Sheffield Hallam University

A Sheffield Hallam University thesis

Sociocultural Impacts on the Innovativeness of

Tourism Entrepreneurs in Hong Kong

Hoi-Kuen WONG,

Thesis for DBA, International,

Business School Netherlands, the Netherlands,

Sheffield Hallam University, the United Kingdom,

March, 2020

Candidate Declaration

I hereby declare that:

1.   I have not been enrolled for another award of the University, or other academic or professional organisation, whilst undertaking my research degree.

2.   None of the material contained in the thesis has been used in any other submission for an academic award.

3.   I am aware of and understand the University's policy on plagiarism and certify that this thesis is my own work. The use of all published or other sources of material consulted have been properly and fully acknowledged.

4.   The work undertaken towards the thesis has been conducted in accordance with the SHU Principles of Integrity in Research and the SHU Research Ethics Policy.

5.   The word count of the thesis is 80,000 with extra words in Appendix

Please complete electronically:

Name	Hoi Kuen Wong
Award	DBA, International
Date of Submission	March, 2020
Faculty	Business School
Director(s) of Studies	Dr. Hanh Pham
Supervisor (1)	Dr. Dominik Dvorak

Table of Contents

List of Figures

List of Tables

Abstract

This thesis examined the impact of institutional and socio-cultural norms on the entrepreneurial behaviours and innovativeness of the tourism entrepreneurs in Hong Kong. In order to address to the research gaps of macro and micro contexts of entrepreneurship in the travel industry, a qualitative cases study was designed to discover how individual and environmental contexts, namely family background, education, learned experiences, beliefs, social norms and institutional constraints, influence the innovation of the travel industry in Hong Kong. In particular, it probed the problems through the interplay of a theoretical framework for a micro-sociological analysis of eight tourism entrepreneurs in Hong Kong, including the entrepreneurship theory of Hofstede's cultural dimensions, Shapero's entrepreneurial event, and the personality traits theory. By means of the qualitative approach, through multiple case studies and different sources of data, such as practitioner-participant observations, empirical data were analysed with a mixed approach with cross-sectional, contextual, and longitudinal data analysis for examination of the phenomenon in a transitional period. The collected data were studied with the congruent theories for a multifaceted narrative analysis. There is discussion about the antecedents for innovativeness of entrepreneurs and the negative social notions which were hindering innovation. This thesis provided a set of theoretical propositions and inspiration for future studies in the sociocultural impact on the innovativeness of entrepreneurs, reflecting the overlooked perspectives as anti-innovation social norms, innovation initiatives, and relevant research gaps of the multidisciplinary entrepreneurial research, especially in the personal pursuit of value creation in entrepreneurship. The thesis suggested a more complex level of analysis of entrepreneurial innovativeness, with a diverse context. In addition, this research offered implication for practices, including propositions for the nourishment of an innovation ecosystem and the avoidance of anti-innovation social norms in a community.

Acknowledgements

Firstly, I would like to express my special thanks to my director of studies and supervisor, Dr. Hanh T.S. Pham at Sheffield Hallam University, who gave me a hand when I was lost with anxiety in my craggy journey of academic research. You have been a sympathetic mentor full of positive energy for me. I am grateful for your encouragement and I will never forget that you worked overnight to read my draft thesis in the midst of your busy schedule. Your advice on my thesis and your insights into academic paper publishing are invaluable for my future research and projects.

I would like to express my special thanks to my supervisor, Dr. Dominik Dvorak from Charles University in Prague. I would also like to thank all the scholars which have provided me with guidance and support throughout my research, including Dr. Slava Kubatova, Dr. Hannah Bakker, Professor John McAuley, Dr. Paul Lasselle, Dr. Carla Barbieri, Mr. Jan Bloudek, and Ms. Beth Raines. Particular appreciation goes to Dr. Jonathan M. Scott and Dr. Fariba Darabi for their comments and Dr. Toni Sfirtsis who provided me with specific enlightenment for the thesis. I appreciate you for all of your brilliant comments and assistance, thanks to all of you.

Besides, I specifically owe a great debt of gratitude to two special persons who are my friends as well as my respected mentors, Professor Tan Joo Sen from Nanyang Technological University of Singapore, who inspired me considerably in cultural studies and Professor Yu-Fai Leung in the USA who brought me to North Carolina State University, as a visiting scholar for the enhancement of my strategic thinking and research skills.

Chapter 1: Introduction

1.1.   Motivations for the Study

Innovation is to face the challenges of the future, involving all sectors of society and the economy. There has been an increasing call for research on sustainable innovation ecosystems recently, as a nourishing environment for the development of an innovative entrepreneur (Romano et al., 2014). Many studies such as this have argued that innovative entrepreneurship is presented as a driver for the achievement of the regional intelligent growth in a specific geographical setting. However, the extant literature in entrepreneurship and innovation almost neglected the human actors and human agency as well as relevant behaviours, value, and belief under a specific sociocultural setting. Some researchers argued that innovative entrepreneurship is a source of individual and regional wealth creation, as well as societal progress which is of benefit to the entire economy and community (Schumpeter, 1942; Aghiion & Howitt, 1992). Entrepreneurship is multi-disciplinary and collecting more empirical evidence can bridge the gaps between all floors of the ivory tower with the pragmatic reality, connecting the sociocultural perspective with all related disciplinaries such as economics, political science, psychology, sociology, geography, pedagogy, business management, and marketing.

There is little literature about the relationships between entrepreneurship, tourism, and innovation (Civre & Omerzel, 2015; Block et al., 2017; Campbell & Mitchell, 2012; Nasierowski & Areclus, 2013). Such research gaps and emerging topics are related to the integrated studies of macro and micro contexts of tourism entrepreneurs. Some researchers pointed out there are two different determinants on entrepreneurial behaviours, including an individual and a contextual determinant. Individual determinants include entrepreneurial personality, attitude towards risk taking, autonomy, innovativeness, competitiveness, proactiveness, socio-economic status and entrepreneurial experiences (Kirzner, 1997;

Brockhaus, 1982; Uhlaner & Thurik, 2007; Cuervo, 2005; Verheul et al., 2002). Contextual determinants are sociocultural perspectives such as regulations, policies, cultural framework, norms, value, social interferences, perception, intentions, and expectations (Baumol, 1996; Clark & Lee, 2006; Dickson et al, 2008; Gorodnichenko & Roland, 2012; Leung & Morris, 2010; Fiske & Taylor, 2013; Markus & Kitayama, 1991; Inglehart & Baker, 2000). However, there are not many studies with a focus on sociocultural contexts and innovativeness of the individual entrepreneur. Some researchers argued that cultural values and the social environment have a great impact on the perception of an individual through cognitive schema, interpretation, and sense-making (Chrisman et al., 2002; Lau & Busenitz, 2001). Entrepreneurial ecosystem concepts (Isenberg, 2010) put quasi-essential external factors together, as an integrated ecosystem, which are significant for entrepreneurial activities, such as finance, supports, policy, human capital, culture, and networks. The environmental and sociocultural contexts under a specific entrepreneurial ecosystem provide the antecedents and personal traits of the entrepreneurial outcomes, hence the institutional impacts and social norms play an important role in entrepreneurial behaviours.

Despite the fact there are prominent arguments related to the multifaceted nature of entrepreneurship, studies given to innovation and entrepreneurship is not sufficient. Some researchers argued that innovation involves the process of learning and assimilation. Bandura (1986) agreed that most theories of entrepreneurship are focused on one-sided determinism, either environmental context or personality context, but without looking into the complexity of interrelationships between different contexts, which are the antecedents of the innovativeness of entrepreneurs. Some productive entrepreneurs are contrarians with diverse and unique ideas which demonstrate the innovativeness of entrepreneurship. A productive entrepreneur refers to an individual with a business activity that contributes directly to or in-directly to the net output of the economy or to the capacity to produce additional output (Baumol, 1993). Cultural

dimensions provide the metrics of risk-taking ability, power distance perception, discrepancy of individualism and collectivism of an entrepreneur, the indices are critical individual-level and socio-cultural determinants for entrepreneurial activities, including contextual factors, especially both formal and informal institutional impacts. Formal institutions include constitutions, contracts, and forms of government (North, 1990; Lowndes, 1996; Farrell & Héritier 2003), while informal institutions include traditions, customs, moral value, religious beliefs, and all other norms of behaviour across the test of time (Pejovich, 1999). North (1990) pointed out that institutions are the rules of the game in a society formally, institutional notions are the humanly devised constraints that shape human interaction in a society and structure incentives in human exchange, whether political, social or economic. Hence, institutions are the rules that regulate social interaction.

The sociocultural perspective is a psychological theory to describe the awareness of circumstances surrounding individuals, and how their behaviours are affected specifically by the environment, including social and cultural factors, people's behaviour and mental processes, as shaped in part by their social and/or cultural contact, including race, gender, and nationality (Sanderson, 2017). There is an unexplored area regarding innovation and entrepreneurial activities and its relationships with formal institutional embeddedness, and informal institutional impacts such as social notions and cultural influences. Since the handover of Hong Kong to Beijing from the British, the city is under a transitional period in which things and people are changing in the cognitive and contextual determinants of social identity (Brewer, 1999). It is interesting to probe the subtle variation and current environmental phenomenon, after the transition of political sovereignty and its relationship to tourism development, since tourism is a cross border industry which is intimately related to the bilateral political agreements, infrastructural development, cultural resources, and the interaction of human agency. Tourism is a good subject to examine the innovativeness of entrepreneurial activities, since the industry

is regarded as one of the most positively disrupted industries in the last three decades, with the application of technological advancement and new value entailed with the Internet culture and social empowerment (Boley et al., 2014).

The entire global travel industry is undertaking the process of innovation, and tourism is completely disrupted with positive creation and the iteration of changes (Firoiu & Croitoru, 2013). The business environment and consumer behaviours evolve drastically with new practices, which are divergent from the conventional role of a travel agent, who basically still plays the role of an intermediary. The conventional business model can be traced back to the birth of modern tourism, since the Industrial Revolution of more than two centuries ago. With the arrival of the Internet era, innovation in the tourism industry is catalysed by technology advancement, knowledge transfer, sociocultural innovation, empowerment of travellers, and the formation of the Internet culture. As a matter of fact, the cycle of explorative innovation in the tourism industry commenced 30 years ago, with the emergence of advanced travel technology and new social value, together with the popularization of the Internet. Empowered by knowledge through technology, today's tourists are more experienced, informed, demanding, independent, easily accessible, and able to organise their holidays independently. On the other hand, global tourists are more conscious of sustainability with economic, social, and environmental dimensions (Carvalho & Costa, 2011).

Smart travel is recognized as the mainstream development in the global travel industry, technological disruptive agency, including big data, mobile travel, digital payment, blockchain, personalized travel, user generated content, social media influencers, key opinion leaders, website and app travel aggregators, augmented reality, chatbot, aerial drones, and artificial intelligence. These technological innovations provide solutions to create new products, and facilitate the distribution and process of tourism innovations. Conventional tourism practices,

such as the role of middlemen in the distribution process and traditional agents are curdled by institutionalized constraints, such as conformity to legal regulations and ordinances, structured marketplaces, assigned business partners, and monotonized business models.

On the other hand, social innovations, such as the sharing economy, heritage conservation, social equity, environmental concern, volunteering, multiculturalism, sustainable development, lesbian, gay, bisexual, and transgender (LGBT) rights and feminism, provide multidisciplinary spill-overs and innovative, crossover entrepreneurial activities in the tourism industry around the globe. Innovation offers an established process-based area of practice that allows practitioners to actively engage with the future, in lieu of staying within the status quo and comfort zone in front of changing risks (Young, 2014). In the closing ceremony of the International Year of Sustainable Tourism Development for Development 2017, the United Nation World Tourism Organization announced the Tourism and the Sustainable Development Goals Program, aiming at the full integration of tourism and Sustainable Development in the national, regional, and global agenda (UNWTO, 2017).

Moving toward online sales channels for tourism products or services, and into the technological development in the travel industry, seems to have already dominated the mainstream trend around the world. Some researchers pointed out that (Schuckert et al., 2015) the essence of smart tourism is the application of smart technology and the modern project of enhancing the competitiveness of tourism enterprises, improving the management level of the tourism industry, and increasing industrial scale with the goal of lifting tourism services, improving tourism experience, innovating tourism management, and optimizing utilization of tourism resources.

In short, the tourism industry around the world is facing the changes and opportunities triggered by innovation. The challenges are especially critical for the SME tourism operators, the small and mid-size enterprises (SMEs) with businesses that maintain revenues, assets or a number of employees below a certain threshold. According to the registration of the Hong Kong Travel Industry Council, over 80 per cent of the travel agencies in Hong Kong are small and medium sized enterprises. In Hong Kong, the definition of a small and medium-sized enterprise is any manufacturing business which employs fewer than 100 persons in Hong Kong, or any non-manufacturing business which employs fewer than 50 persons in Hong Kong (TIC, SME). Facing the changes in the business environment and customer behaviours, long existing and veteran stakeholders also need to face the challenges incurred by disruptive innovation of the industry (Christensen et al., 2015), or at least to adapt the trend as a fast follower in order to survive. Therefore, tourism is a good subject to examine the innovativeness of entrepreneurial activities.

However, relevant literature, as enclosed in this paragraph about tourism innovation is scant and mainly focused on the institutional policy or corporate development. Some researchers pointed out tourism as a services sector without structural and organizational innovation (Stamboulis & Skayannis, 2003), but studies with empirical analysis are still inadequate (Civre & Omerzel, 2015). Tourism is a service industry that includes social behaviour such as involvement and interaction between customers and service providers. Services include minor adjustments of procedures and practical improvements in processes (Sundbo & Gallouj, 1999), as well as new service concepts, new client interfacing, or new delivery systems (Van Ark et al., 2003), innovation of non-technological components such as human resources, organizational structure, marketing, distribution channels and technological components such as Information Communication Technology (ICT) (Van Ark et al., 2003). In social science research, microsociology theory is one which focuses on individuals and small

13

groups and the interactions between them, rather than focusing on large structures, patterns, and conflicts across the whole of society. Thus, it is also important to examine the traits and motivations of the tourism practitioners with the microlens or micro-sociological analysis with sociocultural perspectives, such as societal factors and an institutional environment. In order to explore the cultural forces behind each individual entrepreneur, a microlens or micro-situations serve as arenas of action where a specific culture, of the groups or individuals, is both produced and experienced (Fine & Fields, 2008). Some researchers discussed the "rules of the game" and "institutions" which are regarded as the guidelines of social and economic interaction that people will follow. There are formal guidelines which include laws, court rulings, written regulations and public programmes, and informal guidelines which cover social norms, general expectations of personal conduct and how to do business (Shane & Venkataraman, 2000). Using the lens of sociocultural perspectives can contribute more to the construction of an entrepreneurial environment, benefiting the growth and development of innovativeness of the specific actors, and the visionary innovators who are different from simply a business owner or unproductive entrepreneurs. Some researchers stressed the different entrepreneurial outcomes between productive entrepreneurs who create value from unproductive or destructive entrepreneurs, who only transfer value or who are simply rent-seeking, which is an economic concept occurring when an entity seeks to gain wealth without reciprocal contribution of productivity (Kureger, 1974; Shleifer & Vishny, 1999). Other researchers argued that a successful entrepreneur as an innovator adopts and implements competitive strategies such as introducing new products and services, new methods of production, opening new markets or sources of supply, or even reorganizing an entire industry (Bird, 1989; Carland et al. 1984). However, prior to implementation, the potential entrepreneur must be able to formulate such strategies effectively, suggesting the possession of personal characteristics which reflect creativity and innovativeness, Shapero pointed out that the entrepreneurial process focuses on an individual as the central object of study. Shapero's model was applied in explaining the

intentions by investigating the effect of perceived desirability; feasibility and propensity to act among individuals (Shapero, 1982).

To address the literature gaps, such as the micro-sociological analysis on the innovativeness of entrepreneurs, including personal context and environmental context impacts on the innovativeness of individual entrepreneurs, especially the relationships of entrepreneurial behaviours and the sociocultural impact on innovativeness in the travel industry as well as the demand from practices reviewed earlier, this thesis examines the impacts of sociocultural factors on the innovativeness of tourism entrepreneurs in Hong Kong. The rationales for why the Hong Kong tourism industry is selected for this research are as follows. Regarding the research context, Hong Kong offers an interesting and relevant empirical context for this topic. Hong Kong has been labelled as a shopping paradise for tourists. However, the recent drop in the number of visitors, caused by a continued slowdown of inbound tourism, triggered a heavy blow to the retail industry in Hong Kong. The value of total retail sales in 2015 decreased by 2.7 per cent, compared with the same period in 2014 (Census and Statistics Dept., HKSAR, 2015). The notable reduction in sales of luxury products is related to a sharp decrease of the high-spending visitors from mainland China, due to keen competition of other destinations in the region and political unrest. As a matter of fact, the Hong Kong travel industry has heavily relied on the parallel trade and shopping of mainland consumers, since the launch of the Individual Visitor Scheme (IVS), a top-down policy implemented by the central government in 2003 (Legco Report, 2014; Wong et al., 2016). Another reason for the plummet of shopping tourists is the strict anti-corruption policy of Beijing. In Hong Kong, the tourism industry is an oxymoron between a regulated institutional framework and an unregulated free economy. Actually, there is a gap between the command economy and a free market economy, where supply and demand regulate production and labour as opposed to the government. According to Baumol (2002), free-market pressurizes and forces firms into a continuing process

of innovation. The unique licensing system of registered travel agents in Hong Kong, under the Travel Industry Council, provides surveillance of the practices of travel agents and conditioned protection to travellers. However, it is a lack of a strategic development plan for the industry. As a matter of fact, conventional practices of the travel industry are replaced by technological applications and innovative business models around the world. The Internet brings along challenges by cross-border global players with advanced technological advancement, gigantic financial backup, and a massive global network. The stagnation of the travel industry in Hong Kong is contradictory to the striking global trend in tourism, which was completely disrupted in the last 25 years. Such impact is especially obvious in small-scale entrepreneurial activities, such as self-employed tour guides, family-owned tourism agents, small hostel operators and small practitioners. The homogenization of mainland Chinese culture, over the local business practices and societal notions of Hong Kong, can potentially influence the innovativeness of tourism entrepreneurial activities. Therefore, Hong Kong serves as a good setting for this research.

With respect to academic research on entrepreneurship in Hong Kong, there is little research on entrepreneurship in Hong Kong's tourism sector. The Centre of Entrepreneurship of the Chinese University of Hong Kong published a report (Dowejko & Au, 2014) about the entrepreneurial ecosystem of Hong Kong, aiming to suggest recommendations for the policymakers of Hong Kong towards entrepreneurial development. The research explained the phenomenon of the dwindling entrepreneurial spirit in Hong Kong, and suggested the improvement of the quality and proficiency of young entrepreneurs through education and mentorship. Nonetheless, these research studies have paid little attention to the sociocultural impact on entrepreneurial activities, especially the informal institutional impacts such as social norms and peer influences. Some researchers examined the significance of the traits of entrepreneurs from different industries in Hong Kong, they argued that an entrepreneur can be

bred, as all the qualities and traits can be developed, given the right environment and by ensuring the right proportion of education and training (Ho & Barnes, 2012). Apparently, there is a research gap concerning the relationships of entrepreneurial behaviours and the sociocultural impact on innovativeness in Hong Kong. There is some research about the lack of commitment in innovation of the services industry in Hong Kong, including the travel industry. Evidence indicated that the tourism organizations in Hong Kong do not apply systematic processes to advance innovation. Some researchers pointed out that Hong Kong service enterprises are less inclined to develop new service offerings in overseas markets than international enterprises. However, the individual and environmental context for innovativeness is yet to be investigated to better understand the phenomenon. (Chan et al., 2006; 1997).

1.2. Research Aim and Research Questions

This thesis aims to explore the nature and process of how the sociocultural factors influence the innovativeness of entrepreneurs in the Hong Kong tourism industry. In order to fulfil this research aim, the following three core research questions are set up:

Research Question 1: How do sociocultural factors influence the innovativeness, entrepreneurial intentions and outcomes of Hong Kong tourism entrepreneurs?

Research Question 2: How does personal context affect the innovativeness, entrepreneurial intentions and outcomes of Hong Kong tourism entrepreneurs?

Research Question 3: How does environmental context impact the innovativeness of

Hong Kong tourism entrepreneurs? Environmental context such as institutional impact provides the framework for the input and output dimensions of entrepreneurship (De Wit & Meyer, 1998). Especially during the transition context, technological reformation, transformation of business practices and sociocultural changes will bring uncertainty in the entrepreneurial environment (Smallbone & Welter, 2002). Sociocultural context and cultural dimensions of the individual entrepreneurs explained the different extent of innovativeness in the case studies (Hofstede, 1984).

1.3.   The Thesis' Structure

This thesis consists of eight chapters. The introductory Chapter 1 explains the motivation and theoretical lenses of the study, there is also a summarized structure of the thesis with the outline of the content of each chapter. Chapter 2 is to review relevant literature, theories, and concepts; it then comes up with a conceptual framework. Chapter 3 focuses on the research context which provides retrospective overviews of the Hong Kong tourism industry, to serve as the empirical background for selecting the research method and conducting empirical research. In Chapter 4, the philosophical stances, research methodology, research quality assurance, and data analysis procedure were examined. Specific attention was given to the reflectivity of the thesis. In Chapter 5, the qualitative data analysis procedure of the thesis, with the background of the case studies, the linkage between the cases, and the theoretical lenses and triangulation of relevant data is reviewed. In Chapter 6, I explained the Research Findings with empirical evidence, external reports, and social media references. Chapter 7 is dedicated to explore and integrate the three different theoretical perspectives in entrepreneurship with congruent analysis. Firstly, examining the macro-level of entrepreneurial behaviours based on Hofstede's cultural dimensions; secondly, discovering the antecedents of the individual-level through trait theory; and lastly, the intersection of the environmental and individual context by applying Shapero's entrepreneurial event theory to understand a richer and more complex analysis of variation in innovativeness in a specific context. The integration of different dimensions of contexts, such as institutions, cultural milieu, environment, generation, especially the generation before or after the Internet era, extended a further analysis of innovativeness through entrepreneurial behaviours with relevant theories. Eventually, the conclusion in Chapter 8 illuminates the academic and practical contributions of this thesis, its limitations and directions of future research. In the first paragraph of the conclusion, there is some discussion related to Covid-19 and its impact on the Hong Kong tourism sector. The pandemic has brought disastrous damages

to the global economy since the last quarter of 2019. The travel industry is facing huge damage caused by the lockdown of borders across the world and its airports. Beyond immediate measures to support the tourism sector, governments around the world and international tourism associations started to discuss and develop recovery measures; measures including considerations on lifting travel restrictions, restoring traveller confidence, and rethinking the tourism sector for the future (OECD, June, 2020).

Chapter 2:   Literature Review and Conceptual Framework

This chapter provides a comprehensive scrutiny of the literature across disciplines and an overview of the key theories and prior literature on entrepreneurship, including the theoretical framework of this thesis, such as Hofstede's cultural dimension and entrepreneurial outcome (macro lenses), Traits theories with a multilevel examination of individual backgrounds, diverse personalities, personal value (microlenses) and specific entrepreneurial behaviours, as well as Shapero's entrepreneurial events (intersectional phenomenon) in a specific setting. There are reviews of entrepreneurial and innovation ecosystems, and the role of culture in entrepreneurship, which is relevant to the research questions, why and how top-down institutional and authoritative impositions could influence social notions, which facilitates anti-innovation social norms. The chapter reaffirms the research questions related to the challenge of SME tourism entrepreneurs in Hong Kong, during the transition period, the antecedents of innovativeness of tourism entrepreneurs, such as gender, generation, education, experiences, belief and value in entrepreneurial intentions and outcomes, how societal context and institutional environment affect the intentions and potentials of innovative entrepreneurs and how innovativeness of individuals can influence entrepreneurial outcomes. At the end of the chapter, there is an outline of the conceptual framework with integrated applications of macro and micro lenses, the sociocultural lens with a focus on environmental context and individual traits respectively, which have been employed to guide the empirical research, data collection, and analysis undertaken in this study.

2.1. Cross-Disciplinary Literature

There is an extensive "interdisciplinary-ness" of entrepreneurship research and relevant journals, covering specific academic disciplines such as political science, business management, economics, marketing, psychology, geography, sociology and culture. However, the communication between cross-disciplinary research is inadequate, it is quite common that researchers focus on specific scholar's home discipline while ignoring insights from other disciplines (Ireland, 2007). This approach has left entrepreneurship research as a widely dispersed, loosely connected domain of issues, especially between unique domains such as economics, law, psychology, strategy, history or finance. Entrepreneurship and public policy still remained an untouched research agenda (Campbell & Mitchell, 2012). The effects of socio-political situational attributes such as social norms, social value, level of regulation, support services for business, cost of living, natural and cultural amenities, are subject to the personality traits of individual entrepreneurs; the institutional impacts on innovativeness of entrepreneurial outcomes is the focus of this research. Teece (1987) argued that polices can affect the applicable profits of innovators. On the other hand, some researchers pointed out that public policy may affect how entrepreneurs can achieve or use prior knowledge for new ventures (Shane, 2000). To some researchers, entrepreneurship is a process of discovering, evaluating, and exploiting the potential opportunities to create novel goods and services under specific societal factors and institutional environments (Shane & Venkatamaran, 2000). Business and social science researchers pointed out the importance of the "rules of the game" and "institutions", which are regarded as sociocultural guidelines or institutional references for business practitioners to follow (Thornton et al., 2011). These guidelines could be both formal institutions, including rules of laws, ordinances, written regulations and public programmes, and informal institutions, ranging from social norms, acceptable social conducts and practices. Besides relevant economic opportunities and individual characteristics of the entrepreneurs, the environmental

context also influences the gestation of innovative entrepreneurship (Elsenhardt & Schoohoven, 1996; Elfing & Hulsink, 2003). There are areas for further research in the area of entrepreneurship and public policy. Many researchers have already pointed out the importance of socio-cultural factors in the decision to create new businesses, arguing that entrepreneurship is embedded in a social context (Aldrich & Zimmer, 1986). Some other scholars pointed out entrepreneurship is a social phenomenon (Berger, 1991; Shapero & Sokol, 1982; Steyaert, 2007).

Though the process of innovation involves creating new value in society, it can be exploration oriented, which is, pursuing opportunities that are radically new, or with exploitation orientation, refining existing opportunities (March, 1991; Lester & Piore, 2004). Much literature advocated the importance of innovation for economic development and the well-being of a geographical location (McArthur & Sachs, 2002; Porter, 1990; Rutten & Boekema, 2005; Blanke et al., 2003; Lööf & Heshmati, 2006). However, there is little research examining the socio-cultural impacts on the innovativeness of entrepreneurs in a specific entrepreneurial ecosystem. Some studies have highlighted prerequisite capabilities and know-how of entrepreneurs, which can enhance innovativeness, including marketing capabilities (Banterle et al., 2011); information and communications technology and availability of financial slack (Parida & Örtqvist, 2015); participation in small business advisory programmes (Sawang et al., 2014; Matthews & Bucolo, 2013) awareness of the benefit of innovation for an organization (Matthews & Bucolo, 2013); transformational and transactional leadership on the firm's level of innovation (Vargas, 2015). Other works investigated the perspective of individual leadership, leadership style, negotiation style, and organizational efficacy that affect new product innovation (Dunne et al., 2006). Most of the research of the pioneers is related to technical competency, without much attention given to the stories of each individual. Nevertheless, a few researchers have already started to examine the key entrepreneurs' personal

characteristics related to human capital, gender, entrepreneurial motivation, nationality, and age (Colombo et al., 2005; Nichter et al., 2009; Brush 2006; Minniti 2009). These personal traits can influence substantial growth through the innovation of a small enterprise. Survival of new firms and the growth of surviving firms have generally been found to be related to education (Aldcroft, 1993), work experience, managerial skills (Colombo et al., 2005), gender (Acs et al., 2011), and entrepreneurial motivation (Davidsson et al., 2002), such as personal pleasure (Nooteboom, 1994), economic return, material opportunity, survival, growth and family needs (Zimmerman et al., 2002; Rutherford et al., 2009). Other researchers initiated the research on "how do different types and combinations of entrepreneurs' characteristics impact the small medium enterprises (SMEs) upgrading". Laguir conducted research with the lens of six dimensions of entrepreneurs' explanatory factors, for the upgrading activities of SMEs, including education, work experience, gender, entrepreneurial motivation, nationality, and age. Innovation is a more complicated process compared to simply upgrading the operation, but involves dynamics to change the old norms with certain disruptive innovation or creative destruction (Laguir, 2016).

Some cultural theorists argued that social norms and values prevalent in a society condition the inferences, perceptions, intentions and expectations of individuals, and consequently shape the motivations, attitudes and behaviours towards their entrepreneurial outcome (Gorodnichenko & Roland 2012; Leung & Morris 2010; Fiske & Taylor 2013). Despite the multifaceted focus and inquiry into entrepreneurship, the sociocultural context related to personal traits, values, and beliefs of an entrepreneur, which are rooted in the learned experience and culture developed in an earlier phase of an individual entrepreneur, before their participation in entrepreneurial activities, lacking robust empirical evidence in prior literature. I believe that innovativeness is a long-embedded antecedents and determinant for innovative potentials, under specific societal factors, rather than the intention of the entrepreneurs. There

is not much research about sociocultural influences on human agency, and its relationships to the innovativeness of entrepreneurial outcome, which consequently triggers creative destruction or disruptive innovation to the entire industry. Nasierowski (2012) pointed out, despite abundant literature on innovation and economic development, there are many reports related to various rankings of countries which are basically catered to public relations purposes, rather than providing a policy setting direction. An in-depth probe about the institutional and sociocultural impact on the innovativeness of entrepreneurs could also be one significant practical implication for stakeholders of an industry confronted with disruption.

This thesis also explored the importance of contextualization as a means of advancing future research on the nature and contributions of entrepreneurial activities. Since sociocultural insights are very important in entrepreneurial research, more researchers used a contextualized view of entrepreneurship that brings a broader horizon beyond economic behaviours, including concern of historical, temporal, institutional, spatial, and social contexts. Contextualization offers the research an important opportunity to integrate existing frameworks and theories through a natural setting and it can also generate competing, alternative explanations of the same phenomenon, urging the researchers to study it in greater depth and identify key contingencies that influence their form and effect, connecting their research interest in temporal dimensions with other dimensions of context, such as cultural milieu and space (Zahra & Welter, 2011; Welter et al., 2013; Welter et al., 2017).

2.1.1. Entrepreneurship and Innovation

Entrepreneurship is a visible global phenomenon in all domains, including financial, commercial, governmental and educational aspects. Rich data collected through proven

research, reports from local experts and entrepreneurship policy makers, as well as global entrepreneurship institutions such as the Global Entrepreneurship Monitor (GEM) and the Global Entrepreneurship Research Network (GERN) has provided empirical evidence over the years. It is universally accepted and agreed that entrepreneurship is the driver for economic growth, with the value creation such as new business, productivity, income, employment and well-being, re-orientation of existing business toward more entrepreneurial goals, and facilitating the redirection of institutional policymaking. Morrison (1998, pp. 27 - 49) argued that "entrepreneurship, in essence, involves the process of creating value by bringing together a unique package of resources to create or exploit a market opportunity". The significance of entrepreneurship, as both the creation of value and the exploitation of markets are recognized. Entrepreneurship is a multidimensional and interdisciplinary phenomenon (Amit et al., 1993; Rocha & Birkinshaw, 2007). It is a unique intellectual domain that explains and facilitates the role of entrepreneurs in furthering economic progress, and it is important to integrate insights from all relevant disciplines, in order to construct a coherent and complete picture of the phenomenon (Amit et al., 1993; Low, 2001; Rocha & Birkinshaw, 2007). On the other hand, "entrepreneurial personality" or "the people of entrepreneurship" have gained more attention recently. Some researchers argued how human factors and their relevant constructs, variables and proposed relationships, are important contributions to entrepreneurship, such as information processing and entrepreneurial cognition (Mitchell et al., 2003). Shapero (1975), argued that some people are "external" and believe that their success is mostly impacted by outside forces, while others are "internal" and believe in their own influence on the course of events, which tends to help in entrepreneurial success. These explain why some people are able to discover and identify opportunities through possession of information and the cognitive properties to exploit opportunities (Shane, 2000). Some researchers pointed out institutions could be an enabling and constraining force (Smallbone, 2011). Nevertheless, others focused on research–of entrepreneurial behaviour on a micro-level perspective, such as the role of cognition and emotions (Sheperd, 2003, 2009), more researchers focus on the effectuation of

an entrepreneur, such as the behaviour, and thinking of an entrepreneur in the process of opportunity identification and new venture creation (Baker, 2003; Sarasvathy, 2001), since many people are interested in the analysis of the heroic path and success stories of an entrepreneur. Yet, some researchers worked on the institutional and sociocultural context, which include formal and informal perspectives (Shane, 2003). This thesis reviews some of the formal institutional impacts on tourism entrepreneurs, such as the institutions' led strategy, by the Hong Kong Government, as well as the tourism policy implemented by the Beijing Government, the rules and regulations of the industry. This thesis focuses on sociocultural impact, both formal and informal institutional perspectives, by using inquisitive lenses, prying into personality traits of individual entrepreneurs, such as codes of conduct and norms, societal recognition, personal background, knowledge, experience, values, lifestyle, and culture (North, 1990).

Innovative entrepreneurship is the source of individual and regional wealth generation, as well as societal progress (Schumpeter, 1942; Aghion & Howitt, 1992). Innovation is regarded as an important variable to create competitive advantage and drive economic growth, not only from an economic perspective but also in socio-political dimensions. However, innovation is not natural for an organization or an industry, since the process of innovation can destabilize or disrupt its organizational structure or the practices of an industry. However, innovation is a significant positive change, without innovation, the organisation or industry will be trapped in stagnation or inertia. The concept of innovation in the business environment is associated with doing something new or different (Garcia & Calantone, 2002). However, this depends on the character and ability of the SME enterprises or entrepreneurs to enable innovation, including awareness of the environmental changes, lack of knowledge, networking, being family oriented and a lack of resources (Hausman, 2005,). This can explain the prevailing

phenomenon of the tourism industry in Hong Kong, which is reflected by its relevant entrepreneurial outcome (Wheelwirght, 1992; Brown et al., 1995).

Schumpeter (1950) pointed out the dynamic entrepreneur is a person who innovates and makes new combinations in production. Schumpeter initiated the nexus between entrepreneurships and innovation in entrepreneurial research. However, Schumpeter (1950) stressed knowledge that supports the innovation is not necessarily new. Besides new technology, tourism could achieve innovation with the insights and existing value, such as volunteering, heritage conservation or shared economy, the immaterial structure of social innovation, which does not appear as a technical artefact, but as new social practices that will ultimately become institutionalized (Cajaiba-Santan, 2012). It is the role and function of an entrepreneur to take risks, uncertainties from new trials, and to overcome resulting difficulties. Weber (1964) argued a new leader can animate the entire economic system by creative innovations. Schmoller (1901) believed an entrepreneur was the creative organizer and manager, whose role was innovation and the initiation of new projects (Zrinyi, 1962). Simultaneously, with the dual role as innovator and entrepreneur, this implies that successful entrepreneurs adopt and implement competitive strategies, such as introducing new products and services, new methods of production, opening new markets or sources of supply, or even reorganizing an entire industry (Bird, 1989; Carland et al., 1984).

Over the years, there is much attention given to the theoretical research regarding technological and economic determinants of innovation. There are some researchers which define innovation as the process leading to the adoption and diffusion of new technologies, which are creating new processes, products, and services (Sajeva, 2005). Other researchers focused on significances of innovation to economic development and well-being (McArthur et al., 2003; Porter, 1990; Rutten & Bockema, 2005; Loof, & Heshmati, 2006). Some researchers

already stress that social capital, the sociocultural context, is also playing a significant role in the process of innovation (Leung & Morris, 2010; Gorodnichenko & Roland, 2012; Fiske & Talyor, 2013). This thesis will also try to examine social innovation as an agent for the innovativeness of tourism entrepreneurs, instead of merely emphasizing the dominant role of technological changes (Johnson, 2000); actually, the process of innovation itself is a social action. Social innovation is the collective engagement of individuals in legitimized activities, by exchange of knowledge and resources, the actions and outcomes are also being monitored (Helltrom, 2004). The formation of social innovation has heavily relied on human agency and the relevant social notions which allow interaction amongst an array of diverse interdependence in the specific setting. Some researchers point out social innovation can bring changes in tourism entrepreneurial behaviours, which are usually triggered by the change in customer behaviours and their expectations. Social entrepreneurship is an important aspect of entrepreneurship in the hospitality and related industries. Catering and tourist attractions are often important elements of economic development and regeneration initiatives (Ball, 2005).

Tourism is a service industry which depends on the quality of human factors in the service innovation processes, the interaction between the customers and service delivery is very important (Howells, 2007; Hipp & Grupp, 2005). Some researchers also pointed out that at the macro-level, diverse regional factors are found to affect innovation output, especially in highly concentrated and unionized industries that are dominated by large companies (Block, 2017). This explains the situation of the tourism industry in Hong Kong with 1,700 registered travel agents under the dominant institutional organization tourism industry of Hong Kong (Hong Kong Travel Industry Council, SME). It is a more difficult task for product innovation and the process of innovation among the SME in the tourism industry in Hong Kong, with the limitation of human agency or the capacity and the exploitation nature of the tourism entrepreneurs. Innovative entrepreneurial potentials and potential start-up entrepreneurs are the fundamental

asset of a quest for changes in a sociocultural dimension. On the other hand, tourists are more experienced and well-informed today with access to the Internet. Advanced travellers are more conscious of sustainability with a higher expectation in economic, social, and environmental dimensions (Carvalho & Costa, 2011). Social innovation could not possibly have enough space to grow under an anti-innovation culture which is embedded by institutional level. Though the consumer behaviours in travel activities have shown the need and trend for innovation, the majority of Hong Kong tourism enterprises are neither using innovative technologies nor selling new products and services in Hong Kong yet. Some researchers suggested that although the majority of service organizations in Hong Kong are engaged in some type of innovation, they do not have any established system to control the process. In the tourism sectors of Hong Kong, it is a general phenomenon many managers and decision makers seem to confine their development to incremental or distinctive innovations, but do not attempt to develop breakthrough innovations. The reluctance for risk-taking and exploration under the present sociocultural norms, which are not favourable for innovation and change, is obvious (Chan, 2006).

The relevant literature provides the support and framework for this thesis to look into the research questions and research gaps. It is believed that entrepreneurial potential is based on two distinctive personal traits, namely, the internal locus of control and innovativeness (Muller, 2000). Nevertheless, very little attention has been paid to the role of entrepreneurs in the tourism industry, and literature is remarkably uninformative on the influence of small or even medium-sized businesses (Harper, 1984). Innovative entrepreneurship requires more knowledge and skills that will contribute most to society (Baumol, 2006). With a specific focus on sociocultural impact on the innovativeness of Hong Kong SME tourism entrepreneurs and how societal context and institutional environment affect the intentions and potentials of innovative entrepreneurs who can create wealth and benefits for the community. This thesis

also explores the antecedents of innovativeness of tourism entrepreneurs in Hong Kong, and it investigates the facilitative notions and motivations for potential innovators in the process of transition economic transformation. The environmental context impact on innovativeness in the transitional period is specifically highlighted in Research Questions 3. The tourism industry as a significant services sector is closely related to human factors and cultural context, through the inspection of the travel industry of Hong Kong. Findings of the micro-social analysis of the case study explains the antecedents and different extent of innovativeness of individual entrepreneurs, which are able to bridge the gap of diverse disciplines of the ivory tower with empirical evidence. Hopefully future research about entrepreneurship can pay more attention to social sciences and institutional perspectives.

2.1.2. Trait Theory

Some researchers believe that entrepreneurial outcomes have linkages between the entrepreneurial traits, skills, and motivation, since entrepreneurship is fundamentally personal. It takes human vision, intention, and work to conceive and convert business ideas into successful products and services. Goals, self-efficacy, and communicated vision have significant effects on venture growth, and these factors trigger the passion, tenacity, and new resource skills. Moreover, communicated vision and self-efficacy were related to goals, and tenacity which related to new resource skills and openness for new knowledge and value. Through personal ideas and action, entrepreneurs can integrate human and financial resources to organize, produce, and market products and services that yield value for customers and workers (Baum & Locke, 2004; Rauch & Frese, 2007).

Hofstede's cultural dimensions (Hofstede, 1980) explain the importance of the background and cultural impact on a specific geographical site or ethnic setting. I applied his theory to investigate the cultural dimensions and the entrepreneurial behaviours and innovativeness of my case studies. As many researchers argued that entrepreneurs are those who can recognize an opportunity by creating something "new", which means "innovative" to me. In reality, being entrepreneurs does not mean they are innovators or they have the potentials of innovativeness, out of necessity entrepreneurs who run a business mainly for a living or even for survival, innovation is never the priority concern. On the other hand, opportunity entrepreneurs take the initiatives to be involved in entrepreneurial activities. Opportunity entrepreneurship was also found to be associated with more growth-oriented businesses and likely have slightly higher tendencies regarding innovativeness (Koellinger, 2008). Entrepreneurs are motivated by different incentives and life circumstances; these incentives can be necessity-based or opportunity-based (Reynolds, 2002). Necessity-based entrepreneurs

32

indicate that entrepreneurs start a business by push factors, without many employment options or because the other options are unsatisfactory. On the contrary, pull factors motivate opportunity entrepreneurs to take advantage of a perceived business opportunity (Hechavarria & Reynolds, 2009). Without risk-taking ability or knowledge, some necessity entrepreneurs become trustees or supporters of institutions or social norms for rent-seeking, they are more likely to become ultimate bureaucrats (Stevenson et al., 1989). Innovation is the priority of necessity, entrepreneurs who would rather be a defender of established systems or mechanisms for passive benefits.

With a different lens, Big Five personality traits, also known as the five factors model (FFM), is a taxonomy for personality traits or distinguishing qualities which uses descriptors of common language to explain the five broad dimensions commonly used to describe the human personality and psyche. The five-factor model of personality (Costa & McCrae, 1992; Digman, 1990) provided the foundation and direction for me to study diverse personality traits in a micro and significant personality construct, to search for consistent and meaningful relationships between personality traits and entrepreneurial activities. More and more researchers started to work with a meta-analytical review of the relationship between the Big Five personality dimensions and entrepreneurial status. It is widely agreed that the Big Five personality traits predict business intention, creation, and success (Brandstätter, 2011). Many researchers also indicated that narrow personality traits, such as innovativeness, predict entrepreneurial outcomes better than broad traits, such as conscientiousness and extraversion (Rauch & Frese, 2007). The traits as predictors of entrepreneurial outcomes (Digman, 1990) provides a framework for the analysis of the characteristics of human agency and a supportive analytical framework for data coding of my cases. The five categories of the board traits, including extraversion (sociability), agreeableness (cooperative), conscientiousness (self-efficacy), emotional stability (positive thinking) and openness to experiences (adventurous and

curious) are the products of experiences, both by learning or external influences, are formed over a period of time, sometimes dated back to the childhood or early age of the person. The trait theory is similar to the psychoanalytic theory of personality development of Freud, which brought out the concept of fundamental structures of the human mind, identity, ego, and superego. Some researchers used meta-analytical techniques to examine the relationship between personality and entrepreneurial status. In prior research, personality traits were categorized according to the five-factor model of personality. Some results indicated significant differences between entrepreneurs and executives on 4 personality dimensions, such that entrepreneurs scored higher on conscientiousness and openness to experience, and lower on neuroticism and agreeableness; meanwhile, no difference was found for extraversion (Zhao et al., 2006, pp. 259-271). I purposely look into the life experiences, cultural background and traits of the eight cases for collection of empirical evidence. Through self-introduction about their background, educational path, cultural identity, relationships with other people and their willingness to learn or change, which is related to the acceptance and preparedness of innovativeness of the interviewees. The core value of a life of each entrepreneur will be X-rayed with the framework of the trait theory and I will associate their personal characteristics to innovativeness through an inspection of their intention and behaviour in entrepreneurial activities.

