tourism is the application of the concept of sustainable development within the tourism industry. "Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future" (The World Tourism Organisation in Dickson & Arcodia, 2010:237). The manner in which resources are controlled guarantees the satisfaction of social and economic needs whilst preserving cultural and natural diversities (The World Tourism Organisation in Dickson & Arcodia, 2010:237). According to Queiros (2003:74), sustainable tourism development is tourism that is established and preserved in such a way that it is economically viable over the long-term, while at the same time does not deplete, destroy or change the natural and socio-cultural environments on which it depends. Sustainable tourism development is essential to ensure that the interactions and relationships between the natural, socio-cultural and economic environments are in a constant state of balance (i.e. where the three environments overlap, refer to Figure 2; although these three environments exist within a macro-political environment that is imperative for the continued existence of all the environments).

Figure 1. Sustainable tourism development



Source: Adapted from Queiros (2003:75).

3.METHODOLOGY

3.1 Problem Statement

This research aims to identify and examine the challenges/threats that exist in the marketplace that prevent (selected) emerging and/or survival entrepreneurs from sustainably running their own businesses.

3.2. Research Objectives

The objectives of this research project are:

- to determine the challenges or threats that exist in the marketplace for (selected) emerging/survival entrepreneurs.
- to determine the weaknesses of (selected) entrepreneurs that with hold them from success.
- to determine the opportunities for entrepreneurs in the marketplace.
- to determine the strengths of selected entrepreneurs.
- to determine the needs of emerging/survival entrepreneurs within the marketplace.
- to create a checklist/guideline for emerging/survival entrepreneurs to allow them access to the marketplace.

3.3. Target Population And Context

The target population for this study are emerging and/or survival entrepreneurs within the South African context that were not able to sustainably run their own businesses. No particular demographic or socio-graphic population parameters exist within the units of analysis. The study includes all individuals that aim to become or are entrepreneurs regardless of age, gender and experience (du Plooy, 2009:56).

Cases are randomly selected from a number of Fair trade business enterprises, making use of the Fair Trade website and discussions with their management that are aware of instances where entrepreneurs have initially not been able to operate successfully.

For purposes of this paper, (five) cases of emerging/survival entrepreneurial endeavours are discussed in detail, which are the units of analysis, and a few in less detail but with interesting business concepts.

3.4. Data Collection Methods

The data collection method used is a qualitative study that involves an in-depth interview schedule. Since the research pertains to emerging/survival entrepreneurs, pre-testing of the interview schedule as a data collection instrument will occur within an environment relevant to the entrepreneurs. Keyton (2011:177) refers to pre-testing as; "...the

researcher tries the survey or questionnaire with a small group of participants who are similar to those individuals who form the population."

The pre-testing of the qualitative interview schedule will occur at two emerging/survival entrepreneurs' businesses which the researcher identified through local street vendors (only two persons were interviewed). However, since the majority of emerging/survival entrepreneurs are previously disadvantaged individuals, and not necessarily proficient in English, a colleague fluent in most African languages assisted through the study with translation.

3.5. Data Collection Methods And Instrument

Two data collection methods are used:

- in-depth interviews for sole/individual emerging entrepreneurs of businesses consisting of only one (male) entrepreneur (i.e. SpierLeisure)
- focus groups, for enterprises comprising more than one emerging entrepreneur; which was in the majority (i.e. Jan Harmsgat Country House (5 female), Kraalbos (2 male), Heiveld (4 male) and "Working for" (5 female)

The data collection instrument was an Interview Schedule with questions that aims to address the research objectives. The same interview schedule is used for both the in-depth interview and the focus group discussions.

After the pre-test, the questions are refined and reformulated for clarity and simplicity as most of the selected entrepreneurs have a low level of literacy and cannot understand some questions correctly. Care is taken to remove or rephrase sensitive questions, for example, why do you think your business has not been a success, rephrased to: what are the things, do you think, that have not been good for your business. Some questions are repetitive to ensure that the respondents understand what is being asked. No rating scales are included.

In terms of demographic profile, the respondents range from 25-45 years of age; seven males and ten females; of black and coloured race.

