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Motivations and management objectives for operating micro-businesses in aboriginal communities

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Entrepreneurship in aboriginal tourism occurs mostly as micro-businesses in rural tourism. The motivations of aboriginal and other entrepreneurs differ, with the former placing less emphasis on profit-making. They are also concerned about conserving culture. Similarly, management objectives of entrepreneurs vary. This research uses a quantitative approach to explore the business motivations of entrepreneurs in two aboriginal communities in Taiwan: Wulai, Taipei and Fu-hsing, Taoyuan. The results show that economic factors are the primary motivations in both places. However, compared to motivations of entrepreneurs in Wulai, those in Fu-Hsing place more emphasis on lifestyle factors. With reference to management objectives, those in Wulai are more likely to agree more that work and life are highly-connected and place higher importance on positive business performance. In contrast, more of those in Fu-hsing endorse accomplish societal responsibilities and work is a hobby. Entrepreneurs in both places generally agree that the reputation of the business is critical to the management of a micro-business.

Key words: Aboriginal tourism, micro-business, motivation, objective.

INTRODUCTION

Aboriginal tourism is a means of attracting investments, promoting economic and cultural development, and stimulating aboriginal unity. A symbiotic relationship can exist between cultural preservation and revitalization and tourism based on aboriginal culture (Butler and Hinch, 2007; Sofield, 1991) that is, the needs of local residents, environment quality and the experiences of tourists can be complementary, thereby contributing to the sustainability of aboriginal tourism (McIntosh, 2004). Micro-business, especially in tourism, is growing rapidly in tribal areas in Taiwan and is a means of development in relatively poor areas in which many aborigines live

(Anderson, 2002; Fullera, Buultjensb and Cummings, 2005).

By nature, micro business refers to any business with small number of employees. The attributes of micro-businesses and associated issues, such as ownership, entrepreneurship, family life, gender, business development, and the sustainability of the business have been discussed for some time and, above all, motives and objectives for establishing and running a micro-business have received much attention (Getz and Carlsen, 2005). Getz and Carlsen (2000a) pointed out that besides making profits, the motives and objectives for running a micro-business and a regular business differ with the former placing greater emphasis on personal interests and lifestyle considerations. Extending from such observations, it is evident that money-making is only one among a number of motivations of aboriginal entrepreneurs.

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The opportunity to link interests and career, a preferred lifestyle in a familiar community, taking charge in a traditional territory, cultural conservation and the maintenance of traditional activities, changing educational levels, improving local medical facilities and upgrading the living environment of the community have all been suggested as factors that motivate aboriginal entrepreneurs (Anderson et al., 2004, 2006; Lindsay, 2005). Baskerville (2003) also stated that aboriginal self-esteem and cultural pride are highly related to attitudes toward business and personal behaviors. Consequently, many aboriginal people use the opportunity of opening a business to revive tribal culture as well as to lift up the economic status of the tribe, thereby integrating desires for profits and societal development. Varied motives for opening a micro-business are likely to result in different business behaviors and, in turn, implications for the tribal community. However, such observations are speculative for there is little information on the motivations for establishing such a business among members of tribal communities, making this a subject that is in need of further exploration.

A number of factors can underpin the decision to opening a business. Entrepreneurial skills and mission influence the accomplishment of objectives, which may include increased income, greater power and enhanced status (Dolles and Babo, 2000; Getz and Carlsen, 2005). Sharma et al. (1996) observed that significant differences exist in business objectives among those in micro-business and regular business with the latter often pursuing the maximization of profits. Ateljevic and Doorne (2000) suggested that the so-called lifestyle entrepreneurs in New Zealand are less likely to pursue economic benefits; rather, they pay more attention to issues pertaining to socio-cultural and environmental protection.

Tourism development in an aboriginal community may be seen not only as a source of employment and income, but also as a means to promote a more positive image of aborigines. As a result, social objectives, such as improving the community environment, may be as important as making personal profits. The culture and value of aboriginal products, lifestyle matters, religious beliefs and the link to arts and crafts, traditional hospitality, place attachment and identity enhancement, in combination, may motivate aborigines to start a micro-business. Aboriginal entrepreneurs may have different motivations (Anderson, 1999; Anderson et al., 2004; Getz and Jamieson, 1997). Non-aboriginal entrepreneurs tend to focus on commoditization of products (Anderson et al., 2004; Hindle and Lansdowne, 2005). Furthermore, it is not known if there are differences in business motivations and management objectives both within and between aboriginal communities. Hence, there is a need to compare the situations in different communities.

Only limited academic has been paid to the role of entrepreneurship aboriginal tourism (Anderson, 2002; Anderson et al., 2004, 2006; Chamard and Christie, 1993; Dana, 2007; Hindle and Lansdowne, 2005; Yang and

Wall, 2008). Yang and Wall (2008) noted that entrepreneurs play a powerful role in developing aboriginal/ethnic tourism and they are crucial to the commodification and marketing of aboriginal/ethnic culture. However, in their study in Yunnan, China, many of the entrepreneurs selling aspects of aboriginal culture were not aboriginal people. They argued that if aboriginal people are to benefit more from aboriginal tourism, then aboriginal entrepreneurship should be encouraged. However, this requires greater understanding of the motivations that underpin aboriginal entrepreneurship. Thus, the major objective of this study is to examine the motivations and management objectives of both aboriginal and non-aboriginal entrepreneurs that run tourism micro-businesses.