2.1.3. Shapero's Entrepreneurial Models

Apart from Hofstede's cultural dimensions, there are some researchers who argued the importance of the "potential" of an entrepreneur rather than the "intention" of the person, they believed that the potential of an individual is latent, hidden and casual, which is not showing on a face explicitly. Shapero (1982) argued for the facilitation of entrepreneurial events, with a specific sociocultural context and environmental factors. The entrepreneurial event is shaped

by groupings of social variables, such as ethnic groups, social norms, polices, and the social and cultural environment. The specific event for entrepreneurial activities is indicated by initiative-taking, consolidation of resources, management, relative autonomy, and risk-taking. Potential entrepreneurs may not have the specific intentions towards starting a business, but the components and potential in entrepreneurial behaviour are all set and programmed with the mode of preparedness. Shapero's model of an "Entrepreneurial Event" (SEE) explains the impact of sociocultural events on potential entrepreneurs, who are basically in a ready-mode before something, or an event interrupts and displaces the "inertia" of an individual, which could either be a pull or a push factor. According to Shapero (1982), a specific "entrepreneurial event" could be shaped by an array of segmented social components, including social environment, social context, sociocultural context such as geographical background, ethnic groups and lifestyle. On the other hand, the social and cultural environment also play a significant role in determining the "entrepreneurial event". The entrepreneurial event is indicated by characteristics such as initiative-taking, consolidation of resources, management, relative autonomy, and risk-taking. The paradigm of Shapero's model includes two key constructs that enable or empower the potentials into intentions, the constructs including perceptions of desirability, representing perceived value such as social norms, belief, and an attitude towards the acts, the perceptions of feasibility which explain the self-efficacy of an individual. Both constructs are related to the sociocultural attitudes and notions which could discourage or encourage potential entrepreneurs.

Through the storytelling of the pre-entrepreneurial process by the interviewees, I examined the opportunity recognition process and pre-existing preparedness of the tourism entrepreneurs through the application of Shapero's entrepreneurial models. The collected data from the interviews explained Shapero's entrepreneurial potential and propensity to act and in which context is the core drive for different preferences of business models or types of ventures.

Shapero (1982) pointed out the propensity to act, or the relevant natural tendency to behave in a particular way is actually a stable personality characteristic. With the specific personality characteristic under a unique precipitating event or displacement, together with external incentives and learned skills, entrepreneurial potentials will be triggered and finally transformed into entrepreneurial intentions. The entrepreneurial outcome could be varied by the different settings and constructs of the individual; some people might prefer low-technology over high-technology, some may prefer a new venture over an established business. Some researchers further argued there are identified distinctions among entrepreneurs based on their own preferences, such as craftsperson vs. opportunist, high growth vs. low growth, prospector vs. defender, the ideas about promoter vs. trustee are relevant to my research, researchers use the example of archetypal wheeler-dealer vs. ultimate bureaucrat, which explains innovativeness vs. institutional trustworthiness to me (Stevenson et al., 1989).

According to Shapero (1982), perceived venture desirability is subsumed with two attractiveness components, "attitude towards the act" and "social norms", which contribute to the personal judgement and decision of a potential entrepreneur, including to what extent an individual could be interested in working outside of a system. In my cases, there are some tourism entrepreneurs adapted into an institutional constructed framework, but some other counterparts demonstrated an individual's desire and motivation in creative activities. The perceptions of existing rewards amongst different entrepreneurs could be very different, some absolutely for profit but some people are looking for reward beyond money value, such as self-actualization, fraternity, social innovation and new cultural value. Other researchers believe that entrepreneurial intentions may affect entrepreneurial behaviour and relevant entrepreneurial outcome. It is important to understand the gap between entrepreneurial intention and behaviour through the contributions from the field of psychology, including social psychology, cognitive psychology, and now developmental psychology and even neuroscience

36

(Kaffka & Krueger, 2018, pp. 203 – 224). Zapkau (2015) pointed out that through the theory of planned behaviour, the personal attitude, subjective norm, and perceived behavioural control have further investigated the prior entrepreneurial intention, including different types of entrepreneurial exposure and their perceived quality. Both incentives and disincentives in a community setting influence the perceptions of feasibility and desirability of entrepreneurship, some researchers argued that the relevant personal perceptions of the context are critical, such as cultural, personality and demographic factors. There is a gap to fully understand the volitional component of entrepreneurial activity of a specific target group (Shaver & Scott, 1992, pp. 23 – 45).

2.1.4. Entrepreneurial Ecosystem

An entrepreneurial outcome is never baseless, or something which comes out of the blue. Business does not evolve inside a "vacuum" but needs to embed the interaction between different actors, such as suppliers, customers, and financers. The strategic planning concept of a business system was first brought out in the early 1990s. Some researchers believe that strategic thinking and the entrepreneurial activities in an ecosystem influence one another in a cycle that perpetuates and even sparks innovation (Moore, 1993; Zahra, 2012). With the increasing attention to more systems-based support for the development of entrepreneurship, this leads to the attentive research on "Entrepreneurial Ecosystems" (Zacharakis et al., 2003; Napier & Hansen, 2011; Malecki, 2011; Federico & Kantis, 2012; Feld, 2012; Isenberg, 2010). When interconnected actors, whose collective actions produce a particular development outcome, a local system "ecosystem" will be developed. Under the entrepreneurial ecosystem, the relevant interdependent actors are able to interact and carry out entrepreneurial activities. Isenberg (2000) specifically identified six major components in the entrepreneurial ecosystem, including conducive culture, institutional policies and leadership, finance, human capital,

suitable venture-friendly markets, and diverse institutional support, such as professional services and legal expertise. An entrepreneurship ecosystem consists of hundreds of specific elements with a range of institutional and infrastructural supports. All the components contribute to the possible growth and development of entrepreneurial activities, which bring innovation to the economy as well as new value. With reference to the tourism setting in Hong Kong, it is the interconnection and synchronicity between entrepreneurial actors (both existing travel agents and potential new business operators, including external newcomers such as NGOs, social enterprises, peer groups' leaders, social media influencers), entrepreneurial organizations (travel agencies, airlines, hoteliers, venture capital lists, business angels, banks), institutions (tourism schools, social universities, industry associations, public sector agencies) and the entrepreneurial process (the formation of new business models, companies, mergers and acquisitions, spin-off, collaboration, and technological application). The accumulation of such interaction formally or informally connects, mediates, and governs the performance within the tourism entrepreneurial environment in Hong Kong (Mason, 2013). The forms of governance, particularly formal and informal institutions, could be sufficiently stable to enable investments, but sufficiently flexible to allow a recombination for "innovation" to take place (Williamson, 2000).

Entrepreneurial activities are the outcome of the complicated process of economic enhancement. Innovation is a means to improve how development goals are achieved, rather than an outcome. Recently, Adner (2006) argued for the concept of how an innovation ecosystem should be viewed as a specific condition for entrepreneurial innovation. Some researchers pointed out the main difference between an entrepreneurial ecosystem and an innovation ecosystem is the component of the stakeholders. In an Entrepreneurial Ecosystem, the major roles are carried out by "entrepreneur", "sponsor", and "regulator". On the other hand, there are four specific stakeholders to play different roles in an Innovation Ecosystem, namely,

leadership roles ("ecosystem leader" and "dominator"), direct value creation roles ("supplier", "assembler", "complementor", and "user"), value creation support roles ("expert" and "champion") (Dedehayir et al., 2018, pp. 18 – 29). For innovative ideas to be efficiently generated, developed and ultimately scaled for development impact, the coordination, collaborative action, and resources of the actors are important concerns. With a strategic Innovation Ecosystem, there will be interaction and interconnection between different stakeholders and players, which enables companies to create value that no single firm could create alone. The synergy of different innovations among the stakeholders, such as business concepts, new products, the process of business, enables drastic innovation in a bigger picture of an industry. In the travel industry, the Innovation Ecosystem should cover an array of players and actors, including policymakers, external suppliers, technological vendors, product developers, transaction intermissions and disturbers. The Innovation Ecosystem not only provides a collaborative platform, but it minimizes the possible risks occurred in the process of change and innovation. Some researchers recommended the companies to work closely with other stakeholders in the innovation ecosystem, which allow firms to create value that no single firm could create alone. In an Innovation Ecosystem, entrepreneurs should tackle "traditional questions in somewhat non-traditional ways" (Adner, 2006, pp. 98 – 107). Most breakthrough innovations don't succeed in isolation, instead they need complementary innovations to attract customers and users. Within an innovation ecosystem, the synthesis of the new offerings and collaboration of other firms can create a coherent customer solution which carries risks (Adner, 2006). Some researchers argued platform economic or "industry platforms" are related to managing innovation within and outside the firm as well as to dealing with technological and market disruptions and change over time (Gawer & Cusumano, 2014).

According to the Start-up Ecosystem Report Series by Compass (2016), Hong Kong is not only a fast-growing tech start-up ecosystem, but also one with great potential for acceleration,

due to its unique strengths and its status as an international financial centre, and as a hub close to the hardware manufacturing cluster of the Pearl River Delta. Hong Kong has the timely strategic opportunities for entrepreneurial activities related to innovation and technology, such as finance technology (FinTech) and the Internet of Things (IoT), which have become key growth areas of the tech sector (Guide for Entrepreneurs, 2016). This is due to the positioning of Hong Kong as the international financial centre and tool for the Beijing Government, with political and practical concerns, especially when the Chinese currency Renminbi (RMB) is not a global currency. However, the prevailing technological convenience does not reflect in the tourism industry in the territories.

With the unique historical background as a British colony, over 156 years before the handover to Beijing sovereignty, Hong Kong has a history of being entrepreneurial, due to the pull and push factors such as taking opportunities to be the super middle man between communist China and the outside world, as well as striving for survival within the limitations of natural resources. This specific environmental context enables Hong Kong people to achieve the great socio-economic advancement and social wealth that have transformed Hong Kong into the current cosmopolitan Asian Financial Centre in the past 40 years (Suzanne Pepper, 2008). Nevertheless, together with the rising of the Chinese economy and the influx of newly immigrated mainlanders to Hong Kong, especially the speculation of real estate owned by Chinese investors since 2000, it is phenomenal, with rising costs of doing business, yet on the other hand, the "one country two system" concept shook the established sociocultural value of the metropolitan (So, 2010; Lui, 2015). There is a tendency towards on-the-job security inside the comfort zone with income stability, instead of risk-taking; Hong Kong entrepreneurship levels are not what they used to be before 1997. Nevertheless, the aging of the population also contributed to the fall in the entrepreneurship rate. The Global Entrepreneurship Development Institute (Global Entrepreneur Index, GEDI 2016) ranked Hong Kong #40 worldwide on their

2016 Global Entrepreneurship Index GEI; Hong Kong outperformed the global and Asia Pacific average on all indicators except for Start-up Skills, Technology Absorption, and Competition. However, Hong Kong's position ranked #30 in 2012, to promote and support entrepreneurship at the university level. It was until recently that the Hong Kong Government put more effort into building a sustainable basis for future value creation and entrepreneurial ecosystems. Stakeholders, including educational institutions and corporations in Hong Kong, are working to embrace a more start-up-centric culture. People started to rethink start-ups as an important component of the disruptive innovation process that is redefining the economic, social, and political order. Since the '70s, Hong Kong has been very successful at integrating and mobilizing the economic forces in the region and around the world, in manufacturing, trading, and services (Hong Kong Digest of Statistics, 1978). Some scholars in Hong Kong, such as Professor Richard Wong of the University of Hong Kong, worried about the decline in entrepreneurship in Hong Kong in recent years. Wong (SCMP, 2016) pointed out how due to fast economic growth in Asia, many businesses paid ever-higher wages to recruit skilled and educated workers, making it more attractive for young people to work as employees rather than assume risks in starting their own businesses. With the benefit of hindsight, the tightness and ageing problem of Hong Kong's workforce, young generations in Hong Kong have become less entrepreneurial, even amidst the rapid expansion of economic opportunities across Asia and the world. Wong pointed out Hong Kong's economic growth counts critically on the creativity and innovation of the citizens and selective intervention for promoting policies and building institutions to foster creativity and innovation.

In view of the significance of the entrepreneurship economy, which can create more value and wealth for a community, the entrepreneurial ecosystem approach not only sees entrepreneurship as a result of the ecosystem, but also regards the importance of entrepreneurs as major players in the creation of the ecosystem and in keeping the system healthy. This

"privatization" of entrepreneurship policy decreases the role of government compared to the previous policy. The role of the institution is rather as a "feeder" of the ecosystem than as a "leader" (Feld, 2012). There is a trend to review the institutional polices as regulation and bonds which could be either the facilitator or constraint of the entrepreneurial ecosystem at the same time. Innovative start-ups or entrepreneurial employees can also be forms of productive entrepreneurship (Baumol, 1990). Primarily, efforts to stimulate entrepreneurship cannot be restricted to top-down efforts which simply focus on framework conditions. Bottom-up efforts, involving other tiers of government as well as non-government actors, are also required. Aggressive productive entrepreneurs could achieve significant growth under an open policy. It is important to work out a holistic strategic set of policies for all potential actors and newcomers in the travel industry. Actually, specific policy support instruments to existing travel agents are primarily "transactional" in nature, such as the subsidies or R&D grants and tax incentives. Innovation support for the industry or significant support for university-based spin-off firms are suggested by some researchers (Gomper & Lerner, 2001; 2010; Mason & Brown, 2013).

Thomas (2011) reported that there is a very low level of enthusiasm for entrepreneurship and innovation among university graduates. Even though there are some highly ranked and renowned higher education institutions, such as the Hong Kong University of Science and Technology (HKUST), the University of Hong Kong (HKU), and the Chinese University of Hong Kong (CUHK), the dilemma rests on the fact that majorities of graduates still do not see joining a start-up or founding one themselves as a viable career option. The young generation in Hong Kong are less active in entrepreneurial activities compared to other developed countries. According to the report jointly conducted by Compass, Hong Kong University and Innofoco (HKU Report, 2016), Hong Kong urgently needs to help its entrepreneurs catch up with global know-how since the city is lagging behind the top 20 entrepreneurial ecosystems around the world. On the other hand, the entrepreneurial spirit is not part of the culture of Hong

Kong yet, where having a good job with a large, well-established company is highly valued. The societal pressure, including the expectation from families to succeed on the conventional path is the negative impact in innovation and the initiative of start-ups. These external influences result in fewer and more risk-averse entrepreneurs as compared to the world's top ecosystems. Fortunately, such a mindset has started to change in recent years, with the prevailing of entrepreneurial activities, more university students and Millennials' workers appear to have no intention to follow the path of previous generations. Although Hong Kong entrepreneurs have received much more attention from the media in the past few years, and their status had improved in the minds of the general population, the cultural and social norms, and the overall societal support for entrepreneurship decreased by 24 per cent in 2016, compared to 2009, which was not as good as in 2009. The entrepreneurial educational scores in primary and secondary schools have also recorded -16 per cent in 2016 compared to 2009. The appreciation of entrepreneurship in Hong Kong is low, compared to other economies, such as neighbouring Shenzhen (Dowejko & Au, 2016). Charles Ng, Assistant Director General at InvestHK, said that there is a "mindset gap" in Hong Kong. Parents and grandparents of graduates do not encourage them to do entrepreneurship. There remains a great deal of prestige in working for a renowned corporation or a big bank, governmental work, or a high esteemed profession. However, a larger fear factor around failure is ingrained into the Asian and Hong Kong mentality. That is something which is not found in Silicon Valley, New York, and London, or even in some emergent cities in mainland China, such as Shenzhen. A large proportion of people in Hong Kong, especially the baby boomers who want to enjoy lucrative benefits accumulated in the last thirty years, and society in general, embrace the notion of "failure is not acceptable". This mindset needs to change if Hong Kong wants to be a competitive player in the ever-changing Internet world. The tendency towards the stability of the baby boomers and Generation X probably is a by-product of the anti-innovation norms provoked by the institutional stakeholders in the community. Dowejko and Au (2016) pointed out the parental pressure on younger generations discouraged young people to take risks and the social norm

about "loss of face" also prevented people from learning from each other's failures and their experiences. Some researchers found Hong Kong people felt entrepreneurship is not celebrated enough and that the local culture somehow restrains the transfer of knowledge and experiences. There are notions in emphasizing the "can do" attitude prevalent in Hong Kong and on many other levels (Dowejko & Au, Global Entrepreneurship Monitor Hong Kong and Shenzhen Report, 2016).

It is a sociocultural norm to suppress drastic changes and rebellious ideas, which is a negative component for creative disruption and innovation for modernity. Actually, that "anti-innovation" culture is absolutely contrary to the "Lion Rock Spirit" of Hong Kong people who have believed in "perseverance and solidarity". The spirit of adventure and risk taking is completely shrunk by the institutional proxies for stability and harmonization with China in the post-colonization era. On the other hand, a stable comfort zone is created and highly appreciated by the community. Societal stability without tolerance of risk is further promoted for business sectors to enjoy the prosperity brought by economic development in mainland China, at the expense of innovativeness and disruptive innovation in socio-political dimensions (Christensen et al., 2006). For the healthy sake of entrepreneurial and innovation ecosystems, real empowerment for young generations, in order to enhance human capital in all aspects, including sociocultural, environmental, and economic determinants, and the facilitation of openness and adventurous incentives should be prioritized for the promotion of the notion of innovative ecosystems of the society. This thesis looked into the entrepreneurial activities in the tourism industry and its relationships under specific temporal, spatial, transitional, and external contexts of an entrepreneurial ecosystem, its involved diverse contextuality with business participants, start-ups, institutional and social norms, technical and support services, and the individuals that drive results (Welter, 2011). For socio-cultural aspects, Isenberg stresses the positive prescription, from inspiring youth and would-be entrepreneurs through the affirmation of the

success of entrepreneurs, facilitating educators of entrepreneurship knowledge, to promoting entrepreneurial culture with the toleration of honest mistakes, honourable failure, risk-taking, and contrarian thinking, or a rebellious attitude which provides readiness or a propensity to act for creative disruption (Isenberg, 2010).

2.1.5. Institutional Perspectives on Entrepreneurial Activities

Polanyi (1944) argued how the functioning of an economy is not possible to comprehend without the association to the social world in which it was embedded (Block, 2003, pp. 275-306). It is important to scrutinize the diverse modes of social action, through the interpretation of the relational, institutional, and cultural context of the tourism entrepreneurs in order to understand the entrepreneurial outcome. There is a growing recognition regarding how the institutional context impacts on entrepreneurial behaviour, including the economic, political, and cultural environment (Shane, 2003). The sociocultural and politico-institutional environments can influence the constraints and opportunities for the entrepreneurs, by affecting their motives, attitudes, as well as available resources (Martinelli, 2004, pp. 58 - 74). Policy makers around the world are alerted to the importance of appropriate institutional and social support structures, for the creation of new business ventures. More attention is put on facilitation, infrastructure, and the regulatory framework, aiming at the promotion of innovation (Acs & Szerb, 2007; Minniti, 2008; Alhorr et al., 2008). Prior research has examined the institutional impact on entrepreneurial activities, especially on the differences of the rate of entrepreneurships under high political freedom and collectivistic societies (Gerring et al., 2005; Gibson, 1993; Peev & Mueller, 2012). Some researchers stress that there is a research gap in the macro-level complex relationships between entrepreneurship and socio-cultural contexts

such as value, beliefs, and cultural attributes, which can regulate and shape the impact created by institutional policies and regulations (Dheer, 2017).

There is an affirmation of the importance of sociocultural perspectives on entrepreneurial behaviour. Some researchers argued the important role of contextual variables in explaining entrepreneurial actions and their outcomes (Zahra & Wright, 2011). Dheer (2017) pointed out that cultural context can moderate the institutional context, such as political freedom, corruption and education, which have impacts on entrepreneurial activities. Some researchers argued that the cognitive principles of entrepreneurial behaviour are similar regardless of environment, through the meaning and understanding of institutions to specific cultures and time periods. This is especially true in a setting where there is a higher societal acceptance of entrepreneurship as part of the component of economic well-being (Welter, 2011). Entrepreneurs are actually innovators and game changers. No doubt a society of openness to innovation and creative thinking will be the survivor in a challenging environment and a process of market reform. Innovativeness of entrepreneurs is counted on a society with openness to entrepreneurial behaviour that enables them to recognize opportunities and to generate innovative business ideas (Dyer, 2008).

Drucker (1985) argued that incongruity, discrepancy, or a sort of lack of "harmony" between expectation and results can open up possibilities for innovation. Drucker further pointed out that innovation is the work of "knowing" rather than "doing". "Knowing" needs a free flow of communication and information; it is enough to have an entrepreneurial setting with openness and acceptance for newcomers or new thinkers. To Drucker, innovation requires practices with knowledge, ingenuity, and focus. Innovators are able to achieve inspiration and be motivated by knowing different areas of opportunity, both inside and outside the industry. Four opportunities for innovation exist inside the industry, such as unexpected occurrence,

process needs, and incongruities and changes in the market and the industry. The relevant economic reality, which brings a fall of profit or encounters of competition, triggers opportunities for changes. These four opportunities are apparently severe in tourism as a totally disrupted industry. Potential entrepreneurs should take these four areas of opportunity inside the industry for their innovative ideas and business models. According to a survey conducted by Travel Weekly's 2013 Consumer Trends Survey, there is an increase in the percentage of global travellers using mobile devices for purchasing travel online. In 2012, there were only 25 per cent of the survey's respondents using mobile devices to purchase their travel-related products online. However, these percentages were increased to 30 per cent in 2013, representing a 20 per cent increase (Bauer, 2014). However, the process of innovation does not exist in the travel industry of Hong Kong. Wang (2017) pointed out the issue is related to human capital in Hong Kong, he further explained all selection of new technology must also be based on the readiness of people in the organisation, given the crucial impact of the interaction between people and technology on the outcome (SCMP, Nov., 2017). On the other hand, due to the overwhelmed structured business models and institutional influences on the needs of the tourism-related industry in Hong Kong, innovation is not encouraged. Compared to four other Asian cities, including Taipei, Shenzhen, Seoul and Singapore, Hong Kong scored the lowest in developing innovation and technology in a study which was conducted by the University of Hong Kong's Public Opinion Programme in the summer of 2017 (SCMP, Sept., 2017). Hong Kong consumers generally are open to innovative business practices such as online booking or shared economy, according to the study of the University of Hong Kong; 62 per cent of Hong Kong respondents agreed a sharing economy could help the city to be more competitive, more than 70 per cent of respondents considered the city's government to be less open towards the idea of this newly emerging economic system. The practices and policies of the Hong Kong Government are far behind the public perception, especially of the younger generation. Under the conservative social norms with a certain extent of anti-innovation culture, which is endorsed by the policy makers, the majority of the general public appear reluctant to buy airline tickets

or tour packages online, suggesting that perceptions of risks outweigh the perceived convenience (Kolsaker et al., 2006). In the Redefining Hong Kong Panel held in 2017, former Ocean Park Chairman and present consultant of the Chief Executive of Hong Kong Special Administrative Region (HKSAR), Mr. Allan Zemen, and many other international travel veterans, mentioned that "Disruption" needs to take place in the Hong Kong Tourism Industry (SCMP, Oct, 2017).

In addition, three external opportunities include demographic changes, new knowledge, and changes of perception in new practices, which could also create the need for innovation, such as the perception of budget airlines, shared vacation homes, and price comparison, which achieves positive acceptance by the market within a short period of time, due to the change of consumer behaviours. Drucker used Club Mediterranean as a good example to explain the success of a new travel resort business in the '70s, when society remarked the emergence of affluent young adults in the USA and in Europe. These new consumers were not satisfied by the products which were designed for their working-class parents and the new generations were expecting new versions of a "hang out", actually, the social and demographic trends demonstrated even greater changes of needs into the Internet era. New technologies enable cross-cultural interaction, millennials are free to make, build, and renew connections with people around the world, the accessible cross-cultural fertilization opens the horizon of the new generations but reduces the national cultural gaps in geographical perspectives (Willson, 2000). The new Internet culture embraces democracy, openness, liberty, equality, and fraternity in the community of the Internet world, yet differently, the Net generations are self-determinant and independent, they are no longer satisfied with structured tours or group activities as people of their previous generations were. On the other hand, the Net generation can achieve more geographical and travel knowledge and information from the Internet; sometimes they are even more knowledgeable and experienced than a travel agent who is supposed to provide

professional insights and advice. The other two external opportunities for the innovators include the changes of perception and availability of new knowledge. Perception is a matter of mood rather than fact. Drucker used the example of "the glass is half full" or "the glass is half empty" to describe the same phenomenon, but with a different meaning. The response of the Hong Kong Government towards new tourism stakeholders such as Airbnb and Uber exactly demonstrated the contrast of the perception of innovative business models, for these could be positive new services for added value to the consumers and connectivity to global trends. Conversely, the government could view the new business models negatively as a challenge to the conventional taxi industry, lack of surveillance or safety concerns. It is all a matter of perception. The propensity to act is only feasible for those who are well prepared for the innovation. However, a favourable societal setting seems necessary. It is important to understand the contextual factors such as the sociocultural framework and institutional regulations of a society, in order to explore the relevant impacts on entrepreneurial activities (Dheer, 2017; Dreher & Gassebner, 2013; Gohmann, 2012).

2.1.6. Role of Culture in Entrepreneurship

There are many publications and arguments about the role of cultural values in entrepreneurial behaviour (Hofstede, 1984, 2011; McGrath et al., 1992). Especially when entrepreneurship becomes a hot topic as the significant economic drive for a country or a city, there are many types of research on the fundamental national culture and their potentials and constraints in entrepreneurial activities. Cultural values can specify to what extent a society embraces entrepreneurial behaviours positively, such as independent thinking and risk-taking. Cultures that value and reward such behaviour promote preparedness and the propensity to expand and introduce "radical innovation", whereas cultures that reinforce conformity, group interests, and control over the future are not probable to show risk-taking and entrepreneurial behaviour

(Herbig & Miller, 1992; Herbig, 1994; Hofstede, 1980). Entrepreneurs mature within a societal context; their attitudes towards cooperation are likely to be influenced by the underlying value of their society (Weaver, 2000, pp. 591 - 609). According to Hofstede (2004), cultural values represent "the deepest level of culture. They are broad feelings, often unconscious and not open to discussion, about what is good and what is bad, clean or dirty, beautiful or ugly, rational or irrational, normal or abnormal, natural or paradoxical, decent or indecent." A culture can be characterized by the existing values within a society. Hofstede's cultural dimensions are always used as a theoretical framework for the research of entrepreneurship, including metrics on power distance (PDI), uncertainty avoidance (UAI), time perspective (LTO), masculinity/femininity (MAS), individualism/collectivism (I-C) and indulgence/restraint; many findings concern the correlation between entrepreneurial behaviours and individualistic orientation.

It is worthwhile to discuss the Chinese culture-oriented research with the Long versus Short-Term Orientation (LTO) dimension of Hofstede applied into the Chinese Values Survey (CVS) of "Confucian Work Dynamism" by Michael Harris Bond (Bond and Hofstede, 1987). The dimensions are referred to in the teachings of Confucius, which construct the generic values of life amongst the Chinese community. The characteristic of the short-term orientation axis, including the respect for tradition, reciprocation of favours and gifts, protecting face, self-stability, and steadiness are the sociocultural notions which bring reservation for openness and changes in the Chinese community; that is also the reason for the retards in innovativeness. In Chinese society, human agency is counted on groups or institutions to determine what they should do and to emphasize loyalty to the group opinion (Weaver, 2000). People under such a societal framework are more likely to adhere to others to avoid risks and reduce responsibilities. Their value systems appreciate responsibility to the community and harmony among its members, while pursuing personal goals is viewed rather negatively in Chinese Society (Zhang,

2004), as individualistic motives (I-C) (Acs, 1992; McGrath et al., 1992; Huisman, 1985; Ray & Turpin, 1990; Shane et al., 1995). Trompenaars's cultural dimensions are also generally applied as a research framework for entrepreneurship, including achievement vs ascription, universalism vs particularism, individualism vs collectivism, neutral vs affective, specific vs diffuse, sequential vs synchronic, internal vs external control (Trompenaars and Hampden-Turner, 1998). It is generally admitted that substantial variation exists in entrepreneurial activity between countries, with the sociocultural impact as the major strength and weakness of the entrepreneurial support structure (Reynolds et al., 2002). Boyd argued that individuals with different cultural roots tend to be more prolific in initiating ventures (Boyd, 1990, pp. 54 - 65).

Instead of viewing culture as an index for the entrepreneurship of nations, my research will merely focus on the sociocultural impact on an individual within one single industry and one location, including the innovativeness of eight entrepreneurs in the tourism industry from Hong Kong, and their entrepreneurial outcomes in their specific setting. On the other hand, it is unavoidable not to study Internet culture, which has triggered tremendous changes in human agency in the last two decades, and its impact on the Net Generation in entrepreneurial activities. The change of human culture into Net Self and within the Net Communities brings creative disruption in many industries, from a global perspective. Hoffman (2000) argued that information technology changed everything in the world in which people live: "There will be no institution, no person and no government that will be unaffected." This thesis probed into the impact of Internet culture in the cases and explores the dilemma and drama between the Confucian dynamism and the Internet culture.

Culture dimensions and its cultural configuration have generally been regarded to be interrelated with the entrepreneurship development of a specific geographical location (Hofstede, 1984). This thesis extended the parameters and scope of research to a confounding

cultural context which could lurk in a community. More and more countries put effort into holistic research on interrelationships between culture and entrepreneurships, so that the relevant institutions could better plan and allocate resources for the development of the entrepreneurial ecosystem, which can enhance economic growth reciprocally. In the global marketplace, ranked by the number of start-ups, the top three countries are the United States (#1), Israel (#2), and Switzerland (#3). The innovative strengths and challenges are remarkable in the GII's top 20 (The Global Innovative Index, conceived and developed by INSEAD Business School and World Business), the reports provide further insight into the interrelationships between innovation and the entrepreneurial potential of a place. Hong Kong ranks high in economic competitiveness. However, the innovation of the Asian Finance Centre has been regarded as unenergetic in recent years. In 2013-2014, the Global Competitiveness Report pointed out highly innovative countries with strong institutions continue to top international competitiveness rankings. In 2018, Hong Kong SAR was ranked 6th in the overall rankings of the Global Competitiveness Index among 144 countries/economies, of which Singapore is ranked 3rd. However, in terms of innovation, Hong Kong was remarked to be behind major economies in the region. In 2018, in the Global Innovation Index, Hong Kong ranked 14th, which is behind Singapore which is ranked 5th in innovation performance. In the Bloomberg Innovation Index 2018, Singapore is also ranked 3rd and Hong Kong is ranked 38th. The score of innovation is drifting away between the two competitive metropolitans once named as the little dragons of Asia (SCMP, Feb., 2017; Sept., 2017).

Some researchers viewed innovation as the tool or instrument used by entrepreneurs to exploit change as an opportunity (Drucker, 1985, pp. 67 - 72). Drucker argued that innovation, as a discipline, is capable of being learned, as well as practiced. He further identified entrepreneurs as people who see "change" as the standard, echoing Heraclitus of Ephesus, the Greek philosopher who said, "The only constant in life is change". Entrepreneurs regard

"change" as essential and welcome it as beneficial for an enterprise. My thesis investigated how the sociocultural impact on Hong Kong influences the new generation entrepreneurs and their innovation. Relatively speaking, there are numerous studies about factors motivating entrepreneurship and its interrelationships to an entrepreneurial ecosystem (Isenberg, 2011). Some mainstream research focuses on the links between entrepreneurship, finance, government policy, innovation, economic development, and global competitiveness (Audretsch, 2002) which is prone to psychological and economic approaches. In view of the reshaping of the global economy and keen rivalries between dynamic new emerging economies, the impact of sociocultural factors on the innovativeness of entrepreneurship deserves further exploration. Hence, the aim of my research was to inspect the relationships between sociocultural factors and entrepreneurial activity from a theoretical perspective in a specific fast-changing industry, tourism in Hong Kong. Echoing Schumpeter who believes that an entrepreneur is an innovator, economic change revolves around innovation, entrepreneurial activities, and market power. I conducted an empirical multiple case study in order to probe how cultural landscapes, including the social expression of symbols, icons, and metaphors, cross-cultural hybridity and subculture (McDowell, 1994), fosters entrepreneurship and relevant innovation. Technological advancement, innovation or economic growth created by an organization or a community is dependent on how that organization's culture and environment fosters or inhibits these developments. This process is further complicated by the globalization of economic activity and structural differences in national cultures due to country-specific histories, experiences, traditions and rules. This thesis aims to further investigate the impacts generated by traits of the cultural component on entrepreneurs. The primary research will focus on the cultural configuration of small and medium tourism entrepreneurs (SME) in Hong Kong, during the post-colonial period, and try to cohere entrepreneurship development with the process of innovation of the community.

In the last century, the "Hong Kong businessmen" mentality was regarded as one of constantly seeking out and making new deals and looking for commercial opportunity. However, there are some reviews at home and overseas that show Hong Kong has actually been lacking an entrepreneurship culture in recent years. Some researchers pointed out that many entrepreneurial pursuits in Hong Kong are opportunity-based and tend to be in export/import and consumer-oriented business, since Hong Kong became a major player in the global supply chain network and a gateway to China. This phenomenon was obvious in the tourism industry after the 1997 handover (Thomas, 2011) when more and more bilateral policies were established for the facilitation of cross-border cooperation, such as the "Individual Visit Scheme" which was established in July of 2003, "Mainland and Hong Kong Closer Economic Partnership Arrangement", or the Closer Economic Partnership Arrangement (CEPA) in 2003, as well as the recent Guangdong-Hong Kong-Macau Greater Bay Area Initiatives. Hong Kong tends towards "intranational" rather than international, cohesive, rather than disruptive, it sways from sustaining innovation to disruptive innovation. Christensen (2015) pointed out "disruptive innovation" is the introduction of new technologies, products, or services in an effort to promote change and gain an advantage over the competition. In this context, the word disruptive does not mean to interrupt or cause disorder, it means to replace.

There is no consistent universal theory in the research of entrepreneurship. However, this consists of several different approaches including psychology, sociology, anthropology, regional science and economics as a multi-disciplinary study separately. Yet there is not any theoretical framework available to synthesize the different points of views. Some researchers try to develop a multidimensional approach to entrepreneurship, to study the problems through established disciplines (Johnson, 1990). Entrepreneurial motivation and intention are regarded as the framework in modelling entrepreneurship in different economic and social contexts. Some researchers worked around cultural theory (Hofstede, 2004), institutional theory (Shapero,

1982) and depositional traits theory in order to examine the inter-relationships of an individual personality and the sociocultural setting. Institutional theory explains how relevant determinants such as the social, political, and cultural framework of a society impact the desirability and feasibility for an individual to engage in entrepreneurial activities. North argued the structural attributes, social norms or "rules of the game" can influence the decision and operation of entrepreneurs (North, 1994, pp. 361). On the other hand, cultural dimensions such as individualism-collectivism, power distance and uncertainty avoidance, moderate the effect of political freedom, corruption, and education on entrepreneurial activity (Dheer, 2016). It is suggested the role of culture and institutional factors as a bundle on entrepreneurial outcome be explored, since value, beliefs, and cultural attributes play an important role in regulating and shaping the impact of institutional polices and regulations on entrepreneurial activities (Dheer, 2016). The introduction of the trait theory can further enhance the analysis on the characteristics and personal development of an entrepreneur (Digman, 1990). Through the three theoretical frameworks, it is possible to achieve the understanding of the self-efficacy of an entrepreneur and relevant entrepreneurial outcomes with a specific vision and rare insight into the given right environment, education, training, and opportunity (Bandura, 1982).

Institutional and social support structures provide positive consequences for the creation of new business ventures, including encouragement of innovation (Aces & Szerb, 2007). Since formal and informal institutions are interrelated with each other, economic activities are structured and regulated by formal institutions, meanwhile, culture forms the lens to shape the perceptions, inferences, and judgement of the self, others, and the environment and social setting (Williamson, 2000; Oyserman & Lee, 2008; Markus & Kitayama, 1991). Some researchers argued that trust in a society encourages a "virtuous circle" which encourages a wide range of good behaviours, including productive entrepreneurial activities which create value for society (Fukuyama, 1995; Weber, 1920). On the contrary, some societies allow and

encourage corruption and malpractices which trigger destructive entrepreneurship without the creation of value and novelties (Shleifer & Vishny, 1993). Some people or "policy winners" may spend real resources in order to secure an advantage for themselves from the government through "rent-seeking", for instance, to encourage various regulations that raise competitors or newcomers' relative costs (Krueger, 1974; Tollison, 1982; Tullock, 1967) or to prevent the adoption of new technology for protecting their position or own interests (Acemoglu & Robinson, 2000). Actual policies will never be the optimal policies since there are too many self-interested or forward-looking players who can affect the outcome (Kydland & Prescott, 1977; McCormick & Tollison, 1981).

According to Hofstede's cultural dimension (Hofstede, 1984), the organizational risk-taking could be negatively associated with the level of power distance in a culture, such as the increasing influence of the government in an entrepreneurial ecosystem. Hence, for the stabilization sake of the discontent of mainland influence in Hong Kong, the government stresses the importance of "harmonization", which could be regarded as collectivism. While some researchers have argued that individualism leads to increased levels of entrepreneurship (McGrath et al., 1992; Shane, 1995), other scholars have argued that collectivism may instead foster entrepreneurial value (Hofstede, & Bond, 1991; Peterson, 1988; Tiessen, 1997), and specified that although individualism led to new venture creation, they were collectivist values which allowed a firm to leverage its resources. There are hints from these researchers, since we could see the influence of mainland culture brings business opportunities related to supply chain across the borders. However, there is no bolster for "innovative" business which brings new value and creative disruption. My research will try to observe the data through qualitative interviews and case studies, with small enterprises in the tourism industry with various backgrounds, in order to look into the relationships between traits and innovativeness.

Entrepreneurship, measured in terms of new venture creations or business ownership and self-employment rates, varies over time. These variations may be observed by entrepreneurship measurements for a given country, industry, or region. For instance, the number of self-employed people in the Netherlands in 2007 was nearly 30 percent higher than in 1987, while it increased by 20 percent in Germany. Variations also emerge when we compare countries or regions for a given moment of time. In 2007, one out of ten people in the French working population was self-employed, while this number is one out of eight in the United Kingdom. While variations over time are linked to the level of economic development, or rather to technological development and new markets coming forward, variations across countries and regions seem to be the result of institutional and cultural contexts. In other words, the relative stability in the differences observed for a group of countries or regions suggests that there are other explanatory factors rather than just economic factors at work (Freytag & Thurik, 2010). Entrepreneurship is also seen as a critical link between new knowledge, innovation, and economic growth as it facilitates the transfer of knowledge. Undoubtedly there could be an intimate link between the education, culture, and entrepreneurship of a place. Numerous studies have linked national culture to the strategic decision-making process that occurs within entrepreneurial organizations. Mueller and Thomas (2001, pp. 51 - 75) also theorized that national culture was responsible for causing individuals to engage in behaviours that were not as prevalent as in other cultures. The argument that national culture affects individual behaviour is especially pertinent to the field of entrepreneurship, as individual behaviour has often been linked to the formation of firm-level entrepreneurial orientation. The theories that associated cultural dimensions with entrepreneurship are influential. Hofstede even argues that it could take many decades before there are changes in the paradigmatic and normative structure of culture. However, I looked into the leverage and conflict caused by the interaction of different cultural backgrounds. The transition of sociocultural environment through different contexts of the tourism entrepreneurs in Hong Kong enables me to investigate the processes and problems of change with the sociocultural impact on innovativeness of the cases.

At the cultural level, collective activities and social institutions will be altered passively or with a cause, and at the psychological level, individuals will have subsequent changes to their daily behaviour through social norms, institutional ordinances or interaction with a new cultural group. Entrepreneurship is multi-disciplinary in academic research, across an array of academic fields such as marketing, management, economics, political science, psychology, sociology, and geography; However, research lenses are lacking in social sciences and cultural studies (Campbell & Mitchell, 2012). Furthermore, contextual influences on innovation and entrepreneurship have not been studied as a topic.

2.1.7. Comfort Zone Symptom

A comfort zone is where actors are quite happy to stay, enjoying the status quo. It may be a way of thinking or working, or a job that someone has been doing for a long time. Yerkes and Dodson were the first to investigate the impact of "anxiety" on performance (Yerkes & Dodson, 1907, pp. 459 – 482). Tuckman (1965, pp. 384 - 399) investigated a "comfort zone" and performance through a four-phase sequence of development theory, including "forming", "storming", "norming" and "performing", of which the behaviour of a person will change in different stages from inception to performance. According to Tuckman's development theory (1965), in the forming phase, one is unwilling to undertake working or tasks, due to a lack of knowledge and skills, into the storming phase. One will attempt to work but be unable to accomplish a task since the required skills are still missing. In this phase, high conflict with other players with different ideas is expected. The norming phase is a newly formed "comfort zone" where one starts to be stable and unwilling to return, where they are not able to breakthrough due to a lack of confidence in newly acquired skills; they start to cling to rules and procedures. Lastly, the performing phase is a new focus to changes and there is a stronger will to perform better.

From the behavioural point of view, motivation and anxiety are the sub-set of stress, they are appropriate tools to assist in performance management (White, 2008). While this may be true, Dweck (2006) argued for growth, a fixed mindset, and their relation to a comfort zone. A fixed mindset is characterized by the thought that one's qualities are set rigidly. Fixed mindset people tend to look at situations as evaluations of their intelligence or character. However, they tend to turn away from the circumstances that challenge their intelligence or character. On the other hand, people with a growth mindset are characterized by the idea that qualities are increased and refined through effort and determination; they tend to welcome challenges because they view them as a chance to grow and to improve motivation, innovation, or productivity.

A comfort zone is a behavioural state within which a person operates in an anxiety-neutral condition, using a limited set of behaviours to deliver a steady level of performance, usually without a sense of risk (White, 2008). In a comfort zone, things feel familiar and certain, the work is controllable and predictable, people feel comfortable and competent, there is no threat to self-esteem or identity, and there is a sense of belonging. In a comfort zone, nothing is new and no change is needed. Contrary to a comfort zone, actors have to face changes, there are dissensions in new ideas or other new players, actors feel stressed and irritated, shameful and frustrated, they are reluctant to learn and change. Outside of a person's comfort zone, people need to tolerate more uncertainty in decision making by demonstrating a "growth mindset" (Dweck, 2006). The tolerance of risky behaviour has been generally linked to entrepreneurial behaviours (Mauer, 2009).

In between the comfort zone and panic zone, there is a discomfort zone, the split of the old performance cycle and the new performance cycle, where actors are likely to change and

they start to learn with the motivation and anxiety under the stressful storming phase, a strategy to encourage the actors moving out of the comfort zone into the discomfort zone is processed to change the human agency (Senge, 1999). The comfort zone explains how people will respond by overcoming their fear and hence grow as individuals in a stressful situation (Estrellas, 1996). In some research, it was reported that highly perceived sense of risk and challenge, prior to the activities, can arouse strong emotional and physical responses to novel tasks, such as adventurous activities. Thus participants are encouraged to think and prepare to stretch themselves by moving outside their comfort zone, to expand their preconceived limits and by an inference to learn, in order to tackle the tasks (Brown, 2008; Luckner & Nadler, 1997; Prouty et al., 2007). Entrepreneurship education and practical mentoring for risk management and analysis of potential challenges in running a business could provide preparedness and cognition of potential entrepreneurs to survive outside a comfort zone.