3.6 Data Analysis

For the data analysis, content analysis is used where each category is defined with accuracy to allocate each statement to the correct category. Sub-categories are also defined clearly using thematic analysis to ensure that most applicable statements can be allocated to one category each. If a statement is irrelevant they are added to a diverse category.

To ensure validity and reliability in the data analysis, objectivity is maintained during data collection and during data analysis. Accurate categories and clear definitions are important factors.

4. RESULTS AND DISCUSSION

For emerging entrepreneurs to sustainably run their businesses, and as stated in section 3, it is essential that from a macro-environmental point of view this is only possible if the four environments: natural, socio-cultural, economic and political are in a state of equilibrium and that where they overlap (see figure 2) is the most conducive context for such an emerging/survival entrepreneur to succeed.

Therefore, based on the literature and the empirical fieldwork in terms of the research objectives:

- the threats/challenges (research objective 1) identified by emerging/survival entrepreneurs are the lack of partnerships; lack of suppliers and networks;
- the weaknesses of entrepreneurs (objective 2), are the lack of product development and lack of specialised skills to function as an entrepreneur within a certain field;
- possible opportunities for entrepreneurs (objective 3), are to form partnerships with suppliers; to find local suppliers for sourcing and form new networks; to develop a 'made local' brand; to find niche markets for their products;
- strengths of entrepreneurs (objective four), are specialised skills (wood carving, beadwork) and creativity to develop new products;
- needs of emerging entrepreneurs (objective 4): , coincides with all of the above;
- development of a checklist of critical success factors that, should an emerging entrepreneur take heed of them, he/she should have a fair chance of attaining success and running a sustainable business: Therefore, within the above-mentioned environments, the sustainable (and emerging/survivalist) entrepreneur must attempt to:

4.1. Create and form partnerships and alliances

Emerging/survival entrepreneurs must be encouraged to develop different types of local linkages, such as procurement from local enterprises/suppliers (i.e. subsistence farmers can be supported and encouraged by entrepreneurs in the food business to plant seasonal vegetables throughout the year, and not rely on only annual harvests of one product); local staffing ('restaurant' entrepreneurs can source staff locally; training semi-skilled staff; developing local cultural heritage products (an 'artistic' entrepreneur can start by developing local cultural heritage products – e.g. Tintshaba, a Swazi-based group of 800 women creating jewellery from silver and sisal; building local partnerships with non-competitive businesses, such as NGOs to generate business and share customers (e.g. Wildlands Conservation's "world bicycle relief" project that started with the 2004 Tsunami, and now produces 1,000 bicycles a month, with assembly plants in South Africa, Zambia and Zimbabwe; and by delivering social and economic benefits in a sustainable way. Partnerships can be formed between

tourism businesses and local communities for mutual benefit with both partners sharing risks and benefits; with the tourism sector providing a direct market and support for emerging entrepreneurs.

Case study: *Creating partnerships*

"Jan Harmsgat Country House" is a 5* hospitality establishment in a rural area in South Africa. All staff are locally recruited from the surrounding deprived areas. The lodge established a partnership with staff to run the Old Gaol Coffee Shop, which the owner, Jan Harmsgat owned initially, employing four women. After having gained skills and confidence, the women took a 30% equity in the coffee shop in 2004. This partnership and other aspects of Jan Harmsgat's local linkages have been based on a substantial investment in training.

4.2. Use new networks and find new suppliers (local sourcing)

Emerging entrepreneurs can source new networks and suppliers to enhance their businesses by asking staff to introduce new suppliers from their own networks; by contacting local business associations and chambers of commerce; by tapping into local networks, church networks; and by asking one local supplier to recommend another. Various approaches can be used to increase local sourcing, such as the *strategic approach*, where top management must revisit procurement policy and procedures; the *ad hoc, product-led approach* that entails setting up of contracts with one/more suppliers in response to an opportunity; the *destination-wide approach*, where several companies, and stakeholders working together can help develop new businesses and boost the local economy. Government can arrange expo's for local suppliers to "meet the buyers". Travel agents, transport operators and booking agents can procure from local suppliers; and the "*appoint a champion/driver*" approach, that grasps what top management wants to achieve and having the mandate and resources to implement it.