LITERATURE REVIEW

Aboriginal tourism and community

The word 'Aboriginal' refers to the original resource owners / users and their descendents in countries that have been colonized, such as Indians in the US, First Nations in Canada, Maori people in New Zealand, Ainu people in Japan and other Austronesian peoples, including the 14 tribes of indigenous peoples in Taiwan. Their cultures are widely recognized as unique attributes of national or regional tourism destinations. Also, elements of their culture are often used as markers of images of the countries in which they live (Ryan and Higgins, 2006). In other words, such tourism uses aboriginal culture as the basic resource and foremost attraction and it is a vital part of ethnic tourism (Hinch and Butler, 2007). According to Hinch and Butler (2007), aboriginal tourism is any tourism in which the indigenous peoples are directly involved as a part of the tourism attraction and, often, their unique culture is the key ingredient. In this study, aboriginal tourism encompasses any experiences or activities (e.g. cultural activities, food consumption or purchase of traditional products) that tourists engage in when they visit aboriginal tribes or communities.

It follows that communities or tribal areas are an essential component of aboriginal areas. The word "community" refers to a place in which people have something in common, such as the characteristics of their network, interactions among members who live in the same district, or a shared religion, ethnicity, or culture (Butcher, 1993). It is a locality in which residents share similar interests and preferences toward local history and cultural values (Joppe, 1996). In such places, successful tourism development often depends upon the cooperation of members of the community. Their participation and the community's resources are required as part of the attraction and to solve problems (Lankford and Howard, 1994; Smith, 1990). Since a strong relationship commonly exists among community residents, major tourism

activities, and destination image (Ballesteros and Ramírez, 2007), their involvement is needed to develop an image, promote travel products and pursue the economic benefits that are deficient in many aboriginal communities (Ryan, 2002; Ryan and Higgins, 2006; Ryan and Huyton, 2002). As a result, individual, micro- or family- businesses (these terms are used interchangeably) are likely to be attractive to and incubated in aboriginal communities.

Entrepreneurship of micro-businesses in aboriginal tourism

The businesses that are of concern in this paper include any enterprises in tourism destinations which provide services, commodities or activities to meet the needs of tourists for a fee (Sessa, 1983). In fact, the community entrepreneurship is often located within tourism business (Spilling, 1996). Tourism enterprises exist at many scales from large transnational corporations that are often foreign-owned and managed by outsiders, to small businesses that are usually locally-owned (Echtner, 1995). This paper is concerned with the latter. They provide employment, income, investment opportunities and are often attractions in their communities. However, in many developing countries, with which aboriginal communities share many attributes, the private sector is small and entrepreneurial experiences are lacking (Jenkins, 1980; Yang and Wall, 2008). As such, many observers call for the development of small business because they have smaller requirements for start-up capital, can offer direct economic returns and can maintain local control of resources (Echtner, 1995; Lordkipanidze et al., 2005).

Micro-businesses, by definition, employ less than 25 people in a single enterprise although, they are often much smaller than this. In addition, their average annual income is less than US\$50,000 and they require limited production facilities and capital (Getz and Carlsen, 2005; Friar and Meyer, 2003; Thomas, 1998). Many micro-businesses are family businesses. The residence is also often the place of business, as in the case of home stays and bed-and-breakfast (B and Bs) (Getz and Carlsen, 2005). Fadahunsi et al. (2000) also depicted micro-businesses as relying heavily on a family network. This study therefore focuses on small enterprises in which the number of employees and capital are limited and the majorities are, in fact, family businesses. Micro-businesses are commonly important in rural areas (Getz and Carlsen, 2000a) and constitute a large part of the provision of rural tourism opportunities (Khoon, 2006).

The motivations and management objectives of entrepreneurs in micro-businesses in rural tourism are different from those in other enterprises elsewhere (Getz and Carlsen, 2000a). Their owners are often female and the management objective is frequently to support the

family (Pearce, 1990; World Tourism Organization, 1997), but personal interests or running the business as a side-line (Kousus, 1989; Lynch, 1996), and lifestyle considerations (Getz and Carlsen, 2000b) are also prominent. In some cases, the semi-retired or people who have been made redundant run a micro-business in the hope of securing a new or supplementary income (Getz and Carlsen, 2005).

Although, research shows that much rural tourism is supported by small families and individual enterprises and some research has examined the characteristics and management objectives of micro- businesses in peripheral areas, little such work has occurred in Aboriginal communities. According to Page et al. (1999), there are few studies of tourism suppliers and Russell and Faulkner (2004) pointed out that research concerning entrepreneurs in tourism destinations is very limited. Thus, it is important to explore the underlying factors which motivate entrepreneurs' investments and their values and management objectives (Getz and Carlsen, 2000a).