In the changing global environment, travel agents in Hong Kong have experienced a transitional period due to the disruptive innovation of the entire industry. The instability caused by technological and market innovation provokes discontent among the conventional tourism operators who are used to a comfort zone. It is a dilemma to move from the old performance cycle (comfort zone) into the new performance cycle, full of feeling of panic (panic zone or time of great confusion). Nevertheless, due to the socially constructed human agency and the potentiality of these business owners, mostly necessity entrepreneurs, they can just turn to institutional support or short-term financial subsidies. For the inbound travel agents in Hong Kong, the comfort zone will provide a stable supply of mainland China visitors without product quality or social value concern, and continue their low-cost tour and shopping rebate, or other unproductive entrepreneurial activities focusing on transferring wealth, such as rent-seeking, rather than creating it. For the outbound agents, to seek investment from Mainland China, sustain their social status through government support, and being part of the regulators and

gatekeepers to defend the established notion of the industry and consolidate the denial of newcomers, seems to be the stress management strategy of the industry in the near future. It is a paradox for an entrepreneur, who is supposed to tolerate uncertainty, satisfactorily to play the role as an administrator of regulation simultaneously. To the conventional travel agents, no change in the rule of the game can ensure the stability of the comfort zone, probably no or less a game changer or competitor is regarded as a defence of the established performance cycle. On the other hand, the agitation of anti-innovation culture by formal institutions ensures fewer challenges for governance and consolidates the comfort zone from an administrative perspective. White (2008) further stressed the correct management style needs to be applied in each phase if performance is to be maximized, and applying the incorrect style of management has a negative impact on performance, which is referred to as innovation in this thesis. When the cycle of learning is paused, no innovation or performance is possible under the prevalence of the comfort zone symptom and it is only generating a tumultuous time of confusion between the split of different performance cycles. It is important to start a new performance cycle when the old development cycle shows a slowing performance trend (White, 2008).

2.2. Innovative Tourism and new Values

Schumpeter (1935) first linked the concept of innovation to markets, denoting the achievement of developing an already discovered element for practical/commercial use. Innovation is the key for business growth as it is the driver to do things differently (Heskett, 1986; Sundbo, 2009). Some researchers pointed out how innovation is the process leading to the adoption and diffusion of new technologies, aimed at creating new processes, products, and services (Sajeva, 2005). Innovation is usually initiated by innovators, first movers, game changers or rule breakers. An entrepreneur actually is the individual agent of changes (Sundbo, 2009).

However, other researchers argued that tourism is always regarded as a lack of innovation, due to the majority of stakeholders which are small and medium-sized enterprises (SME) (Hjalager, 2002, 2010; Tetzschner & Herlau, 2003). At the same time, the global attention on new value such as sustainability and social innovation also trigger an array of tourism products, which has never been experienced before, such as the shared economy, sustainable tourism, customized tourism, personalized tourism, community-based tourism, green tourism, and travel industry platforms such as hotel or flight price comparison platforms (Gawer & Cusumano, 2014). The substantial growth of travellers and relevant revenues and expenditures from tourism activities provide robust evidence of the growth of and innovation within the tourism industry. Innovation has been taking place in the tourism industry tremendously in the last three decades, covering different domains of innovation, which is defined as five categories by some researchers (Tetzschner & Herlau, 2003), including Product innovation, including services or facilities innovation (green hotels, volunteering tours, shared accommodation, WIFI services, chatbot functionality); Process innovation (e-booking, metasearch, itinerary planners, e-payments, digital information, user-generated reviews); Logistic innovation (cookies, digital mailing, digital directory, QR code boarding pass, SMS reminders); Organizational innovation (new forms of management and organization, such as NGOs, Peer groups, travel consultancy, LCC); Market Innovation (e-marketing, millennial markets, market segmentation). Every year there are new ideas and practices in tourism, together with the fast changing of consumer behaviours, the entire travel industry is actually completely disrupted.

The dynamic of innovation of tourism comes from two key drivers, technological innovation, and social innovation. The two clusters of innovation actually are interconnected and reciprocal. The technological know-how, internet application, civilian use of GPS (Global Positioning System), and smartphones provide the base of knowledge transfer to tourists,

consequently empowering the customer with unprecedented global vision and insights, as well as destination knowledge, with the overflow of the Net culture (Kozinets, 1998), which is associated with the pursuit of "self", "self-determination". Wilson argued that cyberculture, Internet culture or Net Generation culture is always associated with liberty (freedom from social and geographical constraints of embodied identity), equality and openness (removal of hierarchies related to embodied identity), fraternity (the connectivity among cohorts of a community) (Wilson, 2000, pp. 644 - 657). The new culture triggers global social innovations with a significant impact on contemporary tourism activities. Both Sundbo (2009) and Drucker (1986) describe social innovation as being closer to learning than production. The focus of innovative processes begins to shift from "products" towards "incidental" events that can bring reproducible changes. Consumer behaviours have changed dramatically with the surging of knowledge and internet application, advanced traveller's goals and motivation are no longer simply for the pursuit of physiological needs or safety, more travellers are seeking self-actualization such as cultural experiences, learning opportunities or achievement.

Pizam (1999) used Maslow's hierarchy of needs (1943), to explore the motivation of travel which could be insightful data for tourism planning and product development. The mushrooming new tourism activities facilitated by Net culture, such as a working holiday, volunteering tourism, educational tours, and responsible tourism, which is essentially different from conventional leisure tours, can reflect the influences of social innovation in tourism trends. The boundaries between the private sector and the social sector are breaking down. Besides traditional intermediaries in travel supplies chains, a social provision also provides travel experiences with new ideas and a social conscience such as volunteering tourism. Peers' networks for collaborative decisions and action are prevailing in different niche tourism perspectives, such as wildlife conservation, fair trade farm experiences, global warming missions and maritime conservation. With the spread of new global values, derived from the

Net Generation culture, there is a growing emphasis on human dimensions, which means putting people first and giving them a democratic voice. Social innovation has flourished from the interaction between people and their relationships, rather than systems and structures. The role of consumer changes, from passive to active players, also converts the circular process of production or reproduction, consumers are not waiting at the end part of the production line, but will be getting involved in the product design, a process of the production and post-production monitoring. The democratic engagement of consumers is a vital force for innovation (Murray, 2010). As a matter of fact, social innovation enhances the empowerment of consumers, travellers in the tourism aspect, through knowledge transfer and information exchange. Travellers and holiday makers will seek for information and travel content from travel bloggers and Key Opinion Leaders (KOL) through social media.

Tourism is one of the prime industries in the service sector which is changing very fast and becoming dominant in both developing and developed economies. Tourism entrepreneurs are facing challenges and changes due to shifts in consumer preferences and the emergence of new technology (Hall & Williams, 2008). Specifically, structural changes which cause transitions to more experience-based products in tourism (Sundbo et al., 2007) demand entrepreneurial behaviour to implement more innovations (Alsos et al., 2014). There is a latest trend in academic research to give more attention to the innovations of the service sector (Chang et al., 2012; Desmarchelier et al., 2013; Hogan et al., 2011; Thakur & Hale, 2013). Some further research in the future is suggested to explore and measure the innovation in service industries, since they have a great extent of intangibility, inseparability, and variability in services (Howells, 2007, pp. 34 - 44). Due to the significances of the efficiency of employees, their personal skills and experiences, the close interaction between customers and services delivery, the importance of the human factor and the customer's involvement in service innovation processes are highlighted (Hipp & Grupp, 2005).

2.3. The Conceptual Framework

Sociocultural, environmental context and cultural dimensions of the individual entrepreneurs explained the different extent of innovativeness (Hofstede, 1984). In order to connect the macro-level and micro-level of sociocultural analysis, I developed the conceptual model to use as a guide for the design of the case study questions of the in-depth semi-structured interviews. In the first part of the interview, I asked the interviewees to give a self-introduction which enables me to examine their self-awareness of their identity and cultural background, I displayed a diagram which is divided into three cultural segments for individual entrepreneur with the "self" of the interviewee in the centre of three sets of cultural components. Firstly, the set of outer culture includes social norms, value, legal system, rules and regulations, which is related to environmental context. Then questions about the sub-culture which covers religion, beliefs, social class, special needs, sexuality and the Internet culture will be focused on. Lastly, the questions are related to the individual culture which is relatively personal, such as their gender, education, learned experiences and age. The interrelated cultural segments provide macro-level socio-cultural context discovering large-scale social processes, such as socio-political stability and environmental change, and also micro-level sociocultural context which investigates the background and personality traits of the individual and small-scale interactions between individuals and the interviewer, such as conversation or proactive and reactive dynamics. The explanation and discourse through the graphics create an ice-breaking momentum with the flow of an interaction, because the participants were not necessarily cognizant of the current state of the discussion. The three sets of segments actually are the same size with equal impact on the interviewees. However, the personality, personal experiences, or entrepreneurial events provide discrepancy and variants for the possible entrepreneurial behaviours and outcome. Through the graphic elicitation methods in the context of the interviews, I was able to open up participants' interpretations of questions, and allow a creative

way of interviewing that is responsive to participants' own meanings and associations (Bagnoli, 2009).

Specifically, the objective of this thesis is to examine the innovativeness of the tourism entrepreneurs through in-depth interviews, instead of quantitative samplings for generalization. Through the collected data of the case studies, I will use three different theoretical frameworks which can help me to X-Ray the characteristics of each actor. The five distinct habits and behaviours of a person can actually mirror the entrepreneurial behaviours, which consist of "OCEAN", namely Openness, Conscientiousness, Extroversion, Agreeableness, Neuroticism (Digman, 1990, pp. 417 - 440). In my thesis, through the data from the interviews and additional in-depth observation, I highlighted three of the super traits, OCE - Openness, Conscientiousness, and Extroversion, which are closely relevant to the creativity and innovativeness of the personality. These antecedents are significant for open innovation which is defined as the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and to expand the markets for external use of innovation, respectively (Chesbrough et al., 2006). Relevant characteristics of the specific traits can differentiate the attributes of a particular personality, the orientation towards innovativeness versus traditionalism will be examined as follows (Table 1):

Table 1

Traits Theory for Innovativeness Analysis

Trait	Characteristic	Attributes to Innovativeness	Attributes to Traditionalism
Openness	-Imagination -Feelings -Actions -Ideas	-Curiosity -Diverse Interests -Independent -Original -Complex -Flexibility	-Practical -Conventional -Routine -Down to Earth -Lean interest -Stability
Conscientiousness	-Competence -Self-thoughtfulness -Self-discipline -Goal-driven	-Conscientious -Will to achieve	-Disciplinary -Dedication -Careful
Extroversion	-Sociability -Assertiveness -Emotional expression	-Outgoing -Adventurous -Sociable -Fun Loving	-Reserved -Withdrawn -Retiring -Inhibited

The centre of the mechanism of culture is "a system of societal norms consisting of the value systems or the mental software shared by major groups in the population (Hofstede, 2001). Hofstede's cultural dimension is a tool for studying the sociocultural context of a nation. There are many prior studies using Hofstede's theory for the investigation and analysis of a nation's culture in entrepreneur research, especially with the lens of the strength and weakness of a geographical setting in entrepreneurship (Lažnjak, 2011). Many researchers believe that culture is a set of shared beliefs, value and expected behaviours (Herbig, 1994; Hofstede, 1980) which are profoundly embedded in a nation. Unconscious or irrational shared value shape relevant political institutions as well as social and technical systems and the culture of specific geographical whereabouts simultaneously reflect and reinforce values and beliefs of the people in situ. It is widely recognized (Herbig, 1994; Hofstede, 1980) that cultural values are the indicator of the acceptance of entrepreneurial behaviours in a society, especially the dimensions related to risk-taking and independent thinking. Cultures that value and reward such individualistic thinking and venturesome initiatives promote readiness and propensity to develop and introduce radical innovation, which sometimes could be disruptive to the existing system, whereas cultures that reinforce collective thinking, social conformity, group interests, and control over the future are not likely to show risk-taking and entrepreneurial behaviour (Herbig & Miller, 1992; Herbig, 1994; Hofstede, 1980).

Through the fundamental concept of interlinkage between Cultural Dimensions and Entrepreneurship, based on the theory of the role of culture in entrepreneurship (Hofstede et al., 2004), which pointed out the relationships between Entrepreneurial behaviour and cultural values, the cultural dimensions turn into tools used in defining the key aspects of culture which creates a potential for entrepreneurial behaviour. The environmental and individual context of individual entrepreneurs of the travel industry in Hong Kong provide empirical evidence for macro and micro sociocultural analysis of the innovativeness of tourism entrepreneurs.

Collected data are also analysed with cultural dimensions for understanding their tourism entrepreneurial intention and outcomes. Table 2 presented the framework of the study with Hofstede's cultural dimensions theory with description of the characteristics of High Power Distance/Low Power Distance (PDI), Individualism and Collectivism (ICV), High Uncertainty Avoidance and Low Uncertainty Avoidance (UAI), Short term orientation and Long Term orientation (LTO / Confucian dynamism), Indulgence and Restraint (IND).

Table 2

Hofstede's Cultural Dimensions (2011) for Innovativeness Analysis

Cultural Dimensions	Characteristics	Typology
(PDI) High Power Distance Low Power Distance	-Centralized, strict hierarchy, high inequality, support of authority -Decentralized, weak hierarchy, low inequality, challenge to authority	Rules, Policy, Regulation Freedom, Fairness, Justice
(IDV) Individualism Collectivism	-Individual autonomy, privacy, enjoyment of challenge, personal, expectation of individual rewards -Cohesion, avoiding public criticism, following rules of etiquette, mass decision, social framework	Self, Ideas, Changer, Pioneer Group, Norms, Follower
(UAI) High Uncertainty Avoidance Low Uncertainty Avoidance	-Conservative, highly structured, Strong social norms, no risk, safe -Openness to innovation and change, flexible social norms, -Risky taking	Pragmatist, Under protection Adventurer, Innovator
(MAS) Masculinity Femininity	-Pride, strength, money, toughness, achievement is valued -Relationships, kindness, quality of life is valued, nurturing behaviour	Materialism Caring, Loving, Peaceful, Sharing

(LTO / Confucian dynamism)	-Asking why, personal convictions, values and rights are important, immediate gratification	Truth
		Transparency
Short term orientation		Novel
Long term orientation	-Asking what and how, result oriented, not ideas, habits and tradition are important, planning	Virtue, Face, Stability, Steadiness, respect for tradition, hierarchy
(IND)		
Indulgence	-Personal happiness, optimistic, freedom, liberal	Natural drives, Balanced life
Restraint	-Restraint oriented, pessimistic, sacrifice of freedom for society	Social norms, Status objects

The theory of Hofstede's cultural dimensions provides me with a framework to examine the relationships between the cultural background and the characteristic of each case. Though the entrepreneurs are all located in Hong Kong and running different tourism-related businesses in the territories, it is interesting to use the lens to inspect their subculture and individual culture, which could be developed in their early stage, relevant environmental factors including sociocultural norms and generational differences are also the contributions to the current behaviours and entrepreneurial intents. After the data decoding concerning the cultural dimensions and the traits of each actor, the trait theory was used as the psychological framework to look into the development of the personalities, and individual factors, in the process of data collection, since the theory argued that entrepreneurship developed because the individuals who can play the role as an entrepreneur possessed certain specific traits or characteristics or competencies which made them capable of generating new ideas and creating new ventures (Digman, 1990; Smith et al., 2014). Trait theory is not used as a standardized tool for assessing the profile of the individual respondents, but rather it is a theoretically sensitive application for the validity of collected data. Together with cultural dimensions and trait theory, I also applied Shapero's model of Entrepreneurial Potential to explore the entrepreneurial

intentions, the self-efficacy and propensity to act of the actor through probing the demographic characteristics and the effect of "perceived desirability and feasibility" of specific sociocultural settings during the entrepreneurial event of the cases (Shapero, 1982, pp. 72 - 90). The collected empirical evidence can explain two types of perceptions in the event of a changing environment. Perceived desirability refers to the extent of how the actors enjoy being an entrepreneur, on the other hand. Perceived feasibility could be interpreted as the self-efficacy of the execution ability of the actors. It is obvious that sociocultural impact, including the influence of role models or other forms of human agency, are crucial to the awareness of entrepreneurial identity, perceptions, and the value system of an individual. Case studies with congruence analysis can provide empirical evidence for the explanatory relevance or relative strength of one theoretical approach in comparison to other theoretical approaches (Blatter & Blume, 2008). By implementing a framework with multi-perspective established theories of entrepreneurship, I investigated the macro and micro sociocultural context which enabled me to analyse the environmental and individual context of the eight cases through decoding the pattern and categorization of collected data. The intrinsic and extrinsic settings included thematic contexts such as a gender factor, educational factor, geographical exposure factor and phenomenal settings with a generational factor, Internet culture / technological factor and human network / family factor. A congruence analysis is based on the premises that theories do not fully determine relevant knowledge about the social reality, hence empirical observations can be used to control whether theories provide correct and consistent predictions about social reality (Fry & Smith, 1987). Each theoretical framework provided some explanations to the phenomenon related to entrepreneurships and innovation. I compared how "useful" or "successful" were the theories when explaining my findings. Hofstede's cultural dimensions aim at macro-national perspectives, meanwhile, trait theory and Shapero's entrepreneurial potentials explain inner components of an individual. The cross-over of the three theories are congruent for a complete narration of the cases.
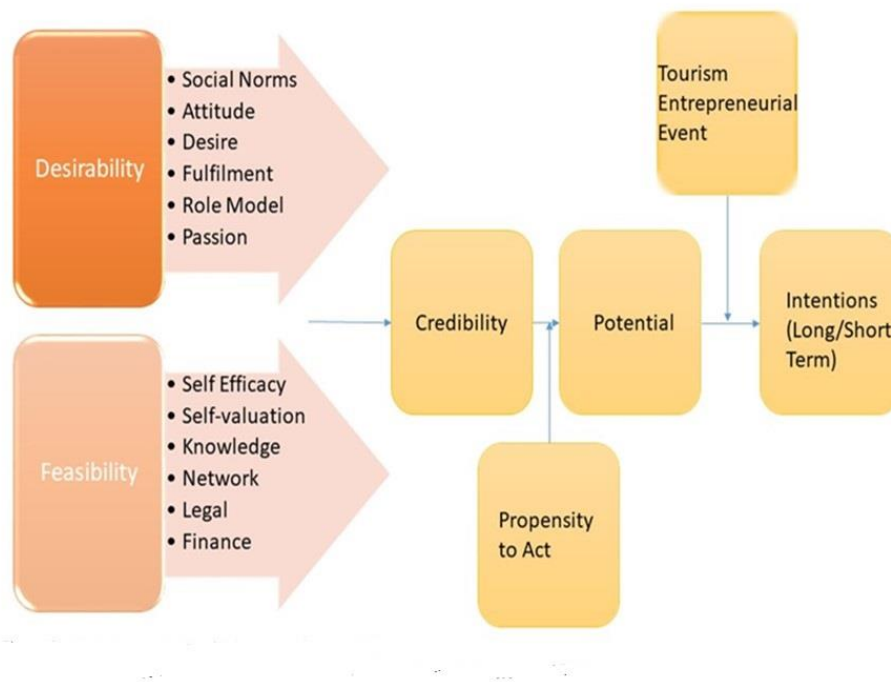
Figure 1.   Model of Tourism Entrepreneurial Potential, Adaptation of Shapero's
Entrepreneurial Event Model (SEE), Krueger and Brazeal, 1994

Figure 1 explained the individual and environmental context that shaped the feasibility and

desirability of an entrepreneur with relevant motivation, intention, and potential to interact and

activate the propensity to act in accordance with an entrepreneurial event, the outcome could

be either productive or unproductive, subject to the specific context of each single entrepreneur.

However, the formal and informal institutional impacts play a significant role in the progress.

Further developed from Figure 2, with the integration of three entrepreneurial theories into a

diagram, we can explain and contextualize the tourism entrepreneurs in Hong Kong, showing

an individual and sociocultural context, and a multifaceted entrepreneurial context, in

association with cultural dimensions, trait theory, Shapero's propensity to act in an

entrepreneurial event, and the flow of a static parameter with a sociocultural context to convert

into dynamic entrepreneurial activities, and how the parameters affect the intention.

In Figure 2, the interrelationships of the core entrepreneurial theories illustrated the reciprocated influences between environmental context and individual context. The social environment, social context, sociocultural context or milieu refers to the immediate physical and social setting in which people live or in which something happens or develops. It includes the culture that the individual was educated or lives in, and the people and institutions with whom they interact. Relevant social norms could be developed through formal and informal institutional influences. On the other hand, the individual context can also counter-influence the environmental context. Both socio-environmental and individual contexts shaped desirability and feasibility of individuals and their propensity to act in an entrepreneurial event or opportunity, either productive or unproductive entrepreneurial activities.
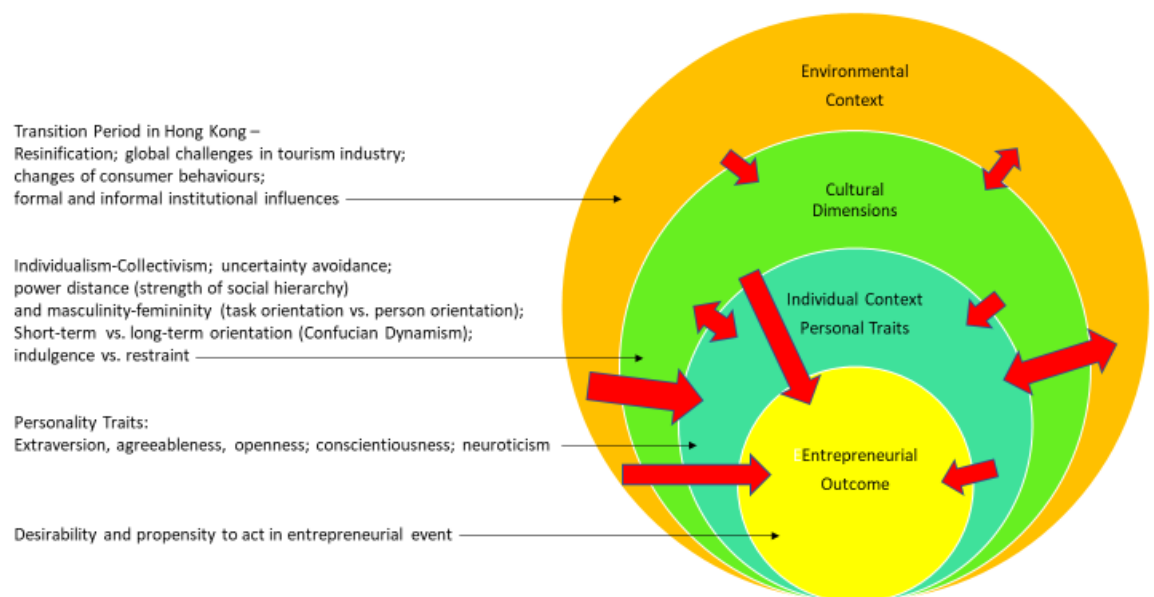
Figure 2: Conceptual Framework

Summary:

This Chapter elaborated on comprehensive literature reviews of entrepreneurial research. Specific attention will be put on prior research related to innovation and entrepreneurship. There is an introduction of a holistic congruent theoretical framework adapted from Hofstede's cultural dimensions (macro lenses), trait theory with individual perspectives (micro lenses) for the study of a human personality with habitual patterns of behaviour, thought, and emotion, and the feasibility and desirability for propensity to act in entrepreneurial events through Shapero's entrepreneurial theory (intersection). There are also remarks of institutional perspectives of an entrepreneurial and innovation ecosystem, the role of culture in an entrepreneurial outcome and the side effect of a comfort zone in entrepreneurial behaviours. An array of literature about the contextuality of entrepreneurship research related to business participants, start-ups, institutional and social norms, technical and support services, and the individuals were explored (Welter, 2011).

Chapter 3: Research Context - Hong Kong Tourism Industry

This Chapter explained the reason for using Hong Kong as a research focus and why small and medium sized travel agents (SME) are related to the research questions. It discussed core problem such as institutional constraints, traditional business practices, mixed cultural context with resinification and Confucianism, which related to the sociocultural notions in the tourism industry of Hong Kong. The chapter will serve as a background of the empirical context which enables rich interpretations of the data and information collected from the empirical research undertaken in this study.

3.1. The Core Problems in Hong Kong Tourism Industry

The travel industry is one of the pillar industries in Hong Kong, contributing to about 4 percent of the overall GDP of the city (Legco Research Brief, 2015). On the other hand, tourism provides tremendous employment for low-skilled workers in the territories, many jobs in the tourism industry require relatively lower skills, and are thus paid less as reflected in the median hourly wages. It is an issue for lower-skilled workers amidst Hong Kong's transformation into a more knowledge-based economy (Legco Report, 2014-2015). In the tourism industry, there is an umbrella of eight Association Members under the Travel Industry Council of Hong Kong (TIC) which cater for different markets and travel agents in Hong Kong; all travel agents in Hong Kong are obliged to join one of these Association members prior to becoming a registered member of the TIC (AFTA, 2019; TAR, HK Gov., 2019). Up until 2017, there were 1,700 registered members with ordinary and affiliate memberships in the TIC (HKTIC, Composition, Appendix I). However, there are continuous outcries from the travel industry, especially the SME enterprises, about the stringency of the business environment and the plummet in visitor

arrivals to Hong Kong. The global trend of technological advancement in the tourism industry and rapid change of consumer behaviours totally disrupted the conventional supply chains in the industry and brought an unprecedented blast to the registered travel agents in Hong Kong. On the other hand, the sociocultural setting in Hong Kong is not user-friendly enough to embrace the newcomers who bring creative disruption to the industry.

The Travel Industry Council of Hong Kong (TICHK) plays an important role in the policy domain in the entrepreneurial ecosystem, by providing a regulatory framework, financial support, and incentives. They jointly organize workshops for outbound SME travel agents, in association with other relevant partners, such as the Association of the National Tourism Organization Representatives in Hong Kong (ANTOR), for destination knowledge and other technical operation courses for outbound tour escorts, inbound tourist guides and ticketing. The TIC also arranges a development fund for promotional activities and training activities financed by the Hong Kong Airport Authority; the information technology development matching funded by the Hong Kong Government. The short-term training program by HKTIC is a conventional basic operation such as flight ticketing or an overseas escort seems to fall behind the global trends when international counters are moving to metadata search, ticket block, flight booking hacks, and direct booking. The increasing destination knowledge of the travellers, especially the millennial generation, through search engines, social media, and a user generation travel context, plus the empirical personal travel experiences and insights create a community of smart tourism customers. The traditional practitioners are left in the shade by global trend and technological advancement in tourism.

It is only an untouchable glass ceiling for many traditional SME travel agencies to achieve technological innovation without the openness to the technical world and the acceptance of a new business model. The prevailing anachronism and anti-innovation culture

of Hong Kong society is a critical phenomenon, the antagonistic emotion towards a young generation in Hong Kong society can be tracked in many socio-political events in recent years, the outcry for social change is regarded as rebellious and treacherous. Rallies against new business models such as Uber and Airbnb, the sabotage of bike-sharing bicycles and the suppression of travel related business models outside the loop of the establishment are visible.

The drawback of an innovative entrepreneurial outcome is a proof of the zeal of anti-innovation social norms within the industry. The veterans of the industry perceive newcomers as a threat and as challengers, rather than collaborators or comrades to uplift and activate the entire industry together. It may be necessary to wait for the establishment of the Hong Kong Travel Authority (TIA) in the future, which will be the official comprehensive licensing regime for travel agents, tourist guides, and tour escorts aiming to regulate Hong Kong's travel industry in a holistic manner and to enhance the quality and promote a healthy long-term development of the industry (Legco, 2016). Although the lawmakers have passed the bill for TIA as the new tourism watchdog for Hong Kong, the new establishment will take a few more years before it begins operating.

3.2. Blessing vs Curse

Traditionally, Hong Kong was once regarded as a cradle of entrepreneurs under the laissez-faire policy of positive non-interventionism sowed by the British since the colonial sovereignty. Under the supportive institutional environment and the entrepreneurial ecosystem, the tourism industry in Hong Kong started to flourish in the late fifties. The ex-British colony provided tremendous opportunities for visionary tourism entrepreneurs. After two decades since the handover of the global city to the Beijing Government, agitation for stability and risk-avoidance

were initiated by institutional organizations, societal harmony, and integration with Mainland China in the process of resinification are the goals of the government (Matthews, 2008). This ideology is also mirrored in the tourism policy and tourism entrepreneurial behaviours in Hong Kong.

The sociocultural and politico-institutional environments provide simultaneously the constraints and opportunities for the entrepreneurs, by affecting their motives, and attitudes, as well as available resources (Martinelli, 2004). Institutional involvement such as the waiving of the annual license fee for travel agents and hoteliers, which was about US$300.00 per travel agent in 2017, was a typical example of the rent-seeking strategy of the SME travel agents (HK Legco., 2017). In 2019, the government offered each travel agent up to HK$60,000 under a temporary cash incentive plan, in order to support the tourism industry, as the trade was hit hard by a drop of tourist numbers amid ongoing anti-government protests. There were no structural changes for added value but to transfer wealth through the rent-seeking approach in the tourism industry of Hong Kong (The Standard, Oct., 2019).

3.3. Muddling Policies

Hong Kong was mainly counting on the single source of the visitor from mainland China, the Individual Visit Scheme (IVS), and the Multiple Entry Individual Visit Endorsements (M-Permit), of which a big proportion is parallel traders. Many M-Permit visitors from Guangdong acted as parallel traders and their activities generated many conflicts with local residents who live near the border areas. While Hong Kong is a free port, the tariff differential between Hong Kong and the Mainland encourages a number of M-Permit visitors

and Hong Kong residents to carry consumer goods, including daily necessities, from Hong Kong to the Mainland for resale through multiple trips on the same day.

The prevalence of counterfeit consumer goods in the Mainland market also strengthened Mainland consumers' preference for goods in Hong Kong. These M-Permit visitors usually do not stay overnight in Hong Kong, literally, they are not regarded as tourists since they do not leave their habitual home for over 24 hours (OECD 1947:7; UN 1963; UNTWO 1968). Their activities as parallel traders have led to severe congestion and overcrowding in the border areas. There were demonstrations and even physical assaults on tourists suspected of taking part in parallel trading in early 2015 (Sung, 2015). Though being highly ranked in performance by the United Nations Barometer, paradoxically, the figures of visitors do not provide benefits to travel operators. On the other hand, the industry stakeholders are facing a huge challenge caused by competition from the other destinations, such as Singapore (Wong et al., 2008). The market is fragile due to the economy recession in the region or the global pandemic into the millennium (Hall, 2010; Siu & Wong, 2006).

This discontent was heard from the industry representatives at the Legislative Council of Hong Kong, desperately seeking additional support and government-driven policy. In response to the incessant demand from the industry, the Tourism Commission, under the Commerce and Economic Development Bureau, echoed by the Development Blueprint for Hong Kong's Tourism Industry in 2017. However, the fundamental problem of the industry under the transitional phenomenon of the entire travel industry in the world seems irrevocable, since informal constraints are much more impervious to deliberate formal political and judicial decisions (North, 1990). Based on the differential opportunity theory (Blair, 2014), the worsening economic benefit of the SME travel agents drives more ruthless entrepreneurs and operators to cross the line with malpractices and misconducts, such as "Zero-Fare Tour" with

forced shopping core activities for Mainland group tours, abusing and ripping off taxis upon international tourists.

The strategies of the Tourism Commission are apparently clinging to the institutional policy of the China National Tourism Administration, including the "One Belt One Road Initiative" and the newly initiated "Bay Area" cities' joint developed multi-destination tourism products. Actually, it is a comprehensive inbound tourism development plan for the medium and long run. However, there is not a single mention about technological, markets, and products innovation; the process of innovation or innovativeness of the inbound operators.

Much literature points out how the entrepreneurial ecosystem is supported by both framework conditions, including formal institutions, infrastructure, culture, and demand, as well as systemic conditions, ranging from finance, new knowledge, support services and other human factors including leadership, talent, and its networks. These conditions are crucial for entrepreneurial outputs and relevant activities which are the indicators of value creation, such as productivity, employment, and well-being of the people (Stam, 2014). Some researchers argued that it is important not to confuse self-employment and small businesses with the process of entrepreneurship (Stam, 2008, 2011; Henrekson & Sanandaji, 2014). Without a nutrient-rich environment which is embedded in a cultural and social context, usually connecting a web of human networks, entrepreneurial activities could not be flourishing (Reynolds, 1992; Shapero 1981). The nutrients of a healthy entrepreneurial Ecosystem include six components, namely, policy, finance, markets, human capital, culture and supports (Isenberg, 2010). With the empirical evidence collected from the cases in this paper, I will observe the sociocultural perspective of the purposive SME tourism entrepreneur, which mostly related to policy (institutions), culture (societal norms), human capital (human agency), and supports (professionals). Special attention will be focused on personality traits and its human agency,

namely, human intention and human action of the actors. Little could be changed with deliberate policies in front of the "learned behaviours" and previous experiences of the tourism operators, the conflict of the formal and informal institutional embeddedness is obvious in Hong Kong, where many travel practitioners are either newcomers from mainland China, in pursuit of a basic living, or the stagnant veterans approaching retirement in their comfort zone, without an impulse for innovation and change (North, 1990).

3.4. Institutional Protectionism and Anti-Innovation Culture

Aces (2016) argued that entrepreneurship policy interventions should not be simply aimed at stimulating entrepreneurship and self-employment which complied with the institutional structure. The existence of productive entrepreneurs is crucial. It is suggested to involve subtle and pervasive policy initiatives that have the unintended consequence of changing people's minds or antecedents about the costs and benefits of entrepreneurship, such as an entrepreneurial ecosystem with quality education (Aces et al., 2016). In Hong Kong, the government focuses on land prices and relevant land policy always constrains entrepreneurship. The absence of competition law also revealed the government's stances are not favourable for the SME companies (Thomas, 2011). Thomas (2011) argued that government policies were generally regarded as being against new and growing enterprises. Other researchers (Bair & Pedraza-Farina, 2018) discussed the double-sided impact of social norms on innovation. Bair pointed out social norm, which is regarded as informal rules that emerge from and are enforced by nonhierarchically organized social forces, could be either positive or negative for innovation sociologically and psychologically. These counterproductive social forces were "anti-innovation norms" which can come in many forms. In the travel industry of Hong Kong, "seniority norms" and "boundary-preserving norms" are significant. The family business management culture, with a high respect of tradition, is a typical "seniority norm" within the

registered travel agents. On the other hand, the protected comfort zone, constructed by an institutional organization, set a robust wall for newcomers or practitioners to break through with the innovative business model or new venture. The anti-innovation culture is further accelerated under the short-term orientation axis of Hofstede's Confucian dynamism, promoted by the policymakers for governance or administrative reason. The societal norms under the predominant teaching of Confucius evoke personal steadiness, stability, respect of tradition and protection of face. Migration and a recombination of ideas, methodologies, ways of framing problems across communities of innovators, a challenge to tradition, and adventurous ideas are under constraints. The repelling attitude of the government and the established trade associations towards innovative practices such as the shared economy and technological application is proof of the dominance of anti-innovation societal norms (Hofstede & Bond, 1988). Contrarily, the poor climate of innovation facilitates unproductive entrepreneurial activities involving the manipulation of public policy or economic conditions as a strategy for increasing profits, and transferring wealth, such as rent-seeking, rather than creating new value.

A society that developed or is developing a pro-innovation culture can perform better in the future, despite adverse macro-conditions. By contrast, an anti-innovation culture is a negative social notion which hinders innovation and competitiveness, even if policymakers improve macro-conditions, the fear of change and uncertainty advocated by policymakers will definitely foster the growth of an anti-innovation culture (Petrakis, 2015). Some researchers used the term "anti-innovation norms" to label these counterproductive social forces. They argued that there are three types of anti-innovation norms, including (1) boundary-preserving norms, (2) gender norms, and (3) seniority norms (Blair & Pedraza-Farina, 2018, pp. 1069 - 1136).

Boundary-crossing innovation refers to the migration and recombination of ideas, methodologies, and ways of framing problems across communities of innovators that do not routinely interact with each other. Uber is a good example of boundary-crossing innovation with the integration of GPS, mobile communication, commuting services, which is not appreciated by the conventional taxi industry in Hong Kong. With socio-political concern, the Hong Kong Government compromised with the conventional service providers in public passenger transport such as the Association of Taxi Industry Development at the expense of the pro-innovation culture, which could always bring turbulence and risk, or even positive disruption, especially to the established institutional entities, for the sake of repressive governance and socio-political stability (SCMP, Dec., 2019).

Summary:

The Tourism Industry of Hong Kong is facing harsh challenges due to the acceleration of the comprehensive process of innovation in the tourism industry around the globe. The multifaceted innovation in the global trend, which is covering technological innovation, products innovation, market innovation, social innovation, and institutional innovation, brought absolute creative disruption on a global scale. Nevertheless, with institutional facilitation, societal attitudes of Hong Kong are "China-Centric" oriented in every aspect since 1997, after the handover to Beijing's sovereignty. By contrast, the influx of mainland visitors is self-evident in association with the institutional initiatives and infrastructures aiming for closer connectivity between Hong Kong and China. The core problem of the Travel Industry in Hong Kong includes stagnant conventional practices of the tourism operators, an increase of accentuated sociocultural impacts, due to traditional mindset and institutional constraints, the abuses and malpractices of some practitioners, keen competition brought by global players and other destinations. The over-reliance on rent-seeking opportunities and the prevailing anti-innovation social norms facilitated by the institutional forces are negative impacts on entrepreneurial innovations. These factors are the causes of the shrinking of innovativeness in the tourism industry in Hong Kong. The

interrelationships between different contexts such as gender, generation, education, experiences, beliefs, and values explained the facilitative or unfavourable societal notions and motivations of innovativeness of entrepreneurial outcome in the travel industry of Hong Kong (Appendix I).

Chapter 4: Research Methodology

This chapter elaborates on the philosophical stances and research design of the thesis. It also describes the data collection and data analysis techniques employed in the empirical research undertaken in this qualitative interpretive research, which is a research paradigm based on the assumption that social reality is not singular or objective, but shaped by human experiences and social contexts in a specific setting; a relevant socio-historic context could be reconciled as subjective. This chapter shows the foundation of trustworthiness and credibility of the data and information collected and analysed in this thesis. There is further discussion of the validity and reliability of the research in the last section of this chapter.

4.1. Philosophical Stance

I am a practitioner who has been working with the tourism industry in Hong Kong for over twenty years, and I have been involved in a tourism technological start-up as well as mentoring other young entrepreneurs with travel services in their businesses. Therefore, I understand the fundamental challenges in the industry, through recurring distress and grievances from the real people of the travel industry in situ. I believe a case study method is appropriate to fulfil the research aim and to answer the relevant research questions. My personal experience is the essential aspect to understand the holistic phenomena through precise observation and interpretation with objective justifications. Abela (1996) argued that Kant's Transcendental Idealism (Kant, 1871) is a form of empirical realism, which applies as transcendental for all knowledge occupied; people possibly know objects even before experiencing them, such as a priori knowledge, which lets the mind "constitute" objects and makes it possible for people to experience them as objects in the first place (Westphal, 2009). Ontologically, realism about a

given object is the view that this object exists in reality, independently of one's conceptual schemes such as perceptions, linguistic practices and beliefs. The experiences and knowledge before the research work could still provide a robust framework for the research questions with a constructivist approach. Some researchers pointed out that if qualitative research is actually about something, or to provide beneficial information, then a realist approach to validity holds out the greatest promise (Porter, 2007). Many social science researchers argued that "reality is socially constructed", individual perceptions of reality are primarily influenced by our observation of and interaction with other people (Berger & Luckman, 1967).

I started to reflect on the core problems, stagnancy, and inertia of the tourism industry in Hong Kong, since the handover of sovereignty to the Beijing Government and the lack of innovation in every aspect of the industry. Though there are brilliant statistical figures about the performance of the Hong Kong tourism industry, and huge infrastructure investment and institutional input from the Hong Kong Government. In 2017 and 2018 alone, an additional US$700 million was given, for the major expansion of Disneyland, and approximately US$10.5 million of additional funding for a tourism appeal (HKTC, 2017-18), together with the support of Beijing's policy, such as the Individual Visit Scheme (IVS) and the launch of the One Belt One Road initiative. Conversely, amongst the stakeholders in Hong Kong. However, the tourism industry of Hong Kong is far behind the global trend in technological innovation, product innovation, market innovation, and the process of innovation. It is believed that the travel industry is stagnant and plodding behind the institutional statistics and numeral assertion. The nature of the reality must be multi-layered beyond institutional reports. It could be more implicated than the institutional statistics. With a continuation of observation, interaction, and literature reviews related to innovativeness, an individual context and an environmental context, I began to scrutinize and investigate the institutional and sociocultural impacts on innovativeness of an entrepreneurial outcome. It turned out that "innovativeness",

"sociocultural" and "institutional" impacts are the key words in my research. Human agency is the capacity of individuals to act independently and to make their own free choices. By contrast, sociocultural contexts are antecedents of entrepreneurial behaviour, such as social class, religion, gender, ethnicity, ability, and customs. This thesis will look into the ontological reality of human agency and contextual influences, which empower or hinder people to think and act for shaping their experiences and entrepreneurial behaviours respectively.

Some empirical realists believe how in the world we experience, we can know objects as they appear to us. Since truth consists in a correspondence between cognitive representations and reality, therefore objective knowledge of the scientific or natural world is possible ontologically (Kant, 1781). On the other hand, epistemologically, I worked more as a constructivist in my research. My perception of a problem is based on the reflection of my whole practical experience. Social forces are made by people but also acted as reality on people. The institutional regulations and sociocultural constraints and norms are constructed by human beings and introduced to entrepreneurs in Hong Kong, so it could be possibly changeable and transformed. As a result, I pursued how and why there was such a phenomenon, a question related to the innovativeness of tourism entrepreneurs in Hong Kong. Through qualitative methodology, such as storytelling, case studies, and observations, this enabled me to acquire collective qualitative data through interviews with individuals and smaller groups, and to experience a subculture directly. It is actually "*verstehen*", a German word meaning to "understand in a deep way" that also refers to an approach within sociology (Hewa & Herva, 1988). I can better understand the meaning within a culture rather than assuming that any one set of laws and values could apply to all of human experience. I agreed with Stake's constructivism assumptions for a case study which acknowledges the value and bias-laden nature of research (Stake, 2005). I spent a long period of time interacting with the actors and relevant phenomenon. This enabled me to lessen the distance between me and the research

questions and a case study. I also shared the review findings with peers in the travel industry and verified the data sources in order to achieve sense-making and understanding of the relevant experience; this is a strategy for me to maintain objectivity and avoid bias with qualitative data analysis (Stake, 1994, 1995, 2000, 2005).

I believe that the entrepreneurial activities of a place are basically related to people, human agency, and their relevant output is determined by cultural aspects, since social realities are the meanings that we achieve by the sharing of human cognitions (Bruner, 1982). Individuals do much more than selectively synthesize elements from their social lives. On the other hand, they create meanings of culture which transcend and change. Hence, culture is continually being changed by ordinary individuals constructing and externalizing new meanings (Valsimer, 1998). Bandura argued that there are four core properties of human agency, including intentionality, forethought, self-reactiveness, and self-reflectiveness (Bandura, 1986; 2002). The concept of human agency, the fundamental human quality that directs and regulates the experiences of human living, which can intentionally influence people's functioning (Bandura, 2006), is compatible to Shapero's model of "entrepreneurial potential" which also emphasizes intention, self-efficacy, and the propensity to act (Shapero, 1982). People create social systems, and these systems, in turn, organize and influence people's lives. The sociocultural impact is especially predominant in the trait of a person, attributing "learned experiences" and cultural dimensions. Through the cases with different personalities in a specific setting, I explored the human agency and relevant sociocultural impact on tourism entrepreneurial activities.