Case study: *SpierLeisure: Helping local entrepreneurs enter the supply chain*

Spier actively went searching for new local suppliers and, when they couldn't find established ones, sought out potential ones. The facilitator visited townships, community projects, local SMME development agencies, local business associations and craft centres.

The process has been intensive, involving a champion at director level, and a part-time facilitator. As much effort has gone into changing how operational staff work, as on developing emerging suppliers themselves. While the demands of the process have been high, the business benefits have also been high, including cost saving and local support. Existing suppliers are reporting to Spier on how they are changing. New suppliers are expanding, and operational staff is looking at procurement options in a new light.

When Spier put out a tender for a new laundry service in mid-2004, several operational details were designed to facilitate a new entrepreneur. For example, the tender specified:

- the use of previously unemployed people to staff the operation;
- an eight hour operating shift period with no night shift to reduce costs relating to transport;
- the contractor would receive payment before month end in order to facilitate staff salary payments and payments to creditors;
- the contract was based on an anticipated wash volume for which a set fee was to be paid.

As Spier owned the equipment, they would take responsibility – on condition of good management practices – for maintenance and servicing. Once the contractor was selected, he was given an extensive service level agreement detailing all expectations, conditions, regulations and procedures. The service level agreement outlined roles and responsibilities of all parties, and formed the basis of all aspects of the supply relationship.

Shortly after the opening, one of the machines broke down. There was a risk that this would prove that such a new enterprise couldn't provide the reliable service required. But, due to the determination of the newly appointed contractor, who "made a plan" the clean items were delivered on time. This success actually reinforced the relationship and reduced concerns over delivery.

Informal daily interactions were complemented by regular structured meetings. Over several months, as issues were resolved, and capacity developed, demand from other parts of Spier increased. The business volumes have doubled, and further expansions have been made.

4.3. Develop and repackage products (tangible)

Specific local products should be identified that could involve a local supplier. The focus should be on reliability in peak season, identifying products with a theme, and the marketing of several products together, that are likely to succeed; for example, a range of craft or food products with a 'made local' brand or part of a themed event. This increases tourist appeal and generates synergies in terms of business support, transport, marketing and skills development.

Case study: Jan Harmsgat Country House: Invest in training of local staff

Jan Harmsgat Country House is located in a very rural area in the Western Cape Province where many local people have never been to school. Through a process of careful recruitment and intensive training, local women now hold key jobs in the enterprise. Apart from the owners, the staff numbers ten – 8 from local farms and 2 from a nearby village (Barrydale). The chef, Lena Verboten, started 17 years ago learning how to make jams. She now creates her own menus and receives rave reviews in the media, and accom-

panies from guests. Training techniques include bringing in visiting chefs for short periods, taking the staff to restaurants in Cape Town, and sending them to workshops at Food Shows.

4.4. Undertake bio-prospecting and become bio-entrepreneurs

The importance of biodiversity for our survival has given rise to the notion of bioprospecting. Traditional knowledge has helped to preserve and maintain biodiversity through sustainable utilization and has increased the variety of biodiversity over centuries through the use and specific cultivation of indigenous species for agricultural purposes and food security. Traditional knowledge is of particular value for bio-prospectors or users of genetic resources who use it to guide them to plants and animals that are known to have useful properties. In many instances the same properties that made genetic resources useful to local communities are now used by industry to develop products (e.g. cosmetics, medicines, crop protection). Such companies using biodiversity in their products must abide by the Nagoya Protocol that is a legally binding agreement outlining terms of how one country will gain access to another country's genetic resources and how the benefits will be shared.

The use of and trading in indigenous plants and raw animal material for bio-prospecting by so-called bio-traders or bio-entrepreneurs contributes to job creation, poverty eradication, skills development and technology transfer.

Case study: Community members harvest Kraalbos (*Galenia Africana*) in Komaggas, Northern Cape. Kraalbos is known for its medical properties, including an antifungal agent.