Tourism provides one of the most obvious economic opportunities for aboriginal people (McIntosh, 2004; Fuller et al., 2001). However, aboriginal entrepreneurs, such as the ones in the Northern Territory in Australia, often encounter development challenges, such as a long distance from suppliers, accessibility to the market, lack of management skills, bad weather and insufficient infrastructure (Young, 1988). These problems apply to most enterprises in peripheral areas (Fuller et al., 2005). Lindsay (2005) indicated that little research business attitudes has examined aboriginal entrepreneurs, even though there are over 500 million aborigines world-wide. He pointed out two important reasons for studying aboriginal entrepreneurs as follows:

1. Aboriginal people are now often the owners of their traditional lands and natural resources but identity issues impinge upon aboriginal development.
2. Aboriginal enterprises provide employment opportunities; hence, they offer the means to solve the disadvantageous situation in which many aboriginal people find themselves. Fuller et al. (2005) believed that knowledge about aboriginal enterprises is a pre-requisite to the provision of appropriate training and other forms of support, further underlining the needs to understand entrepreneurs in aboriginal communities.

Entrepreneurial motivations

Motivation involves an individual's inner situation or status when one is engaging in behaviors based on one's goals. Needs resulting from the incongruence between reality and expectation contribute to forces; in turn, needs motivate actions in order to satisfy needs (Goossens, 2000). From the perspective of tourism practitioners,

tourism suppliers can be divided into commercial and social tourism organizations (Sessa, 1983). The latter include destination marketing organizations, tourist information centers, national parks and travel and tourism research associations; however, it is not the type of tourism supplier this research intends to study. Whereas, it is the former, the commercial tourism organizations such as travel agencies, airlines, rental car companies, hotels and restaurants that this research decides to explore for the reasons and stimulating factors motivate entrepreneurs of this category. Motivation of entrepreneurs includes need for achievement, risk taking, tolerance for ambiguity, locus of control, self-efficacy, and goal setting (Shane et al., 2003). Nickerson et al. (2001) revealed tourism farms have diversified management motivation such as the need of obtaining additional income, assistance in helping family members for job employment, tax reduction benefits, social benefits (e.g., making new friends), personal interests, encouragement by successful examples of similar entrepreneurs, and providing visitors' educational experiences. Shaw and Williams (1997) observed tourism owners of the coastal resort in the UK have non-economic reasons to run their business, such as "better off opening one's own business since one does not like former boss", "the desire of pursuing ideal life style", and "I am in love with the place after taking a vacation there". At the same time, external factors such as the economy and internal factors such as personal background appear to have tendency to determine motivation of opening a business for entrepreneurs (Maki, 1999).

Morrison (2000) suggested entrepreneurs' management beliefs rooted from local development, social economy, policy, and personal background. Getz and Carlsen (2000b) also mentioned culture plays a significant role in impelling entrepreneurs' motivation in family business as well as dominating management direction for the future. Therefore, it is reasonable to imply that different backgrounds, cultures, and motivations concur to start an enterprise.

A significant disparity in management objective exists between family and non-family business; while the former indicates the opportunity to offer employment for family members and locus of control for the enterprise, the latter refers to the economic benefits-oriented (Andersson et al., 2002; Westhead, 1997). For those who pursue the sustainable development in communities, their motivations in starting a business include improving the local economy, preserving societal culture, and reducing impacts of varied aspects (Lordkipanidze et al., 2005). Anderson (2002) noted the motivation of starting a business for First Nations in Canada are focused on controls of lands, improving economic and political situations for individuals, families and communities, and preserving traditional cultures. In other words, aboriginal peoples use their resources of traditional lands to open a business in order to reconstruct tribal economy and

improve societal economy of families and the like (Anderson et al., 2006; Ronning, 2007). Lansdowne et al. (2005) and Getz and Carlsen (2000a) also advocated that aboriginal communities have been putting a lot of effort into tourism development; in turn, entrepreneurs of micro-business of those communities are vastly growing. Nevertheless, despite of the desired authority of self-controlling in economy and social rights such as social benefits for aborigines, motivations of protecting their own cultures are also important factors motivate entrepreneurs to start a business. As such, this research formulates the first hypothesis as follows:

Hypothesis 1: Differences of motivation of micro-businesses exist between various types of aboriginal communities

The management objectives of micro-businesses in aboriginal communities

The management goal is what a business wishes to achieve. For micro tourism business, the ultimate goals are challenges and stimulations, business opportunities, life style, long-term economic benefits (Brangrove and King, 1996), social life improvement, and social status (Pearce, 1990). Smith (1998) mentioned that motivation of management of micro-business entrepreneurs from the third world focuses on the obtainment of the local development control, employment opportunities for family members, access to achieve social status, and economic self-independence economically. Jones and Haven-Tang (2005) stated the management objectives of small and medium businesses are far more different from big businesses. For instance, home stay operators' objectives are inclined to be social-oriented so as to have better and more intensive interaction with visitors (Hall and Rusher, 2004). Lordkipanidze et al. (2005) further indicated entrepreneurs whoever tend to open business in rural areas are likely to position their management objectives in creating employment, increasing rural or communities' economic values, and providing the wanted resources for local communities. As a result, micro-business entrepreneurs have various management objectives (e.g. maintaining family cohesion or business purposes) despite of the needs of economic income. Moreover, different entrepreneurs in different phases of business development or from different locations appear to have different management objectives.