In Hong Kong, there are many grey areas or ambiguous definitions between the regulated institutional framework and some unregulated operation in the tourism industry, for example, a travel tour guide is licensed by the Travel Industry Council of Hong Kong (HKTIC,

Tour Guide Pass) but eco-guides are not registered by HKTIC but rather trained by a non-profit organisation such as the World Wildlife Fund (WWF, Eco-Guide trainee). This thesis is to explore the cultural and social impact on SME tourism entrepreneurs in Hong Kong, with a different set of the cultural notions. As a matter of fact, my research angle was about the discrepancy of cross-generation entrepreneurs with different traits and cultural dimensions in Hong Kong. I originally planned to use the lens of cross-generation entrepreneurs to look into the problem of the innovation process in entrepreneurship, but it turned out the scope was too broad and the inductive approach cannot work with such direction. I started to look for a more specific focus, as a practitioner of the tourism industry in Hong Kong. Finally, I took the advantage of being involved in the process of the research with both participant and non-participant observation, such as being a business partner, mentor, associate or friend in the setting. As a participant, I was able to share the emotion and perception with the interaction of the actors. Being the participant of participative observation enabled me to penetrate the various complex forms of "misinformation, fronts, evasions and lies" in the social settings (Douglas, 1976). With the focus on the qualitative aspects of the people, environment, processes, and entrepreneurial outcomes, I used the framework of "naturalistic" ontology with a natural setting close to the realities in the context for a constructivist qualitative approach, developing a partnership with individual entrepreneurs in order to enable a mutual construction of meaning during interviews, and a meaningful reconstruction of their stories. On the other hand, the purposive samplings, in my cases with conventional accredited SME tourism entrepreneurs and illegitimate tourism operators with a different background, enabled me to achieve the aim for my research, since I was not going to generalize the theory but to present a real phenomenon with an implication and proposition. Furthermore, a grounded theory and an inductive analysis enabled me to have an in-depth understanding of the questions.

As a subjectivist, I have to identify these underlying ontological assumptions, since they are implicitly assumed and always taken for granted. Hence, I could position myself with ontological stances in between a critical realist and a relativist. A critical realist believes things exist "out there", but as human beings, my own presence as a researcher also influenced what I was trying to measure and explore. In qualitative paradigms the terms Credibility, Neutrality or Confirmability, Consistency or Dependability and Applicability or Transferability are to be the essential criteria for quality (Lincoln & Guba, 1985). Some researchers argued that triangulation has risen to become an important methodological issue in naturalistic and qualitative approaches to evaluation, in order to control bias and establishing valid propositions, because traditional scientific techniques are incompatible with this alternate epistemology (Mathison, 1988). Triangulation is used as multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena which enhance the reliability and validity of a qualitative study (Patton, 1999). Therefore, reliability, validity, and triangulation through relevant guidelines, such as diversified participants' reviews from peers, and sharing collected data with participants, are applied in order to reflect the multiple ways of establishing truth. Conversely, a relativist believes that knowledge is a social reality, value-laden, and it only comes to be meaningful through my own individual interpretation. In qualitative research, the purpose is basically "generating understanding" (Stenbacka, 2001).

My research work was based on a natural setting and to sustain the closer realities of the context, through qualitative methods narration, purposive sampling, inductive analysis, and case studies. Bryman (2001) emphasizes the connection between viewpoints about the nature of social reality and how it could be examined and tested. This is a very pragmatic social science practice for my research. I started to look into cases in the natural setting and followed the interviewees for years with my observation. Some of the interviewees were actually my mentees during entrepreneurial mentorships; some are long-time friends whose pasts and

backgrounds I know well. I observed and interacted with them and encouraged them to tell their own stories and their day-to-day experiences. It is important to have a diverse spectrum of entrepreneurial activities for the micro-sociological analysis of this qualitative research. The criteria for selection of entrepreneurs for the studies is to ensure the contrast and diversity of the selected cases, which provides empirical evidence from non-registered operators and registered travel agents; conventional and unconventional business models; International exposure and Mainland-China connected; the Internet generation and the baby boomers; value creation and revenue extraction; social reformers and conservatives, male and female. According to Yin (2005), the use of multiple case studies is better than single case studies because it allows for more intensive examination of the same issues or exploration of a wider range of issues across a number of cases. By using individuals' experiences and perceptions of the phenomenon, as well as to compare, contrast, and complement among multiple cases.

Even though the focus of the topic is modified, it is further focused on a relevant institutional environment which related to entrepreneurial development, the sociocultural impact was finally put together under the lens with other institutional forces such as a regulative component, a cognitive notion, and a normative system. I still believe that culture is an organism (Durkheim, 1983; Spencer, 1858) that could be evolving with external variation. According to Durkheim (1983), the more specialized the function of an organism or society, the greater its development, and vice-versa. To Durkheim, generally, culture, politics, and economics are the three core activities of society, which are related to the institutional setting that influence the entrepreneurial activities of a specific time and place, according to the institutional theorists who are working on entrepreneurial research. Durkheim revealed himself to be a cultural relativist, arguing that each culture has a network of self-referential logic and concepts that create truths that are legitimate and, while not necessarily grounded in the reality of the physical world, instead are grounded within the reality of their respective social

framework. There is no dependence between scientific rationalism and cultural context. On the other hand, Spencer thinks societies are organisms that progress through a process of evolution similar to that experienced by living species, a concept known as social Darwinism. With the evolutionary nature of culture and society, what may count as knowledge in a cultural aspect for some researchers may not count as knowledge for me in a different time and space. These concepts explained again how human agency creates meanings of culture which transcend and change since culture is continually being changed by ordinary individuals constructing and externalizing new meanings (Valsimer, 1998). The research with a focus of the two-way relationships between the individual and society revealed the entrepreneurial behaviours under the relevant sociocultural impact of the society, as well as how individual attitudes and values can re-shape the culture and social norms of a specific setting.

To me, everyone has a different perception of the world. Primarily, we all have our own brain which is unique, additionally, cognition that could be rooted in our previous training, our national culture, and our experiences in our early life. However, there could be many variable attributes for us to identify a problem in the process of learning over the years. The generic innovation process, including new thinking, is grounded in models of how people learn (Beckman, 2007, pp. 25 - 56). I started to have questions about whether or not it is a matter of time that the cultural scope of a specific generation or an industry could be changed drastically, or if there are other external influences. The reality and its relevant aspects are ontologically independent of any conceptual schemes, linguistic practices, and beliefs. Even an established theory like the culture dimensions of Hofstede could probably be falsified if there were new evidence in a different time and space, especially when we refer to the social scientific concept of Verstehen, which refers to understanding the meaning of the act from the actor's point of view, or stepping into the shoes of others; adopting the research stance by treating the actor as a subject rather than an object of my observations. I believe the present notion of sociocultural

phenomenon is only an approximation of reality and that every new observation brings people closer to understanding reality. I could beat yesterday's me by tomorrow's me. When a theory gradually transforms into "common sense", we have to be careful. Stouffer (1947) pointed out that sociologists should depend less on their common sense but to cultivate more uncommon sense. Common sense reasoning and intuition could mislead and confuse our philosophical stances; we need to think critically and suspect the world which is elusive to us.

Nowadays, actors of entrepreneurship could have originated from a brand-new cross-country and multicultural background, even a brand-new global subculture could probably overwhelm endemic national or territorial culture. My research work needed to understand more about the individual entrepreneurs by being part of them, so that I would be able to reach the relative reality. I should not just identify the problem of an entrepreneurial ecosystem by geographical identification or generational differences, when the country boundary could be extended beyond the Internet era, or when technology and new values are accessible to any generation, presumably. My focus on the institutional impact on innovativeness could contribute more to future research on tourism, but it could also be applicable to other entrepreneurial activities.

4.2. Research Design

Despite there being certain limitations such as trustworthiness and generalization, the case study method is becoming progressively popular among researchers (Thomas, 2011; Hyett et al., 2014). This research used multiple case studies for data collection. The case study research method explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed and in-depth data collection, involving multiple

sources of information, discovering a case description and case themes (Creswell, 2013). A selective sample of the tourism entrepreneurs under similar settings and business environments can provide diverse empirical evidence for the research of relevant phenomenon of the travel industry in Hong Kong. With a structured case study framework, I deliberately selected an array of tourism operators with diverse background, including registered agent and non-registered operators, different age groups, different genders and different business models. For my research, it is crucial to have entrepreneurs with similarities and differences in values, experiences, personalities and business practices (Baxter & Jack, 2008; Stake, 1995). As a practitioner in the industry, I made some objective observations of current issues and personal contacts with stakeholders from different backgrounds, credentials, and generations, and I associated with people in an array of diverse contexts. Through multiple case studies, I could forecast contrasting results for expected reasons or otherwise similar results in the studies (Yin, 2003). On the other hand, the evidence created from a multiple case study is measured strong and reliable (Baxter & Jack, 2008).

Through a multiple case study design, I am able to analyse the data within each situation and across different situations. In the process of my studies, besides continuously adjusting and reviewing necessary cases, I deleted five irrelevant interview cases after the data analysis, including with two overseas entrepreneurs with different geographical backgrounds and three non-tourism-related business entrepreneurs. It is a mix use of a processual, contextual, cross-sectional, and longitudinal analysis in this thesis. The mixed approach is complimentary, with each method of approach complimenting the other; for instance, cross-sectional studies interview a fresh sample of people each time they are carried out, whereas longitudinal studies follow the same sample of people over time. The results from cross-sectional data exhibit validity comparable to the results obtained from longitudinal data (Rindfleisch, 2008). In this thesis, the cross-sectional design was based on an in-depth investigation of entrepreneurs in

different life stages and of different ages, discovering the role of age in the behaviour of entrepreneurs. A contextual analysis is simply an analysis of a text from diverse media such as manuscripts, transcripts, or multi-media which helps to assess that text within the context of its historical and cultural setting, and also in terms of its textuality, the qualities of textual data filtered from multiple meanings of the textual context (Hauser, 1974). It would appear to expand realistic possibilities for a reliable and systematic analysis of a broader range of social science data such as historic documents, cross-cultural materials, transcripts of interviews, ongoing verbal processes, and open-ended responses (Mctavish & Pirr, 1990). Processual analysis is preoccupied with describing, analysing and explaining the what, why, and how of some sequence of individual and collective action. Some researchers argued that social reality is not a steady state and human conduct is perpetually in a process of becoming (Sztompka, 1991). With the framework of processual analysis, which took me over five years, through the in-depth interviews and follow-up data, digging through social media and networks for years, with the temporal interconnectedness, I was able to study the cases in the past by in-depth interviews, present through case study and observation, and future time with follow up, observation and reviews for over five years (2014 – 2019) after the interviews. It is a holistic overview rather than a linear explanation of the process. Since the case study is not based on one single semi-structured interview, but additionally with follow-up telephone and Skype conversations and social media data collection from 2014 – 2019. The approach is similar to a longitudinal analysis, basically all cases have been followed through over five years for optimization of information with deep observation. Additionally, cross sectional analysis is also applied to all cases which is an observational research technique studying the same group of individuals in a specific time and under specific circumstances, such as the popularization of social media since the introduction of Facebook in Hong Kong, in 2009, the social movement for universal suffrage in 2014, the anti-parallel trade protest in 2015 – 2019 caused by the launch of the Individual Visit Scheme in 2004, the launch of high-speed express rail (Beijing–Guangzhou–Shenzhen–Hong Kong high-speed railway). The participants of the case study

showed a response and proactive reaction to the changes brought by institutional policies such as rules and regulations of the travel industry, as well as new facilitation and infrastructures such as the high-speed train or the transition of political and social settings (Ucbasaran et al., 2003).

I selected an array of diverse age groups in order to look into the socio-cultural impact on the innovativeness of tourism entrepreneurial activities in today's Hong Kong institutional environment. Nevertheless, the case comparison method related to grounded theory would be a good tactic strategy for my findings and analysis of collected data. I examined the socio-cultural impacts on entrepreneurs' innovativeness in a specific setting and the behaviours of the participants to see how they could work in practice and be applied to a universal spectrum. Through a constructivist qualitative approach with a micro-sociological analysis, the thesis provides a proposition for practitioners as well as a contribution to practices in the travel industry (Ritzer, 1985). I was not aiming at the building of a new theory, though it could be an emergent theory in the research process with the truth of my findings, but rather to explain a phenomenon. Although I took a constructivist's philosophical assumption into account for the research method, I applied a multiple case study with diverse theoretical supports in order to achieve corroboration, predictability, and rationality to generate prepositions. In recent years, the relationship of the case study theory is often solved by a "congruence analysis" as a tool to link the case observations and theoretical models. It was my research strategy or methodology to apply different relevant theories to look into the research question. These theories are not mutually exclusive. However, they were complementary to my qualitative research and they help me for the congruence analysis with different perspectives of the issues (Yin, 2014; Blatter, 2008, 2012).

The qualitative approach is appropriate to the concern of my thesis, which should be taken with the small/scale, micro, and close-up view of the phenomenon. The involvement as a researcher could minimize the distance between me and that which is being researched (Hussey & Hussey, 1997). Through the qualitative approach, detailed information from a smaller number of selected respondents are available. The focuses of this research are on the experiences and practices of tourism entrepreneurs, and the meaning given to such experiences. This thesis applied three sets of established theories, ranging from national culture-centric to personal behaviours and personalities oriented, including Hofstede's cultural dimensions, Shapero's theory and the Big Five theory. Three core research questions were explored through the participation of the actors or stakeholders, from a particular geographical setting, which is Hong Kong in my research. Hence different contexts, points of view, and attitudes and values of the cases were compared for the contrasts and commonness, similarities and differences of the cases, then the data was analysed for the discussion of findings with a systematic strategy.

My research was to investigate a phenomenon through selected cases that I was able to follow through with in-depth observation, plus an interview with designed questions, as other qualitative research with single cases. The unique cases provided me with data of unusually revelatory, extreme exemplars, or opportunities for unusual research access through my professional network (Stake, 2005; Yin, 1994). In addition to the attribution of single-case research, which could describe a significant phenomenon under rare or extreme circumstances (Siggelkow, 2007), the approach with multiple cases provided me with tremendous grounded empirical evidence, which were more diverse in opinions and practices. Through investigating the extensive similarities and differences for more objective data, it could achieve a robust and stronger base for theory building in the future (Yin, 1994). The rich data collected from designed interviews and internet (Kozinets, 2010), as well as the archival data, participant

observations were presented through the activities of the travel industry in Hong Kong, compared and analysed for the social construction of reality (Veal, 2017).

There have been many antipathetic comments on the use of a case study in research on the tourism industry. Oppermann (2000) argued tourism researchers need to take "new" challenges through a systematic addition of knowledge to the field, instead of continuing to produce more and more case studies of limited scientific value. Campbell (1975) criticized the approach by using an intensive study and naturalistic observations of a single foreign setting by an outsider, for whom this is the only intensively experienced foreign culture (Campbell, 1975). Yet there are also other positive views about the case studies approach, such as "the study of the particular", which encompasses the nature, historical backgrounds, physical settings, as well as socio-cultural contexts of a specific case or cases (Stake, 2000). This statement is an inspiration for my research, which is focusing on the current sociocultural context of a specific setting. The contemporary set of events will address the "how" and "why" questions from a neutral perspective (Yin, 2014). The case study strategy also allowed me to follow and observe the cases overtime for "processual, contextual, and longitudinal analysis" about the relevant actions and meanings within the specific social or organizational contexts (Hartley, 1994, pp. 208 - 229).

A case study is an empirical inquiry that investigates the contemporary phenomenon in depth, and within its real-life context, especially when the boundaries between phenomenon and context are not clearly noticeable (Yin, 2014). My research was to examine the current phenomenon over a period of time. The empirical descriptions of specific instances of the phenomenon are typically based on a variety of data sources from the narration of the cases (Yin, 2014). There are many pieces of research about innovation and entrepreneurs, some research about entrepreneur ecosystems, and very few about tourism entrepreneurs (Hjalager,

2010). I applied the empirical evidence collected from the cases with an inductive strategy to examine the core problem of innovativeness of tourism entrepreneurs and work out the proposition for possible antidotes. Due to the lack of a plausible existing theory related to my research, an in-depth case study with a congruence approach of different theories can offer me insight and observation into complex social processes that quantitative data are not able to easily reveal. Inductive reasoning usually moves from specific instances into a generalized conclusion.

However, my research is to investigate the phenomenon and the issues in a specific setting by using research questions to narrow the scope of the study; possibly there will be inspiration and directions for new emergent theories in future research (Strauss & Corbin, 1990).

In order to discover the changing phenomenon in the transitional period, it is a strategic approach to borrow from grounded theory (Glaser, 1967). My research started with generative questions which were the guide and compass in my research process. Through the in-depth structured interviews, I collected tremendous empirical evidence and then moved to the second stage for observation and triangulation with verification and analysis. Consequently, this finally evolved into the final stage process with central core issues by pulling all of the collected data and findings together, with the discussion and conclusion which is ready for a potential emergent theory or proposition, contributing to future research or professional practices. The research was deliberately designed as a multiple case study with in-depth observation and narration, actually there is some similarity to the action research model (Susman, 1983). There were distinguishing multi-phases to be conducted within each research cycle. Initially, a problem is identified and data are decoded after the interviews. In my thesis, the research questions were the core problem, with respect to a lack of tourism innovative entrepreneurs in

Hong Kong, which were able to achieve a more detailed diagnosis and empirical evidence through the designed interviews and observation of the multiple cases.

In the second stage of the process, data were collected and analysed, and the findings were interpreted. At this point, the problem was re-assessed and the process began another cycle with a cases comparison as triangulation. This process was continuing until the problem was resolved and clarified. In my thesis, I involved and observed with the interviewees with different identities based on the relationships in the real world, such as being the mentor of Mr. N, a business partner of Mr. K, Mr. A, Ms. N, Mr. J, Ms. S, Mr. C, and Mr. B. The dual identity as business counterpart and researcher enabled me to investigate the cultural backgrounds of the participants more closely, so as to find out how culture and subculture impacted on the innovation level of the entrepreneur through the interviews and observation of their daily practices for a few years.

Nevertheless, ethical concern such as anonymity, confidentiality, and informed consent were still a concern of a case study. The travel industry is a small sector in Hong Kong and the registration system confines the stakeholders within a small business circle. Through the detailed narration of the business practices of the cases, it may expose the identities and possibly associate some risk of harm to the participants of the case study. It is important to obtain the case study subjects' permission for publications. By disguising non-essential information, and allowing the participants to review the paper, this can also mitigate the risks. It is an ethical challenge to make the balance between the protection of the participants and the provision of adequate data to make case studies convincing and practical. The privacy and anonymity of all participants were guaranteed before and after the interviews and follow-up observations; on the other hand, the collected data and some research analysis were available for the approval and comments of the participants.

I applied the interpretive and narrative paradigm with an emphasis on the relationship between a socially-generated concept formation and language, through a longitudinal observation, containing qualitative methodological approaches. I acted as a passive collector and interpreter of relevant data through the process of the research, which was characterized by a belief in a socially constructed, subjectively-based reality, and it was influenced by culture and history. With a close relationship with the industry and the interviewees, I was able to collect very useful first-hand data for my thesis. On the other hand, with a further observation of the cases, I conducted in-depth case studies and interviews with dynamic and flexible logistics for a specific descriptive context.

4.3. Sampling and Data Collection Techniques

This section elaborated on the logistics of the design of sampling and the method of data collection of the data analysis technique. Specific questions and discussion about how the interviewees feel about being entrepreneurs, and their self-evaluation, can provide data about the intent and potentials of the individual and explore their true identity as a business model.

4.3.1. Rationales

There are always arguments about the numerical perspective, whether using single or multi-case designs, the essential question is related to the number of cases deemed necessary or sufficient for a case study (Xiao, 2005). Eisenhardt (1989, pp. 532 - 550) urged that the assessment of theory building from case study research depends as much upon the concepts, frameworks, or propositions emerging from the process, as upon the empirical issues such as

the strength of the method and the evidence grounding the theory. In my research, the prime objective is to explore and describe a phenomenon or a cultural response, rather than building a new theory, yet there could be inspiration for further emergent theories. It is important for me to understand participants' experiences through my personal experience in the industry and inter-relationships with the stakeholders. On the other hand, a study with a limited number of cases or replications is neither necessarily less articulated in theory building, nor do multiple case designs necessarily lead to a guaranteed development of theory. Another question will be the quantity of the case, literally, the qualitative approach should not be recounted on the number of cases, as it is not quantitatively oriented for generalization, neither for the testing of a theory. This is a matter of data saturation instead. Sometimes a small study may reach saturation more rapidly than a larger study. Data saturation is reached when there is enough information to replicate the study when the ability to obtain additional new information has been attained (Landau & Drori, 2008). There are many remarkable qualitative research studies about entrepreneurs and tourism, around 10 cases, but these are not able to provide exploration of discussion and implication for practice, future research, and continued development (Advord et al., 2004; Everett, 2008; Komppula, 2014).

There is a robust rationale for the selection of purposive cases for my research. Though there are 1,746 registered inbound and outbound travel agents in Hong Kong (Hong Kong Travel Industry Council, 2018), under the institutional control and rigid regulation, lack of creativity and innovation, almost all travel agents under the same categorization are providing similar products, similar costs, identical business models and monotonous entrepreneurial outcomes. It does not make sense to collect saturated data in a huge volume without any inspiration and implications for the innovativeness, through stereotyping industry actors with collective activities. With my network and experiences in the travel industry, I am able to find some stakeholders which have not fallen into the institutional system, but which are providing

unconventional tourism products and services. Since qualitative research is a major branch of inquiry in the social sciences, for encompassing a wide range of phenomenon, a collection of selected tourism entrepreneurs with different values and business models are essential for the interpretation of reality in the setting.

Moreover, data saturation could be reached when there is enough information to replicate the study (O'Reilly & Parker, 2012; Walker, 2012). The predominance of collectivism and monochromic culture are quasi-essential for the members of the Travel Industry Council of Hong Kong, with which the traditional tourism operators are officially affiliated. Repetition and reiteration of data could happen if the samplings of the research are merely from the institutional channel. Data saturation could happen if the ability to obtain additional new information has been attained, and when further coding is no longer feasible (Guest et al., 2006). Another criterion of the sampling must be a company or a person that I could approach in different dimensions, besides the interview, since all my cases are not a single in-depth interview, but a mixed approach with processual, contextual, and longitudinal analysis through engagement with recurring interaction and continuity over the years.

The literature about the problem of a case study provided me with reflection and deep thinking, before I designed the strategy and rationale of my case studies, which intended to understand the phenomenon through explanation and discussion with a different focus. It is the synthetic outcome of the relevant dialectical exchange of ideas which could possibly lead to theoretical advance (Dann, 2000). I rather had a strategic structured approach with archetype actors, which enabled a study of tourism entrepreneurial innovation in Hong Kong. In order to collect diverse data for multiple case studies with both similarities and differences, it is important to have a mix sampling with different contexts such as age, gender, experiences, education background, business models, and practices. For the sector of legitimate agents with

formal registration, the three typical backgrounds are composed of "Local Employee turned Entrepreneur", "Family-owned Business Second Generation Entrepreneur" and "Immigrant turned Entrepreneur". On the other hand, there was a wider spectrum in the illegitimate unlicensed travel operator, since there were less binds when activities were shown to have been thought of outside the box from a legal loophole. My purposive cases covered gender, different age groups, and different backgrounds with or without statutory concern.

With thorough and attentive measure and manoeuvre, I worked with eight cases, purposively, covering the most representative actors and stakeholders in the tourism industry of Hong Kong. These implementers are from entities, ranging from a conventional travel intermediary, a non-profit organization, to individual peers including those with a legitimate or an illegitimate status under the unique travel agents licensing system in Hong Kong. Additionally, the eight representative participants in the multiple case studies cover major contexts such as genders, generation, education background, learned experiences, entrepreneurial behaviours, and business models. All the cases are delivering travel experiences to their consumers in different channels and business practices. The following is the demographic information (Table 4) and relevant companies' background of the cases (Table 5). In order to have cross-generational studies, based on some research of generation culture (Tapscott, 1998; Howe & Straus, 1993; Gartner, 2000), I categorized the interviewees into four main generation groups, including Baby Boomers (born between 1946 & 1964), Generation X (born between 1964 & 1979), Generation Y (born between 1975 & 1983) and Millennial or Generation Z (born between 1983 and 2000). The stratification is subject to the business models, tourism activities, and affiliations of the interviewees. The more significant discrepancies they have, the less data saturation could be ensured with a limited parameter of cases. A narrative case study is a qualitative research approach about a real-life problem or developmental factors in relation to environmental factors that provide sufficient background

data so that the problem can be analysed intensively. A vast random sampling with homogenous external and internal stratum is not appropriate for a narrative case study, since narrative inquiry requires thorough reflective engagement, mutual and sincere collaboration between the researcher and the participants over a period of time, which is a research method designed to reveal a current phenomenon through in-depth and sufficient background in the absence of monotonous data saturation (Bruner, 1986).

Through my personal network in the tourism industry in Hong Kong, I conducted multiple case studies with participants from mixed background, genders, generations, and entrepreneurial history and activities. The eight SME entrepreneurs are related to the travel industry under the same physical and temporal setting in Hong Kong; they will divulge their experiences, values, and meanings of their reality, which can be viewed as socially situated knowledge constructions for the narrative analysis (Polkinghorne, 2007). Hence the collected data will be analysed with three congruent theoretical frameworks, including Hofstede's cultural dimensions (1984), traits theory (Digman, 1990; Tupes & Christal, 1961), and Shapero's model of entrepreneurial potential (Shapero, 1981, 1982). The purposive multiple cases are diverse and complementary to each other, including three registered travel agencies under the Hong Kong Travel Industry Council. The other five participants are different entities and practitioners which deliver diverse travel experiences to their customers.

I selected representative cases with different backgrounds and entrepreneurial outcomes, in order to avoid saturation and repetition of data. The application purposive sampling, also known as subjective, selective, or judgement sampling is more appropriate to my thesis. It is a sampling technique in which researchers rely on my judgment when choosing members of a population to participate in the study. Purposeful sampling is also a technique widely used in qualitative research for the identification and selection of information-rich cases

for the most effective use of limited resources (Patton, 1990, 2002). It was an advantage for me as a practitioner in the travel industry in Hong Kong, and I understood that there are over 95 per cent of similar small size travel agents under a regulated framework and structured practices; data saturation was the major concern for my research work. It was necessary for me to arrange purposive cases in order to collect data with diverse stories and traits, which enabled me to decode the phenomenal events and happenstances. All my cases were related to an array of tourism entrepreneurial activities in Hong Kong, but some of these were outside the institutionalized notions, which are non-registered organizations (NRO) in my research, contrary to the cases within the institutional system, the registered travel agents (RTA), are under a different setting and structured legitimate business norms. Case 1: a veteran Mr. K (RTA) with solid management experiences of a leading travel agent and now a business owner of a golf tour outbound agent; Case 2: Ms. S (RTA) is a business partner of a licensed inbound tour agent with a focus on low price mainland group tours; she personally moved to Hong Kong from mainland China and worked as a tour guide before founding the present company; Case 3: Mr. A, (RTA) the second generation of a family-owned SME outbound travel agent confronting the organizational change. Diversely, I also followed cases which were not registered on the list of licensed agents, but which offered alternative tourism activities, including Case 4: Mr. N, (NRO) a young social entrepreneur with a focus on cultural diversity and experiencing ethnical culture in Hong Kong and other countries; Case 5: Mr. B, (NRO) founder of a Hong Kong-based non-profit making co-operative based organization to bring visitors into or to take out of Hong Kong for volunteering activities; Case 6: Mr. J, (NRO) established a media and activities platform to provide inbound and outbound outdoor and nature-based activities and adventures; Case 7: Ms. N, (NRO) an early retired banker who is now an active entrepreneur in different businesses, including a social network platform which is organizing and bringing foodie members to experience customized food tours, both domestic and overseas; Case 8, Mr. C, (NRO) a serial entrepreneur and a pioneer in a technological start-

up, is now running a direct booking marketing platform for hoteliers in Hong Kong and some Asian countries.

4.3.2. Data collection techniques and protocols

Interviewing was the major data collection technique I employed to gather relevant data and information. In addition, collecting documents, artefacts and observations were also used to gather information about research objects. There are eight in-depth semi-structured interviews with the eight entrepreneurs with diverse backgrounds, contexts, attributes, and entrepreneurial outcomes. Each interview lasted over three hours. In addition, a Skype video meeting and telephone discourse were conducted for extra data and communication. Last but not least, observation of relevant entrepreneurial behaviours and business practices through social media and mass media coverage were carried on for additional data, further reflection, verification, and triangulation of the data. In this stage, by informally including participants, other peer researchers, and other stakeholders from the industry, a multiple viewpoint can be consolidated, which can probably make the analysis process richer and trustworthy (Gurwitsch,1979).

The research methodology is also inspired by an interpretive paradigm with the objective to achieve sense-making of the current phenomenon and the subjective world of human experience (Stake, 1995, 2005; Jordan & Gibson, 2004). The strategy of the interviews was based on the literature review, especially the cultural dimension theory of Hofstede and other theoretical frameworks related to personality traits, such as the Big Five personality theory and Shapero's entrepreneurial event theory.

A semi-structured interview (SSI) has been referred to as a "conversation with a purpose" (Burgess, 1984, pp. 251 - 270). The approach enabled me and the participants to have more flexibility in the meetings. The approach allowed the interviewer to conduct the discourse without strict concern of a formalized list of questions. I asked more open-ended questions for an in-depth discussion with the participants, rather than a straightforward question and answer format. The semi-structured interviews of my research were comprised of three major sections, though there were some free flow discussion and interaction during the interviews, basically the division of the core theme was attainable after the reorganization of the data, including Part A, which is the self-awareness of the interviewees (clues of personality traits and cultural dimensions), Part B, which concerns the external perception to the actors (traces of sociocultural impact) and Part C, which concerns investigating the reflection of the actors (a pointer of entrepreneurial behaviours and future development). The set-up questions are as follows:

Table 3: *Semi-Structured Interview Guide*

Typology	Interview Probe
Self-Awareness	- Would you describe your lifestyle? - Would you describe your personal identity and culture? - Would you tell me your views about the differences between generations? Would you tell me your involvement in a community, group, or event with people of a similar background? - How did you initiate becoming an entrepreneur? - Could you describe your role model to me? - How do you expect it is to be an entrepreneur?

	- Could you tell me the stories of your peers or friends who are entrepreneurs? How do they function?
	- What do you most enjoy about being an entrepreneur? Why?
	- What do you least enjoy about being an entrepreneur? Why?
External Perception	- How do other people respond to your lifestyle, personal identity, and culture?
	- Were you ever challenged by other people with different backgrounds, including their ages, cultures? How?
	- How do you think society works for your generation?
	- How do other people feel about your career?
	- Have you made any new friends or lost any friends as a result of being an entrepreneur?
	- Did you seek consent from others when you decided to start the business?
	- Do you have any mentors as support? Can you share the experiences?
Personal Reflection	- What do the terms entrepreneur and entrepreneurship mean to you?
	- How do you feel about the strength and weakness of your identity and cultural background?
	- Are you confident in yourself and in your generation, compared to other generations?
	- When do you feel is the best age to start a business, in your opinion?
	How do you think your business could be improved?
	- Could you tell me the difficulties and challenges you meet when running your business?

4.4. Data Analysis Techniques

Qualitative data analysis is the process of examining and decoding qualitative data to obtain an explanation for a specific phenomenon (Reissman, 1993). Through the process of qualitative data analysis, I derived the understanding of my research objective better, by revealing patterns and themes in the collected data. In my research work, qualitative data refers to non-numeric or textual information, including the interview transcripts, notes, audio recordings, text documents, internet information, social media extracts, observation, and peer discourses. Basically, it was a narrative analysis which I worked on with the reformulation of stories and narration given by the participants. Then I took into account the context of the different and similar experiences of the multiple cases. The narrative analysis enabled me to conduct the revision of primary qualitative data. Most of the participants of my research have bilingual proficiency, as they are professionals in international travel services, except one interviewee with a focus on mainlanders. The interviews are conducted in Cantonese, which is the mother tongue of Hong Kong. However, manuscripts are written in English for further works such as decoding and analysis. Although my research was not aiming at building a new theory, but rather at exploring the social phenomenon, I borrowed the analysis technique of grounded theory, so that a specific topic or theme could be constructed, based on the collected data (Glaser & Strauss, 1967; Bowers, 1988). In my case studies, in the process of collecting and analysing qualitative data, I noticed that differences between generational, social, and cultural groups are complimentarily noteworthy to a socio-cultural impact of entrepreneurial behaviour, which deserves further research and attention in future research.

In a narrative approach, textual and semantic data are the most important component for the coding and analysis, and domain analysis strategy (Spradley, 1979) which focus on searching for the larger units of cultural knowledge, and meaning is applied as the framework

and system to categorise the data and organise the observation of my research. It is useful for me to understand relationships among concepts, including the interrelationships between different domains such as innovativeness and institutional impact, contexts and innovation, the generation gap and the Internet culture. In addition, inductive reasoning helped me to move logically and objectively from specific instances and observations into a potential generalized conclusion.

4.4.1. Unit of Analysis

I explored the stories of selected individual entrepreneurs without interdependence. Contrarily, their business model and customers are in a different spectrum of entrepreneurial activities in the travel business in Hong Kong, ranging from institutional structure or registered travel agents to the non-registered operators outside the institutional constructs (Travel Industry Council of Hong Kong, Travel Agent). The studied cases include Hong Kong tourism entrepreneurs with diverse backgrounds representing different generations, personality traits, business models, genders, beliefs, and values. I used the selected "telling examples" for a narrative approach of knowing. Every entrepreneur had a section to introduce their identity, background, and business environment. This is a chance for each interviewee to elaborate on their self-concept or self-identity (Rogers, 1969).

In the first phase of the interview, particular attention was placed on their social network, family history, and the traits of their personal development. The personality traits are defined and measured which can be discovered as habitual patterns of behaviour, thought, and emotion of the individual entrepreneurs. The questionnaires were also designed with the concept of the Big Five personality traits model (FFM) (Digman, 1990; Tupes & Christal, 1961)

including openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Trait theorists argued that an individual is heavily bound by behaviour and distinct habits could be developed in the early ages of the individual. The collected personal data explained the micro-sociological context of the individual and their perspectives of the environment.

The second part of the interview was focused on the cultural dimensions of the entrepreneurs, the self–awareness of their relationship to the community, cultural and subcultural norms, their dreams, interests, and lifestyles. The third part of the interview was concentrated on the entrepreneurial output of the interviewees, the lens examined what the values and beliefs of their entrepreneurial outcome are, how they would take a risk, achieve their pursuit, tackle a dilemma, and grab an opportunity. In the second and third part of the interview, there was an intense investigation on the propensity to act of the entrepreneurs during specific entrepreneurial events in accordance with Shapero's theory. Furthermore, the attribution to innovativeness of each entrepreneur was explored through Hofstede's six cultural metrics on the power distance index (PDI), risk-taking capacity/uncertainty avoidance index (UAI), individualism/collectivism orientation (IDV), masculinity/femininity traits (MAS), measure of happiness (IND), and time related perspective (LTO). I took a further step for probing the potential of innovativeness of the entrepreneurs, by using Shapero's model of entrepreneurial intention, in order to investigate the potential of the interviewees (Shapero, 1982). With the application of three core entrepreneurial theories as a framework for congruence analysis, the case studies can provide empirical evidence for the explanatory relevance or relative strength of one theoretical approach in comparison to other theoretical approaches (Blatter & Blume, 2011).

After the interviews, further data of the cases were collected through longitudinal observation and triangulation on each case and their relations with the current phenomenon. As mentioned earlier, qualitative research analysis should cover non-numeric or textual information such as the interview transcripts, notes, audio recordings, text documents, internet information, social media extracts, observation, and peer discourses for objectivity and trustworthiness.

The analysis of the relevant collected data allowed me to identify a socio-cultural impact on innovativeness in tourism entrepreneurs, confronting rapid change and non-linear dynamics in diverse dimensions. In entrepreneurship research about cultural perspectives, many studies focus on a national or an organizational basis (Reynolds et al., 2005). However, it is important to understand how individual entrepreneurs act and react differently under a similar setting, but with variances due to a discrepancy in early stages and family background, as well as learned experiences (Kirzner, 1997). Bandura (2000) argued how people use their own sensory, motor, and cerebral systems as tools to accomplish their tasks and goals and to give meaning, direction, and satisfaction to their lives. He believed humans can "act on the environment; they can create, uphold, transform, and even destroy their environment" in a "socially-embedded interplay between personal agency, and environmental influences." Every single individual is self-organizing, proactive, self-regulating, and self-reflecting. "They are producers of their life circumstances, not just products of them." In my research, human agency, human beings, or individuals were the prime actors related to innovativeness. The genetic make-up of humans is not the most determining factor for their behaviour, but culture makes the difference. Today's society is undergoing drastic social, informational, and technological changes, and these "revolutionary advances in technology and globalization are transforming the nature, reach, speed, and the loci of human influence (Bandura, 2006, pp. 164 – 180). These new realities present vastly greater opportunities for people to exercise control over how they

live their lives." The study of entrepreneurship actually is the research on human agency and individual self-actualization in a continuously changing environment. The stories of each entrepreneur provided me with empirical evidence and data about the innovativeness of tourism entrepreneurial behaviours in the current setting of Hong Kong. The quotes of the specific individuals in association with the other textual information of their entrepreneurial outcome further enhanced the substantial code for the specific domain analysis of the case studies. However, I tried to categorize them into sub-groups with comparison for further analysis, such as RTA (registered travel agents) and NRO (non-registered operators), the use of individual observations and multiple case studies, together with non-numeric or textual information including the interview transcripts, notes, audio recordings, text documents, internet information, social media extracts, observation and peer discourses that applied the exploration of research questions related to interaction and a micro-sociological level of analysis. The further comparison of the sub-divided group data could be viewed as a transversal design for the constant comparative method (Strauss & Corbin, 1990). I used specific text, lines, sentences, paragraph segments of the transcribed interviews, field notes, and peer reviews to further enhance the neutral content analysis, in addition to further work on the sub-grouping which is aiming for the possible generalizability of the phenomenon.

4.4.2. Narrative Approach

The narrative approach is a very common data analysis method in entrepreneurship literature. Qualitative data is non-numeric and data in qualitative research comes in the form of contextual text such as "words", "phrases", "sentences" and "narrations". Blumer (1969) argued "words" and similar data as being capable of providing the "rich", "full", and "real" story, rather than the thin abstraction produced by "numbers". In social sciences research, narrative and storytelling are also legitimized as credible sources of knowledge, communication, and even

theory-building (Boje, 2001; Elliott, 2005; Mishler, 1995; Rhodes & Brown, 2005). A narrative is specifically useful for me to construct, reflect, and examine the span of practices and processes across cultures and contexts through the case studies (Fletcher, 2007). Miles & Huberman (1994) agreed the strength of qualitative data is that it is rich and holistic with a strong potential for revealing complexity nested in a real context. In this thesis, there are a total of eight purposive cases under an inductive research framework, with longitudinal observation over a period of time, providing me with abundant empirical evidence of the phenomenon of the innovativeness of tourism entrepreneurs in Hong Kong. Apart from the in-depth interviews, secondary data related to the cases are obtained through relevant media reports, official websites, social media, and other official bulletins and minutes of the industry. Informal meetings in industry events are also very resourceful for my research. I was able to collect raw data spontaneously in response to particular circumstances or issues, such as the opinion of the current institutional policy or social incident. I found "Narrative Inquiry" fits into my research work as a "sensitizing concept" (Schwandt, 1994, pp. 118- 137). I explored the research questions, not only the private constructions of individuals which are commonly used in narrative research, but rather the collective interpretations and constructions through the participants' perspectives and the stakeholder's perspectives. This research with an interpretive paradigm matches with the framework of the naturalistic ontology with a natural setting, where the respondents are able to keep realities in their context. I used qualitative methods with purposive sampling which led to the process of data coding, inductive analysis, and exploratory research.

This thesis aims to examine what the human agency and relevant innovativeness are. Through similarities and discrepancies among tourism entrepreneurs in Hong Kong, it also found out if there are distinct advantages or disadvantages under the present sociocultural phenomenon and entrepreneurial ecosystems in Hong Kong, based on their intention related to

innovation. An interpretive paradigm and case study research to look into the "how" and "why" questions are the best approach. After the interviews of the case study, I followed up with the changes and development of each case in reality. In order to execute the transversal design for a constant comparative method, I employed the comparative method from different stages of data processing, ranging from open coding to selective or theme coding, as per guidance by Strauss & Corbin (1990). The comparative method is also regarded as the application of grounded theory analysis. Corbin argued that the research data can be broken down into manageable pieces, and relevant data will direct the researcher for conceptualization. With the developing direction, the researcher can brainstorm and further question the data, make comparisons, and reflect the next actions in the process. Consequently, the researcher will begin to develop themes and categories. Comparative analysis methods can be done by adopting some flexible guidelines for coding data, including the three steps of the coding strategy, including open coding, axial coding, and selective coding, which refer to a sequential process of data coding, including the initial phrases of coding, breaking down of the core themes, and the final stage of data analysis after the core concepts emerge from the identified coded data categories and subcategories. The narrative inquiry approach is applied in the transfer and sharing of relevant knowledge, which is bound to cognitive issues of both constructed and perceived memories. It helped me to obtain the emotion of the moment described, rendering the event actively and infusing the latent and hidden meaning being communicated by the interviewees. The concept of memory and notions of time both found in the past and re-lived in the present are important to the narrative storytelling (Bruner, 1990).

4.4.3. Cross-Case Analysis

The cross-case analysis (Miles & Huberman, 1984, 1994) is originally presented as a method to synthesize evidence from multiple cases within a multi-case setting. My thesis applied this

technique which facilitates the comparison of commonalities, similarities, discrepancy, and difference in the entrepreneurial behaviours, events, activities, and processes that are the units of analyses in the multiple case studies. Cross-case analysis can provoke the researcher's imagination, prompt new questions, reveal new dimensions, produce alternatives, generate models, and construct ideals and utopias (Stretton, 1969).

Actually, in social science, a cross-sectional study, also known as a transversal study, is a type of observational study that analyses data from a population, or a representative subset, at a specific point in time, with a relevant temporal and spatial context. The transversal or cross-sectional design of my research was observational studies, with different entrepreneurs who are now in specific life stages or have specific ages, of which I started with a cross-sectional study in order to inspect whether there were links or associations between certain contexts at a specific point of time, probing the role of age in entrepreneurial behaviours, then applying a mix use of cross-sectional, processual, contextual, and longitudinal analysis, so that I was able to input the diverse contexts such as the personality, experiences, values, and entrepreneurial behaviours of the interviewees, in order to study differences and similarities of the cases through a mix usage of an inductive approach, a narrative approach, and a domains approach, since some researchers pointed out one single method cannot answer all the questions that will emerge in the course of researching a topic. It is more appropriate to facilitate a more comprehensive study of a topic, researchers with all possible available research tools (Trochim, 2006; Creswell & Plano Clark, 2007). The theoretical framework with the three directive theories, including Cultural Dimensions (Hofstede, 2004, pp. 162 – 198), Shapero's entrepreneur's potential (Shapero, 1982) and the Trait Theories (Digman, 1990; Tupes & Christal, 1961) was employed as the base for the qualitative analysis. Traits theorists (Digman, 1990; Tupes & Christal, 1961) believed that an individual is heavily bound by behaviour and distinct habits, including extraversion (sociability), agreeableness, conscientiousness, emotional stability, and openness to experience.

118

As a matter of fact, these traits could only be formed over a period of time, as an end result of serial experiences with specific environmental and genetic factors. Aristotle described the character of a person is the sum of his habits and behaviours, and even the culture and customs of one's childhood could probably impact one's mindset for the rest of his life. The epistemological assumption in qualitative research, is to explain each individual has a different view of the world and thus it is difficult to generalize findings and draw inferences, simply on the basis of quantitative research. The cross-case qualitative research approach allows the researcher to compare case-specific idiosyncrasies, to convert them into participant observations, to link them with extant theory. The similarity and diversity of the selected cases provides empirical evidence from non-registered operators (NRO) and registered travel agents (RTA); traditional and new business models; Global exposure and Mainland-China oriented; the baby boomers, the X generation and millennials; productive and unproductive entrepreneurs; value creation and revenue extraction; social reformers and conservatives. According to Yin (2005), the use of multiple case studies is better than single case studies, since it offers intensive examination of the same issues or exploration of a wider range of issues across a number of cases. By using individuals' experiences and perceptions of the phenomenon, as well as to compare, contrast, and complement among multiple cases. Comparative case studies involve the analysis and synthesis of the similarities, differences and patterns across two or more cases that share a common focus or goal in a way that produces knowledge, through the strategic approach, the researchers are able to seek and produce new knowledge (Campbell, 2010; Hartman, 2014).