South Africa ranks amongst the top three in the world's most bio-diverse countries and is home to about 24,000 plant species with an entire floral kingdom within its borders. These resources underpin a large proportion of the economy and many rural and urban people are directly dependent on them for employment, food, shelter, medicine and spiritual well-being. The WHO indicates that 80% of people in Africa depend on traditional medicines for health care, and that 1 billion people worldwide depend on drugs derived from forest plant for their medicinal needs. Many of these plants are indigenous and endemic to South Africa. Clearly such medicinal plants need to be cultivated on a large scale if wild populations of these plants and biomes where they occur are to be conserved. In Komaggas the opportunity for commercially cultivating indigenous medicinal plants has been taken, in order to meet the increasing demand and pressures from non-sustainable harvesting, as well as the importance of traditional knowledge of medicinal plants that will make a significant contribution to sustainable development. The role of holders of traditional knowledge as natural resource managers with their skills and techniques provide a useful model for medicinal plants management as evidenced in Komaggas where the

provincial government has joined forces with the District Municipality and the Local council to support the community to sustainably manage this important, Kraalbos, a yellow-green soft woody shrublet of one meter, that is a resource for the benefit of all. It grows naturally in the Northern Cape and in Namaqualand. The Kraalbos is an active invader and especially abundant in areas around kraal, along roads and on trampled veld. It is not only an indicator of disturbance, but is also a pioneer plant, being the first perennial to regrow after soil disturbances. A mixture of Kraalbos is used as a lotion for healing wounds in humans and animals by the local communities. Historically the Khoisan people chewed the plant to relieve toothache, skin and eye diseases. Legislation provides for fair and equitable sharing of benefits arising from the Kraalbos Project which is in line with the government's 'Green Economy' objectives of pro-poor, pro-development and pro-job creation. The first bio-permit was handed over in 2012, and in July 2012, with an additional seven bio-prospecting permits handed over by Minister Edna Molewa of Environmental Affairs to the Komaggas community that comply with various regulations. The product (Zembrin, marketed as Elev8with) that has been developed from Kraalbos has been approved by the Medicines Control Council and reduces stress, elevates moods and improves concentration (Department of Environmental Affairs, 2012).

Emerging Komaggas entrepreneurs (tenants and owners) will be reimbursed per kilogram of Kraalbos harvested that will result in an amount of 2 million Rands being paid directly to the access providers as upfront payment. The Khoi Heritage Foundation and its role as holder of traditional knowledge about Kraalbos will receive 1% of all distributable cash reserves after costs at the end of each financial year.

Accompanying the permits the applicants will be issued copies of the SA's Bio-prospecting, Access and Benefit Sharing Regulatory Framework: Guidelines for Providers, Users and Regulators. These guidelines as well as the associated traditional knowledge will assist the different stakeholders to understand the legal requirement in terms of the law.

4.5. Create niche markets for biodiversity-compatible products

To create markets for biodiversity-compatible products, retailers need to be made aware of them, understand their value and market them appropriately. Procurement advice, consumer awareness campaigns, eco-labelling and certification systems are all tools that can be used to create markets for these products.

Eco-labelling and certification can be used to secure market share and price premiums as it is assumed that consumers who are environmentally and socially aware are more likely to purchase products at higher prices that are certified to comply with established codes of good practice as de-

noted by eco-labels such as Fair Trade. In cases where local producers, such as the wild-harvested rooibos tea sold by communal farmers in the Bokkeveld district of the Northern Cape, have been able to secure such certification, it has enabled them to penetrate international niche markets in which consumers prefer to buy certified products.

Where markets are not yet demanding sustainably-produced goods, it is difficult to interest producers in adopting new production or harvesting methods that lead to certification. Although there are many South African business and biodiversity initiatives, the move towards introducing industry-related certification systems for compatible production is still in its infancy.

Case study: Sustainable rooibos – The Heiveld case

There has been an expanding market locally and globally for tea made from the 'rooibos' or red bush plant because of its health giving qualities, which only grows in a small region in South Africa.