The benefits of aborigines are the starting point for the innovation, management, development of aboriginal enterprises. What decide these benefits are related to crucial factors such as heritage preservation, self awareness and self-identity of aboriginal cultures (Lindsay, 2005). Anderson et al. (2006) addressed the fact that aboriginal people must put in a lot of effort to obtain their own rights in the post-colonial period. As such, aboriginal entrepreneurs' top priorities and also the core spirits of

their entrepreneurship are often focused on the rights to acquire the access of using resources in the traditional territories. As Dana (2007) indicated, aboriginal entrepreneurship normally considers the importance of the sustainability of environment which is often recognized as a non-economic component.

In Canada, the emphasis of management and development of aboriginal enterprises in Alberta are a holistic community development instead of the personal economic benefits (Getz and Carlsen, 2000b). Anderson et al. (2006) took the aborigines in Osoyoos as an example and found out the management objectives of entrepreneurs are diversified such as "increasing the living standard for every tribal member", "obtaining income, employment opportunities, and resources development in order to reduce the dependence on governments", "reviving the authenticity of traditional tribal cultures", and "increasing educational levels". In this way, it is reasonable to imply that entrepreneurs in different aboriginal communities possess different management objectives. Consequently, the second hypothesis is proposed as follows:

Hypothesis 2: Differences of management objectives of micro-businesses exist between various types of aboriginal communities.

METHODS

Sampling

This research was undertaken in Wulai, Taipei County and Fu-Shin, Taoyuan County, Taiwan. These two aboriginal townships were chosen because each of these enterprises is ranked as the top two in the Northern Taiwan (Taiwan Tourism Bureau, 2009). The former focuses on all year's hot spring resources and the latter emphasizes leisure farms with high value production (e.g., peaches and floral fields) (Fu-Hsing Township, 2009).

Prior to the formal survey, this study conducted a pretest in Wulai from January to February and distributed questionnaires to 51 enterprises. After both the reliability and face validity were obtained, some wordings were slightly modified in an effort to ascertain the comprehension and clarity of all items. The formal survey was undertaken in Wulai and Fushin from March to April, covering both weekends and non-weekends. The respondents were confined to tourism enterprises e.g., home stays, restaurants, handicraft workshops, souvenir shops. Each survey took roughly 10 min to complete. A convenience sampling method was adopted. In total, 71 questionnaires were distributed, and 65 were valid in Wulai. As for Fushin area, 112 questionnaires were distributed and 102 were valid. Thus, 167 questionnaires were returned and valid. It is worth of noting that some entrepreneurs refused to assist in surveying for two reasons: (1) the concern of the fraud leading to the rejection of assisting in strangers' requests; (2) business is too busy to be distracted. As such, the sample size of the survey led to smaller number of useful questionnaires.

Measures

Entrepreneur motivations

With reference to the motivations of opening a micro-business, the

survey instrument was adopted from Getz and Carlsen (2000a) and Jones and Haven-Tang (2005). 15 items include aspects of lifestyle, money, stimulation, independence (e.g. "To support my/our leisure interests", "To be my own boss"). The Cronbach's α reached 0.86 so the internal consistency is satisfactory and the scaling administered Likert five-point method ranging from 1 (very disagree) to 5 (very agree).

Management objectives

Concerning the management objectives of running a micro-business, the survey instrument was based upon research of Getz and Carlsen (2000a). 16 items covering five aspects of good business reputation, business first, nature of business, family first, and performance (e.g. "This business runs on high moral standard", "Enjoying the job is more important than making lots of money"). The Cronbach's α reached 0.80 so the internal consistency is also satisfactory and the scaling administered Likert five-point method ranging from 1 (very disagree) to 5 (very agree).

Background information

The profile of business also referred to the study of Getz and Carlsen (2000a). Sample items include number of operators, types of business, when to open the business, years of running the business, and number of employees.

Analysis

This research aims to explore the motivation of opening a business and the management objectives between different aboriginal communities. Prior to conducting the survey, experts in relevant areas were invited to proofread the items of measurements so as to meet the requirements of face validity. Besides, factor analyses were administered in an attempt to examine the construct validity which reflects the accuracy of using the measurements. With reference to the statistical analyses, means, standard deviations, and Cronbach's alpha reliabilities were calculated for the major variables. T-test and ANOVA were used to explore whether or not there are differences in the motivation of micro-businesses and management objectives between the two communities. In addition, the Chi-square test was also used to evaluate the background characteristics of each micro-entrepreneur. Moreover, ANOVA was used to analyze the differences between the population statistics of micro entrepreneurs.

RESULTS

Demographic profile

From Table 1, the majority of respondents is females (66.2% in Wulai) and (66.7% in Fu-hsing). Their ages are mostly 41- 50 years old (38.5 and 37.3%, respectively), followed by 31 - 40 years old (29.2 and 32.4%, respectively). Concerning the business type, Wulai is dominated by restaurants (47.7%), followed by home stays (13.8%) while Fu-sing is comprised largely by agriculture, forestry, fishery, and farm (37.3%), followed by restaurants (28.4%). In terms of the years of opening for entrepreneurs in Wulai are mostly 10 - 15 years (30.8%), followed by 5 - 10 years (27.7%) while respondents in Fu-hsing are mostly 5 - 10 years (24.5%), followed by 10-15

Table 1. Demographic profile.