Since the narrative elements of the cases may not occur constantly, multiple or reoccurring elements may exist within a single narrative, I implemented the research data analysis with Labov's Thematic Organization or Synchronic Organization for understanding and decoding the major events and the effect of those events that impact the construction of the

narrative of the interviewees (Labov, 2006). Firstly, after the pre-construction of the narrative of the entrepreneurial events and relevant research questions. Afterwards, I needed to develop an "evaluation model", which organizes the data into an abstract structure/categories, to explore what it was about, the relevant orientation of "who" (Hong Kong Tourism Entrepreneurs), "what" (Sociocultural impact on Innovativeness), "when" (Transitional Period in Hong Kong), and "where" (Hong Kong), the complication of "what happened" (global competition, creative destruction in travel industry, decrease of business in tourism) and the evaluation of "how", "why", "what" and the result "what finally happened", with a code, a "finished narrative" to wrap up each individual case, before a cross-case analysis among the cases. After the interviews of the cases, before the case-by-case comparison and cross-data analysis, I organised different stages of analysis, ranging from "coding", in order to identify the anchors for gathering key points of data, and then I worked out the "concept" with the theoretical framework, and my added insights in order to collect the codes of similar content and grouping of data. I then separated the findings into "categories", where I put similar concepts together for generating a concept of "theory" and lastly a "conclusion" or potential "emergent theory" in further research, which was the elaboration of detail of the core of the research.
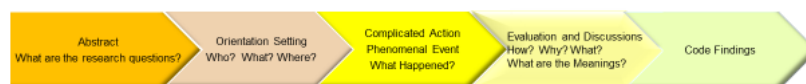
Figure 3 : Labov's process of data analysis

Figure 4: Adapation of Labov's Sociolinguistic Model of Personal Narration for Cross Case Analysis: From Research Questions, Coding, Theoretical Framework Congruence Analysis, Data Decoding, Discussion and Findings

The sociocultural impact on the entrepreneurial and innovation ecosystem plays a decisive role in the growth and development of innovativeness and creativity in the travel industry. The institutional framework such as the predominant pro-China policy, the tiered regulatory bodies of the tourism industry in Hong Kong, and the prevailing anti-innovation social norms or social steadiness atmosphere among the institutional organizations across different sectors provides specific "nutrients" or incentives for opportunity entrepreneurs with "intention" prior to "potential". Unproductive entrepreneurial outcomes simply for wealth transfer are not innovative enough to create wealth and new value. Fukuyama (1995) pointed out that trust and fair opportunity in a society encourages a virtuous circle that encourages good behaviours including productive entrepreneurship. Some researchers argued that unproductive or destructive entrepreneurship will end up being poorer in a society that allows malpractices

such as rent-seeking, corruption, and collapse of rules of laws (Murphy et al., 1991; Olson, 1996; Sobel, 2008). Relevant entrepreneurial outcomes will be triggered by relative "credibility" and a "propensity to act" of alternative behaviours of the opportunity entrepreneurs in specific entrepreneurial events (Shapero, 1982).

Baumol (1964) suggested the historical account of the influence of incentives on the development of productive or unproductive forms of entrepreneurship. Baumol further argued that government policy and programmes can play an instrumental role in an environmental context that influences the development of either productive (legitimate) or unproductive (illegitimate) entrepreneurship, which lead to different entrepreneurial outcomes. Personal characteristics or individual context are the least likely to change, and most personal characteristics such as age, sex, and ethnicity cannot be changed. Nonetheless, specific designed training programmes and changes to cultural norms and societal values can have a positive influence on personal beliefs and values. On the other hand, transition economies or entrepreneurial activities in a transition period are characterized by a high level of unproductive entrepreneurial activities, since most entrepreneurial activities in the centrally planned system were focused on rent-seeking and could be economically destructive or productive (Dallago, 1997). Wennekers and Thurik (1999) described the productive entrepreneurship with productive business creation as having been focused on innovative activity. Productive entrepreneurship demonstrates the innovativeness and willingness of individuals to perceive and create new economic opportunities, through innovative activity, including new products, new production methods, new organizational schemes, and a new production market (Baumol, 1996). In addition, productive entrepreneurs introduce their ideas in the market in the face of uncertainty and other obstacles. Their efforts result in a viable business that contributes to national economic growth and personal livelihood; they create social values instead of simply wealth distribution. Innovativeness can only be flourishing in an organization or community

that can build up an appropriate culture and climate which nurtures innovation and is conducive to creativity (Ahmed, 1998, pp. 30 – 43). Torokoff (2010, pp. 435 - 445) argued a 'positive emotional climate' is important in steering the innovation process. In the meantime, Sedziuviene and Vveinhardt (2010) stated that innovativeness is an ability and continuous readiness to re-organize and also to initiate changes. Innovation ecosystems refer to heterogeneous constellations of organizations which co-evolve capabilities in the co-creation of value (Adner & Kapoor, 2010; Moore, 1993). An innovation climate is an atmosphere within an organization or an industry that fosters and propagates creative mechanisms to achieve organizational or entrepreneurial outcomes. Innovation climates facilitate the personal characteristics or traits among organization members or entrepreneurs that are conducive to creative and innovative ideas. For an industry or a geographical setting, the innovation climate is closely related to the sociocultural and institutional influences which encourage openness for creative disruption or changes. As the environmental changes and transition demands organizations to make changes and adapt to new conditions, innovations are the vehicle to introduce change into outputs, structures, and processes and factors at different levels – individual, organizational, and environmental (Fariborz, 1991, pp. 555 - 590).

Though there is no specific answer to which particular sociocultural factor or its attributions are favourable and auspicious for innovation in business ventures, there is no doubt that the interrelated factors impact on the interlinked innovation ecosystem, which is regarded as the nursery and catalyst for innovators. Under a healthy innovation ecosystem, an inter-related human network of educational institutions, corporations, policy makers, industrial organizations, trade associations, venture capitalists, research centres, NGOs and SMEs can achieve an equilibrium balance and integration with well nurtured materials, resources such as funds, equipment, facilities, infrastructures, hardware, and human capital, such as a young generation, industry researchers, industry representatives, academia, and business practitioners.

Legitimation of game-changing deeds, tolerance, empowering young people and different genders, tolerance and acceptance of risk takers, rule-breakers and changers, could generate a positive social notion to promote innovativeness in society, especially for a productive entrepreneurial outcome.

The intense policies aiming for connectivity and harmonization with Mainland China enhance a "Specific Entrepreneurial Event" (SEE) for changes of behaviour. Ms. S is one of those decision-makers who views the institutional constructed policies and setting as her best opportunity for her to enact a set of alternatives (Katz, 1992, pp. 29 - 37). Some researchers argued that "situational perception" can explain the gap between "potential" and "intention". The propensity to act for Ms. S is not necessarily an innovation to bring in new value nor is it a disruption to old practices, it is strictly a concern of benefit (Krueger & Brazeal, 1994). Unproductive entrepreneurial activities are not value of creation but only a transfer of wealth. The reliance on institutional initiatives through rent-seeking becomes a habitual practice of Ms. S's company, rather than seeking to gain added wealth without any reciprocal contribution of productivity or innovation.

The case of Mr. A explained the difficulties to make changes in an organization, which is actually about the hardware or system, but the software such as the climate, culture, mindset, and values, is all about the human agency of the entrepreneurs. Perrini (2006) argued that changes in the business organization are not an easy task and further elaborated "habits of thought are hard to break and are forgotten; failed movements are a poor source of inspiration in confused times" (Perrini, 2006, pp. 26 - 37). It is about the culture and the drivers behind innovativeness. There is no doubt how during the transitional periods of cultural change, the generation gap which is also measured as a difference in attitudes between groups of different

ages at one time, will initially increase, such as the gap between Mr. A's father and Mr. A, or the gap between the Millennials and Mr. A himself (Smith, 2000). Smith's analysis revealed the generation gap or the difference in attitudes could be decreased when the general attitudes have spread throughout society, which identifies and explains the generation gap or generational differences. The gap will be created when the younger generation acquires new cultural values faster than their previous generations. However, until the older generation acquires and accepts the new values, the gap will be narrowed and innovation could be easier to break through.

Entrepreneurial activity is the prime index and drive of economic growth of a geographical location. Innovation is the process and outcome carried out and accomplished by people with the intention to change and a breakthrough for new value propositions and economic benefits. Business operators are not necessarily entrepreneurial innovators or game changers who aim for disruptive innovation. The sociocultural impact is the predominant agent for innovation, inside an entrepreneurial ecosystem with a web of interrelated human networks (Isenberg, 2011). It is generally agreed that the risk-taking dimension and individualistic thinking (Hofstede, 2004), and personal traits such as extroversion, agreeableness, openness, and conscientiousness (Digman, 1990; Costa & McCrae, 1992), are important attributions of individual contexts, personal competence, and manoeuvre to execute personal will and the pursuit of dreams within a specific environmental context. Empowerment, facilitation, recognition, freedom and liberty for changers and innovators are the leverages of innovative entrepreneurial activities.

Innovativeness is the human agency of an entrepreneur to think and act out of the box. The sociocultural norms and supportive climate can nitrify the desirability, feasibility, and viability for innovation, and a propensity to act during an entrepreneurial event (Shapero, 1982; Fitzsimmons, 2011). On the contrary, a social hierarchical framework, structured career path,

pre-set life goal, and social norm cannot trigger innovative thinking, but only build up barriers and negative perceptions for innovators.

Summary:

This Chapter explained and discussed the contributions to the relevant congruent entrepreneurial theories, including Shapero's entrepreneurial potentials and events (the intersection of an institutional context and an individual context), trait theory (micro lenses) with a focus on extroversion, agreeableness, openness, and conscientiousness provided micro investigation about the individual context of the participants. The cultural dimensions of Hofstede (macro lenses) including power distance (PDI), individualism (IDV), masculinity (MAS), uncertainty avoidance index (UAI), long-term orientation (LTO), and indulgence of the entrepreneurs explained the environmental influence on the entrepreneurial outcome. Socio-institutional impact in the transition period of Hong Kong, such as resinification and anti-innovation social norms which caused a negative impact on the innovation ecosystem are highlighted. Contextualization also provides new perspectives for entrepreneurial research and facilitates the integration of existing frameworks and coherent theories. The discussion explored how the three different theoretical perspectives (describing macro-level, Hofstede, individual-level – trait theory, and their intersection – Shapero's entrepreneurial event) can be combined to produce richer and more complex analysis of variation in innovativeness in a specific context. The integration of different dimensions of context such as cultural milieu, environment, generation and institution with relevant theories, extended further analysis of innovativeness through the entrepreneurship behaviour.

4.5. Research Quality Assurance and Reflectivity

Trustworthiness and credibility of the information collected and analysed under qualitative research are important. There is no doubt that scientific merit is the important indicator of credibility, which is based on the weight of the evidence and argument offered in support of a statement or knowledge claim, which is a notion in quantitative research. The credibility of this research can be seen through: (1) the coherence between the data collection instruments (semi-structured interview questions) and relevant data analysis techniques; (2) precise sampling of cases for the efficient and effective saturation of categories for quality data (a balance mix of registered and non-registered travel agents for data and environmental triangulation); (3) triangulation of what interviewees said with facts and events about their life journey and (4) the objectivity in interpretation of data and information collected.

Some researchers argued that valid theories are well developed and informed, theories are comprehensive, logical and consistent (Glaser, 1978; Morse et al., 2002). Last but not least, a precise record of data with complete audio files and manuscripts can also demonstrate clear serial data, ensuring interpretations of data are consistent and transparent without bias. This thesis has robust empirical evidence from designed case studies through attainment of rigor. All the cases of the thesis are still active in the industry and operating with their business models and values. Validity of the thesis can also be checked through respondent validation, the participants were kept informed of the progress of the research and some preliminary findings were also discussed with peers and stakeholders of the industry in Hong Kong, and other cities as well. The findings of the research could be tested through business practices and performance of the participants and the comments of other stakeholders in the industry, for the reliability of the information. In qualitative research, the aim is to "engage in research that probes for deeper understanding, rather than examining surface features" (Johnson, 1995, p. 4), and the

philosophical stances of constructivism, which is based on observation and scientific study, about how people learn and construct their own understanding and knowledge of the world, through experiencing things and reflecting on those experiences (Bereiter, 1994). A reality in a constructivist notion is kept changing, whether the observer or researcher wishes it to or not; it is a phenomenon with changes (Hipps, 1993). Multiple methods of searching and gathering data enable an indication of multiple realities and possibly diverse constructions of reality. Besides the designed semi-structured interviews in my cases study, additional multiple data sources online, with a focus on personal social networking sites, virtual worlds, and the comments on the Internet world provided an extra source of data for triangulation (Bowler, 2010; Kozinets, 1998).

All research must have "truth value", "applicability", "consistency", and "neutrality", in order to be considered worthwhile. Social constructivists believe that individuals seek understanding of the world in which they live and work (Guba et al., 1981; 2011, pp. 97 - 128). The nature of knowledge between the quantitative paradigm and the qualitative paradigm is different. However, the technique of naturalistic narration of specific languages and powerful words are able to elaborate the truth and findings of the cases. The process of qualitative research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. For research quality assurance, some researchers pointed out that reflexivity helps create transparency and dialogue that is required for forming and sustaining ethical research relationships, especially when prior relationships with participants already exist (Etherington, 2007).

I tend to believe that whatever I believe "now" is the approximation of reality and with new observation, it will bring me closer to understand "reality". The latest and updated

activities of my cases are telling me the closer truth. Some social science reformists, including narrative researchers, argued that social science needed to explore and develop knowledge about areas of the human realm beyond the limits of a conventional approach of validation. The new approach included people's experienced meanings of their life events and activities, validation should not be limited to numeric data and statistical analysis (Polkinghorne, 2007). I believe this thesis can produce findings with credibility derived from real-world settings, where the "phenomenon of interest unfolds naturally" (Patton, 2002).

A researcher's background and position will affect what they choose to investigate, the research questions, the angle of investigation, the chosen research methods, the findings considered most appropriate, and the framing and communication of conclusions (Malterud, 2001). During the process of research, it is important to embrace reflexivity, which is an attitude of attending systematically to the context of knowledge construction. Since personal bias or distortion in a research study is undesirably assumed. Reflexivity is interrelated to the "analytic attention to the researcher's role in qualitative research" (Dowling, 2006, pp. 7 - 21). The key to reflexivity is to clarify the relationship between, and the influence of, the researcher and the participants (Jootun et al., 2009). For my research, I adopted some strategies to foster the reflectivity during the process of the research, including to work around a reflexive journal (Lincoln & Guba, 1985), which is similar to a diary or a notebook which I could remark regularly during the research process. In these remarks and entries, I recorded relevant methodological decisions and the reasons for these actions, the logistics of the study, and the reflection upon what was happening in terms of my own values and interests. The diary is actually not formal, but a kind of private diary and cathartic working files. With the reflectivity in the process, I adjusted the concept once in a while and modified the thematic research focus. Some of the side-tracked items were obsoleted, such as three interviews which were taken out, due to the background of the participants which was not merely in Hong Kong, or the nature of

the business was far from the tourism industry. Through reflexivity, we become aware of our contribution to the construction of meanings and of lived experiences throughout the research process (Delgado, 2003; Denzin & Lincoln, 2011; Hesse-Biber, 2007).

Summary:

Chapter 4 explained the philosophical stances, research methodology, and research quality assurance. It also described the Trustworthiness and credibility of the information and the reflectivity of the thesis. It is important to embrace reflexivity which is an attitude of attending systematically to the context of knowledge construction.

Chapter 5. Data Analysis

5.1. Background of Study Cases

For exploring the innovativeness of travel entrepreneurs in Hong Kong, I have interviewed a total of eight tourism entrepreneurs, with diverse backgrounds and entrepreneurial outcomes. Basically, I put them into two categories or gave them two statuses, the registered or licensed travel agents under the HKTIC system, (Registered Travel Agent, RTA) and the non-registered tourism operators, or the peripheral or alternative tourism activities service providers (Non-Registered Operators, NRO), in order to examine typical and atypical tourism entrepreneurs. It is worthy to pay attention to the age of the companies of the participants. Generally speaking, the registered travel agencies with conventional practices are older, they were established over 20 years ago or more. The non-registered tourism operators are relatively young companies. Some operating ages of the non-registered companies related to technology or social innovation is from 2 years to 10 years, as per the date of the interviews. There could be a possible relationship between innovation and firm growth for firms of different ages. Acs and Audretsch (1988, 1990) pointed out the importance of innovation by small-entrant firms. Other researchers manifested that small firms' survival are related to innovative performance (Agarwal, 1998). On the other hand, the oldest firms in the industry tend to show lower probabilities of introducing innovations, relationships of age of enterprises, and its relationship to innovativeness of the entrepreneurs could be another thematic research topic in the future.

Table 4: Summary of Demographic Context of Case Studies

Cases	Generation	Gender	Education Background	Family Status
Mr. K	Baby Boomer	M	Diploma, Hong Kong	Married
Ms. S	Baby Boomer	F	Unknown, Educated in China	Married
Mr. A	Generation Y	M	Bachelor Degree, Canada	Single
Mr. N	Millennial	M	Bachelor Degree, Hong Kong	Single
Mr. B	Millennial	M	Bachelor Degree, Hong Kong	Single
Mr. J	Generation X	M	Diploma, Hong Kong	Married
Ms. N	Baby Boomer	F	MBA, France; Doctorate Degree, Hong Kong	Married
Mr. C	Generation X	M	Bachelor Degree, USA	Married

Table 5: Summary of Company Background of the Case Studies

Cases	No. of Staff	No. of Years (Operation)	Affiliation	Tourism Activities	ICT Application of Company
Mr. K	3	19	HKTIC*	Outbound Group Tour, Exclusive Golf Theme	Website, Facebook
Ms. S	101-200	28	HKTIC*	Inbound Tour, Mainland Chinese Group Tour, Ticketing	QQ, Tmall, Taobao
Mr. A	6	40+	HKTIC*	Outbound Tour, Package, Ticketing	Website, Facebook,
Mr. N	8-10	5	Social Enterprise	Allbound** Activities, Cultural theme	Website, Facebook
Mr. B	3	10	NGO, International Network	Allbound** Activities, Volunteering theme	Website, Facebook,
Mr. J	5	18	Online Platform,	Allbound* Activities, Ecotourism theme	Website, Mobile Apps, Facebook
Ms. N	2	3	Social Media Peer Groups,	Allbound* Activities, Gastronomy theme	Facebook, Social Media
Mr. C	3	2	Startup venture	Booking Solution Hotel Consultancy	Website, Instagram, App, Facebook, Self- developed Solution

*Registered members of the Travel Industry Council of Hong Kong

**Inbound and outbound activities

5.2. Linkage Between the Cases and the Theoretical Lenses

The linear analytical structure of the thesis contains three key orientations including explanatory, descriptive, and exploratory orientation. The informants of the diverse cases are related to the present tourism industry in Hong Kong, with the same regional and global challenges. The eight cases showcased different contexts, ranging from age groups, genders, cultural backgrounds, business models, registered or non-registered statuses. However, there are similarities of the eight participants, since they are all in the same setting and facing the homogeneous formal and informal institutional impacts of Hong Kong. The societal norms and national culture dimensions are basically comparable, the human agency or the capacity and propensity for an individual to act freely. Yet the structure of the individual participants, such as those factors of influence such as social class, religion, gender, ethnicity, ability, customs, education and network, determine or limit an agent and their decisions, which are the variants of their entrepreneurial outcome and innovativeness. The theoretical framework of this thesis investigated cases with multidisciplinary perspectives and contexts, including institutional, societal, psychological, cultural, geographical, managerial, and entrepreneurial. However, the most important linkages of the cases are the constructs, such as institutional regulations, social norms, laws and ordinances of the tourism stakeholders and the policies that shape the market, business models and processes of business of the industry. The predominant entrepreneurial activities are prevailing under the specific "rules of games" and "institutions" of temporal, spatial, and environmental settings in Hong Kong. The participants actually shared different or opposite experiences and opinions, towards same events or policies, since they are influenced by different human agencies, which empower their propensity to act accordingly. Theoretical frameworks provided a particular perspective, or lens, through which the researcher can examine a topic and to focus or distort what the researcher sees as reality. In academic research, there are many different lenses, such as scientific theories, psychological theories, social

theories, organizational theories, and economic theories, which may be applied to define concepts and explain phenomena. The lens of this thesis is basically socio-culturally oriented. The pursuit and motivation of the cases reflected the clues of the theoretical lenses, which explained the phenomenon through cultural dimensions (Hofstede, 2004), personal traits (Digman, 1990), and the entrepreneurial potential to act accordingly (Shapero, 1982). The innovativeness could be measured by the extent of wealth creation and productive entrepreneurship, instead of wealth transfer and unproductive or destructive entrepreneurship (Shleifer & Vishny, 1993). A priority concern of the design of case study research is the number of cases included further research (Lee, 1989).

Exploratory studies are generally better served by single cases, which is to say, where there is no previous theory. A single case can also be used to explore an existing, well-formed theory. Multiple cases are preferable when the purpose of the research is to describe phenomena, develop, and test theories. On the other hand, multiple cases also permit cross-case analysis, a necessary feature for widespread generalisation of theories. Though this thesis is not aiming at theory building, but to explore a specific phenomenon in entrepreneurship and innovation research, the findings may inspire future research on the theme, especially on sociocultural impacts on entrepreneurial outcome, such as contextual influences, anti-innovation social norms and the Internet culture.

The case study relied on multiple sources of evidence and multiple data collection methods. Each source had advantages and disadvantages and these are all complementary to each other, so that it is recommended that multiple sources of evidence be used and triangulated (Yin, 1994, p. 92). Triangulation enhances both validity and reliability. The objectiveness of the interpretation of collected data could still be validated and verified through relevant sources of data, such as official archives, professional reports, and business performances of the cases as

a source of data triangulation. As a matter of fact, some media, professional and academic reports, with related data, were quoted, as triangulations such as reports conducted by the Center of Entrepreneurship of the Chinese University of Hong Kong (Dowejko & Au, 2014) about the entrepreneurial ecosystem of Hong Kong, reports about the suggestion of the legalization of ride-hailing services of Uber, by the Hong Kong Consumer Council (2018). Reports about the policies and entrepreneurship of Hong Kong by Hugh Thomas, the former Director of the Center for Entrepreneurship of the Chinese University of Hong Kong (Thomas, 2011), as well as many well-recognized Global Entrepreneurship Index and monitoring surveys, such as the Global Entrepreneur Index, GEDI 2016. In addition, most of the reports provided a source of quantitative data, the numeric references, which provided strong supportive information for the thesis, as probable methodological triangulation.

5.3. Categorization of Six Contexts of the Findings

In qualitative research, categorization is a major component for researchers to group patterns observed in the data into meaningful units or categories. Bernard (2011) pointed out that analysis is the search for patterns in data and for ideas that help explain why those patterns are there in the first place. Qualitative data analysis involves the identification, examination, and interpretation of categorized patterns and themes in textual data. Such categorized patterns and themes are useful for when the research questions are considered. This integration or aggregation is usually based on the similarities of meaning between the individual codes as analysed and observed by the researcher. Hence, the data will be analysed thoroughly and systematically. The semi-constructed multiple case study allowed flexibility and openness of the discourses between the researcher and the participant, and the specific experiences and the background of each participant were elaborated on during the process of the interviews.

With the collected data, I started with the descriptive focus to identify phrases, categories, and specific themes, then developed into six key contextual domains for further investigation, namely gender, educational, geographical, contexts under an intrinsic setting which is interconnected with personality traits and personal context. On the other hand, generational, technological/Internet culture, human network under an extrinsic setting is closely related to environmental and sociocultural contexts.

Contextual factors and individual factors are crucial for career exploration or self-actualization. The research explored the macro–micro linkages in relation to context. The findings contribute to the understanding of entrepreneurial phenomena of different individual entrepreneurs, consequently, they will bring more precise interpretations of why individuals enter the entrepreneurial creation process or begin innovation (Hechavarria et al., 2009).

Borrowing the technique of action research and through mutual communication and narration between the participants and the researcher, the research focuses were gradually modified in the process, the coding frame was refined, and the six contexts of findings for further discussion were developed accordingly. Then I moved to the interpretive stage for exploring the patterns, similarities and differences, and consistencies and inconsistencies of each context, and then related the findings to a formalized body of knowledge and organized structure. In qualitative research, codification is to arrange data in a systematic order, and to make something part of a system or classification for categorization. Some researchers argued that when researchers apply and reapply codes to qualitative data, they are codifying within a process that permits data to be divided, grouped, reorganized, and linked in order to consolidate meaning and develop an explanation (Grbich, 2013).

5.4. Process of Data Analysis

The case study method can be a creative alternative to traditional approaches to description (quantitative descriptive and descriptive correlational descriptive designs), emphasizing the participant's perspective as a core to the process. Data are collected through "in-depth", "focused", semi-structured interviews, in order to understand the individual entrepreneur with more flexibility and interaction between the researcher and the informants (Yin, 2009). Semi-structured interviews are more like a talk or a conversation based on the prepared interview guide for securing cover questions related to the problem formulation. This research investigated complex behaviour, entrepreneurial motivation, and collected diversity of meaning, such as gender, age group, personal learned experiences, and opinions of the informants, and the collected contextual data provided micro-sociological perspectives of an individual, for the researcher to probe into how the meaning differs among different contexts. The semi-structured questions are guidelines to cover specific issues of the research. However, flexibility in progress can ensure a conversation between equals and create trust to avoid biased answers.

Informants were invited for one-to-one interviews from 2015 – 2018, in different locations, ranging from offices, restaurants, and private function rooms for a relaxing setting. The interviews lasted about 2 – 3 hours, and were all audio-taped with a smart phone and the local language of the participant (Cantonese) was then transcribed into an accurate English rendition. Since there were other occasions to meet with the participants within the business network, extra conversation provided an opportunity for clarification and verification of data by the participants. The transcripts were translated into data in English, after many revisions of reading through a manual approach (non-computer aided). Since they are small sample sizes, a thematic approach was used for the data analysis (Crouch & Mckenzie, 2006). By using the human brain, there were judgements, intuition was allowed for continual input during the

analysis process (Blismas & Dainty, 2003). The manual approach was more meaningful than computer aided software when analysis was needed both inside and outside of the data, with adherence to a theoretical lens (Blismas & Dainty, 2003). In order to build credibility and trustworthiness into the research, empirical evidence of the experiences of the participants were quoted during the analysis process; these quotes provided a robust description or valuable accounts of the participants' experiences (Denzin & Lincoln, 2000).

The collected data were converted into English manuscripts; it was about 3,000 – 5,000 words per informant. Then the data were grounded, organized, and analysed under the thematic template (King, 2004). Though there were priority concerns, such as formal and informal culture, possible themes emerged from the data as novel themes, such as Internet culture and resinification in this thesis (Blair, 2015). The guidelines for the template analysis (King, 1998), which comprises six stages, included familiarization with data, preliminary coding, clustering, producing an initial template, and application and development of the template. I used the local language, Cantonese to conduct the interviews with full-length audio recording, the local dialogue led to brief and fluent data being obtained in the common language without difficulty in comprehension for the respondents. Then I proceeded to the process of transcription and translation from Cantonese to English. Being the researcher and translator at the same time plays the dual role in the research process, which strengthens the rigor of language-based inquiry (Larkin, 2007). For data familiarization, I started with highlighting and remarking any information that related to the research questions. The first two interviews (Ms. N & Mr. N) were set as the initial template, which provided a good cross-section of issues and knowledge of the database. In the process of preliminary coding, emerging research themes were identified, such as relevant learned experiences, family relationships, religion, gender, education, lifestyle, values, and motivation of their entrepreneurial activities. Together with the priori themes such as innovativeness and sociocultural antecedents, the links between all these factors and contexts

139

were studied with an iterative process. With the identified initial themes related to innovativeness and entrepreneurial outcome of the informants, I collected the data and arranged them into clusters with the activities of their business, the attributes and variants of different individuals, and the codes were also placed under the frameworks of the core theories, for further investigation of the sociocultural impact on their entrepreneurial outcomes. With the openness and flexibility with the template analysis, sub-themes were emerging, such as Internet culture and social innovation in the research. The initial template was successfully generated with reflectivity in the process of data coding and interpretation. The open-minded attitude embraced changes during the procedure of data analysis and the core themes were identified and contextualized. Two main themes were further explored, with the intrinsic setting focusing on the personal context, including gender, and educational and geographical, which are congenital, natural, inborn and integrated. Meanwhile, extrinsic settings covering all environmental and adventitious contexts, such as the Internet culture, a generational gap, a human network or family influences. Sub-themes such as anti-innovation, social norms, and a transition of the socio-cultural environment were brought out and discussed. During the procedure of the template analysis, cross-checking was taken place with external experts in the travel industry, an international conference, as well as in academia, including the supervisors of this thesis, especially related to the latest tourism development in Hong Kong, global perspectives on tourism sustainability, innovations, developments, and trends. Discussion with international scholars, including the supervisors of this thesis on a regular basis, enhanced the knowledge of research methods and methodology, as well as questioning. Openness and reflexivity were the consistent orientation during the process of analysis of collected data.

This thesis explored the changing phenomenon with the borrowed strategy of grounded theory (Glaser, 1967), which is not equivalent to a hypothesis. My research was started with generative questions as the guideline and compass in the research process. Through the

collection of tremendous data from the structured in-depth interviews and observation, empirical evidence were collected and then moved to the second stage with verification and analysis, and finally evolved into the central core issue. Integration was the main task of the final process, pulling all of the details and findings together to make sense of the collected data. The discussion is contributing to a potential emergent theory or proposition, which could be contributing to future research or professional practices. My research is deliberately designed as a multiple case study with qualitative analysis; the researcher did not need to take informed action as a practitioner. However, the action research model does not provide causal explanations of what is studied. A case study is initiated with the researcher's interest in a particular set of phenomena, on the other hand, action research discovers mostly with the issues and concerns within some practical situation, with which the action researcher interacts. Qualitative research and action research both attempt to address and answer questions precisely (Susman, 1983).

In the process of data coding, questions are developed and problems identified, then data are decoded. Basically, there are multi-phases for conducting the research within each research cycle. From transforming collected information and observations to a set of meaningful, cohesive categories. By coding data, I classified and attached conceptual labels to empirical objects, so as to organize and interpret the data under the given research context. In my thesis, the research questions were the core problem, with respect to a lack of innovative tourism entrepreneurs in Hong Kong.

After the interviews, data were decoded and analysed, and the findings were interpreted together with a longitudinal study and repeated observation. At this point, the problem was re-assessed and the process moved to another cycle with cases comparison and triangulation. This process continued until the problem was resolved and clarified. In my thesis, I explored and

observed the micro-sociological perspectives of the interviewees with different background and identities. As a stakeholder of the tourism industry in Hong Kong, there were interrelationships between the researcher and the participant in the real world, which was an advantage for this longitudinal study and repeated observation. Being the mentor of Mr. N, a business partner of Mr. K, Mr. A, Ms. N, Mr. J, Ms. S, Mr. C, and Mr. B, the dual identity as a business counterpart and researcher enabled me to investigate the cultural background of the participants with a closer look, and find out how a sociocultural context impacted the innovation level of the entrepreneur through microlenses.

Nevertheless, academic integrity such as anonymity, confidentiality, and informed consent were still prior concerns of the case study. The travel industry is a small sector in Hong Kong, and the registration system confines all registered agents within the circle of the travel industry. Through the precise narration of the business practices of each case, it may expose the identities and generate some risk of harm to some participants. It is important to obtain the subject's permission for publishing, disguising non-essential information, and allowing the participants to review the paper. With the moral code or ethical policy of academia, it can diminish the possible risks of the participants. It is always an ethical challenge for a researcher to find a balance between the protection of the participants and the provision of adequate data for trustworthiness.

Summary:

Chapter 5 described the technique and logistics of the research, such as the data analysis procedure and the process of the data analysis. There is a break-down of the background of the research cases with a demographic context and descriptions of their entrepreneurial activities through texts and tables. The linkage between the cases and the theoretical lenses is further elaborated on. For the contextual analysis, the framework of six categories of contextualization is defined, including

intrinsic antecedents such as gender, educational, geographical background, and also an extrinsic

context such as the Internet culture, generational differences, and a human network connection.

Chapter 6: Research Findings

This chapter presents an overview of each entrepreneur's life, in order to track the comprehensive background of the cases such as childhood experiences, lifestyle, human networks, education, career path, and life goals. The data was analysed with the framework of three established theories in entrepreneurship research, including Shapero's entrepreneurial model, the trait theory, and Hofstede's cultural dimensions. I discussed the relevant sociocultural factors with the constructed theoretical framework that influences the innovativeness of Hong Kong tourism entrepreneurs through specific contexts, under the pattern and categorization, including the gender factor, the educational factor, the geographical factor, the generational factor, the Internet culture/technological factor, the human network/family factor, as well as the contextual factor between generations and cultural groups. I decoded the data with a congruence analysis which is based on the premises that theories do not explain a multifaceted social reality, therefore empirical observations with different theories can be used to control whether lenses provide correct and consistent predictions about social reality (Fry & Smith, 1987). The congruent theoretical framework provided diverse inspection and examination of the phenomenon related to entrepreneurships and innovation, ranging from micro views of personal traits and experiences to macro interpretation of cultural dimensions of the specific environment. I compared how "useful" or "successful" the theories were when explaining my findings. The chapter will be concluded with a discussion of the findings.

6.1. Review of the Case Studies

Case 1 – Mr. K

Mr. K is a veteran of the Hong Kong travel industry, who has witnessed the ups and downs of the industry for over 30 years. He is now the owner of a golf thematic outbound tour company, under the registration of the Travel Industry Council of Hong Kong (HKTIC); he is quite active in two affiliated associations of HKTIC as a committee member. Mr. K received a degree in the early '80s, regarded as a relatively good education background in Hong Kong's tourism industry in its early stage. Mr. K started his career with a South East Asia official air carrier, and then moved to one of the biggest travel agencies in Hong Kong, actually the company was regarded as the number one outbound agency during the '80s. With the significant business performance, he was quickly promoted in the early '90s and became the general manager. In the meantime, he had a chance to work with a visionary CEO who asked him to develop new products which were completely new to the market. Mr. K spent three months learning and working out the relevant business plan and proposal, which included the four thematic tours, namely, golf, diving, educational tours, and cruises. He learned from scratch as a beginner. However, he left the company due to the restructuring of the management in 1994, and he joined another big travel agent in Hong Kong, but stayed only nine days after he found it was a battlefield with a lot of office politics and conflicts. Disappointed by office politics, he started his own company, G Tours, with his friends in 1995, which mainly focuses on outbound tours. As a matter of fact, it was the 17th anniversary of the company in 2018. With the change of organization over the years, it was a small company wholly owned by him, and with his son to assist his operation, mainly focusing on one single product – golf tours, which is rare in the outbound market of the territory.

In the earlier days, Mr. K also ran a free golfing magazine for the marketing and promotion of his tours (the company name of his business card is still under the Golf and Leisure Magazine), but the magazine section was finally closed a few years ago, due to the high production cost; with the popularity of online information and digital media, print media is undermined. Though well-educated and with profound practical experience, Mr. K is not able to immerse in technological advancement, mainly due to the sociocultural reason. I will further discuss the situation of Mr. K in the following context.

Case 2 – Ms. S

Ms. S is the deputy managing director of one of the biggest inbound operators in Hong Kong, specializing in massive group tours from mainland China. She became a partner of the company in the early 2000's when her company was benefited by the launch of the Individual Visit Scheme back then, which caused the influx of Chinese tourists. Ms. S was originally born in Guangdong and immigrated to Hong Kong after 1997. She first worked in a retail business and in other services industries, including tour guides for Chinese tourists. She claimed her company is now the biggest land operator in terms of front-line operators, besides inbound mainland group tours, she has a strong network with partners based in mainland China, to bring in incoming groups from different parts of China. They are well known for providing forced shopping through many media reports in China and Hong Kong, as well as social media comments about her company in mainland China; there are reports about the malpractices of their tour guides, including forced-sales, pushed-sales of merchandising in the coach and inside some enclosed shops. Some of these shops are actually located in a converted industrial building, next to the headquarters of Ms. S's office. Many media and general public doubted if they were all connected and run as a one-stop shopping tour. Ms. S frankly mentioned that it is a common practice in Hong Kong to secure the customers by paying outbound agents coming from

different provinces and cities of mainland China. Hence her company then organized low-cost or zero-cost shopping group tours for these mainland tourists.

On the other hand, their tour guides and escorts, which are based on sales commissions, will handle and arrange forced shopping activities for the group in Hong Kong. The tour guides of her company are basically new immigrants, who enter the industry through a short tour guide certificate training programme, provided by HKTIC, the official institution of licensing for tourism operators in Hong Kong.

It was not an easy task to collect holistic information from Ms. S, since she was quite reserved to provide detailed information about her company. However, I was able to integrate the collected information from her with available media reports and comments from social media. Through a longitudinal study and repeated observation, I discovered what her company has done over the years, which displayed the common practice of the typical land operator for mainland China Group Tours since the early 2000. Mostly in the aftermath of SARS 2004, since the launch of the Individual Visit Scheme.

Case 3 – Mr. A

Mr. A is in his early thirties and he was educated in Canada, as the second generation of a family-owned travel agent registered under the HKTIC. He is now involved in the conventional outbound travel business practices, but he is trying to bring new products and technological advancement to the company. Though his father, the founder of the company, is still the key decision-maker of the company, he started to allow Mr. A to get involved in the general

management of the company. After he graduated in Toronto, Mr. A spent a few years working in Shanghai, before joining his family business. On an occasional opportunity, he was inspired by an external professional during a seminar in Hong Kong. Mr. A started to think about the technological applications in the travel industry. Nevertheless, this took him a long time; it took almost over six years to convince his father to accept online booking and organization innovation. With the exposure to the travel industry at an early age, Mr. A gained extensive travel experience, and he is fond of travelling. After earning his degree in Canada, he became interested in social media for the purposes of sharing travel experiences, just as other young people with a similar Internet culture background. He started to use Facebook as a social media platform in the early 2000s, and created an award-winning fans page with a travel theme, and successfully organized a travel information community with over 400,000 followers in the region, including Malaysia, Taiwan, and Hong Kong. Now the Facebook page is also a hub for Key Opinion Leaders (KOL) related to outbound travel experiences in Hong Kong. Gradually, Mr. A combined his social media network together with his family industry for the sales and marketing of fanfares of airlines, as well as destination marketing organizations.

According to Mr. A, before starting the travel agency, Mr. A's father was in the trading industry and moved to the travel industry in the '70s for more opportunities. During those days, travel agents with outbound tours to Taiwan and South East Asia usually involved carrying (similar to parallel trade) untaxed merchandise from Hong Kong to given destinations. These activities provided a tremendous wealth of building opportunities for his father, who was representing the first generation of tourism operators of Hong Kong, as a successful opportunity entrepreneur. Mr. A is working cautiously between the conventional practices under the institutional framework of the industry, and the fast-growing innovation of the travel industry in the global arena.

Case 4 – Mr. N

Mr. N always wanted to become a banker when he was studying finance at a local university. However, one single educational trip to Vancouver completely changed him from a finance-oriented business student to a social entrepreneur. After a multi-cultural programme at the University of British Columbia in Canada, he started to become concerned about multiculturalism and minority ethnic communities in Hong Kong. He founded his social enterprise WEDO Global after winning an award of the Hong Kong Social Enterprise Challenge (HKSEC) in 2009, a social venture start-up competition organized by the Center for Entrepreneurship of the Chinese University of Hong Kong, and sponsored by the Home Affairs Bureau of the Hong Kong Government. Mr. N's organization as a social enterprise has core activities related to cultural diversity, including multicultural workshops, and local tours to ethnic group communities, the outbound trips to experience aboriginal or ethnic cultures. His company has also won the Asian Social Enterprise Competition in Seoul and attended the global contest held at UC Berkeley, in California.

Mr. N integrated travel experiences with a multi-cultural component and successfully organized a cultural program in Taiwan, Nepal, and Sri Lanka. These programs which emphasized ethnic and cultural experiences and sustainability are different from mainstream leisure travel. Mr. N is contented that the participants who joined their activities overseas were not typical mass tourism travellers or leisure vacation makers. The groups were usually well prepared for the tough conditions without luxurious food and accommodation, they rather enjoyed the authenticity and sustainable tourism experiences with much respect for the Aboriginal culture and ethnic communities overseas. The sales channels and process of Mr. N's company are also unconventional; they are usually working together with non-profit organizations which intended to provide special experiences and training for their communities.

On the other hand, some of their overseas group tours are bespoke learning field trips for educational institutions or team building incentives for corporations in the private sector, and there are returning customers on a regular basis. In 2018, Mr. N also won the contract to manage the first private multi-ethnic cultural museum in Hong Kong, which will be open in 2020.

Case 5 – Mr. B

Mr. B is the founder of a Hong Kong-based NGO, which is dedicated to promoting international volunteering services in Hong Kong. The organization receives local and global recognition through the worldwide network of international voluntary services organizations such as the Coordinating Committee for the International Voluntary Service (CCIVS), the Network for Voluntary Development in Asia (NVDA), and the Alliance of European Voluntary Organization (Alliance). The NGO now provides 4,000 international work-camps and over 100 volunteering projects every year. Mr. B was a secondary school biology teacher before running the non-profit organization which aims to offer volunteer experiences around the world.

Mr. B established this organization with my friends, about 9 years ago (in 2009), and his core business has two different directions: firstly, to get Hong Kong people to participate in voluntary work around the world, secondly, the company also hosts and brings international volunteers from around the world to Hong Kong for volunteering experiences. The name of the organization is combined with two Chinese characters that mean Volunteering + Travel. In order to cope with the philosophy of their international network and with the consideration of the Hong Kong travel industry licensing framework, they do not want to highlight volunteering tourism, as they do not want to merely promote travel, but to promote volunteering in overseas countries and experiences of different cultures. Mr. B explained that their organization provides

volunteering travel experiences and traveling work, which is different from the services of a travel agent. On the other hand, their organization is memberships-based and they do not charge commission as an intermission channel. Basically, they will charge the end users for administration fees or enrolment fees. Regardless of how, it is unavoidable that people associate them with conventional travel operators. However, for practical reasons, they want to position the organization with international cultural experience through international volunteering services. Mr. B explained the background reason, since they are on an NGO basis and not a registered travel agency in the HKTIC system, so they have to be very careful and cautious with legal concerns under the institutional framework of the travel industry in Hong Kong. There is a grey area between their business model and the legitimate travel agencies. Mr. B checked all ordinances and found out they are still running safely at the moment, because they are not booking air tickets or accommodation as a package, since those are the business activities of travel agents. On the contrary, it is the customers who are to be responsible for the booking of their own air tickets. But if there is such a need for an air ticket arrangement, they work closely with a travel agent as the partner to provide booking services. Mr. B emphasized that providing specific cultural experiences is the core objective of their organization, but it is not only travel aboard, as in the mass tourism market, but they also aim to bring unique experiences to the participants, such as cultural activities and heritage workshops.

Case 6 - Mr. J

Mr. J is the founder of a renowned publication and online platform to promote ecotourism and outdoor activities. Since 2000, the company was founded and further developed into an activity and an event organizer over the years. The core business of the company achieved fast-speed growth during the outbreak of severe acute respiratory syndrome (SARS) in Hong Kong in 2003; for half a year, almost all outbound and inbound trips were in stasis, due to the quarantine

policy imposed on Hong Kong citizens by international communities. The local nature-based activities organized by Mr. J received much recognition from society as well as government officials. Since then Mr. J has organized outward bound and adventurous activities for educational institutions and corporates in country parks, marine parks, and marine reserves in Hong Kong territories, and also outbound trips to overseas destinations, such as their annual signature events, the Mighty Rovers programme to Malaysia, the Amazon, Nepal, Queensland in Australia, as well as Polar Exploration with professionals, academia, and local community groups, bringing young people to the Arctic and Antarctic regions in association with the Polar Foundation of Hong Kong. Similar to the NGO of Mr. B, without the institutional registration as a travel agent under the HKTIC's system, Mr. J needed to work with an external partner to book flights in order to fulfil the institutional requirements by ordinances and the industry.