Wild rooibos has been harvested for domestic use for many generations by rural communities living in the Cedarberg and Bokkeveld regions of the Western and Northern Cape. In an effort to combat desertification and support sustainable agriculture in marginalized communities, the government of the Northern Cape provided assistance to a group of small-scale entrepreneur-farmers in the Heiveld district who produced wild rooibos teas through a combination of cultivation and wild-harvesting. In 2001 the product was certified an organic and in 2002 these farmer-entrepreneurs started marketing wild rooibos as a distinctive product and achieved notable success. In 2004 the product received Fair Trade, Ecocert and Naturland certification as it benefits. Currently the Heiveld Co-operative supplies a niche market of consumers in nine European countries who are willing to pay a premium price for organic, fairly traded products. Forty member farmers are now working with scientists to increase the yields from wild rooibos. A sustainable guideline for sustainable wild-harvesting of rooibos has also been produced although on-going research and monitoring are needed to assess the impacts of harvesting using these harvesting methods.

4.6. Develop intangible cultural products

Local traditions and cultures (intangible heritage) should be authentically offered by entrepreneurs to attract tourists. Cultural events that are managed in a sustainable way can create a positive destination image; generate employment opportunities and benefits. Communities should be actively involved in the planning and decision-making of a cultural event, otherwise alienation and cultural disrespect may result. Sustainable event practice can also encourage development of environmentally-friendly transport systems and infrastructure, waste management and recycling, alternative eco-friendly energy sources and potentially enhance the environment.

Socio-cultural sustainability: A successful event rejuvenates a destination's cultural traditions, promotes its characteristics and renews the local community's pride and confidence (Tassiopoulos, 2005a:3). According to Getz (in Gursoy et al., 2004:171), events play an important role in locals' lives, as they offer essential activities and spending channels for locals and tourists, and improve the local community's image. Events are the catalysts of a local community's well-being and improvement (Getz in Derrett, 2004:32) and the success of events depends greatly on the involvement, passion and support of the local community (Gursoy et al., 2004:171). Therefore, positive social benefits of events must be generated and encouraged. Festivals and events are interactive experiences and build social cohesion and togetherness and strengthen the community as a unit (Gursoy et al., 2004:173). Events offer a chance for cultural exchange, which raises cultural awareness and understanding between event tourists and locals (Gursoy et al., 2004:173). Socially sustainable events establish trust and create a sense of belonging among community members and also help to preserve local traditions and heritage (Allen et al., 2008:64; Bowdin et al., 2006:38; Gursoy et al., 2004:171-175). However, should sustainable event practice not be implemented, crowding, congestion and crime rates could increase, which may lead to a negative event experience for tourists and the local community. Local traditions and cultures may also be exploited for the purpose to attract tourists. This could decrease cultural authenticity and cause locals to resent tourists. If communities are not actively involved in the planning and decision-making of the event, they may feel alienated and cultural disrespect may result. Ultimately, the destination will develop a negative image (Allen et al., 2008:64; Getz, 2008:412; Gursoy et al., 2004:175).

Environmental sustainability: Events and environmental impacts have seldom been the topic of discussion, and when they have been considered as one topic, only the negative impacts of events on the environment have been examined (Dickson & Arcodia, 2010:237). Events and festivals usually entail a large number of people in a restricted geographical area for a specific period of time, which cause congestion, pollution, wastage of water and resources and noise (Collins et al., 2009:829). If not managed properly, events can negatively impact ecosystems through utilisation of non-renewable natural resources and contribute to carbon emissions and eventually climate change (Collins et al., 2009:829). However, events can also be a medium to promote environmental awareness, responsibility and understanding among event tourists, the local community, and the rest of the tourism sector as well as other business sectors (Collins et al., 2009:829). Also, sustainable event practice can encourage development of environmentally-friendly transport systems and infrastructure, waste management and recycling, alternative eco-friendly energy sources and potentially enhance the environment (Allen et al., 2008:64; Collins et al., 2009:830).