Sample characteristic	Wulai, Taipei (n = 65) (%)	Fu-Hsing, Taoyuan (n = 102) (%)	Sample characteristic	Wulai, Taipei (n = 65) (%)	Fu-Hsing, Taoyuan (n = 102) (%)
Gender			Years of opening		
Male	33.8	33.3	Less than 1	1.5	5.9
Female	66.2	66.7	1- less than 5	12.3	17.6
			5 - less than 10	27.7	24.5
Age (Years)			10 - less than 15	30.8	19.6
Less than 20	1.5	3.9	15 - less than 20	3.1	7.8
21-30	3.1	7.8	20 - less than 25	9.2	6.9
31-40	29.2	32.4	25 - less than 30	3.1	10.8
41-50	38.5	37.3	30 and more	12.8	6.9
51-6	26.2	15.7			
Above 60	1.5	2.9	Number of employees (Persons)		
			2 and below	26.2	37.3
Type of businesses			2-4	60.0	45.1
Agriculture/Forestry/Fishery/farm	4.6%	36.3	5-7	10.8	11.8
Food and beverage	47.7	28.4	8-10	1.5	3.9
Bed and breakfast	13.8	5.9	10	1.5	2.0
Retail store	12.3	22.5			
Accommodation	7.7	0	Business ownership		
Performances	1.5	0	Owned by a married couple	47.7	66.7
Traditional handicraft and souvenir shops	12.3	0	Independent owner	23.1	12.7
Tour operation	0	1.0	Partner management	3.1	2.0
Non-tourism service industry (e.g. clinics)	0	5.9	Company	0	1.0
			Family-owned	26.2	17.6
Opening hour (h)					
Under 6	1.5	14.7	Ethnic grouping		
6 - 12	80.0	76.5	Aboriginal	35.4	46.1
12 -18	12.3	4.9	Non-aboriginal	64.6%	53.9%
Above 18	6.2%	3.9%			

years (19.6%). With respect to number of employees, both two communities are dominated by 2 - 4 persons (60.0 and 45.1%, respectively), followed by less than two persons (26.2 and 37.3%, respectively). As for the ownership, both

two communities are mostly run by couples (47.7 and 66.7%, respectively) and the average opening hours are 6 - 12 h (78.3 and 76.5%, respectively). Half of respondents are non-aborigines (64.6 and 53.9%, respectively).

From the afore-mentioned profile of entrepreneurs in two aboriginal communities, as Getz and Jamieson (1997) indicated, only limited numbers of aboriginal entrepreneurs or owners play significant roles in the development of aboriginal

tourism. Reasons behind this fact could be resulted from a marginal position due to the long term poverty, low educational background, and poor resources of medical treatment. Furthermore, some aboriginal entrepreneurs started as an employee working for others or opening a street vender because of insufficient capital.

The entrepreneurial motivations of aboriginal community's micro-businesses

A factor analysis was undertaken by using the principal component analysis so as to retrieve the common factors in the entrepreneurs' motivation. As the rule of thumb, factors which the eigenvalues over 1 were deducted and the maximum variance method was applied in order to locate the three dimensional factors (Table 2). As a result, consistent with the result of the study of Getz and Carlsen (2000a), the explaining variance for three factors are economy (22.19%), stimulation (18.26%), and life style (13.56%). The total explaining variance is 54.01%. Entrepreneurs' motivation for opening a micro-business in Wulai, Taipei was ranked firstly as: "To permit me to become financially independent" (mean score = 4.32), followed by "To make lots of money" (mean score = 4.29), and "To keep this property in the family" (mean score = 4.16). The rest of items were ranked as neutral to very agreeable (Table 3). Whereas for micro-business entrepreneurs in Fu-hsing, "To make lots of money" (mean score = 4.39) was ranked the most important motivation of opening the business, followed by "To permit myself to become financially independent" (mean score = 4.34) and "To keep this property in the family" (mean score = 4.16). In summary, micro-business entrepreneurs in both places opt for the economic factor of motivation. This result is consistent with previous researches. For instance, Brangrove and King (1996) pinpointed that nearly 30% of ultimate management goals of tourism micro-business in Victoria, Australia is long-term profits. Getz and Carlsen (2000a) also stated that the economic concern is one of the main reasons for micro-business entrepreneurs to start its own business. Ronning (2007) further explored the motivation of opening a new business for native people in Sami, Norway and found out the major motivation are the opportunities to increase income and provide jobs for family members. Hence, motivations of entrepreneurs in both places are between "neutral" to "very agreeable" which means respondents in general agree with motivational items. The top three items ranked as the most agreeable motivation for entrepreneurs opening a business in both places are associated with the economic reasons: "To permit me to become financially independent", "To make lots of money", and "To enjoy a good lifestyle". As such, entrepreneurs are inclined to place greater emphasis on economic aspect. By using an independent t-test, it is found that a difference in

motivations is only exists in life style dimension ($F = 0.740$, $p < 0.05$). Specifically, responses reflect the fact that entrepreneurs in Fu-hsing (mean score = 3.69) agree more than the ones in Wulai (mean score = 3.48). Nevertheless, no differences exist in both economy ($F = 0.171$, n.s.) and Stimulation dimensions ($F = 1.206$, n.s.). Therefore, Hypothesis 1 is partially supported.