Recently Mr. J provided a dedicated ecotourism itinerary for the Hong Kong Tourism Board's Green Tourism Promotion, as the new tourism products for overseas hikers and nature lovers who want to experience a different side of the hustle and bustle city. On the other hand, and as a pioneer in green tourism and nature, with an established reputation in the conservation of nature and sustainable tourism, Mr. J also has a role as a non-official advisory committee member for the Hong Kong Country Park Authority. The organization's core business was also an outdoor information media and a magazine about nature, in print since 2000. However, after eighteen years of being positioned as a print media, which was distributed to all local schools and universities in Hong Kong, as well as hotels and lounges in clubhouses and the airport, Mr. J made the decision to terminate the printing section and transformed the magazine into a web-based online platform, together with an award-winning hiking guide mobile app. In 2018, Mr. J provided ecotourism training for the certification of eco-tour guides, for the members of the HKTIC. Mr. J is now a renowned personality in outdoor adventure, after years of experience working and shuttling among commercial brands and marketers, who are targeting audiences

with enthusiasm about outdoor activities, specific divisions of government, which are related to nature conservation such as the Agriculture, Fishery, and Conservation Department of Hong Kong, travel stakeholders such as the Hong Kong Tourism Board, and the HKTIC. Mr. J's core customers are devout and die-hard nature lovers, outdoor adventurers with a serious concern about the sustainability of nature and wildlife conservation. They are very different from the conventional mass tourism consumers. To satisfy the new market segment, the participants need the multifaceted skill of adaptability and preparedness for the ever-changing world of tourism.

Case 7 – Ms. N

Ms. N is in her mid-fifties and had a successful career in multi-national corporations. She was a senior financial professional in an international bank for over three decades. Ms. N was well educated in one of the top universities in Hong Kong and had further studied in France for her MBA degree, and also earned a DBA. degree (Doctor of Business Administration, Hong Kong Poly-University) in 2007. Furthermore, encouraged by her supervisor in her early career, who also demonstrated to be a role model for her, in about 10 years, she has achieved 4 – 5 professional qualifications and licenses, including one as a chartered accountant, and one as a company secretariat. As a matter of fact, Ms. N was in a very senior position in an international bank; however, after she gained her doctorate degree, she had a chance to take up a new challenge when she met the top management of a fashion label with branches and shops across Asia. Since she always had a goal to be the CEO of a corporation in her mind, she strived for the new offer in a public listed group of the fashion brand, with offices and retail branches in seven countries, as the Director of Human Resources. From 2008 – 2009, the impact of the Asian Financial Crisis in Hong Kong started to get severe, the impact on retail businesses was already getting worse; many of her former colleagues needed to leave the group for other jobs during the Global Financial Crisis in 2009. One of these former colleagues joined another bank

which took the Financial Crisis as an opportunity to grow, and he approached Ms. N to return back to the banking industry. The internationally listed bank which Ms. N then wished to join took the opportunity to look for qualified and experienced people after the Asian Financial Crisis; they wanted her to set up a training department and developed a strategic programme to support their growth plan, and Ms. N returned to the banking sector by taking on the new challenge. From 2011 – 2012, Ms. N had an opportunity to learn the Six Sigma Programme where she also received the black belt master qualification of Six Sigma, which concerns quality and logistic control. Within the Six Sigma platform, she made new friends, about 5 – 6 people, they got along very well and they started to plan something new. However, by the end of 2012, the bank wanted Ms. N to shift to another department, which was no longer her original focus in training and enhancement. That was already the second change since she joined the bank in 2010. In April 2013, with the support of the peers in the Six Sigma programme, Ms. N tried to set up and start her own company as a business consultant. By the end of 2014, she founded a new team that focuses on financial institutions, with the integration of some former colleagues from the banking sector, so she could make use of her profound knowledge to support financial services.

After years of top management engagement with big companies, since 2013, she was actively involved in diverse entrepreneurial activities including retail, education, and business consultancy. To cope with the big trend of the Internet era, Ms. N started to make use of social media platforms to organize a foodie community, with over 500 members of mixed backgrounds, ranging from expats, insurance agents, bankers, pilots, and self-employed professionals. She organized Michelin Food Experience activities in Hong Kong and overseas. The social media network brought Ms. N tremendous exposure in multi-disciplinary sectors. With her diverse network, recently Ms. N set up the Guangdong-Hong Kong-Macau Big Bay

Area Finance Association and started to organize forums and training for public and private sectors, which can enhance her network in an extensive dimension.

Case 8 – Mr. C

Mr. C is in his late forties and comes from a typical middle-class family in Hong Kong. He received his secondary education from a popular prestigious Catholic high school in Hong Kong, before he pursued his tertiary education in the United States. Mr. C worked in an international investment bank in Hong Kong, after he graduated from Columbia University, of New York City, where he acquired intrinsic and quasi-essential knowledge of venture investment, such as investment processes, negotiation, preliminary screening and due diligence. Being involved in the venturing process as a young banker, he was alerted by the opportunity during the dot-com bubble from 1990 to 1997, the prelude of the Financial Crisis in 2000. After the handover of Hong Kong to Beijing from the British in the summer of 1997, the stock market in Hong Kong was fuelled with rising household wealth, from the soaring property prices and the inflows of hot money from overseas, and the new monetary source from mainland China. As a computing science graduate, he understood the game around the world under the dot-com fever, and he decided to step into the loop for a greater opportunity. He left the bank and started his technology company. With the precise calculation and network, he became the co-founder of a foodie dot-com, which successfully attracted local and international venture investments; he sold his share before the dot-com bubble burst on March 2000 across the world and made a big fortune for his future business development.

Mr. C is now a serial entrepreneur and a founder of a start-up incubator and co-work space; being a music lover, he is also the founder and CEO of a musical education centre which

organizes orchestra training for private and public secondary schools in Hong Kong. On the other hand, in his spare time, Mr. C is very active in mentoring college students, and one of his favourite commitments is being a part-time lecturer of entrepreneurship, for the Design Department of Hong Kong Poly University. After he sold his shares of the foodie dot-com business, he began to work for a renowned hotel group in Hong Kong, as their outsourced ICT consultancy. With this connection with the hospitality industry, he launched his new start-up project in 2017, which is positioned as a new hotel marketing solution with Chabot and direct booking functionality. The new start-up is now running as a direct booking platform for hotels in Hong Kong and South East Asia. Mr. C's ultimate aim is to attract international investors and bring his new company into the global arena. Identifying himself as different from most of the Hong Kong people, who lack principles and social responsibility, but mainly materialistic goals as indicated by Mr. C. He pointed out the Hong Kong conventional manufacturers and pioneer entrepreneurs have no global vision, but mostly with Sino-centric, pro-Beijing culture, now most of them are facing the global challenge in the Internet era and the harsh global challenge. To Mr. C, those are people with a traditional mindset but with a lack of enough critical thinking. He pointed out that children are only engaged with homework and have no space to develop their own personality or interests. He also argued whether the government education policy or the university system of Hong Kong is not relevant for global connections and worldwide development. Mr. C showed an atypical vision of Hong Kong, and he said most Hong Kong people will not think as he does. Self-awareness of the uniqueness and individualistic personality is the best description of Mr. C.

6.2. Triangulation with Professional Reports and Social Media Data

The most common sources of data collection in qualitative research are interviews, observations, and review of documents (Creswell, 2000; Locke et al., 2010; Marshall & Rossman, 2011). The methodology is planned with abstraction and pre-study before the research. In modern social research, there are extra sources of data that researchers can collect from the Internet, including social media information, online industrial reports, and digital media information for online content analysis. Social media users publicly share informative data which includes metadata such as the user's location, language spoken, biographical data, and shared links. Some online data could be fact-checked and validated for the personality traits of the participants, through the posts on social media. Alternatively, through the World Wide Web, some overseas reports or social forum discussion and online media releases from China could be viewed as references for further validation (Blank, 2013; Kosinski et al., 2013). In social science, observation is used as a method for collecting data about people, processes, and cultures. Observation is the systematic description of the events, behaviours, and artefacts of a social setting (Marshall & Rossman, 1989). The empirical evidence could be validated after the triangulation of the different sources, after additional information is acquired by observation or experimentation as shown on Table 6.

Table 6

Triangulation of Data from Different Sources (Interviews, Online Media, Observation)

Cases	Time of interview (minutes)	Self- Introduction by the participants during interviews	Online data (socio-media and press reports)	Observation from year 2013 – 2018
Mr. K	120	-Self-learning; -over 40 years of experience in tourism; -Well connected with the stakeholders in the travel industry; -Lack of institutional support	-No official website; -Personal and company Facebook account is the channel for product promotion; -Very few "likes" on products posts, not more than 5 likes -Company has 266 followers	-Company scale is small and not usually invited to training and networking events by stakeholders' associations and tourism boards in Hong Kong; -Prefers to contact partners overseas directly by himself
Ms. S	60	-Supporters of government policy; -Pro China; -Oppose local social movement; -Lack of technological skill	-Some Hong Kong products posted on Tmall platform by Alibaba; -Bad comments and reports about malpractices of the company in China's social media Tianya*a	-Attended opening and promotion of High-Speed Train Project and Guangdong-Hong Kong-Macau Bridge -New products launched, related to the new infrastructural projects at the end of 2018 -Business stood still into the middle of 2019, under political unrest and termination of individual travellers, visa and group tours from mainland China
Mr. A	128	-Family business with influences from father -Understands the need to change -Inspired by experienced advanced stakeholders with visions -Wants to introduce technological advancement to his company gradually	-Company's Facebook page with 691,072 followers from the region -Facebook is used as a platform for his travel agency, it is also a hub for KOL and bloggers - Provides marketing services for airlines and other retail products, with his huge fans' base, -Using the Facebook shop and services function for a booking channel -No self-developed online booking solution yet	-Tourism boards invited him as a guest for a roadshow and familiarization trips -Not active in traditional gatherings organized by travel associations -Still needs to operate the conventional travel agency business with his family -Spends more time as a travel blogger and an influencer in sport tourism and new destinations -Develops new products such as private self-driving tours with drivers from Hong Kong
Mr. N	250	-Critical thinking learned from family -Inspired by mentees and an overseas	-Company's Facebook page has 3,494 followers -Using reviews, ranking, recommendation function of	-Arrange cultural tours with universities and NGOs

		training camp for multiculturalism -Enjoys a simple life -Environmental concern -Interested in social innovation	social media for business promotion -Company's Instagram account has 841 followers and 157 posts	-Connects with academia and professors in cultural studies in Singapore and Hong Kong for a training programme -Company's partners have social innovation lectures in the local university -Company size expanded from 1 staff member to 10 staff members in 3 years -Attended Societal Young Leaders Conference 2019 in Singapore

Table 6/continue

Mr. B	220	-Inspired to volunteer by overseas friends -Social media brought success to their business model; -Run as NGOs with board members to manage the company -Good international networking and it keeps growing	-Active in Facebook with 32,692 followers -A lot of online media coverage about the company and personal information are positive -3,991 followers in the Company's Instagram account and 704 posts -Personal account on Instagram has 536 followers and it is mainly sharing travelling photos	-Concern and care about social movements in Hong Kong; Pay attention to environmental issues around the world through volunteering -Started an EMBA degree programme in 2018, for managerial knowledge -Attended an international volunteering organization conference and workshops annually
Mr. J	190	-Enjoys working in an ecotourism area -Family teaching is important -Refuses to work in mainland China due to the culture difference -Wants to innovate the business model -Thinks maturly but wants to try new things in his work	-Shifts the print magazine business to online media -Launched a hiking app in Cantonese with 11,000 subscribers in 2018, ranking 3.5 stars out of 5 -Invites influencers and travellers as content contributors to the app and web platform -Company's Instagram account with 525 followers	-Training programme in ecotourism and outdoor activities for high school and travel industry operators offered on a regular basis -Enjoys fishing activities as a personal hobby and found a fishing community with annual outbound fishing activities in Japan -Co-hosts a radio show with a focus on environmental concerns and shares the views with celebrities on a weekly basis
Ms. N	185	-With an international background in family -Wants to try new things and keep	-Social media networking with different walks of life -Organizer and administrator of social media meet-up platform with 500 followers	-Organizes a regular gastronomy theme gathering in a Hong Kong restaurant through an online network -Itinerary planning and organizing an outbound food tour to France

		learning from younger generations -Cherishes innovation and universal values -Simple lifestyle -Enjoys reading and learning	-Involved in e-training programme for corporates	-Hosting seminars and talks related to public, educational institutions, the productivity centre of Macau -Featuring in seminars and training sessions for corporations with different themes related to innovation
Mr. C	180	-With an international vision -Enjoys working with young teams -Doubts about the institutional system in the entrepreneurial ecosystem -Habitual serial entrepreneur -Different from most of the Hong Kong people	-Launched a new hotel direct booking platform with social messaging support -Personal account in Linkedin has 17,614 followers, active in Linkedin activity and reactions -The new hotel platform Facebook account has 73 followers	-Participated in many start-up events in the region, such as RISE Tech conference for networking and pitching -Involved in the mentoring of young entrepreneurs through a university programme -Active in social events with young people such as concert and food tasting -Openly expresses political views in social media

Remarks:

*a. https://bbs.tianya.cn/m/post-208-77286-1.shtml

https://bbs.tianya.cn/m/post-82-584091-1.shtml

6.3. Analysis of case studies through three theoretical lenses

Through the congruent analysis with the three theoretical frameworks, including Hofstede's cultural dimensions, Shapero's entrepreneurial event theory and the personality traits theory, it is possible to explore the micro-sociological perspectives of an entrepreneur. The collected data and observation explained the innovativeness of an entrepreneur and relevant innovative venture with a specific vision and rare insight into the given right environment, education, training, and opportunity (Bandura, 1982).

6.3.1. Hong Kong Tourism Entrepreneurial Behaviour Through Shapero's Theory

In this section, I examined the entrepreneurial potentials of the eight cases based on Shapero's theory (1982). Shapero brought out the concept of an "entrepreneurial event" which is shaped by groupings of social environment context, including situational, social, and personal context, such as gender, values, beliefs, cultural background, or state of mind and their inter-relationships under a specific sociocultural environment. The entrepreneurial event is indicated by feasibility such as self-efficacy, initiative-taking, consolidation of resources, knowledge, network, relative autonomy and risking taking, and what is desirable such as social norms, desire, passion, personal attitude, life goals, and self-actualisation. Negative influences or displacements can trigger entrepreneurial events. Shapero's theory (1982) of an entrepreneurial event is an intention-based model aiming to explain entrepreneurial intentions and better understand subsequent behaviour. In addition to Hofstede's cultural dimension (macro lenses) and trait theory (micro lenses), the theory acts as the intersection to inspect the entrepreneurial motivation and intention of the cases which are associated with the innovativeness in

entrepreneurial outcomes. Shapero's model (1982) highlights beliefs and attitudes of the potential entrepreneurs with a specific perception which is complementary to other theories that I encountered in the process of my research, which emphasized the objective measures such as traits of experiences and history, demographics, personality or other static criteria contributing to the development and formation of one's character and behaviour. Shapero defined perceived desirability as the extent to which one finds the prospect of starting a business to be attractive. Basically it reflects one's influence towards entrepreneurship. Perceived feasibility is the degree to which one believes that she or he is personally capable of starting a business. He pointed out that the intention to start a new business is the result of perceived desirability, feasibility, and the individual's propensity to act upon opportunities. The theory explained self-efficacy played an important role in the development of entrepreneurial intentions and actions. It put forward the idea that self-efficacy makes it possible to predict entrepreneurial potential. This research investigated the application of Shapero's model in explaining the entrepreneurial intentions of eight different tourism entrepreneurs in Hong Kong.

Mr. C as a serial entrepreneur and a mentor for start-up entrepreneurs pointed out the importance of 'DNA' in entrepreneurial behaviour, when I asked him when he first thought about being an entrepreneur, he mentioned both DNA and opportunity are very crucial:

"It is definitely about DNA, the instinct ability to take risk and make changes, but that is not common in our generation; the drawback is due to the education system. However, I was lucky to come across an opportunity in the '90s, which was the first internet wave. I am not sure if I have the DNA as well, maybe by chance. I understand being an entrepreneur could be quite a poor choice. Many successful old entrepreneurs are not necessarily innovative, just by

162

chance, and now they become inactive in entrepreneurial activities, just rich, but they show no
more productivity and innovation", Said Mr. C.

The answer given by Mr. C explained that being a successful entrepreneur does not relate to the level of innovativeness; it is all about the individual's preference for reward, the perceived venture of desirability. It is interesting to know that for Mr. C, the most enjoyable part of being an entrepreneur is "to be himself and for his lifestyle". This is a very important statement of the desirability of a mature entrepreneur, but not a young start-up company owner who is still a dreamer for a lifestyle or in the process of exploration of his career. To Mr. C, entrepreneurial potential depends on the external environment; actually, it is the majority component of the entrepreneurial ecosystem. He had the self-efficacy and awareness about the opportunity to make his first strike outside of comfort during the dot-com bubble in the late '90s, which actually was the precipitating event or displacement, as mentioned by Shapero.

The latent potential was already there inside Mr. C, which had come prior to his intention of being an entrepreneur. However, the personality shaped the perceived desirability of the direction of Mr. C's entrepreneurial activities. The core value and cultural elements of Mr. C could be reflected by his self-identification. Mr. C revealed,

"My principle is individual determination, and I don't care much about governmental funding or relevant policy, because I don't expect someone to assist me. For me to make a living and keep my lifestyle is a very important concern for what I am doing. Being an entrepreneur is not necessarily about being rich, it is expected for one to be humble".

Equally significant to perceived desirability, perceived feasibility or self-efficacy is another important base of Shapero's model of entrepreneurial potential and perceived self-

efficacy could be explained as a person's perceived ability to solve the problem or execute their objectives. Self-efficacy is regarded as a perceived personal capability to accomplish a specific job or set of tasks for a general career context; it is about the competencies to launch or run a venture in an entrepreneurial context. Some researchers pointed out that psychological and emotional support will enhance self-efficacy; on the other hand, threats to or intimidating entrepreneurial intentions could bring apparent obstacles, which will further discourage or deter potential entrepreneurs (Krueger et al., 1994). The data of my research sample can explain such obstacles, or interferences could be a negative blow to innovativeness. However, these obstacles are usually implemented by the authority, establishment, or institutional constructs. Mr. C said,

"Most people in Hong Kong do not think critically enough; school children are engaged with tons of homework and no space to develop their personality".

The potentials of entrepreneurs could be negatively hindered by sociocultural factors. Mr. C thinks that government policies, its implementations, and the university system in Hong Kong are not compatible with global connections and development. Mr. C further criticized that the government should be less involved with the entrepreneurial environment and thinks that the education system is definitely not working for entrepreneurship in Hong Kong. The Hong Kong Government has its institutional concern, but he disagreed the entrepreneurial outcome should be counted on the officials who are incompetent in technology. Mr. C commented, "Even when simply as using a cell phone, they are handicapped."

Mr. C's comments could probably be verified by extensive media reports from 2017 to 2018 about the incompetency of Ms. Carrie Lam, the Chief Executive of the Hong Kong

Government, for exercising an octopus card, a digital cash card for daily consumption or local commuting, or just simply to enter the MTR station, as well as her handicap in the application of social media for the interaction with the public (SCMP, Jan, 2017). On the other hand, he doubted that the institutional organizations were promoting non-credible models which actually reduce self-efficacy. The deterrent controversial comments or high-profiles suppress innovative tourism business models such as the arrest and conviction of Uber's drivers, the shut-down of the bike-sharing business, due to financial difficulties caused by fierce competition, as well as serious vandalism and thefts in the territories. For the tourism industry, the deep-rooted conventional travel trade associations with pre-established notions could be an obstacle or constraint for new ventures or innovators with different business models or values.

Shapero's Model (1982) explains the importance of perception rather than objective facts. One of Shapero's most notable inspirations for my thesis concerns the magnitude of policies that can augment the perceived feasibility and perceived desirability of the potential entrepreneurs who are able to enact a special personal environment that appears favourable to them. Empowerment for individuals who want to explore their potentials to be entrepreneurs under a "nutrient-rich" environment is highly recommended by Shapero. He also stressed such a "seed-bed" should provide credible information, credible role models, emotional and psychological support, together with other tangible resources. Innovativeness will be encouraged by openness and acceptance for a new attempt of innovative ideas at a relatively low risk, no matter how it will end up with great success or simply a trial and error exercise. As a matter of fact, both incentives and disincentives to perceptions of desirability and feasibility impact much on the innovativeness of entrepreneurial activities. Norms and notions that may diminish the positive perceptions of entrepreneurial activities should be revised, and more time should be focused on the perception-driven enactive process that can "put" more entrepreneurs in a favourable setting (Krueger, 1994).

In another case of the research, the aftermath of SARS created a spontaneous entrepreneurial event, with the opportunity of local green tourism and outdoor adventures for Mr. J, the pioneer ecotourism organizer in Hong Kong. The recognition of ecotourism as a new trend in the Hong Kong community cannot be succeeded without the entrepreneurial events supported by the stakeholders such as the government, the media, and the public. Together with willingness and determination, the entrepreneurial potentials of Mr. J were revealed through the traits and specific personal characteristics in the thesis, including an open personality with extraversion and agreeableness, which enabled him to connect with prominent celebrities and experts in green tourism, as well as build a good relationship with the government and tourism stakeholders. Mr. J mentioned that he thinks in a mature manner and is a collaborative person with sociability and cooperativeness. With the awareness of an entrepreneurial spirit with a specific family background in running a business and the personal zest for innovation and creativity, conscientiousness of personal ability and decision making (self-efficacy), it is also important to sustain emotional stability during a dramatic time, such as with the epidemic incident that hit the economy severely (positive thinking), and to embrace the openness to experiences and new ideas (adventurous and curious). With the proper traits of potential entrepreneurs, and in the event of the exceptional opportunities concurred in society, the entrepreneurial event for an innovative business model could thrive.

According to Shapero (1982), the potential entrepreneurs are the potential initiative takers with 'resilience' characters who can create or innovate new ventures. He pointed out the 'nutrients' for an entrepreneurial friendly environment, including social and cultural support, information, tacit knowledge, plus the accessibility to tangible resources, which is similar to the entrepreneurial ecosystem concept proposed by Isenberg (2010), who also argued the importance of sociocultural factors such as modification of cultural norms, the removal of regulatory barriers, encouragement and appreciation of successes and enhancement of other

166

incentives which allow a government to create economic growth by stimulating self-sustaining venture creation. It is apparent the congenial insights of the researchers have explained that the sociocultural context plays a quasi-essential role for triggering potential entrepreneurs to explore the entrepreneurial potential for innovation and creation of new ventures. However, if these theories suggested entrepreneurs are made through a perception-driven enactive process, with constructing the potential for entrepreneurship, they should not come out of the blue, or unexpectedly. Why there are entrepreneurial outcomes far behind from innovativeness in Hong Kong, or even striving badly to survive in retrogression? The phenomenon brings out the paradox of entrepreneurial potential and potential entrepreneurs in the Hong Kong tourism industry. Nevertheless, I was able to trace some clues of such a paradox through the case study of Ms. S, which explains how under the "rules of the game" institutional incentives can determine the relative payoffs to different entrepreneurial activities which do change dramatically from one time and place to another. Entrepreneurial activities vary much more because of their allocation between productive activities such as value creation and unproductive activities such as rent seeking, entrepreneurial activities to gain added wealth without any reciprocal contribution of productivity, or organized crime (Baumol, 1990; Tullock, 2003).

Most SME travel agents are facing challenges from the technological revolution and disruptive innovation among the tourism industry across the globe. With the intensive integration of mainland China and Hong Kong in the transition period since the handover of Hong Kong in 1997, Ms. S was embracing a favourable environment for her business as a trustee orientation venture under the shield set up by the institutional organization, such as the constructed tourism policy for mainland visitors, the heavily invested infrastructures, as well as the facilitation of a pro-Beijing notion. Ms. S mentioned,

"I am a typical business person in Hong Kong, who looks for a stable environment. The government will surely provide us with support, provided we fit in the system and the expectations of the government".

She explicitly emphasized the turmoil and shakeout to her business caused by the agitated civic events in 2015 and 2016. She further elaborated that during the civic moment,

"No visitor wanted to come to Hong Kong and the city could be finished. Hong Kong is a place for making money, and we all want to make a fortune. The Chinese market is my focus and with the emergent economy in our mother nation, we have a lot of chances".

To Ms. S, the new infrastructural projects for connecting Hong Kong with the mainland both culturally and physically, such as the high speed train to connect Hong Kong with mainland China and the opening of the Hong Kong-Zhuhai-Macau bridge are the incentives or precipitating events which can provide an environment or cultural setting congenial to reinforce her perceived desirability and self-efficacy, the constructed institutional incentives empowering the credibility and the inclination and tendency of Ms. S to behave in a particular way or perform a business model which she believes is rewarding. There was nothing which had to do with innovativeness or added value to the travel industry, these are not the intentions or objectives of Ms. S since the innovativeness of the economy and the degree of dissemination of its technological discoveries are not the prior concerns of her company. However, there are differential opportunities for Ms. S in the transition period of resinification in Hong Kong, including China-centric business, rent-seeking or financial support from the government.

However, Ms. S's company cannot enjoy the benefit through subsidy or funding, such as the Technology Voucher Program or the Pilot Information Technology Matching Fund Scheme for Travel Agents from the Hong Kong Government for technological upgrading, due to the restricted threshold for financial support, or their renowned malpractices repelling them from the eligibility of the application. On the other hand, institutional policies and regulation actually provided psychological and emotional support to Ms. S, which enabled her self-efficacy or perceived venture feasibility, to consolidate her intention for profitability and an existing business model. Ms. S is not necessarily a potential entrepreneur who needs innovativeness to create new ventures; the institutional precipitating events, and relevant sociocultural impact consolidate the salient intentions for her to achieve expected rewards, to run a business aimed for profit and benefit leveraged by institutional facilitation and social norms. Ms. S achieved economic benefit through the proclivity and inclination to institutional policies and strategies, with non-productive entrepreneurial activities, which were basically "rent-seeking" after the creation of new values for society. Rent-seeking is a concept in economics and public policy that involves seeking to increase one's share of existing wealth without creating new wealth, instead, unproductive entrepreneurs transferred wealth without any reciprocal contribution of productivity (Tullock, 2003).

6.3.2. Analysing the Openness, Conscientiousness, Agreeableness, and extroversion of Hong Kong Tourism Entrepreneurs Through Trait Theory

The trait approach is labelled a "supply side explanation" of entrepreneurship. Stevenson argued that with the "supply-side" school of entrepreneurship, many questions can be raised, such as whether the psychological and social traits are either necessary or sufficient for the development of entrepreneurship (Stevenson et al., 1985, pp. 85 - 94). The five "macro traits" cover a distinct set of characteristics, including extroversion (also often spelled extraversion),

agreeableness, openness, conscientiousness, and neuroticism (John et al., 2008, pp. 114 - 158). The following descriptions of individual context and personality traits are interrelated to the antecedents of innovativeness of an individual entrepreneur:

• Openness to experience – to explain the breadth, depth, originality, and complexity of an individual's mental and experimental life, the more open to diverse experiences and ideas, the newest ideas a person can achieve (Costa & McCrae,1992).

• Conscientiousness – to explore socially prescribed impulse controls or a drive that facilitates pursuits and tasks and goal-orientated behaviour; this personality describes the goal and pursuit of life as well as the value of someone (Costa & McCrae, 1992).

• Extroversion – to describe the personality towards the social and material world, including traits such as sociability, activity, assertiveness, and positive emotionality; this trait reflects the confidence for new challenges and the energetic lifestyle of a person (Costa & McCrae, 1992).

• Agreeableness – to examine the friendliness, compassion, politeness, and empathy of a person. People highly-developed with this personality trait can be described as "nicer" and it is easier for these people to make good friends. This characteristic facilitates people to be good listeners and good team players. The opposite side of agreeableness is neuroticism, which is associated with a moody person in solitude. I did not explore the impact of neuroticism in this thesis, but rather looked into the positive side of agreeableness that I believe is more relevant to the innovativeness of a person (Costa & McCrae, 1992).

In this section, I especially examined the "openness", "conscientiousness", "extroversion", and "agreeableness" of the 8 cases based on the trait theory (Digman, 1990). Openness is the quasi-essential for the imagination and creativity of a person, which could contribute to the innovativeness of an entrepreneur. An imaginative, curious, and open-minded

person, with a high level of openness to experience in a personality enjoys trying new things and is willing to take risks. They have a broad invitational attitude towards information and welcome it in any context. On the contrary, dogmatic persons with low self-esteem and those who are intolerant of ambiguity have been shown to prefer information that supports their previous viewpoint (Clarke & James, 1967). Through the in-depth interviews and observations, this openness could be traced in the background, self-awareness, lifestyle, and entrepreneurial behaviours of the interviewees. Under the NRO category (non-registered organization), all of the cases demonstrated a higher level of openness. The interviewees were willing to explore new opportunities with their personal pursuit for different interests and achievement. The openness of the entrepreneurs determined their curiosity about the world and other people and relatively speaking they were eager to learn new things and enjoy new experiences. Participants who demonstrated a higher attribution in openness tend to be more adventurous and creative, as well as innovative.

Ms. N is the highest educated person among the interviewees, and she spent over 25 years in multinational corporations as senior managerial staff, before she became an entrepreneur. Her multicultural background in the family provided her with a base of diverse and complex interests which made her feel dissatisfied within a comfort zone. Ms. N elaborated on her unique mindset and characteristic lifestyle during the interview. She said,

"I started with the core of my inner part. Layer by layer, as a person, I am very open-minded, and I always stay calm to anything which happens to me. I can handle any problem which happens to me. I am also very resourceful, I can grab relevant information flashing by me".

She further described herself as a person with the passion for continuing to learn, even at her age, she will never be stagnant from learning new things. She said,

"I am a very outspoken person. With such a character, I can have new ideas, I have a longer vision. I am rather strategic in reaching my goal step by step. Maybe I do not have an enormous ambition, but I can reach my destination. I am a hardworking person, with a lot of new information, I am always progressing".

Her openness and agreeableness helped her to keep pace with a younger generation and enabled her to encounter and learn the Internet culture from a younger generation and become a social media advocate for innovative tourism experiences.

Mr. J had an unusual adolescence with part-time working experiences as a student, which enabled him to have diverse exposure to different experienced veterans and mentors. On the other hand, his creative spirit and passion for nature were the main drivers for his innovation, which brought him the core value for pursuit for an alternative and innovative business model. In addition, constant interaction with students and young people provided him with connectivity and with a new trend and with the Internet culture. Mr. J described himself as a person who continues to improve, which demonstrated the high score in his "openness", "conscientiousness", "extroversion", and "agreeableness". He said,

"I am a very active and extroverted person. I am not satisfied with a stagnant status or steadiness. I prefer new ideas. I do not accept a lack of breakthrough of myself. I do not agree with limitation".

Zhao (2010) argued that entrepreneurial intentions are positively related to openness to experience, conscientiousness, extraversion, emotional stability, and risk propensity. Mr. J believed in his self-efficacy and determination for new challenges with a changing environment, such as the replacement of print media by online media in his business. He said,

"I have an active character and I want to try new things and create new things."

Mr. C is a typical venture entrepreneur with a long vision, his exposure in international banking and serial entrepreneurial activities provided him with ideas, knowledge, and flexibility as a game changer. Mr. C has a strong self-awareness for being an entrepreneur. He said,

"I enjoy being an entrepreneur, to have my own life and to want to influence others and help the younger generation if they want to try. I also encourage other young people to start a venture and I am open to being, getting involved".

Mr. C deliberately indulged in a dynamic and youthful lifestyle with interaction with a younger generation and pop culture. The cross generational interaction and cross disciplinary entrepreneurial activities are subjective to his "openness", "conscientiousness", "extroversion", and "agreeableness". Mr. C stressed global vision and thinking out of the boxes were crucial elements for a successful entrepreneur. He explained the crucial component of being innovative. He said,

"I think it is vital to catch up with new knowledge, in addition, overseas exposure, training, open-mindedness, and critical thinking are equally important. The key is to catch up with a new trend. However, some pioneer manufacturing entrepreneurs in the '60s actually were no longer innovative, they were just using up their old resources, such as dependence on rental income from their real estate invested years ago, they were not able to change and catch up".

The above three cases belong to an elder generation group, but without remoteness from the young generation and the millennial culture. On the contrary, all of them were young at heart and welcomed by young people. Their innovative activities were actually a bridge across different age groups. On the other hand, Mr. N and Mr. B were millennials under the NRO category, with less than 5 years of entrepreneurial and working experiences, they are the younger entrepreneurs and professionals, compared to the rest of the cases. However, they were running a successful non-conventional business model with social innovation insights. Mr. N believed the experience in a Vancouver summer camp brought him a new horizon in multiculturalism and sustainability. Though achieving a degree in finance and once being an intern in a leading local bank, Mr. N had the atypical lifestyle which is different from the masses, rather, a non-commercial and relatively spiritual way of living. He confessed the learning from and experiencing other cultures broadens his vision and horizon, which is unique compared to other Hong Kong people. Mr. N recalled,

"My lifestyle is pretty influenced by my job in culture experiencing. I have many chances to visit some developing countries, and found out the people in these places are using natural resources in an efficient way. When I returned to Hong Kong after visiting these places, I found out that Hong Kong people are really over-consuming, no matter if it is water supplies, consumer products etc. We have no idea about saving, after the trips, I have made changes in

my lifestyle, I am not keen on buying new stuff, now I will try to think about consuming less, yet still enjoy a good life; some friends teased me about why I was wearing the same clothing for years; even shoes, as long as they are not broken, I will keep using them. This is the important core of my lifestyle".

Mr. N further depicted that he was very adaptive to changes through sharing an experience in Taiwan. He said,

"I had an embarrassing experience during our group tour in Taiwan. My local friends felt strange that our group threw the waste of fast food into a plastic bag after eating. In Hong Kong, we are used to putting the waste into a plastic bag and then we bring it to the rubbish bin. However, my local friend complained about our lousy act and innocence, he pointed out that we had to put the food waste in containers first, and then pile them up separately; we were so embarrassed since we did not have such experiences. Then I started to reflect on the problem in our Hong Kong lifestyle. Why don't we have the consciousness to do the same"?

Multiculturalism and a high cultural quotient are related to the degree of openness of a person (Fowers et al., 2006; Ilan et al., 2016). Multiculturalism can be seen as the pursuit of worthwhile goals that require personal strengths or virtues, knowledge, consistent actions, proper motivation, and practical wisdom. Multiculturalism has a positive impact on the openness of Mr. N, through the interaction with a different culture. It also explained how Mr. N used culture as the core of his business for the transformation of the world (Schultz & Lavenda, 1995). However, it is also a prerequisite for Mr. N to embrace the new culture and changes with readiness and openness. Culture is learned and shared; it is related to "openness",

"conscientiousness", "extroversion", and "agreeableness", explaining perception, attitudes, as well as responsiveness to the business activities of Mr. N.

Mr. N is a Catholic but he thinks that religion is not a constraint for his freedom, instead, he believes his faith and the subculture of his religion are open enough for his freedom of ideas. He said,

"I think that religion is a subculture that influences me much. I am a Catholic, a religion relatively more open-minded, although there are some rules and suggestions for my behaviour, it is relatively less restricted, it is not a strict norm, I can have my own choices, so this religion is quite influential to me, it has a principle for goodness, but it never forces me to do these things or those things, or prohibits me to do other things".

Simultaneously, Mr. B was influenced by the globe-trotters during his backpacker travel experiences in Tibet and culture exchange in Mongolia. His previous experiences in work camps overseas were the drive for him to set up the international volunteering network.

Mr. B explained that he immigrated to Hong Kong from South China in his youth and was very humble and shy, since his family was very poor. He gained experience from his high school teachers and the interaction with international travellers, after he graduated from university, and changed his vision and personality. He revealed,

"My first backpacking trip was a big shock to me. I found out the world is really big, the experiences in the world could be very different. In Tibet, the magic is the people; they have

totally different values from Hong Kong people. I realized that besides the values of Hong Kong people, there are many different values on Planet Earth".

The traits of "openness", "conscientiousness", "extroversion" and "agreeableness" are gradually developed through learning and interaction with other people around the world.

Through the personality traits, I examined the potentiality of the entrepreneurs from diverse perspectives, ranging from leadership, visionary, creativity, to entrepreneurial initiatives. Most of the trait theorists agreed the five major traits, including introversion/extroversion, openness, conscientiousness, extraversion, agreeableness, and neuroticism, are underlying a personality or the characteristics of a person. The four broad personality traits are extraversion, openness, agreeableness and conscientiousness of the cases explained by the entrepreneurial potentials and behaviours of different actors. It is apparent that one's personality is closely related to the interaction with their environment. Bandura (2000; 2006) argued that cognition, behaviour, and one's environment have a reciprocal relationship. Through the data of my cases, I found out learned experiences from another culture and specific settings, experienced mentors and role models can enhance the openness and sociability for creative and innovative thinking. External influences notably shared a meaning system, or traits contribute causally to the development of habits, attitudes, skills, values, pursuit of life, and also underlying personality traits (McMrae, 1955).

According to Mr. B, he experienced an eye-opening lecture from a peer during an overseas trip in his earlier stage, before starting his business. He recalled the experiences,

"I had a chance to meet a friend who was working in media during another trip to Tibet. He shared his experiences in a work camp in Mongolia. This inspired me a lot and I think that is what I am looking for. I am chilled with such activities and I think that is something worthwhile to promote".

Mr. B also argued that no adherence to a religious community could be counted on as a merit for his business. He explained that these religious organizations might also provide volunteering opportunities to their followers, which could be overlapping and a distraction to their services. He further explained his concern about the constraint of religion and his pursuit of free thinking and innovativeness. He said,

"Almost all of our founders have no religious background, no connection to religion allows us a freedom to come to our values and beliefs, for instance, if it is against the Christianity background, volunteers may go directly to their religious groups and networks, if they want to participate in volunteering services".

"On the other hand, I think Taoism or Buddhism are closer to Confucianism; they are not that proactive, and prefer stability. We do not want to attach this to traditional labels".

Mr. B expressed his views about social norms and the restraints embedded by senior generations. He said,

"I think norms could restrain us to think freely, though everyone needs to face social norms, we don't want parental norms, we don't need the frame. I want to set up my own norms and want to advance from previous generations".

All of the above entrepreneurs under the NRO categories have the similarities of openness, conscientiousness, and extroversion. They are all socially active with international exposure and connection, goal driven, self-esteemed, self-determinant people. Their network is cross-generational and cross-boundary. They are all passionate about their dreams and are not compatible with tradition and social norms. Ultimately, they have the strong will to achieve and be original and different. The above five cases are all of opportunity entrepreneurs to explore the possible business model and tourism practices under the strict licensing system of the Hong Kong Travel Industry. However, thinking out of the box enables them to be innovative in product development, business processes, markets, and organization. Under the RTA category (Registered Travel Agent), Mr. K, Ms. S, and Mr. A could enjoy the benefits and structured business opportunities in association with the policy of the government, but they also needed to face the constraints and regulations of the institutional system. Most of them are not opportunity entrepreneur oriented, but rather necessity entrepreneurs under the push factors, such as livelihood or family's needs. Human agency is a very important factor for self-efficacy in entrepreneurial behaviour. The human network is crucial for the development of a business. The peculiar interaction of different people can contribute to the different entrepreneurial outcomes, such as the social enterprise of Mr. N connected with ethnic groups in Hong Kong, and the China inbound agent of Ms. S, the registered travel agent that attached to the institutional network and structured business model.

Mr. K was a senior manager of a leading travel agent with extensive training. The restructure of his former company provided him with no choice but to set up his own company. He said,

"I did not plan to start my company when I was working in a corporate, I was a senior executive of a large-scale travel agency in the '70s and I was lucky to get promoted fast and to the top there. Due to the restructuring of the company and the environment becoming full of office politics, I just could not stand the flight inside the company. On the other hand, some friends asked me to join them to start the company, but in the end they did not contribute much and I bought all the shares and I have run it by myself since then".

With long-established business practices within the institutional structure and years of orthodox training and practices in the mainstream travel agencies, Mr. K had already well developed the philosophy and tradition for his business model which is not easy to change, most likely he is in lack of the preparedness to change. He said,

"I enjoy the nature of my business, providing services and interaction with my customers, which could not be achieved by simply online booking. Our business is facing the issue of survival. I am expecting my son to succeed in my business but his son told me our role as intermission will be eliminated in the future, and my network is shrinking. I got rejected by many overseas visitor bureaus for an international travel fair since we are not big enough".

Mr. K is competent and dedicated with his expertise in golf tourism, and he wanted to provide unique services to his customers. However, under the institutional framework of the

industry in Hong Kong, he is limited in technology know-how and the global trend of the travel industry. Due to a lack of knowledge and an international network, the growth of his company is stagnant and limited. However, as a veteran in the industry, Mr. K is not keen on local networking, for he believes most people are irrelevant to his professionalism. He said,

"Some people or business owners I met in the industry are not really my friends,

They are just under the same associations and in the industry, we have very different values and pursuits".

Mr. K showed disappointment in the values and practices of his counterparts in the industry. In trait theory, people who are low in extraversion (or introverted) tend to be more reserved and have less energy to expend in social settings. Mr. K was not interested in social events and felt exhausted when having to socialize with other stakeholders in the industry, since he found they were not serious in the business. He preferred to work in solitude and teamed up with his own son. With passion for the tourism industry, Mr. K demonstrated a high level of extroversion, agreeableness, openness and conscientiousness to people sharing his values and those keen on job performance. On the other hand, neuroticism is also high with him, due to his disappointment in the conventional way of practices in the tourism industry. He showed his stress, worries, anxiety, and struggles in the challenges of the entire tourism industry in Hong Kong.

Ms. S is a typical immigrant business owner from China, who immigrated here after the handover of Hong Kong to China, with the connection to her homeland in Mainland China. She is a necessity entrepreneur, mainly for financial reasons, in her early stages as an entrepreneur. However, the core business of her company is for the single market in China, and

almost all resources and networks are related to Mainland China. The development of her business model and volume of sales are completely associated with the policies and incentives from both the governments in Hong Kong and China. Innovativeness is not a necessary component in Ms. S's entrepreneurial outcome. She said,

"Hong Kong provides me with chances and opportunities to make wealth, I am a typical business person in Hong Kong, looking for a stable environment and the government will provide us with support. We have to fit into the system and the expectations of the government, both the Hong Kong and the China governments".

Personality traits can be defined as the consistent established characteristic that causes a person to depict a response to any situation in different ways. Some researchers argued that trait theory can be designated to identify and measure individual personality characteristics, which are related to their entrepreneurial potentials and outcomes. Ms. S showed a low level of agreeableness, such as little interest in others, no care about how other people feel, has little interest in other people's problems, manipulating others to get what she wanted, such as the customers from Mainland China through her zero fares shopping tours which aim at maximizing profits at the expense of customer relationships and values.

Ms. S also explained her disinclination and resistance to social changes, which was a measurement of her agreeableness and openness for new ideas and different political opinions. She was resistant to social and political innovation, rejecting change, and she did not enjoy new things. Ms. S implied the stagnation and downturn of the tourism industry and economy in Hong Kong, between 2015 and 2016, which was mainly due to the civic protest against mainlanders. She said,

"Our business suffered in 2015-2016, you should know the reason . . . (paused), no visitor wanted to come to Hong Kong then and Hong Kong could have been finished".

With internet accessibility, numerous online media reports, comments from social media and observations of business practices, these provided evidence for the low agreeableness of Ms. S, by her showing little interest in other people's problems, even manipulating others to get what her company wanted through malpractices in her business model. The forced shopping business practices of Ms. S's company were controversial and had been widely reported in media and social media platforms in China and Hong Kong.