4.7. Make use of alternative revenue models

Alternative revenue models can be used to assist emerging

entrepreneurs. Volunteers can help at an event, in exchange for the experience; survivor packages can be offered in townships/favelas for tourists to 'experience' co-creation. Events, conferences and exhibitions can offer services in return for publicity and for trading one service for another. Agricultural goods (food and beverage) make up 30% of tourist expenditure, which, if spent locally could transform the local economy, however problems include seasonality, health and safety regulations, inadequate transport, small volumes, unfamiliarity with the formal market. Alternative business models also exist within the realm of social networking channels.

4.8. Make use of alternative employment models and skills development

Over the last few years the South African government's environmental public works programme has explored models for creating job opportunities at a higher wage over a longer duration to lift more people above the poverty line. Such a model is the "Working For" programme that sets out to create short-term work opportunities for people who have few other opportunities for earning a living, by involving them in paid work associated with maintaining the ecological stability of the country.

Case study: The "Working for" programmes

These programmes are funded by National treasury and have clear social, economic and environmental gains, making it a 'win-win-win' model. These programmes require few skills at entry level, are extremely labour intensive activities and well suited to rural communities who are the beneficiaries of the programmes.

The first government-led public employment programme with a specific focus on environmental rehabilitation was "Working for Water", which aimed to address two political priorities: job creation and water scarcity. The programme uses labour intensive methods to clear invasive alien plants that help with maintaining rehabilitated or restored ecosystems on an ongoing basis. Other "working for" programmes based on the 'Working for Water model' include: Working for Wetlands, Working for Land, Working for Coast and Working on Fire, the last that focuses on women. www.workingonfire.org [get online brochure]. With this programme the entry level is: fire fighter>Type 2 crew leader>Type 1 crew leader>Base manager>Regional manager. This programme enables rural women with potential and drive to educate themselves on a continuous basis. Two new programmes dealing with Energy and Waste are currently in development. The "Working for" model makes a conscious effort to benefit the most marginalized communities and to target the employment of women, young people and people with disabilities. Training is provided to programme beneficiaries in the technical skills associated with restoration as well as a range of life skills (also entrepreneurial) that are intended to assist workers with exit opportunities beyond the programme.

5. CONCLUSION

Focus group discussions and selected in-depth interviews from a number of fair trade business enterprises are discussed in terms of enabling entrepreneurs to operate successfully, e.g. *Spier Leisure* embraced sustainability in 2004 and chose to prioritise local and SMME and BBE, focusing on local procurement; the investment in the training of local staff at *Jan Harmsgat Country House* in a rural area; Kraalbos, where community members harvest the herb for medicinal purposes; the Heiveld case where wild rooibos is cultivated and harvested for export to Europe; and the “*Working for projects*” where the South African government is exploring job creation models; also programmes that are boosting local business and developing a ‘made local’ brand. Most of mentioned businesses have retrained staff and revisited their procurement policy to prioritise local, small, medium and micro entrepreneurs.

The research identified a number of critical success factors that emerging/survival entrepreneurs should strive to attain to encourage the success of their new ventures, and that should assist in their sustainable success, namely: creating and forming partnerships and alliances; using new networks and finding new suppliers for local sourcing; developing and repackaging tangible products; bio-prospecting and investigating in becoming bio-entrepreneurs; creating new niche markets for biodiversity-compatible products; developing intangible cultural products; using alternative revenue models; and using alternative models for skills development and employment. Should emerging/survival entrepreneurs strive towards these critical success factors, sustainable success should be within reach.

However, sustainability is a double edged sword: on the one hand we are looking at protecting the environment for future generations; but in a poverty stricken society this is a near impossible task to fulfil, as people harvest the land to survive – chop trees for firewood, hunt wild animals for food. The answer lies in education and the empowering of people to learn skills, to create jobs and live a decent life. One cannot expect people living in the poverty cycle at the bottom the of Maslow’s needs hierarchy to be concerned about the environment.

To foster sustainability within the southern African context from an entrepreneurial perspective it remains imperative to look towards the opening of new markets, both locally and regionally, and to embrace skills of cross-border entrepreneurs and immerse them locally.

Today, society realises the significance of sustainability, and that it is the way of the future. In order to grow and succeed in business and enhance their image and reputation, government on all levels and tourism role players must understand the meaning and importance of sustainability and the great deal of benefits associated with sustainable practices.

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