The management objectives of aboriginal community's micro-businesses

With respect to the management objectives, factor analysis was undertaken by using the principal component analysis to derive common factors. Factors with which eigenvalues greater than 1 are retained (Table 4). Based on the Varimax method, five factorial dimensions of management objectives were presented. In total, 16 items were grouped into five factors as follows: "Pursue business reputation", "Accomplish societal obligation", "Work is a hobby", "Work and life are highly-connected", and "Positive business performance". The total accumulated explaining variance is 64.57%.

In terms of management objectives in Wulai and Fu-Hsing, from Table 5, we can tell that entrepreneurs in both places put "Delivery of a high-quality product or service is a high priority" (mean score = 4.33, mean score = 4.40, respectively) as the foremost important, followed by "This business runs on high moral standard" (mean score = 4.29, mean score = 4.31, respectively), "I want to present a good public/corporate image" (mean score = 4.13, mean score = 4.29, respectively). Both entrepreneurs' responses toward the management objectives are between neutral and very agreeable. However, the average mean scores in Fu-hsing are higher than Wulai. By and large, as Getz and Carlsen (2000a) indicated, entrepreneurs in both places are inclined to pursue business reputation. That is, it is vital for an entrepreneur to pursue benefits as well as a reputation of being a quality enterprise.

In terms of the management objectives of entrepreneurs, they value "pursue business reputation" the highest (mean score of Wulai=4.20; mean score of Fu-Hsing=4.31), but there is no difference exists by using the t-test ($F = 2.02$, n.s.). Nevertheless, differences exist in four other factors: "Accomplish societal obligation" ($F = 0.58$, $p < 0.05$); "Work is a hobby" ($F = 0.01$, $p < 0.05$); "Work and life are highly-connected" ($F = 11.31$, $p < 0.05$); and "positive business performance" ($F = 6.28$, $p < 0.05$). Entrepreneurs in Wulai are likely to agree more on factors of "work and life are highly-connected" and "positive business performance". Nevertheless, entrepreneurs in Fu-Hsing appear to consonant more toward factors of "accomplish societal responsibilities" and "work is a hobby". Thus, hypothesis 2 is partially supported.

Table 2. Factor analysis for entrepreneur motivations of opening a business (N = 167).

Items	Factor 1	Factor 2	Factor 3
	Economy	Stimulation	Life style
To keep this property in the family	0.609		
To make lots of money	0.724		
To provide a retirement income	0.738		
To permit myself to become financially independent	0.692		
To be my own boss	0.662		
To gain prestige by operating a business	0.582		
To support my/our leisure interests		0.539	
To meet interesting people		0.651	
To be able to contribute to community's economic prosperity		0.608	
To be able to create more opportunities to interact with friends		0.794	
To be able to fully use the extra space at home		0.688	
To enjoy a good lifestyle			0.698
To live in the right environment			0.623
To keep my own family together			0.482
To reduce the challenge			0.455
Eigen value	3.32	2.74	2.03
Explaining variance (%)	22.19	18.26	13.56
Accumulating variable (%)	22.19	40.45	54.01

KMO = 0.848, Bartlett sphere $p < 0.05$, Cronbach's $\alpha = 0.83$.

Table 3. Means and standard deviations for entrepreneur motivations of opening a business.

Items	Wulai, Taipei (n = 65)		Fu-Hsing, Taoyuan (n = 102)	
	Means	S.D.	Means	S.D.
	To permit myself to become financially independent	4.32	0.562	4.34
To make lots of money	4.29	0.701	4.39	0.662
To keep this property in the family	4.16	0.674	4.27	0.582
To enjoy a good lifestyle	4.00	0.612	4.04	0.708
To be my own boss	3.98	0.572	3.94	0.610
To provide a retirement income	3.98	0.717	4.24	0.636
To be able to contribute to community's economic prosperity	3.98	0.642	4.10	0.611
To live in the right environment	3.92	0.567	4.09	0.696
To meet interesting people	3.90	0.543	3.99	0.724
To support my/our leisure interests	3.75	0.662	4.00	0.660
To keep my own family together	3.73	0.713	4.13	0.580
To be able to create more opportunities to interact with friends	3.73	0.660	3.81	0.727
To gain prestige by operating a business	3.64	0.671	3.81	0.670
To be able to fully use the extra space at home	3.44	0.884	3.33	0.775
To reduce the challenge*	2.26	0.871	2.49	0.841

*Reverse item.

The relationship of background profile, entrepreneurial motivations and management objectives

By using t-test and ANOVA methods, no significant differences exist in background information on motivation

of opening a business in Wulai excepts for the business ownership ($F = 3.606$, $p < 0.05$). Extending from this, by using Scheffe post-hoc test, with respect to the ownership, partnership management (mean score = 3.97) is found higher than independent owned (mean score = 3.13) on entrepreneurs' motivation. As for background

Table 4. Factor analysis for management objectives (N = 167).