It was reported that tour guides from her company used malpractices to force tourists to buy merchandise in the name of patriotism, kinship, or even chauvinism. That could be the reason why Ms. S's company was not able to apply for local funding from the government, since the company was warned many times by the Travel Industry Council of Hong Kong, though she had another interpretation of the reasons. She said,

"Our company cannot enjoy the benefit and funding from the Hong Kong Government. It is because we are a big scale company with over 100 staff; we cannot apply the SME fund or the IT Matching Fund of the Travel Industry Council of Hong Kong. We don't have a website so far", Ms. S mentioned.

Unique personality characteristics make different entrepreneurial behaviours, including both productive or unproductive entrepreneurs, the pursuit of value creation versus wealth distribution; push or pull entrepreneurs, those pushes to start a venture due to dissatisfaction

with their positions and situation, or pulls to the new venture idea and initiate venture activity, because of the attractiveness of the business idea and its personal implication. Through the trait theory approach, it is possible to distinguish entrepreneurs with a focus on either wealth or value creation, particularly innovators from non-innovators. Hence, behaviour and performance has been explained as a consequence of personality, rather than the situation that the individuals find themselves in. The entrepreneur is assumed to be a particular personality type, a fixed state of existence and a describable species. Tourism entrepreneurs are basically related to small business ventures and it is important to explore traits of the individuals who create and manage them, because the two are inextricably bound (Carland et al., 1988).

6.3.3. Analysing Cultural Characteristics of Hong Kong Tourism Entrepreneurs Through Hofstede's Dimensions

In this section, I explored the cultural components for entrepreneurship based on Hofstede's cultural dimensions, including individualism-collectivism; uncertainty avoidance and risk-taking acceptance; power distance (strength of social hierarchy) and masculinity-femininity (task-orientation versus person-orientation). Special attention is placed on Confucius's dynamism in order to find out the Chinese culture impact on innovativeness. In Hong Kong, with the magnification of the resinification process, since the handover of 1997, the impact of Confucian dynamism, which is also known as long term orientation, was in order to integrate more into China's national ideology and social culture dimension, with an emphasis on persistence / perseverance, ordering relationships by status, and observing this order. Confucian dynamism is based on the teachings of Confucius, which believe the stability of society is based upon unequal relationships between people, and family as the core of society is also the prototype of all social organizations. According to the index published by the World Bank, for the period between 1965 and 1987, with a survey across all 23 countries strongly correlated

with the economic growth data, China is on the top of the chart and Hong Kong is second, for the long-term orientation, with a score 118 for China and 87 for Hong Kong respectively.

It is most widely recognized and agreed amongst many researchers that Hofstede's cultural dimension is the key component to study entrepreneurial behaviours, of which PDI (Power Distance Index), IDV (individualism vs collectivism) and UAI (uncertainty avoidance index) are widely interpreted as three prime cultural components for entrepreneurship and relevant entrepreneurial culture, in a nationwide and geographical perspective or spatial dimension. These three components form the basis of personal characteristics and traits with risk-taking and an adventurous spirit. In my research, I referred to Hofstede's theoretical framework in order to probe the innovativeness of tourism entrepreneurs in my case studies, besides the previous three core components, MAS (masculinity vs femininity), LTO (long-term orientation vs short-term orientation), which is also known as Confucian dynamism as the concept to associate Chinese traditional culture in social science research, related to economics and business, and IND (indulgence vs restraint), provided me with a specific lens to examine the values and beliefs of the entrepreneurs which strongly impact their entrepreneurial behaviours.

Cultural Dimensions and Human Agency for Taking Risk – PDI (Power Distance Index), IDV (Individualism vs Collectivism) and UAI (Uncertainty Avoidance Index)

Apparently, the RTA (registered tour agent) category clings to high power distance which accepts higher levels of inequality. This cultural dimension also tends to value tradition, community, and strict social rules about where a person fits into society. A relevant social norm is inter-related to the institutional framework and social notion which are considered as

constraints of innovativeness and freedom of innovation (Lehmann & Seitz, 2017). The registration system of the TICHK (Travel Industry Council of Hong Kong) is to set rules and regulations for all "legitimate" practitioners. The orthodoxy of the TIC is regarded as the supreme authoritative doctrine among all registered travel agents in Hong Kong. The organisation actually is an industrial trade union with the authorization to act as a semi-governmental body in execution of licensing, monitoring, and training related to tourism.

Mr. A is the second-generation entrepreneur of a family-owned registered travel agency (RTA). He is well educated with overseas exposure. He trusts technology and considers innovation in products, technology, and organizations important. He has developed a Facebook travel community page with a huge fan base which could be converted into a tremendous business opportunity. However, the learned experience and training provided by his family makes him uphold conventional practices and hierarchy. With the guidelines he received from his father, Mr. A believed conventional documentation could provide safety for his business which enabled him to avoid court cases. He wanted to make sure everything was zero risk in his company. The slow progress of innovation is related to the previous success of his father in the old days. Mr. A explained his father is no longer willing to take or can he avoid any risks. He said,

"My father is already over 60-year-old, he cannot afford to fail anymore in this generation. He has started to seek self-protection in the comfort zone".

Uncertainty avoidance is the first priority of the old entrepreneurs in Hong Kong. However, the differences between the two generations seem to bring Mr. A into the comfort zone, instead of the two generations going out of this comfort zone together. Mr. A tries to

186

apply technology in his business, but he can only be limited to an outsource solution provider, due to him lacking relevant know-how and training. It is not easy for his family business to consider an allocation of additional resources for research and development. Within the internal comfort zone set up by his family, together with the external comfort zone embedded by the institutional system, he was making very slow changes, but he was still satisfied with the status quo status, and he believed changes in the entire industry could only happen in the coming decades. Mr. A said,

"I don't mind walking slowly".

That is the compromise of Mr. A, a tactic to work together with an older generation with a different cultural background. On the other hand, Mr. A is actually indulging in the comfort zone established by his father and other pioneers of the industry, even though it is a cumbersome hierarchical system, but the notions provide security and stability.

Mr. K is a veteran of the tourism industry. He is passionate about tourism and he owns his small registered outbound agency (RTA) which offers a specialized tour in golfing and outbound tournaments. Though he was trained up under the orthodox system, he was inspired by a visionary's mentors in his early career and believed in alternative tourism experiences. He tried to be different from conventional travel agents. He expressed his feeling about the industry,

"I am always doing my own work and I have my own thinking. Though I am a member of the associations, I don't always go to those social events of the trade; I don't like some of

the people there and their culture. I have been in the industry for so long, I really know the problem and the dark side of the industry and I don't believe they are healthy".

It is not an easy task to have individualistic values under overwhelming social notions and regulations. Mr. K has a strong mind to be different. However, he had limited access to international networks or global trends, and he did not have the latest information on tourism technological advancement, due to the conservatism and "anti-innovation" undercurrent of the policy makers and institutional agencies. He could not make any breakthrough within the social notions and institutional regulations. Back to the '70s, when he worked as a young manager in a leading travel agency, his boss sent him overseas to learn how to play golf so that he could be responsible for the new product with golf tours. Mr. K still believed and strived to offer unique experiences to his customers, after he established his own business. Despite being the pioneer in the niche tourism product, the norms and collectivism of the entire industry obstructed the flourishing of his intent, customized tourism products with personalized services. As a small family company without many incentives and resources from overseas destination marketing organizations, Mr. K rather played it safe to stay with the established itineraries in order to avoid risks and lose in new product developments. Mr. K has his own thinking and judgement. There is a philosophy of his business practices which he learned from the experiences in his early career. With a decent educational background and personally being an individualistic entrepreneur, he believed in the development of new products and in the excellence of services. He also expected individual rewards from his job satisfaction.

As a typical registered inbound receptive agent (RTA) with a core business for mainland group tours, the business model of Ms. S is heavily attached to the institutional outbound travel policies of the Hong Kong and China governments in a collectivistic bound. High power distance was also embraced as the core ideology of Ms. S being a die-hard

supporter of institutional regulations, polices, and social norms. She even harshly criticized the civil disobedience of the activists in Hong Kong; they were the stumbling blocks to the travel industry. The long national holidays of China, the development of cross border infrastructure and quota for the mainlander's travel visa to Hong Kong were vital to the business volume of her company, as long as collective activities of group tours are still the mainstream in the Hong Kong tourism industry. Forced shopping seems to be an important source of easy money or the "rent" seeking means of her company. Ms. S is definitely an advocate who publicly supports or recommends a particular cause or policy, including the planned economy of which production, investment, prices, and incomes are determined centrally by the government. Though forced shopping practices are not allowed in Hong Kong, under the regulation of TIC, Ms. S's company used patriotism and nationalism as a marketing tool, in association with the nature of mainlander tourism activities, which is usually a few days short check-in to Hong Kong. There is very little the Hong Kong Government can do in law enforcement under the institutional directions for social stability and pragmatic integration with China. Ms. S believed that as long as she demonstrated a pro-Beijing attitude and developed a good network with officials and the committees of the affiliated association of TIC, her business could be endorsed and grow steadily without the risk in association with the economic growth of China. Ms. S made a strong statement with the political statement. She said,

"If we listen to the central government, we can create wealth, since China is rich now, we are getting stronger and powerful. We have 5000 years of history and we cannot make changes; we are different from the Western world or outsiders".

On the other hand, all the interviewees in an NRO (non-registered organization) category demonstrate their risk-taking competency by initiating and pursuing new ideas which are reflected through their tourism products and business models. Even in their daily life, they

are not in the mainstream as other members of the general public; they have their own individualistic attitudes and values about living, all of them are disgraced by a materialistic lifestyle. Mr. N described himself as an "alternative" young entrepreneur compared to other people who merely follow the mainstream. Mr. N explained 'alternative' is a better word to describe him. He said,

"I always look for a different way to do something, not following the flow of the masses. But I do not agree this is individualism; even though I have another way of doing something, I still need companions to work together. In the social enterprise where I am working, I still need a team to work together. I am not able to deliver my services without a companion, of course; the companions need to share the same values, with similar thinking and a concept in order to team up".

Mr. N elaborated on how being alternative does not mean a disconnection with other people, since he prefers to work with people of a similar ideology or culture. Mr. N recalled how his families taught him to analyse the mainstream voices and looked into a current affair from different perspectives; the family culture and learned value from his father and grandfather are the foundation for his thinking and values. He said,

"My grandfather and father read a lot of newspapers, they listened to current affairs from media, however, they analysed the news with me, and that was influential to me. They reflected and were critically thinking about the mainstream voices, yet they were not anti-mainstream, but they brought out different perspectives of an issue or incidents, showing me it is not necessary to follow the mainstream idea".

Mr. N expressed his openness and readiness to new ideas, and he looked for a breakthrough for himself. He did not agree with limitations in business innovation. He believed social culture can be changed according to a temporal and a spatial context, but his individual culture is his own inner core value and will not be changed. Mr. N is a supporter of changes in his organization, he stressed the importance for his organization to keep evolutionary; their business model has modified a lot. He said,

"I made many changes gradually, originally it was mainly for an overseas cultural trip, but it was impossible to have too many overseas trips with our limited resources. On the other hand, there is plenty to explore in Hong Kong, since we are not a travel agency and we don't have enough resources to organize outbound trips on a regular basis. Yet there are a lot of valuable resources in Hong Kong for local people to participate".

Similar to Mr. N, Mr. J of Generation X is very much concerned about cultural and environmental sustainability; both of them were aware of their differences from the mainstream but they enjoyed their lifestyle. Mr. J's previous working experiences in Mainland China provided him with a determinant will to stay away from China's business culture which he regarded as dark and not good. He recalled his experiences in China,

"I had a job in a factory in Mainland China, after I finished my studies in a polytechnic engineering department. I worked in ISO management and started to get in touch with Chinese culture in China. I found the dark side of it which I think was something not good; I am always a perfectionist and want to work more for myself. I don't want to get involved in the dirty water, so I left the company and started my own business in 2000".

In the light of the culture shock when working in a different cultural environment, Mr. J applied a separation strategy in order to refuse the dominant and host culture when he was working in China. On the other hand, he was well aware of his affiliation with another culture group. Mr. J described himself as a non-mainstream person, but to a great extent with an individualistic attitude and mindset. He said,

"Social culture can be changed according to time, but individual culture is my inner core value, though time changes and social values change, my individual culture will not be changed. I still follow my thinking and do whatever I wish to, I don't follow mainstream culture and social notions; I enjoy personal interests, such as hiking, trekking, fishing, and nature; so I want to spend more time pursuing my interests".

Mr. B is an adventurous person and has his own philosophy; he believes in challenging the authority for game changing. Mr. B said,

"Hong Kong is legally and structurally well developed. If you just followed the rules of the games of your predecessor, you would be in an extremely tough environment full of competition, even some of our pioneers or predecessors, such as Tycoon Mr. Lee Ka Shing was once a rebellious person. He was a game changer under the governance of a foreign country; he created and established his own rules and regulations. I believe the new generation also needs to do the same, it is important how we inspire them to try something out boldly, ready to accept a challenge or an adventure". He also pointed out his generation would like to change the world,

"I think I belong to the '80s young generation culture, which has its own ideas and values, which we want to bring out; but we're not sure how to work it out".

On the other hand, Mr. B was from a poor and miserable family. Mr. B always reflected on the nature of life and the meaning of money. Even though Mr. B was born in Southern China, he moved to Hong Kong as a very young boy. The education and human network provided with him nutrition to transform into a risk-taking person with the capacity to think critically. Mr. B shared his learned experiences,

"In my secondary school, I was lucky to meet a good mentor who was my biology teacher. He became too aware of my situation but "congratulated" me. When I asked him why he explained to me the example of the phoenix reborn, he told me how the phoenix needs to die before rising from the ashes to everlasting life; this represents transformation. Everyone could experience misfortune, but it is a good thing to experience it earlier because you can rebuild your values after something is broken".

The inspiration of the mentoring teacher was significant for the innovativeness of his entrepreneurial activities. Mr. B believes a changer needs to think out of the box and break the regulatory framework in order to enhance transformation.

Ms. N enjoys learning something new, and she has a very strong sense of her own existence; she likes to act independently. She indicated that she does not belong to the mainstream, which is quite materialistic, but she has something of a "puritan-lifestyle". She pointed out,

"I am a very outspoken person and can express my will boldly".

The current political developments with stringent media censorships is intimidating her. She obtained an MBA degree in France and is of the opinion that her beliefs are closer to Western values, such as justice, what is right and wrong. Ms. N is extremely strong about her existence as a unique individual. She said,

"I don't identify myself based on my job, my company, or business. I have a very strong sense of my existence. I am Ms. N, a person who is very simple and who easily devotes emotion, both to the people around me and my work; there is not much difference between my own self in private and in my job".

Running different businesses at the same time, she elaborated,

"I like to act independently because entrepreneurs should have some new ideas".

Being a serial entrepreneur with strong innovativeness, Mr. C demonstrated his unique thinking and lifestyle with alternative personal traits. Mr. C does not trust the institutional system in entrepreneurial support and he insists on the importance of a global vision, critical thinking, and personal will. Educated in the US Ivy League system, he also thinks that he is different from most Hong Kong people who are mainly money oriented and lacking in principles and social responsibility. He suggests the government should have less involvement

in entrepreneurial activities, due to their limited technological know-how and business experiences. He pointed out the problem of the older entrepreneurs in Hong Kong,

"They are not able to change and catch up with the new trends. I think it is important to keep up with new knowledge. I also encourage other young people to start a venture and I am open to getting involved".

Mr. C enjoyed the interaction with the younger generation and is also running start-up incubators and investing in new ventures; he encourages entrepreneurial activities and suggests more adventures and risk-taking without reservation. Mr. C made a statement about his individualistic personal characteristics. He said,

"But I have a very rare mindset, most Hong Kong people will not think as I do".

Productive entrepreneurs explore opportunities to solve the needs of others in efficient and effective ways; creating new values and initiating innovation by taking risks, since they are discontent with old practices and norms. They believe in trial and error for a better solution. Individually, they understand that their own personal success is dependent upon their ability and belief to create value in the lives of others. They will not see authorities as a threat to their wishes and dreams, but they will overcome all possible hurdles in the process of their entrepreneurial activities.

Origin of Values - MAS (Masculinity vs. Femininity), LTO / Confucian Dynamism (Long-Term Orientation vs. Short-Term Orientation), IND (Indulgence vs. Restraint)

Hofstede initiated cultural dimensions of masculinity and femininity and its relationships to entrepreneurial outcomes. He pointed out masculinity is regarded as a quality that emphasizes ambition, acquisition of wealth, and differentiated gender roles. On the other hand, femininity displays caring and nurturing behaviours, equality, environmental awareness and a more fluid and less flexible gender role (Hofstede, 2001). Referring to Hofstede's cultural dimension, masculinity in culture is the attribution of an ego in a society or organization; failure is a big issue under such an attitude. The masculinity-index describes masculine value and hence, competitiveness and the acquisition of wealth are highlighted. Contrarily, feminine values cherish relationship building and quality of life. Masculine culture promotes the importance of material success and force as a resolution to a problem. Power is a symbol of authority and governance within society, and stakeholders also cherish the traditional structure of the family. On the other hand, femininity in culture embraces the quality of life for all genders, a feminine society put humanity and environmental concerns as high priorities, it prefers negotiation to solve problems. Equality of different genders and flexible family structures are widely accepted and the societal norm is open to failure. The stakeholders of a feminine culture are relationship oriented.

As mentioned previously, the interviewees in NRO categories (non-registered organisation) consciously differentiate themselves from mainstream being a RTA (registered travel agent) of Hong Kong, which is profit oriented in the highly materialistic society. On the other hand, all NRO entrepreneurs pursue other values, dreams, and life goals more than just monetary values. Their entrepreneurial behaviour and intentions are scoring high in the feminism cultural dimension, which cherishes relationships and quality of life. Mr. J always

connected with his mentors who provided him with the vision and knowledge for his green business; he also wanted to integrate his personal interest into the business, believing lifestyle is more important than money making. Mr. J elaborated on his lifestyle. He has also a personal interpretation about being an entrepreneur. He said,

"I am just a typical Hong Kong person, we are very busy and work a lot in our daily life, but I also enjoy personal interests, such as hiking, trekking, fishing, nature; so I want to spend more time pursuing my interests".

Mr. J has his personal interpretation for what an entrepreneur is. He explained what he thought about being an entrepreneur,

"Entrepreneurship means something I want to do, not necessarily just for money or profit, but something for fun, for a challenge".

Mr. B elaborated on the volunteering travel experiences of his business. It is about the drives of love and peace for planet earth, the activities are highly sought after by female consumers, with a proportion of 8:2 between the two genders. He further explained the feminine orientation of volunteering activities. He said,

"Personally, I am relatively neutral in masculinity and femininity, I can easily communicate with different people around the world. In our organization, there are many female members, it is a proportion of 8:2, 8 females to 2 males. In the early stage of our organization, many founding members were female. Volunteering actually is very feminine

throughout the world. Love and peace, caring, beliefs and trusts of love, actually many men
are reluctant to speak about those subjects".

Mr. N enjoyed travel to learn about cultures around the world; he described his feeling about his experiences in his work. He said,

"I believe the quality interaction with people who share similar values is very important in travel; I enjoy exchanging ideas and experiences with people with common interests".

These comments all concern quality of life, which is highly cherished in the society of femininity. M. N further described how an entrepreneur should be caring and innovative. He explained,

"I think what we need to do is something with a social mission and to be able to help some people; we should not purely be concerned with making money. Firstly, I think this is a responsibility we have. Secondly, I think an entrepreneur is supposed to face a lot of challenges and changes, so I do not want to have my work repeated constantly. I keep searching for new challenges. Simple and easy tasks should not be the mission of an entrepreneur. On the contrary, when someone is employed, they would like to have a routine job nature with repetition. Entrepreneurs need to keep searching for new resources and new opportunities".

Both Mr. B and Mr. N agreed that it is important to travel with companions who share the same values and thinking; they treasure relationships between different stakeholders; they also want to make a contribution to society and to people through their business.

Ms. N indicated that other people perceived her as a true and real person, a person with tears and emotion. She said,

"People see me as a very simple person, with emotion and tears, because people think I am a true person".

According to Hofstede (2004), the masculinity side of entrepreneurship represents a preference for achievement, heroism, assertiveness, and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented. It is a complex interplay of biological sex, socialized gender-roles, and culture on entrepreneurial self-efficacy and motivation to become an entrepreneur (Mueller, 2013). Some researchers explained agency and communality as "fundamental dimensions" in judgments across time and circumstance (Abele & Wojciszke, 2007). They suggested that gender characterizations about entrepreneurs vary along two primary dimensions: "agency" and "communality". The notion of agency encompasses traits such as competence, instrumentality, and independence, whereas communion captures nurturance, warmth, and concern for others (Kite et al., 2008). Other researchers argued that high-growth profit-minded entrepreneurs are consistently viewed in masculine terms and considered high on agentic attributes. On the contrary, social entrepreneurs are rather neutral or androgynous, consistent with both masculine and feminine characteristics, yet still higher on agency than communality. However, low-growth entrepreneurs are viewed in stereotypically feminine terms and rated higher on communality than agency. In this thesis, a neutral gender role should be referred to as the Mr. A case, since he is working in his father's company with conventional practices, but he also runs his social media platform in parallel,

which is associated with hundreds of key opinion leaders as contributors and partners (Gupta et al., 2019). Although there are new arguments about the neutrality of a gender role in entrepreneurship for further discussion, this thesis is based on the interpretation of masculine and feminine dimensions of Hofstede, which pointed out how every society recognizes relevant behaviours as more suitable to females or more suitable to males, because these "represent relatively arbitrary choices, medicated by cultural norms and traditions" (Hofstede, 2001, pp. 280). Enterprises with high masculinity will tend to be aggressive, reward and performance oriented, striving for competitiveness. These attributes could be traced in Ms. S's inbound travel agency with the objectives to be the biggest and most profitable by whatever means. On the other hand, other cases enhance connectivity with different stakeholders, friendliness and communication are cherished, specific values such as innovation and sustainability are more important than making wealth. The business models of Ms. N, Mr. N, Mr. K, Mr. J, Mr. B, and Mr. C are more associated to cultural dimensions of femininity, with their unique philosophy and values of their businesses, aiming for specific rewards more than materialistic pursuits.

Ms. N organized peer group tours to experience good food and culture overseas, which were based on trust and friendship. Ms. N said even humble work like washing dishes was innovative enough, she would not mind washing dishes.

"I am always ready for innovative ideas, if someone told me there is innovation in washing dishes, I can try it, because I don't mind the nature and image of such a job", said Ms. N.

Though she has a list of credentials and impressive qualifications, Ms. N is unpretentious and can demonstrate femininity which can sustain good relationships with different age groups. Ms. N mentioned,

"I am still learning from other younger age groups".

Mr. C is a serial entrepreneur, but he thinks entrepreneurs are meant to be humble, money is not the goal, but an option. Mr. C stated,

"To make a living and keep my lifestyle is very important. Being an entrepreneur is not necessarily about being rich, we are expected to be humble."

He enjoyed the process of building up a new venture with original ideas and concepts. Mr. C also shared his view about the richness in term of materialistic values of some entrepreneurs. He said,

"Entrepreneurs could be quite poor. Many successful old entrepreneurs are not necessarily innovative, they made successes probably due to opportunity, and now they are neither inactive, nor proactive, but just wealthy, but they are no longer productive and innovative", said Mr. C.

Mr. C also showed his orientation of femininity, with attention to the younger generation through teaching entrepreneurship at university. He said,

"I think in an international way and I want to be part of our new generation".

On the other hand, Ms. S is money-minded and achievement-oriented and the business model of her company has adhered to profitability through the volume of sales and low-cost strategy at the expenses of quality of services. The reports about the malpractices of forced shopping practices by Ms. S's company were empirical evidence of her beliefs in strength and wealth. The pro-authority attitude and political direction was her business strategy to achieve social hierarchy and a business network. The core value of cultural dimensions related to femininity such as quality of life, kindness, and caring were not taken into consideration for Ms. S.

Relatively speaking, Mr. A and Mr. K demonstrated their passion for travel and showed their concern about the innovation of the products more than conventional travel agents, compared to Ms. S's company. Though they are under the RTA categories, Mr. A tried to develop a Scandinavian self-driving product with a Hong Kong driver which he believed to be original and unique. Mr. A explained,

"We will try to develop new products, such as a Finland 8-days customized individual self-driving tour; there will be no tour guide but we can provide a driver for the customer. We want to have more new niche products, plus introduce our technological innovation bit by bit; we will look for change gradually, within the traditional framework and the regulation of the industry".

On the other hand, Mr. K also wanted to provide more customized services for his customers on the golf tour. Both Mr. A and Mr. K understood their drawbacks in the technological change, compared to the millennial generation, but wanted to catch up. Mr. A

tried hard to prove the feasibility of gradual progress in technological advancement to his family, and Mr. K emphasized customer services, compared to the online travel agency. He said,

"I provided intimate services and interaction with my customers, which cannot be achieved by simply online booking".

Their openness to communicate with the younger generation provides them an opportunity to be involved in the process of innovation. For example, Mr. K worked closely with his son and listened to his opinion. Mr. A tried to learn from the millennials, since he believed he was in the gap between two generations. Their caring consideration indicated they are towards femininity in behaviour (MAS). Entrepreneurial outcome with a more innovative and productive entrepreneurial concept such as social innovation, sustainability, shared economy, peer-based business, or customized services is closely related to feminine culture, but a company with prime goals to make profit and fast growth, especially with malpractices involved, such as "rent-seeking" and "corruption", which are basically masculine in cultural dimensions.

Confucian dynamism is also referred to as the teaching of Confucius, which is combined with the long-term orientation axis and short-term orientation axis of Hofstede's dimensions. Some significant cultural notions of Confucian dynamism include the preference for stability and respect of tradition, relationships based on hierarchy, and also the emphasis on the importance of saving "face". The short-term orientation is related to past and present, thus these are more static, meanwhile, the long-term axis is orientated towards the future, and this is more dynamic. Different orientations in a specific culture are regarded as the value of life. Based on the Chinse Valve Survey (CVS), conducted by Bond and Hofstede (1998), aiming for

Asian cultural research, China is scoring on the top of all surveyed countries around the world; it scored 118 and Hong Kong is ranked in the top 10.

The concept of Confucian dynamism is about a national culture dimension which describes the extent to which individuals within a culture focus on the short-term and immediate consequences, versus taking a long-term focus. One of the examples is the old-world practices in Mainland China, such as Wuhan's wet market and the consumption of wildlife in China. The apparent 'host jump' of SARS-CoV-2 from the Bat to the Pangolin (Dharma et al., 2020) is believed to have occurred in or near the Wuhan Wet Market. These can be contrasted with the exemplary responses to the earlier SARS outbreak in Hong Kong (Loh, 2004) and Taiwan (Hsieh et al., 2003). Hofstede's Chinese Value Survey pointed out notions of Confucius's influence, teaching the values of a nation and the relevant entrepreneurial outcome, with the bond of the traditional Chinese mindset. Long-Term Orientation is a pragmatic culture with a positive side which is more oriented towards the future, with values such as perseverance and being thrifty, these have an impact on the negative side, which is oriented towards the past and present (Hofstede, 1988).

On the positive side:	On the negative side:
– persistence (perseverance)	– personal steadiness and stability
– ordering relationships by status and observing this order	– saving one's "face"
– being thrifty	– respect for tradition
– having a sense of shame and gifts	– reciprocation of greetings, favours and gifts

Since 1997, the Chinese influence on the former British colony was accelerated in every aspect in the city. This thesis will look into the impact of Confucian dynamism on the entrepreneurs, in order to find out the Chinese culture impact on innovativeness. Hofstede (2001) stressed that long-term orientation stands for the fostering of virtues oriented towards future rewards. On the other hand, short-term orientation stands for the fostering of virtues related to the past and present, in particular, respect for tradition, saving "face" and fulfilling social obligations (Hofstede, 2001).

Parental guidance seems to be a curse to the family business in Oriental society. In Mr. A's case, it was a long battle for the young generation to bring changes to the organization under the short-term orientation axis of Confucian dynamism. As a matter of fact, the biggest hurdle for the innovation in Mr. A's company is fatherly notion and norms that were implemented in the family business culture. The absolute adherence to orthodox practices and an established framework becomes the robust cangue for Mr. A to cope with the fast-growing creative disruption in the global arena. Excessive parental restrictions on personality development refrain willingness and openness for novelties and changes. Actually, superior seniority is an anti-innovation social norm.

On the contrary, without a family business model to follow, almost without any fatherly protection or advice, Mr. B showed the determination to challenge the authority and ignored the constraints of short-term oriented Confucian dynamism, a cultural dimension which perceives the world of the past and present instead of the future. He said,

"Make it clear, we don't want parental norms, we don't need the frame. I want to set up my own norms, I want to advance from previous generations".

205

Mr. B did not want to be attached to parental norms, and he thought he would be able to think freely without norms. He even wanted to advance from and surpass his previous generations. On the other hand, being an SM Entrepreneur in the travel industry, Mr. K is now working with his son. Mr. K explained his situation,

"My son is working with me, I try to train him as my successor, however, my son told me our role as travel agents will very soon fade, and my network is shrinking since we are a small company".

Mr. K is a risk-taking person with an individualistic mindset, and bold to challenge the institutional framework. However, being a family business owner, the cultural impact imposed by the short-term axis of Confucian dynamism makes him another Mr. A's father, which is a very common phenomenon in a family-owned travel agency in Hong Kong. The cycle of anti-innovation norms is a common regularity amongst family-owned small size travel agents in Hong Kong. Under the short-term oriented Confucian dynamism, Mr. A's and Mr. K's son had no choice but to listen to his father's instruction, which is regarded as respect to fatherly guidance and tradition.

The LTO Index of Hofstede's cultural dimension is an explanation of short-term vs. long term orientation, which is also known as Confucian dynamism with a self-explanation of its bond and correspondence with Chinese culture and Confucius teaching. The short-term orientation axis cherishes stability and traditions more than original ideas and personal convictions. Upholding "face" is a crucial index for short -term orientation. On the other hand, I interpret the short-term axis of Confucian dynamism as the opposite to the emerged Internet culture, which is associated with liberating and empowering communication and these

attributions also embrace critical thinking, rights, truth, and the pursuit of novelties. Relatively speaking, long-term orientation is more adaptable to changes, compared to short-term orientation, since it reflects a value of life with thrift and persistence in business practices; having a sense of shame is also a drive to pursue conscientious and caring business activities.

The system of the Hong Kong tourism industry is a robust institutional structure with over 40 years of tradition, since it was established in 1978. The culture of the industry could not be easily changed overnight, especially with a committee full of senior veterans of the industry. Even though within the RTA category, both Mr. A and Mr. K were aware of the constraints and limitations of the habits and conventional practices of the industry, but the social notion under the long-term orientation of the industry cornered them in steadiness and stability belong to long-term orientation with limited innovativeness. The NRO category concerns entrepreneurs who are all netizens and under the influences of Internet culture. They embrace the new cultural change derived from internet values through new communication forms, and knowledge transfer through cross-cultural contact. Empowerment is their right for their business model. They have a global mindset which is different from robust traditional Confucian dynamism, with the respect of tradition. All interviewees, in the NRO category, Mr. J, Mr. C, Ms. N, Mr. N, and Mr. B, were inspired to implement innovation through their overseas experiences, multicultural backgrounds, and global interactions.

Mr. J admitted himself how he thinks traditionally, but he is also aware of the negative impact of traditional practices, after working in China for years. He strived for changes and self-actualization, through the mentorships of distinguished experts with global insights. Mr. J's learned experiences in the process of his entrepreneurial activities provided him with exposure to new horizons in environmental concerns and a global vision, which made him resist a stagnant lifestyle or lack of innovation in his business practices. Mr. J elaborated on his traits,

"I have a typical Hong Kong old-fashioned mindset, as those in the '60s, but I mean the traditional working attitude of the old generation, but my personal character is active-oriented, I want to try new things and create new things, I do not think there is a contradiction between the two aspects", said Mr. J.

Indulgence vs Restraint (IND) can demonstrate the personal drives for happiness and the goal of one's life. All cases under the NRO category (non-registered organization) have clear personal goals and the pursuit of freedom of personal will. They all wanted to achieve and feel happy and are satisfied with self-achievement, which is not necessarily valued by money or profit.

Mr. C was happily pursuing his lifestyle from a global perspective and he also felt happy to influence a young generation. He made a strong statement of his pursuit,

"My principle is individual determination. I don't care much about government funding for my business. I don't expect someone to help me. As long as I can make a living and keep my lifestyle, that will be very important," said Mr. C.

Mr. C was proud of his persistence in entrepreneurial activities over the years. Since his first success in the dot-com period, he was able to keep his momentum, compared to people who had already given up their business due to the pressure of living into their middle age. He declared,

"I enjoy being an entrepreneur, I can have my own life, and want to influence others and help the younger generation if they want to try".

Being a confident professional woman with robust financial independence, Ms. N enjoyed learning, innovative ideas, and being her true self. She described herself as a happy professional. She said,

"My lifestyle is very simple and it fits with my interests", said Ms. N.

Ms. N can find her happiness in her work. She further confirmed,

"I enjoyed my work and still thought of my job when I was at home. Now I have started my own business; it is almost 24 hours working around the clock. I have enjoyed learning, since my school days, in my work, and now in my own company."

Ms. N also explained her joy coming from innovativeness in her work. She said,

"I am interested in being an entrepreneur because I am very flexible, I am always ready for an innovative idea," said Ms. N.

Mr. N felt happy being alternative and receiving the appreciation of other stakeholders, including customers. As a millennial growing up in the Internet culture, Mr. N explained he enjoyed changes and novelties in his life. He revealed,

"I prefer to have a new challenge on a regular basis, not routine work on a daily basis. Every day will be different for me. In my present job, I meet groups from different backgrounds, they could be students, teachers, or entrepreneurs, I need to deal with people of different cultural backgrounds, my work could be changing every day; that is something I enjoy very much, living in changes, not in a static environment".

Mr. N's strong belief in civic commitment is persistence for his entrepreneurial activities. He said,

"I think what we need is to have some social mission and be able to help some people, and not be purely concerned about making money. I think this is a responsibility. Secondly, I think an entrepreneur faces a lot of challenges and changes, so I do not want to keep repeating some works; I keep searching for new challenges, it is important for me to face new missions and objectives".

Evidently, the indulgence of Mr. N's goal and faith in what he is doing strengthens his desire for innovation.

Mr. J. believed that besides working hard, it is important to spend more time pursuing his interests such as hiking, trekking, fishing, and nature-based activities. The indulgence in his personal interests is also a drive for his commitment to his eco-tourism business. He said,

"I enjoy my personal interests, such as hiking, trekking, fishing, and nature. I want to spend more time pursing my interests", said Mr. J, he also enjoys the process of seeking opportunities in his business. He said,

"My character is active-oriented, I want to try new things and create new things".

He achieved his happiness by making new ventures and breakthroughs. He explained,

"I very much enjoyed being an entrepreneur, I felt happy with the process when I forecasted an opportunity in the market, which came true in the future, which was something new to happen, and how I could get involved and be a part of it, and I hoped to be the pioneer or leader in this field. I obtained the satisfaction from the process, and I felt the success, since other people were not able to make it, but I could, so that contentment could not be bought by money".

Mr. B is passionate about interaction with different cultures and involvement in local daily life in a foreign setting. He told me of his enjoyment through his job with a mission.

"I was impressed by the volunteering activities that I experienced from an overseas work camp, and thought that is something worthwhile to promote. Since I am a very

communicative person and I started sharing this idea with other people, I lined up many young people with similar values and interests from different professions; we are curious about the world and we believe travel should not stay around basic needs such as food, drink, and play. Travel should not only be for visiting attractions, such as viewing the aboriginal Kayan long neck tribes, and exotic giraffes. Travel can only be meaningful when we become part of the local community", said Mr. B.

Mr. B also enjoyed sharing the experiences with his community. He further elaborated on the objective of his organization which is also showcasing his personal beliefs and values. He said,

"Our organization has formulated three steps as our goal, which is the curiosity to explore the world, then to develop sympathy for the local people, and last but not least, to make changes, both personal and social changes, after returning home. When we started the organization, we aimed at people with a curiosity for the world. When these people would return home, they would have changed personally or they would want to bring change to their community and society. That is the reason why these people will come together for volunteering without salary". Mr. B explained the core values of his organization.

Non-registered organization (NRO) tourism entrepreneurs did not believe money can bring them happiness, but it was their indulged sought-after dream and lifestyle that kept their momentum to strive for innovation in their entrepreneurial activities. However, grievances about the monetary concern or lack of government fiscal support are overwhelming in the RTA registered travel agent (RTA) category. A sector is restrained and regulated by strict institutional rules and social norms.

Ms. S explicitly pointed out the instability caused by social moments was the hindrance of her inbound travel business with customers completely from Mainland China. Her sense of security and prosperity come from the extent of support from the government.

"As long as Hong Kong is socially stable, we will be blessed. I much appreciated how the Hong Kong Government tried its best to control and suppress the bad things that happened in Hong Kong", Ms. S stressed.

There is a metric of happiness for Ms. S which is based on materialistic satisfaction. She described,

"China's economy is rising now; we have the chance our parents never had before. We are able to enjoy a new life; we can buy whatever we want".

Mr. K understood his limitation in technological know-how, but he grieves more about the lack of a global network for new products' development. He elaborated,

"Hong Kong customers seem to prefer nearby destinations mainly due to price; however, I know some of the green fees of golf courses in Europe or the States are actually affordable, but I don't have a chance to get connected with them, due to the size of our company".

Being a veteran in the industry, Mr. K is also distressed by the stagnancy of the tourism industry in Hong Kong.

"*I have been in the industry for so long, I really know the problem and the dark side of the industry and I don't believe these are healthy", s*aid Mr. K.

Fortunately, he was able to find bliss in his business since he is a passionate golfer and is enthusiastic to organize customized golfing tours for his customers. He explained his indulgence in his golf tour business,

"I am able to keep my interests and I can travel around for golf. I am an outdoor guy. I enjoy the nature of my business, providing services and being interactive with my customers, which cannot be achieved simply by online booking".

As a matter of fact, the business model of non-registered organizations (NRO) is more diversified and demonstrates higher degrees in innovativeness, including the process of innovation, product innovation, market innovation, organization innovation, and technological innovation, since the individualistic characteristic of the specific entrepreneurs is they are able to think outside of the boxes with strict institutional regulations and restraints established by institutional organization. On the other hand, the registered travel agents (RTA) tend to be more conservative under the frame of collectivistic notions and social norms. With predictability in a social relationship, collectivistic cultures emphasize the needs and goals of the group as a whole over the needs and desires of each individual. Under the socio-cultural restraints,

relationships with other members within the travel industry and the interconnectedness of the group play a central role in each person's identity.

Table 7

Evidence of Sociocultural Impact on Entrepreneurial Innovation Through Individualistic / Collectivistic Business Orientation

(RQ1)

	Cases	Process Innovation	Business Model Innovation	Product Innovation	Technological Innovation	Market Innovation
Registered Travel Agents **(RTA)**	Mr. K			✓		
	Ms. S					
Collectivistic Orientation	Mr. A	✓		✓	✓	
		✓	✓	✓	✓	✓
	Mr. N					
	Mr. B	✓	✓	✓	✓	✓
Non-registered organization **(NRO)**	Mr. J	✓	✓	✓	✓	✓
Individualistic Orientation	Ms. N	✓	✓	✓	✓	✓
	Mr. C	✓	✓	✓	✓	✓

215

6.4. Sociocultural Context and its Impact on the Innovativeness of Hong Kong Tourism Entrepreneurs

All social phenomena are undertaken in specific contexts which intersect to generate, enable, or constrain particular forms of behaviour. Many researchers stressed the important role of the context in explaining entrepreneurial actions and their outcomes. There is specific attention given to contextual variables (Zahra & Wright, 2011). Contextualized views of entrepreneurship contribute to the understanding of the phenomenon and research questions in Hong Kong, through contextual variables such as cultural dimensions, gender, social science and politics, disciplinary and inter-disciplinary, generational gap, as well as postcolonial transition and resinification. Without contextualization the different effects of individuals, situations, and serendipity are unclear. The contextual approach provided support for longitudinal research in order to document the changes of contextual variables, micro-processes, and to link them to different outcomes such as the change of business activities or impacts caused by new policies or entrepreneurial events towards a small business owner. More entrepreneurship research pointed out economic behaviour can be better understood within its historical, temporal, institutional, spatial, and social contexts, as these contexts provide individuals with opportunities and set boundaries for their actions, which is the propensity to act during entrepreneurial events (Shapero, 1992). Context can be an asset and a liability for the nature and extent of entrepreneurship. On the other hand, entrepreneurship can also impact contexts. Context is important for understanding when, how, and why entrepreneurship happens and who becomes involved. Through the investigation of the multiplicity of contexts and their impact on entrepreneurship, it is possible for me to reflect on contextualizing the entrepreneurship theory in the process of my research (Welter, 2011). This section provides further discussion about the orientation and potential of innovativeness on the entrepreneurial outcome through the lens of specific perspectives and contexts, including intrinsic antecedents

or individual contexts, which are by nature, or essential for, personal development such as gender, the geographical and the educational background, as well as extrinsic perspectives or environmental context, including influences through a generational gap, the Internet culture and human networking and background. These external notions are related to family influences, mentorship, peer influences, lifestyle, religion, institutional regulation and social norms (Smallbone & Welter, 2001a, 2001b). I analysed the collected data through a transversal or cross-sectional study across a specific setting in Hong Kong, at a specific transitional period, that enables me to investigate the phenomena of entrepreneurial outcomes in the Hong Kong tourism industry.

6.4.1. Intrinsic Settings-Gender Context, Educational Context, Geographical Context and Innovativeness

There are many researchers interested in the topics related to gender and entrepreneurship, such as the relationships between genders, entrepreneurial self-efficacy, and entrepreneurial intentions of different genders. Some researchers argued that gender demonstrates the levels of risk-taking and self-efficacy differently (Shinnar et al., 2014). They explained the reason why some people avoid activities when they do not believe they possess the skills to be successful in them, due to the social perception of different genders, and how females believe in their abilities to make successful decisions influence both their risk-taking behaviours and career paths; and their findings showed that women take less risks than men, due to their social perceptions (Byrnes et al., 1999; Stoddard & Fern, 1999; Williams & Narendran, 1999). Other researchers focused on the influence of social contexts such as networks, family, and the household embeddedness of women entrepreneurs or the institutional environment for women's entrepreneurship, and they believed the "motherhood" attribute, which is representing a

household and a family context is an advantage in a sociocultural context for female entrepreneurs (Brush et al., 2009).

Furthermore, some researchers pointed out the effects of tertiary entrepreneurship education on entrepreneurial self-efficacy are proven to be more significant for women than for men. Entrepreneurship education could possibly reduce the gender differences for those women with entrepreneurial aspirations. Some researchers believe that entrepreneurship education can be positioned as an equalizer, possibly reducing the negative effects of low self-efficacy and ultimately increasing the chances for successful venture creation by women (Wilson et al., 2007). In my case studies, there are two women entrepreneurs with different traits and backgrounds. I would like to enquire into their orientation towards innovativeness in their entrepreneurial behaviour.

Ms. N is a well-educated professional, keen on western values such as the justice and legal system, and she regards herself as multi-cultural and international, with her family background and her studies in France.

"*My family is full of different languages, including Indonesian, English, Mandarin, the Hokkien dialect",* said Ms. N.

She recalled her life pattern is simple and sort of "Puritan", disciplinary and monochromatic, but not boring since she keeps learning in her daily life. She stated,

"I enjoyed my work and I was still thinking of my job when I was at home. Now I have started my own business, it is almost 24 hours working around the clock to be involved in the business. I have enjoyed learning since my school days, as well as in my work, and now in my own company".

She said she is willing to learn from a younger generation for internet knowledge such as social media networking. To Ms. N, entrepreneurs are those who have an 'innovative concept'. Even when she was working as a corporate executive, she kept changing her duties, and she revealed,

"On average, I changed my position every 18 months, since most departments want to have someone with an entrepreneurial spirit for changes".