Items	Factor loading				
	F1	F2	F3	F4	F5
Factor 1: Pursue business reputation					
This business runs based on a high moral standards	0.875				
Delivery of a high-quality product or service is a high priority	0.884				
I want to present a good public/corporate image	0.823				
I want to keep the business growing	0.626				
Factor 2: Accomplish societal obligation					
It's not crucial to keep the business profitable		0.700			
I would rather keep the business modest and under control than have it grow too big		0.672			
I wish my business makes a positive impact toward the community		0.516			
I wish I can contribute the extra profit that my business made to the local community		0.560			
Factor 3: Work is a hobby					
Eventually the business will be sold for best possible price			0.474		
I come into daily contact with customers			0.502		
Enjoying the job is more important than making lots of money			0.767		
My personal/family interest take priority over running the business			0.802		
Factor 4: Work and life are highly-connected					
It is hard to separate my work and family life in a tourism business				0.764	
In this business customers cannot be separated from personal life				0.852	
Factor 5: Positive business performance					
This business currently meets my performance targets					0.749
I wish to have my own business					0.647
Eigen values	3.13	2.13	1.91	1.64	1.49
Explaining variance (%)	19.62	13.37	11.95	10.27	9.35
Accumulated explaining variance (%)	19.62	32.98	44.94	55.22	64.57

KMO = 0.764, Bartlett sphere $p < 0.05$, Cronbach's $\alpha = 0.78$.

information of entrepreneurs in Fu-hsing, differences exist in types of businesses ($F = 7.685$, $p < 0.05$) and number of employees ($F = 3.220$, $p < 0.05$) on motivation. By using Scheffe post-hoc test, motivation in restaurant business (mean score = 4.12) is stronger than retailing business (mean score = 3.79) and agriculture/forestry/fishery/farm (mean score = 3.64) in opening a new business. As for the number of employees, motivation in enterprises which has over 10 persons is higher than the ones has 8 -10 people.

With reference of management objectives in Wulai, no differences exist in gender ($t = 0.737$, $p > 0.05$). Whereas in Fu-hsing, differences exists not only in gender ($t = 1.398$, $p < 0.05$) but also types of businesses ($F = 3.385$, $p < 0.05$). That is, males (mean score = 3.85) perceive higher than females (mean score = 3.64). The management objectives in restaurant business (mean

score = 3.86) are stronger than agriculture/forestry/fishery/farm (mean score = 3.53) by using Scheffe test. To sum up, consistent with the study of Sharpley and Vass (2006), significant differences exist among entrepreneurs in both motivation of opening a micro-business and management objectives in different communities. For the former, significant difference exists for ownership among motivations in Wulai while significant differences exist for types of businesses and number of employees in Fu-hsing. For the latter, however, significant differences exist for both gender and types of businesses in Fu-hsing. These also support the fact that significant differences somewhat exist in background information on motivation or in management objectives of micro-business (Getz and Carlsen, 2000a; Sarri and Tribopoulou, 2005). All these empirical differences might indicate that it is the unique culture of

Table 5. Means and standard deviations for management objectives.

Items	Wu-Lai (n = 65)		Fu-Hsing, Taoyuan (n = 102)	
	Means	S.D.	Means	S.D.
Delivery of a high-quality product or service is a high priority	4.33	0.538	4.40	0.512
This business runs on high moral standards	4.29	0.551	4.31	0.544
I want to present a good public/corporate image	4.13	0.526	4.29	0.555
I want to keep the business growing	4.06	0.634	4.23	0.583
I wish my business makes a positive impact toward the community	3.96	0.558	4.06	0.531
I wish I can contribute the extra profit that my business made to the local community	3.80	0.851	3.89	0.756
This business currently meets my performance targets	3.73	0.644	3.55	0.765
I would rather keep the business modest and under control than have it grow too big	3.69	0.727	3.81	0.699
It is hard to separate my work and family life in a tourism business	3.64	0.647	3.15	0.887
My personal/family interest take priority over running the business	3.45	0.791	3.71	0.825
Eventually the business will be sold for the best possible price	3.41	0.788	3.56	0.838
Enjoying the job is more important than making lots of money	3.36	0.911	3.53	0.908
It is not necessary to have formal business goals	3.36	0.911	2.70	0.970
I come into daily contact with customers	3.36	0.820	3.87	0.699
In this business customers cannot be separated from personal life	3.36	0.741	3.19	0.844
It's not crucial to keep the business profitable *	2.24	1.031	3.05	1.115

*Reverse item.

each aboriginal community which differentiates motivations and management objectives.

RESULTS AND DISCUSSION

The major objectives of this research are to understand entrepreneurs' motivation and management objectives in opening a micro-business in aboriginal communities. In addition, entrepreneurs' motivation and management objectives are also examined. The results show that it is the economic factor, which motivates micro entrepreneurs from Wulai and Fu-Hsing the most. As for the identification of the management objectives, both Wulai and Fu-Hsing concentrate on pursue business reputation. Unlike cases studies applied in Australia and US (Hindle and Lansdowne, 2005) or in Canada (Anderson et al., 2006), the contribution of this study is that this research is probably one of the very first studies of investigating entrepreneurs' motivation and management objectives in aboriginal communities by using the quantitative approach, that is, survey method. Not only did this research try to compare the differences in motivation and management objectives in opening a micro- business in two aboriginal communities but also to compare the differences between aboriginal and non-aboriginal entrepreneurs in such motivations and management objectives. The majority of entrepreneurs believe that income is the source for the entire livelihood. If there is no income, personal interests will not be able to be sustained; in turn, no benefits could be provided as a

feedback to local communities. The stable income is needed so as to revive traditional tribal cultures. Sarri and Tribopoulou (2005) also noted that the economic factor is female entrepreneurs' major motivation in opening a new business in Greece. Similarly, this research identified that female entrepreneurs wish to make more money so as to improve their family living standards. As such, no significant differences exist in economic and stimulation factors in entrepreneurs' motivation in Wulai and Fu-Hsing. In addition, the degree of pursuing life style varies according to marital status. Married entrepreneurs tend to reach a balanced life between family and career, particularly for females. Female entrepreneurs put more attention to family and thus wish to provide a better financial outlook of being able to raise their children, receiving better education, and taking part in preferred leisure activities and personal interests.

In accordance with the study of Getz and Carlsen (2000a), entrepreneurs of independently-owned business agreed more on motivation of "To make a lot of money", "To keep this property in the family", and "To permit myself to become financially Independent". For entrepreneurs in Wulai, a significant difference exists between types of business ownership and motivation. Due to the higher autonomy and less complicated decision-making process, independent owner perceive higher than partnership or other ownership types in motivations. As for entrepreneurs in Fu-Hsing, significant differences exist among types of businesses, number of employees, and motivation. To reiterate, unlike enterprises in Australia which were transformed from traditional farms into tourism

farm businesses (Sarri and Tribopoulou, 2005), entrepreneurs in Fu-hsing in agricultures, farms, etc. practicing business diversified strategies by viewing farms as the core business and tourism business (e.g. restaurants or retailing) as the complementary for their livelihood. As such, entrepreneurs in tourism business are likely to see economy factor more important than those from the business of agriculture, farms, etc. However, the aboriginal factor has no significant influence on motivation of opening a micro-business. This could be implied that all entrepreneurs place emphasis on the economy factor whether they are aborigines or not.

For management objectives, entrepreneurs in both communities emphasize the importance of pursuing business reputation. Since the information is spreading very quickly due to the fast progress of high tech of today's business world, a good business reputation and the act of making a positive impact toward local society for micro-business will result in sustainable business opportunities. In turn, more repeat businesses are likely to occur. In this case, entrepreneurs in Wulai are likely to expect more intensive interaction with tourists since Wulai is a more commercialized, well-developed tourism destination so micro-businesses are more receptive to tourists. As a result, they perceive higher in dimensions of "Work and life are highly- connected" and "positive business performance". Nevertheless, entrepreneurs wish to keep some distance from the over-exposed, guest-host encounters on the daily basis (Getz and Carlsen, 2000b). On the contrary, entrepreneurs in Fu-Hsing perceive higher in "accomplish societal responsibilities" and "work is a hobby".

This research makes a contribution in understanding motivation and management objectives of micro-business entrepreneurs in different aboriginal communities. Local business entrepreneurs are important stakeholders toward the community tourism development. Lindsay (2005) commented that research pertaining to aboriginal enterprises is vital mainly because aboriginal entrepreneurship has good potential to release the deadlock of aboriginal economy and furthermore to enhance the prosperity for this marginalized group. As a result, it is paramount to put into force a holistic developmental strategy to market the aboriginal community on its unique features in conjunction with its unique local culture. In addition, the results of this study enhance our understanding in motivation and management objectives of micro-business in aboriginal communities which lead to the attraction and hence the arrival of more tourism investment (Getz and Carlsen, 2000a).

Due to the insufficient management skills and capitals, aborigines are more vulnerable in facing the risk of bankruptcies or difficulties in opening a business. Thus, it is vital for relevant governmental agents to provide financial support and assistance in better financing and management counseling. Moreover, strategic alliances with partners from various industries- such as farms to collaborate with local homestays- are a feasible way to

promote alternative tourism; in turn, more tourists will be attracted to visit. Meanwhile, those who are in the process of transformation from agriculture or farm business to diversified tourism businesses could face fewer risks in failures.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Like other research, this study has limitations such as the sample size is limited due to the significant distance among entrepreneurs in tribal communities so the accessibilities are confined. Furthermore, this study was conducted in Atayal's communities including both aboriginal and non-aboriginal entrepreneurs so the generalization of results is questionable. For the future research, it is recommended to conduct interviews with aboriginal entrepreneurs of micro-business. Thus, the deeper perception of motivations and management objectives of establishing a business for aborigines would be thoroughly explored; in turn, a measurement scaling of these areas could be formulated for the application of further studies. In addition, some issues such as succession of enterprises and factors leading to the closing the business of enterprises are worthy of investigation.

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