Ms. N has a very personal interpretation of an entrepreneur; she mentioned she is interested in being an entrepreneur, because she is very flexible.

"I am always ready for innovative ideas, if someone told me there is innovation in washing dishes, I can try the task, because I don't mind the nature of the job. I never consider my age or background as a concern, I just care about what can I learn today, what is the difference in me today from yesterday", said Ms. N.

Ms. N is always looking for challenges and taking a risk for enhancement. She said,

"To me, I have my own culture to deal with new things, without any predecessor references or experiences for the job. My first job sculpted who I am now; I can have my own style to work".

The self-efficacy of Ms. N is rather spontaneous, with her unique family background and personality. However, it is also subject to her educational background and the intention to learn. On the other hand, the openness to new experiences and challenges is also the foundation for her innovativeness in entrepreneurial behaviours.

On the contrary, Ms. S came from another educational system without a formal tertiary education background, not to mention entrepreneurship training. It is a generic phenomenon in the Hong Kong tourism industry that on-the-job-training is prevailing and the majority of tourism entrepreneurs own the background of ticketing, a frontline operator of travel agents or tour guides.

The case of Ms. S is a typical example of the travel receptive agents for Mainland China group tours. Basically, she was from Mainland China and labelled as a "New Hong Konger". New immigrants after 1997, due to the one-way permit scheme implemented by the Beijing Government, allow up to 150 Mainlanders to move to Hong Kong on a daily basis. Most of these new immigrants are related to family reunions rather than highly skilled professionals or educational credentials. Ms. S entered the tourism industry of Hong Kong through the low entry barrier entry into the tour guide sector, by demonstrating her Mandarin speaking ability and

experiences in the retail sector. Being a beneficiary of the policies of Beijing and the Hong Kong government, she has a strong belief in and loyalty to institutional policy. She said,

"Hong Kong and China provide me with chances and opportunities to make wealth; I am a typical business person in Hong Kong, looking for a stable environment, and the government will provide us all with support. We have to fit into the systems and expectations of the government, both the Hong Kong and the Chinese government".

Ms. S explicitly blamed the social turmoil and civil unrest in 2014, and she thought this was the only reason for the stringent inbound visitors from China and the downturn of their revenue since then. Ms. S highly expects potential and business opportunities created by the new infrastructures invested in by the government, including the high-speed train and the Zhuihai-Hong Kong-Macau Bridge. She stressed,

"As long as we can listen to the central government, we can create wealth since China is getting rich now, we are getting stronger and powerful".

In fact, the CCP has encouraged nationalism among its university elites since the Cultural Revolution, and the Party has increasingly relied on patriotic sentiment for political support in the Post-Tiananmen era. The core difference between Mainland Chinese and Hong Kong people is about two sets of attitudes and cultural values. The main point to note is the cultural and social impact on their entrepreneurial behaviour. Ms. S is collectivist with an adhesion to an institutional framework.

An educational system to serve nationalism as a tool, rather than the training of human agency, knowledge seeking, and promoting integrity could be controversial to many researchers. Triyakian (1995) argued that modernity is a set of innovative adaptions to a social cultural and physical environment, which social actors adopt voluntarily. The intolerance of nationalism may limit both material development and creative possibilities (Shafter, 1976). The idea of "adaptive upgrading" is the core component of modernization, and as a cultural orientation that could be retained by social actors internally. The researchers believe political innovation and modernity is significantly related to nationalism (Triyakian, 1995).

Since the early '80s, with the opening of New China to the external world, the Beijing Government promptly pushed the nation into drastic reformation from different perspectives, including economic, cultural, and national identity. Nationalism also demanded that women's sense of mission includes the maintenance of national culture, including traditions, language, dress and demeanour, literature and other arts (Locmele, 2010; Yuval-Davis, 1997). Ms. S grew up and was educated in this specific spatial, temporal, and social context during the opening of China in the late '80s. She was influenced by the collectivism ideology during her youth, before moving to Hong Kong. As a matter of fact, extreme nationalism that promotes the interest of one state or people above all others, or simply "extreme devotion to one's own nation" can trigger ultra-nationalism, which combined with the notion of national rebirth is a key foundation of fascism. Some researchers argued that one of the reasons higher education tends to be linked with greater tolerance is because it leads to individual value priorities that are conducive to greater openness to political diversity. The extreme sense of nationalism is always related to discriminatory intolerance of foreign values. On the contrary, there are positive influences of education when there is a greater acceptance of diversity (Golebiowska, 1995, pp. 23 - 48). Entrepreneurial potentials and self-efficacy have nothing to do with a gender background.

However, educational factors and learned experiences sculpt innovativeness and openness and these will play a significant role in the entrepreneurial intentions of the entrepreneurs.

The female entrepreneurs in my multiple case studies are equally competent in running a business with their specific orientation. However, a business owner is not necessarily an entrepreneur, and business activities are not pertinent to innovation, which creates new values in business and social benefits. Based on the entrepreneurial outcome of the two female cases of my research, education and global vision seem more important to a risk-taking ability and an openness for changes.

However, though there are not many differences in self-efficacy and potentials between male and female entrepreneurs in my cases, the report of the Chinese University of Hong Kong about entrepreneurship in Hong Kong showed there are more aspiring male entrepreneurs than female counterparts with a similar generic tertiary educational background (Dowejko et al., 2014). It is obvious that specific entrepreneurial education and more overseas training could empower young females to become involved in entrepreneurial activities. Through the "Empowering Young Entrepreneur Program 2014" (Dowejko et al., 2014), with 352 EYE Program participants, who decided to commit to launching a business and submitted a total of 148 business proposals. The EYE program revealed as follows,

"The typical aspiring young entrepreneurs in Hong Kong are Chinese males between 21 and 25 years old, who have already graduated from university with a bachelor's degree. These young men have studied in Hong Kong and they are versed in business. The typical EYE team is made up of 2 to 4 persons (62.8 per cent of all teams, including EYE, which is under the listed universities and colleges in Hong Kong, and non-EYE members, such as other

overseas educated young people) with mainly male co-founders (62.2 per cent are male-only teams)".

It was interesting to find out if gender is an important factor for a specific business model through one of my cases. The volunteering travel non-profit making organization of Mr. B provided strong evidence for the feminism business nature in some social innovation, which is emphasizing the pursuit of values rather than success and wealth. Mr. B mentioned the interesting fact about the role of gender in his organization. He said,

"Personally, I am relatively neutral in masculinity and femininity. In our organization, there is an overwhelming number of female members, it is a proportion of 8:2, which is 8 females to 2 males. When we established our organization in the early stage, most of the founding members were female. Volunteering actually is very feminine oriented".

Though the majority of members are female, the founders who initiate the organization with the vision are male, which demonstrates the entrepreneurial potential more in general. Mr. B described the difference between an innovator and a promoter.

"Nine out of ten founders of a similar organization in the world are male. However, followers are mainly female, it is because females are more willing to participate and communicate, showing more sympathy which is the core value that our organization wants to promote", said Mr. B.

In my case studies, there are only two female entrepreneurs who represent registered and non-registered travel agencies respectively. The background and value of a female

entrepreneur could be varied, subjective to other sociocultural and phenomenal impacts on a particular person. It is interesting to know the clues related to gender from other cases through male entrepreneurs with female partners. In the cases, it demonstrated that some particular business models are perfectly fit for female practitioners, such as the volunteering travel organization of Mr. B; the objectives of the organization concern love and caring, which are based on an emotional commitment and humanity, rather than profitability and money values. Mr. B explained most of their members are female, a proportion of 8:2 between the two genders. This phenomenon could be further comprehended with the femininity cultural dimension of Hofstede. In Mr. B's case, though the majority of members are female, the founders who initiated the organization with the vision are male, which demonstrates the entrepreneurial potential more in general. It explained the difference between an innovator and a promoter in business activities.

Educational Context

Education is always associated with successful entrepreneurial behaviours. It is believed that higher rates of education will lead to higher rates of entrepreneurship (Jiménez, 2015). Some researchers found an added year of education raises entrepreneurial profits by, on average, 5.5 per cent in developing countries, and 6.1 per cent in developed economies (van der Sluis et al., 2005; 2008). Some researchers argued that secondary and tertiary education can increase formal entrepreneurship as a consequence of the higher self-confidence, lower perceived risk, and enhanced human capital (Schultz, 1959; Davidsson & Honig, 2003; DeTienne & Chandler, 2004). Although educational improvements are regarded as a key element in many development entrepreneurship strategies, the link between human capital formation and development is lacking in empirical research (Dias et al., 2006). Some empirical studies have examined how the quality of education and of political institutions affects national innovation activity,

including to what extent education resources can explain the cross-country variation of innovation productivity (Furman et al., 2002). Some researchers pointed out that the education sector should also introduce the changes for the adaptation of societal needs, through the concept of an integral education/innovation system through multi-, pluri-, and cross-disciplinary approaches (Jantsch, 1972).

Since entrepreneurship is a multidimensional subject related to cross-disciplinary and multidisciplinary knowledge, the diverse educational background of the cases could depict the relevant entrepreneurial learning from practices or from schools through their life stories (Rae, 2000). Formal or informal entrepreneurial training or education can definitely provide the base for self-efficacy or for potential entrepreneurial activities (Edwards et al., 2005). The integration of an inborn personality with learned experiences or trained skills at work, in society, or at school, facilitates the propensity to act accordingly. Personality traits such as conscientiousness (self-discipline and drive to achieve), extraversion (sociability), agreeableness (cooperative), neuroticism (emotional stability and positive thinking) and openness to experiences (adventurous and curious) are able to be consolidated through specific education and experiences (Digman, 1990, pp. 417 - 440; Tupes & Christal, 1961).

Mr. C is a typical overseas educated entrepreneur, with experiences and exposure in venture investment and start-ups incubation. He is full of confidence from his prior training and exposure in secondary and tertiary education. He is keen on interaction with the younger generation, by volunteering in mentorships for start-up enterprises and he also teaches entrepreneurship in a renowned design college in Hong Kong as a part-time lecturer. He confessed he is not a typical Hong Kong businessman. He pointed out the educational system in Hong Kong is not favourable for innovativeness or entrepreneurial development. Educated overseas, Mr. C is self-confident and accessible to human capital. He said,

"I think in an international way and I want to be part of our new generation. Hong Kong's culture is not as international as most people imagine. It is exceptional for those with a special background or family network. I studied in a renowned high school with a British education system and then I further studied in New York for my bachelor's degree in computing. The overseas education opportunity made me think differently. Under the education system of Hong Kong, most people do not think critically enough. Children are engaged merely with loaded homework and have no space to develop. I think the government policy implementation, or even the university system, is not really set up for global connection and development in Hong Kong".

Being a successful business executive in multinational corporations before, and now running a series of businesses, including retails, a business consultancy, as well as social media activities, Ms. N regards her endurance, unique thinking, as well as independent behaviours, are sculpted by a multinational family background and overseas educational exposure. She explained,

"I have an inner value in my core, I am easily inspired by something, I enjoy a simple life. As a person today, externally, I think my study in France had an impact on me, such as its fashion culture and a different taste from most Hong Kong people".

Though she is already someone who has significant achievements, with her doctorate degree, her black belt qualification of Six Sigma, six other professional qualifications and licenses, such as being a certified public accountant, Ms. N is fond of learning, both academically and in daily life.

"I never consider my age or background as a concern. I just care about what I can learn today, how am I different today from yesterday"? Ms. N. doubted.

Ms. N was already in her readiness and preparation for changes and to make a difference, so to speak, before starting her own business. The continuous exposure to and acquisition of new knowledge with a global sense are crucial sociocultural drivers for innovativeness.

Geographical Context

Zahra (2004) argued that geographical context serves as a proxy for several important variables that determine the vigour of entrepreneurial activities. Geographical contexts include historic events, and human and physical characteristics of places and environments. Some researchers argued that co-operation emulated by geographical proximity, interpersonal relationships leading to confidence, and the sharing of knowledge, create together new local relations, open to business creativity and innovation. Stakeholders are supposed to benefit from this positive atmosphere among actors, obtained through the sharing of new productive methods and ideas, creating a specific local environment and leading to the rise of an entrepreneurial spirit (Ravix, 2014, pp. 63 – 82). These contextual researchers pointed out that some geographical settings are well located and these benefit from the advantages that come from their idiosyncratic geographical setting. On the other hand, there are research studies which related geographical context to a national culture of a specific location and entrepreneurships (Hofstede, 2005). Hence, the values and spirits of different cultural groups may be very different, due to peculiar human agency, network and values. Cultural shock and a conflict of ideologies may cause both a positive and a negative impact on productive entrepreneurial behaviours. There is a gap

between the impact of multicultural influences, decolonization and internationalization on entrepreneurial intention and potential of a particular geographical location. It is believed that global vision and political innovation can trigger modernity and new thinking beyond the old framework of sociocultural norms of a specific nation or geographical location. Ms. N revealed her family background,

"My family is quite unique and different, my dad grew up in Indonesia, later he married my mother back in China, before the Cultural Revolution. We spoke different languages in our family and we are definitely multicultural".

She further described herself as a global person. She said,

"I only had a chance to contact my Chinese relatives in a later stage. My family taught me basic morality, honesty, sincerity, to be hardworking and polite, but I found out these are not limited to Chinese Culture, these are universal principles, even in the Western world, these are just basic elements anywhere. When I did my doctoral research, I found out there are many similar basic elements between the West and the East. I think I am a global person, before that, I thought I was an international person. Now human beings have reached out to Mars, so later we will be talking about the cultural differences between Earth and other planets, not between countries on Earth".

This similar thinking is shared by another gender in my research. Coincidentally, well-educated serial entrepreneurs. Mr. C with his business and computer training in New York also regarded himself as not a typical Hong Kong person. He believes he develops his own style

with specific nutrition provided by a family background, personal will, and overseas exposure. Mr. C pointed out,

"Many Hong Kong manufacturers and pioneer entrepreneurs really had no sense of globalization, they were mostly attached to being Chinese-centric, which is kind of pro-Chinese culture, and now most of them are facing the global challenge in the Internet era".

Mr. C further elaborated his view on local entrepreneurs.

"There are only two major directions possible for entrepreneurs in Hong Kong, one is local and China-centric, but how can Hong Kong people know China better than the mainland Chinese people? The other direction is going out, with knowledge of and value for a global vision", Mr. C mentioned.

Both Ms. N and Mr. C argued for the importance of education for entrepreneurial development in Hong Kong, however, as a part-time lecturer of entrepreneurial studies in a local university, Mr. C is pessimistic about the education system in Hong Kong. He said,

"Even the government policy implementation and university system are not aiming for global connection and development. On the contrary, they are encouraging a China connection or integration".

Multicultural thinking seems to be a preliminary human capacity to think out of the box and become innovative in ideology and entrepreneurial output. On the contrary, extreme nationalistic emotion and lack of global vision could be the defiance towards agreeableness, extraversion, and thinking beyond the limit or being innovative in entrepreneurial activities. Ms. S who was born in mainland China and moved to Hong Kong in a later stage demonstrated her extreme thinking as a patriotic Chinese national, who deeply believed the development and prosperity of her motherland associated her with personal benefits. To Ms. S, strong networking with Mainland China counterparts and partners is significant to her business. On the other hand, connectivity with the outside world is not relevant to her business. No matter how the global trend is changed or disrupted, she seems indifferent to and apathetic about technological advancement from a global perspective. The unique cultural dimension in a Mainland China model is deeply-rooted inside Ms. S's collectivism and long-term orientation is the value and attitude which facilitates and supports her business activities across the border between Hong Kong and China; innovativeness for new value creation is not her priority. This could be reflected with her quote,

"As long as we can listen to the central government, we can create wealth since China is getting rich now, we are getting stronger and powerful", Ms. S explained.

Hong Kong is located along the southern coast of Mainland China and also the centre of the Asia Pacific region. In the 2016 Global Innovation Index, co-published by Cornell University, INSEAD, and the World Intellectual Property Organisation, which benchmarked the state of innovation of different economies, Hong Kong ranked 14th in the world and ranked 3rd in Asia. Hong Kong ranked 2nd in innovation inputs but 25th overall in innovation outputs. According to the report, Hong Kong generally performed well in terms of innovation inputs such as "Infrastructure" and "Market Sophistication", but it was relatively weak in

"Expenditure in Education" and "Government Expenditure on Education per Pupil". In the Innovation Cities Index 2015, Hong Kong is ranked 22nd, with the score measured through 3 factors capturing the innovation process, including cultural assets (measurable sources of ideas such as designers, galleries, and museums), human infrastructure (soft and hard infrastructure to implement innovation such as universities, venture capital and technology), and networked markets (basic conditions and connections for innovation such as location and economies of related entities) (HK2030, Planning Department, HKSAR, 2016).

Through different social and historical events, stakeholders have a different interpretation of the geographical status of Hong Kong, subject to various spatial and temporal contextual backgrounds. For Ms. S who is deeply-rooted with values of China centrism, Hong Kong is the capital city of Guangdong-Hong Kong-Macau Greater Bay Area (Bay Area Gov.), her business is closely related to the Mainland China economy. On the contrary, to the candidates with an internationalized educational background and an open mind, such as Ms. N, Mr. C, Mr. N, Mr. A, and Mr. B, Hong Kong is an open global city with cultural diversity. Their businesses and markets are radiated to different countries around the world. Mr. C's hotel direct-booking platform is expanding to South East Asia with partnerships in the Philippines and in Thailand. Mr. B is an active affiliate with international volunteering associations for international networking. Mr. N attended an international conference in social enterprise on a regular basis for improvement and self-actualization. The non-registered operators are well connected with global stakeholders for organizing alternative travel experiences or niche products. Some researchers pointed out the key element in internationalisation is the notion of the relationship between or among nations and cultural identities, thereby implying that nation-state and culture are preserved (Knight, 2001; 2003). Meanwhile, some researchers argued innovation and internationalization capabilities are key factors for economic growth and industrial competitiveness (Parker, 2004; Dunning & Lundan, 2008). Innovation and internationalization

are an interdependent stimulus of a virtuous cycle leading to improvement (Simmie, 2003). The more international exposure and global vision of the entrepreneurs, the higher the degree of innovativeness of the entrepreneurial behaviour could be predicted.

6.4.2. Extrinsic Settings - Generational Context, Internet Culture Context, Human Network / Family Context and Innovativeness

Some researchers argued that "context" is the third important dimension of entrepreneurship, while the other two contexts, including inputs and outputs, for instance, inputs involve education, training, and entrepreneurial skills, outputs refer to the entrepreneurial activities and outcome. Internal organizational and institutional contexts as well as external operational and environmental context provide the framework for the input and output dimensions of entrepreneurship (De Wit & Meyer, 1998). In a transition context, there is a high level of uncertainty in the entrepreneurial environment, such as the transformation of business practices, technological reformation or dramatic sociocultural changes, rapidly changing external conditions and institutional deficiencies will cause significant additional operating costs for businesses without contributing any additional value (Smallbone & Welter, 2001).

Generational Context

The concept of generations is a significant context in social science research. Mannheim (1952) argued that the generational issue is about the shared experiences of historical events of sufficient importance and lived collectively by a large group of individuals. These social groups of individuals change and transform the way they perceive and react to the world collectively

by the common experience in a shared temporal and social location. The actual formation will depend on different factors temporally and spatially. The temporal extension of a generation is less important than its spiritual content, since the duration is always irregular and incalculable (Mannheim, 1952). On the other hand, cultural sociologists interpret this social group of people as one which shares a general cultural structure of reality such as particular attitudes and beliefs, discourses, practices, and collective memories (Berger & Luckmann, 1980). Sociologists brought out the "social generation" concept by defining the social generation as the cultural and social psychological process through which groups of people, identified inter-sectionally by cohort and social location, encounter a particular configuration of social structures and in turn, typically in young adulthood, develop a particular cultural repertoire that they use in the further elaboration of attitudes and actions (Esler, 1984; Pilcher, 1994; Spahiu, 2016).

It is apparent that Generation Y (born between 1976 and 1983) and Millennials (born between 1983 and 2000) are growing up with the Internet culture, so they are also called the Net Generation or the Echo Boom (Tapscott, 1998; Howe & Straus, 2007; Gartner, 2000). Those cases born before the Net Generation or during the transition between Generations X and Y, especially Generation X, including Mr. A (born in the early '80s), Mr. C, and Mr. J (born in the early '70s), the entrepreneurial activities are affected by their family background, cultural and educational background, and self-efficacy. Mr. A is in his mid-thirties but thinks he is behind the younger generation and he needs to catch up. Mr. A explained,

"I belonged to an embarrassing group; when I was young, ICT was not as popular as nowadays, I had not much chance to come in contact with ICT, but now I am really eager to know more about ICT. I also think the generation of my father is very smart and they set up the model for me, especially in systematic paperwork. I will work in accordance with the code of

my family business, so I think I am stuck in the gap between the Millennials and the X Generation, which is the peculiar transition period".

Family is regarded as the prototype of a society and it is a critical phenomenon in a family business. The situation of Mr. A became even more difficult, since he is working under a family business, a travel agency founded by his father. Mr. A said,

"The generation of my father is very conservative, they have a lot of concern for security and safety, they think that the old model is working very well, thus why would we need to change it? But my generation thinks differently, we will try to inspect what could be improved on from tradition and the old way of practices".

Nevertheless, with the business practices learned from his families, to a certain extent he agreed with his previous generation who counted on "trust" and "credibility", and also "rules" and "regulation". Mr. A explained,

"They have sufficient paperwork and documents in doing business, that is something we have to learn from them. They don't mind the red tapes and tedious administrative works, but they will prepare and sign all papers with terms and conditions for security".

The traditional business practices which derived from the social norms of the industry have an absolute impact on Mr. A, through the influence of his family. On the other hand, Mr. A was educated in Canada and he thinks he is determined to try new things, as a veteran alpine

skier for over 10 years, he is still thinking of taking on new challenges such as learning to snowboard. Mr. A stressed,

"I am an outgoing person and would always want to try new things; I want to explore something non-traditional and unconventional".

With two extreme cultural backgrounds, plus living in two worlds in the transition between two generations, Mr. A is under the doubled proposition which could have either a positive or negative impact on innovativeness in entrepreneurial outcomes. As an interagency, Mr. A spoke for either side.

"Rules and Regulations in the conventional travel industry will impact innovation for sure, everything is counted on paperwork and will take a longer time and have a greater cost; although it is really slow in efficiency, but yet important".

Both an institutional and a social impact on the process of innovation in Mr. A's family business is obvious. It almost took a decade until recently, when his father started to understand the Internet before he could uplift the technological advancement of his company.

"Actually, I already wanted to apply Information Technology to our business after I joined my company ten years ago. However, my father was extremely negative to such ideas then. Only in recent years did he start to ask why we were behind the trend of innovation; gradually he is coming to believe the Internet and online booking are very important to travel business", said Mr. A.

Parental guidance is the major subject of uneasiness of Mr. A; he could only move slowly under strict social norms in the family business. However, he is able to indulge in his zest for travelling, being an entrepreneur in the travel industry. He said,

"I like my job since I have the opportunity to travel around the world; I enjoy the lifestyle which allows me to travel a lot with the network through business relationships".

On the other hand, Mr. A felt rewarded when he was able to convince his father that his effort to establish the use of the online application was worthwhile. The acceptance of new ideas and technological enhancement for his family business, and the opportunity to travel for work, are the exhilaration and motivation for Mr. A. The indulgence in his self-developed social media platform, with the recognition of the industry, brings the utmost satisfaction to Mr. A. Further development of the cross-border travel community is now the motivation of Mr. A.

"I would like to push my social media travel platform to the global arena, which can go beyond the Hong Kong market and make it a good brand, not necessarily one to make a profit", said Mr. A.

The reward and satisfaction from self-actualization is more than a monetary one of value for Mr. A's personal project. Nevertheless, under the sociocultural environment of the industry in Hong Kong, Mr. A had to accept how change in the organization, as well as the entire industry, would be very slow. Under the rigid social norm and institutional framework, all entrepreneurs under the RTA category are obliged to accept the reality and environment that most of them believed would not be changed in the near future.

The case of Mr. A demonstrating the transformation from an old culture to a new culture of a family business is even more complicated and laborious, mainly due to the constraints of established notions and social norms. On the other hand, it is also related to the comfort zone symptoms of the protected stakeholders. Mr. A explained,

"Organizational change or innovation, change management are very painful, since our company has been operating within an outdated framework for too long. Most of the systems and frameworks are very old-fashioned or outdated; it will take a long time and enormous effort for change to be effected".

Civic responsibility is the core value of Mr. N, as it is for many millennials around the globe. As a business school graduate, Mr. N was an intern in a big local bank, and also a back office supportive intern in an insurance company, but he found out banking and finance is not his ideal profession. He explained,

"I think it is just a numerical game in the financial field, this job is not appropriate for me. I prefer to have new challenges on a regular basis, not a routine form of work on a daily basis; every day should be different, such as in my present profession".

The special overseas learning experiences during Mr. N's first year of university provided him with the vision to establish a social enterprise related to multiculturalism.

"During my first year of university, I had a chance to visit Vancouver, where I experienced a three-month training with young people from 18 countries; the project is mainly

targeting the kids in Vancouver. Every week, each of us needed to think about some games concerning our local culture, and teach the kids to know more about the world, such as learning of places like Hong Kong, Sir Lanka, or Zambia. I think the organizer has a good vision for bringing multiculturalism into education. When I came back to Hong Kong, I started to make some friends from minority ethnic groups. I learned from them about their challenges and difficulties in their lives in Hong Kong. I tried to think about how I could integrate social enterprises and minority groups, by on the one hand to inform more Hong Kong people how they can know about their culture, and on the other hand, to create more employment opportunities for the minority ethnic groups. They can share their knowledge with the youngsters and adults in Hong Kong. That is how I started my company". Mr. N added.

From being a finance student to a visionary social entrepreneur with a global mindset, Mr. N demonstrated the core values of the Net Generation, which include optimism, civic duty, confidence, achievement, morality, and diversity (Alch, 2000, pp 42 - 46). The "alternative" lifestyle of Mr. N can also explain the needs of this generation, which is to control their environments, to obtain information quickly and easily, to have more time for themselves and live less structured lives (Poindexter, 1999). The need of the Net Generation is completely contrary to the recently launched "V Pass" life planning project initiated by the Education Bureau of Hong Kong, which is promoting different "foci" or focal points for different stages of one's lifetime, actually is to "structure" and "programme" specific stages of life which are definitely varied between individuals with different variances and traits. As a matter of fact, Internet competency empowers the young generation with technological know-how and maturity to become authorities, by teaching their parents or elder people to use this new medium. The HomeNet study (Kraut et al., 1996) found evidence of teenagers acting as authorities, as a family guru in technology, who introduce a new, abrupt dynamic into families; the young generation plays a role at the interface of a family and the new world of the Internet. To

experience authentic aboriginal and ethnical cultures through activities, visits and outbound tours are now the core business of Mr. N's social enterprise; his target consumers can share the same values and completely different values from typical mass tourism holidaymakers. He further explained the value proposition of their tours.

"Since we are not bringing people to tourist spots or attractions with facilities and nice settings, and air conditioning, our programmes are actually offered under harsh circumstances; participants need to suffer physically sometimes. However, we just show our customers the natural forces, these are not artificial, so what we offer is different from participants' general experiences in mass tourism, which are comfortable, and well facilitated, so it is difficult to tackle people with different mindsets who do not appreciate our effort", Mr. N remarked.

Mr. N is rewarded by the satisfaction brought to him by his hard work. He revealed,

"We will make a balance between travelling experiences and the value of social enterprise. We made a contribution to the community and offered quality services and products. That is why our clients appreciate our hard work. I enjoy the job satisfaction, at the same time. I can contribute to the community, because of the positive feedback from the local people. They told us that our trip also brought them an improvement of their quality of life".

Different from their prior generation, some millennial entrepreneurs pursued job satisfaction and self-actualization, rather than simply monetary reward through the creation of innovative products. They had a commitment to their beliefs and values. In my thesis, I further elaborated on the alternative pursuit of the younger generation. In his early thirties, Mr. B

started his non-profit organization to provide international volunteering experiences, both abroad and in Hong Kong, since 2011, bringing Hong Kong people out and hosting volunteers from around the world. The whole business model and the process of the activities actually are very innovative concepts. Mr. B understands they have to differentiate between themselves and a typical travel agency in Hong Kong for various reasons. Firstly, their organization is not a travel agency; they are running the business as a non-profit organization (NGO) without a registered agent license. Mr. B mentioned,

"There is a grey area between our business model and the legitimate travel agencies. We are safe under the ordinances at the moment, because we are not booking air tickets or making accommodation bookings as a package, those are the business activities of travel agencies. If our customer has such needs, we will work with a travel agency as a partner to provide the booking".

The reason for Mr. B's organization to operate as an NGO is mainly to cope with the universal values of their international partners around the world; the travel element is just a side-track endeavour. Instead, volunteering is the highlight of the mission and vision of the organization. Secondly, besides travel ordinances as a concern for their business model, immigration ordinances related to international volunteers' activities in Hong Kong is another controversial issue. Mr. B stated,

"Legally, it is a bit ambiguous since there is no definition of "international volunteer, and there are no regulations or rules to follow at present".

Technically there is no clarification about international volunteering in the law of Hong Kong, a loophole for them to continue their activities. Nevertheless, Mr. B needs to walk along a razor's edge under the institutional constraints. Secondly, being an NGO founded by partners with similar pursuits and core values, the organization structure is different from generic corporates. Thirdly, Mr. B further explained,

"In the beginning, the goal of the founders was not to form a company, on the contrary, I would like to describe it as something which was similar to organizing a committee of a university student society".

Mr. B declared it was the common interest that drew a group of people together, to pursue volunteering experiences around the world. It could not easily find another organization or travel agency to provide what their groups were looking for in Hong Kong. It was the need and opportunity that motivated Mr. B to form their organization in pursuit of their dream.

"All founders are committee members. In view of growing number of newly enrolled members, we need to have a board of director by-election, and we will invite active members to be our committee members, with a ballot to vote. Some of these members could become our board members and directors. We will have no full-time staff at that time, so committee members and the board of directors will all work on the front line", said Mr. B.

The organization structure and the business model of Mr. B's NGO is definitely an innovative entrepreneurial outcome, due to the needs of the market, the pursuits of the founders

and the external constraints and limitations. Mr. B further explained his company's structure. He said,

"Our company is based on the framework of the university student union or association. The board members of the committee are elected by voting and all members are stakeholders of the development of the company".

Through my case study, I probed into the innovativeness between age groups and the generational context. I deliberately put effort into analysing the data of Mr. C and M. J, who actually are classified as being of Generation X, who were born between 1964 and 1979, years before the Internet Generation. Both Mr. C and Mr. J showed some positive merits of the dynamic future-oriented mentality of Confucian dynamism, such as emphasizing persistence (perseverance) towards their goal and philosophy, emphasizing the ordering of relationships based upon status and observing this order, especially the respect of their business partners and mentors. On the other hand, they have the intent to mingle and interact with younger generations for the learning of the innovative concept and reflection of their conventional practices.

As mentioned before, it was a global phenomenon that young generation entrepreneurs became a focus for policy makers, entrepreneur educators, and investors, as well as the career plan of young people. However, the sociocultural phenomenon which facilitates communication of different generations can bridge the gap between different generations through the process of generational interaction, mutual learning, and assimilation.

As a matter of fact, the entrepreneurial ecosystem has changed unprecedentedly into the Internet era. Some researchers argued that "young entrepreneurs" are different from other entrepreneurs (Lewis & Massey, 2003), though such an argument still lacks in theoretical support. As mentioned in the earlier chapter, Krueger and Brazeal (1994) stressed that the youth of today possess more entrepreneurial potential than previous generations. Growing up in the Internet era, Millennials are very different from senior family members, including their "parents" and "grandparent" in terms of lifestyles, time spending, ways of thinking, ways of communication, and several other aspects. As a matter of fact, the Millennials are more educated and they are learning constantly with the abundant social resources (Rettie, 2002). I could see such differences in personality, probably subject to the traits under the prevailing of a new culture, the Internet Culture. Bjerke (2007) pointed out that information technology (IT) is something that is highly associated with the present entrepreneurial society which includes new changes, technological application, knowledge-centricity, a new context in business and organization, networking, globalization, the new interpretation of distance, time, and the new source of capital. Returning to Hong Kong, according to the report of the Centre for Entrepreneurship of the Chinese University of Hong Kong, since 2009, the entrepreneurship support ecosystem of Hong Kong entered its growth stage after the global financial crisis, multiple institutions, incubators, co-working spaces, and other support organizations flourished after and the number of local actors supporting entrepreneurs had tripled in 2014 (Dowejko & Au, EYE Report, 2014, 2015).

In view of the unique culture of the new generation into the Internet era, I further investigated the variations between adult and youth entrepreneurs in Hong Kong, under the similar socio-cultural setting. Entrepreneurship offers a viable and proven pathway to economic growth and personal fulfilment. However, the number of individuals engaged in entrepreneurial activities remains low. It is believed that "empowering youth" is a collective effort to create

socio-political change by the upcoming generation. Our new generation is supposed to have the ability to stand independently with a given facilitation and confidence to take decisions, and processing themselves to implement change in their own lives and in the lives of others, which brings innovative social values for our future. Differentiated from the traditional perception of entrepreneurship, among young people, entrepreneurship refers to the application of enterprising qualities within both new and existing organizations and using the appropriate skills necessary for success in that environment and culture (Geldhof et al., 2013). Since the new millennium, Hong Kong has experienced visible vigorous start-up activities initiated by Millennials. Renowned cases attracted ambitious investors and venture capitalists from overseas and Mainland China, the soaring trend came to a record high in 2017 (Hong Kong Business, July, 2018). The founders of these new ventures were all born in the late '80s or '90s, regarded as the Millennial Generation. Some of them were born after the handover to the Beijing regime but under a "one country, two systems" political setting, millennials in Hong Kong have a unique economic, political, and social background, also sharing the global Internet culture being the Net Generation, which generates a specific culture and a core value with a significant impact on society, especially when comparing to their predecessor entrepreneurs.

This thesis enabled me to investigate various values of the younger generation, as well as to compare this with their senior predecessors. I explored the external and environmental characteristics of this generation, how the tough circumstances became the pull and push drive for their entrepreneurial potential of the future generation, who can bring innovative values to Hong Kong, as well as being internationally connected beyond the territories. The Millennial Generation is the first Net Generation with the Internet merging into their culture. It is almost a consensus that the Millennial Generation is well educated, full of confidence, with a desire to achieve and for self-actualization, with the sense of taking advantage of opportunities. Generation Y believes in creating their own businesses, it is a good start to a life-long career

where they can manage themselves (Jerome et al., 2014). Fenn (2010) pointed out that the young generation are aware that even if their business venture fails, they can use the experience for their résumé for future job placement.

Some researchers identified the personality traits of the Millennial Generation as being special, sheltered, confident, conventional, team-oriented, achieving, and pressured (Howe & Strauss, 2000). Sayers (2012) pointed out that Millennials are "the most educated, connected, confident, and independent generation in recent history". Some researchers associate the Millennials with the Net Generation, the first generation that grew up using the Internet, which brings a new Internet culture or cyberculture to this generation (Rettie, 2002). Start-ups or digital businesses are always associated with the younger generation.

This thesis also explored the culture and social background of different generations of Hong Kong tourism entrepreneurs, through the multiple case studies. It is important to scrutinize the discrepancy of the social notion between the generations, in order to analyse the change of culture of the tourism industry during the transitional period politically and socially. Technology applications, new core values and the culture of the Millennials triggers the innovative practices of the travel industry such as online booking, green practices, big data analysis, an organic search, personalized products, shared economy, and other disruptive innovation. These innovations are highly related to the sharing of information and properties, environmental concerns, and innovative entrepreneurship and trust. Meanwhile conventional practices are more in a comfort zone protected by law, regulations, and established business partners. With the rapid changes of customer behaviours and the growth of technological application in tourism, cross-generational collaboration in the tourism industry is unavoidable.

As a matter of fact, the consumer behaviours of the Net Generation are highly visible. Tapscott (2000, pp. 24 - 26) described five expectations of the Net consumers: trial before purchase (empowering consumers), customized products (individualization), the ability to change their minds (liberal thought), function rather than form (pragmatic), and brands that can deliver genuine benefits (values). Tapscott (2000) also pointed out how the shift to choices based on information drastically changed the marketing outcome, which is more into relationships, peer group influences, as well as the interactivity of the Internet world.

According to the data from my case study, all entrepreneurs believed that the mid-twenties is the ideal age to start a venture. Some explained a younger age could afford more risks and mid-twenties people have the basic knowledge and necessary experiences to cope with the challenge.

The family business entrepreneur, Mr. A, believed work experience is important before starting a business. He made his points which are as follows,

"It is better to gain some work experience before starting a business. In my case, after graduating, I worked for my father for a few years, then I worked in China for two years, before coming back to the company as management. So, it is important to have certain experiences. Being about 25 years old with some work experience would be perfect".

The youngest entrepreneur in the case study, Mr. N, amongst the interviewees, elaborated that the education system in Hong Kong restrained young people from starting a

business from an early age, due to the overloaded work level at school. He pointed out the situation could only be improved when they entered university. He said,

"I think the first or second university year is a good time to start a business, around 19 or 20 years old. Actually, some people may enrol in college when they are different ages, so age is not the major concern. Year one in college provided time and more opportunity for the trial. I think that moment is perfect. If I could have started my business two years earlier, it could have been better".

Mr. C, the serial entrepreneur educated in the United States, gave a very precise explanation. He revealed,

"The age when you are ready to start the venture, the younger you are, the less of a burden you have".

Mr. B expressed his views about social norms and the restraints embedded in the younger generation by senior generations. He said,

"I think norms could restrain us to think freely, though everyone needs to face social norms, we don't want parental norms, we don't need the frame. I want to set up my own norms and want to advance from previous generations".

Ms. N, with her long-established corporate management training, made an analytical comment on the best age for starting a venture. She stated,

"The best age to start a business is even younger, around one's twenties; this age group can take a bigger risk, and restart again. Those around their thirties have too much complexity, and those around their forties have no chance for resilience. There are pros and cons in different stages, but there is no best model".

The empirical evidence of my research revealed any generation was able to have a venture, provided there was a supportive entrepreneurial ecosystem and the societal norms were open for entrepreneurship. The socio-cultural impact is a crucial factor for making a venture in any age group, no matter if they were in school, retired early, from a family business or if they were an experienced serial entrepreneur. Elimination of anti-innovation social norms between different generational sectors seems to be the best prescription for a positive entrepreneurial and innovation ecosystem.

Internet Cultural Context

Hoffman (2000, pp. 1 - 55) argued that the Internet has radically transformed not just the way individuals go about conducting their business, but it is also the essence of what it means to be a human being in society. The Internet is beyond a technological advancement, but an agent for renaissance and revolution culturally and socially. Johnston and Johal (1999, pp. 178 - 186) described the Internet Culture as "low power distance" with the informality and openness of the Internet as well as "low uncertainty avoidance", the cross-border orientation of

the Internet actually goes beyond the interpretation of cultural dimensions of Hofstede, which are based on nations. Some researchers explained the three characteristics of virtual communities in the Internet world. The first is liberty, which is the freedom from social and geographical constraints of embodied identity. The second is the equality which removes hierarchies related to embodied identity and enable openness. The third is fraternity, which provides connectedness, linkage, and affiliation between members of an internet community which share a similar culture and values (Willson, 2000).

Other researchers argued the Internet culture and Internet communities are associated with universal values such as democracy, openness, liberty, equality, and fraternity. Due to the anonymity of the Internet users, early studies of Net culture suggested CMC (computer-mediated communication) was a more democratic form of communication. Fischer (1996) further pointed out Internet communities liberate and empower people. The liberalized mind and infinitive imagination could be the nutrients for innovativeness. Horn (1999) described information technology as an agent, which can change the whole world and no institution, no person, and no government will be unaffected. Hoffman (2000) pointed out the Internet does not just radically transform the way business is conducted, but also what it means to be a human being in society. Like many developed countries, Hong Kong's Millennial Generation is well educated, confident, making achievements, and enjoying opportunities beyond the local entrepreneurial ecosystem, who can turn out to be potential entrepreneurs who bring innovative values and disruptive innovation to the community. The dramatic changes of the entrepreneurial ecosystem in Hong Kong are literally derived from and associated with the uprising of numerous social movements, including the massive Umbrella Movement in 2014, the self-mobilized, horizontal and resilient movement which was described as an integral part of Hong Kong's bottom-up activism and ecology (Cheng & Chan, 2015). The movement involved tens of thousands of young participants from student organizations. The outcry for changes could

be regarded as a strong desire and a passionate pursuit for sociocultural innovation, initiated by the Millennial Generation or the Internet Generation of Hong Kong. There was evidence to prove social media as an insurgent public sphere (IPS) in the protest movement, with the acquisition of political news. Social media was related positively to support the Umbrella Movement, and adversely with the satisfaction and trust of established political authorities, including the Hong Kong Special Administrative Region Government, the Hong Kong police, and the Chinese central government. The movement explained how technological advancement had brought different sociocultural norms and communication networks to different generations (Lee et al., 2015).

It is apparent that Generation Y (born between 1976 and 1983) and the Millennial Generation (born between 1983 and 2000) are growing up with the Internet culture, so they are also called the Net Generation or Echo Boom (Tapscott, 1998; Howe & Straus, 2007; Gartner, May, 2000). Those cases born before the Net Generation or during the transition between Generation X and Y, especially Generation X, including Mr. A (born in the early '80s), Mr. C and Mr. J (born in the early '70s), the entrepreneurial activities are affected by their family background, cultural and educational background, and self-efficacy. Mr. A is in his mid-thirties, but he thinks he is behind the younger generation and he needs to catch up. Mr. A explained,

"I belong to an embarrassing group, when I was young, ICT was not as popular as nowadays. I did not have much of a chance to be in contact with ICT, but now I am really keen to know more about ICT, so I think I am stuck in the gap between the Millennials and Generation X, which is the peculiar transition period".

Mr. N is the youngest interviewee amongst my case studies. He is a typical Millennial who grew up in the Internet world. He agreed that technology enhancement provides them with more opportunity. Mr. N said,

"Technology really helps our organization a lot. Communication is easier, and we can keep in touch with overseas counterparts after a trip. In the past, it was not easy to do so, with only the IDD connection, but now there is Facebook, Skype, and other means; everyone is well connected".

He further explained the culture of the Internet Generation as another crucial element for their business. He said,

"The present-day generation is dynamic and vivacious, everyone loves travel, so we can easily promote our trip".

On the other hand, the popularity of social media like Facebook provided Mr. B with a platform to develop his own community; he confessed it was social media that brought his company to the attention of potential customers and the general public, which turned out to receive media attention and wide coverage. Similar to Mr. N, through the Internet, Mr. B can make, build, and connect with people who are geographically dispersed, increasing cross-cultural fertilization and reducing national cultural differences. Mr. B confessed that their organisation was benefited by the popularity of social media. He explained,

"The social media platform is very crucial to us, during the early stage of our organization. This is just the right time for the popularity of Facebook in Hong Kong. Meanwhile, as MSN was fading out into the millennium, we found out it was easy for us to build up our community through social media with fast information sharing. It is a phenomenon that we are able to nurture a different value in our community through the Internet. On the other hand, we are connected with an international organization through social media. In 2009, we were invited to join NVDA, the network for Voluntary Development in Asia, at the annual conference of the organization".

The Internet and social media connected Mr. B to the bigger horizon across the border and the encounter with global stakeholders provides him with nutrients for his entrepreneurial activities. He explained the benefit of the global connection,

"I was so impressed that there are so many international associates and participants. I discovered a huge community around the world with similar values. The interaction and connection with international stakeholders empowered us with knowledge and experiences from other countries".

Being a Millennial entrepreneur, Mr. B agreed his generation has benefited from the Internet culture. He stated,

"The Internet is very crucial to us, during our early set up of the organization, it was associated with the popularity of Facebook in Hong Kong, on the other hand, MSN is fading; anyway, we found out it was easy for us to build up our community with social media, providing

very fast information sharing. We just happen to be in such a phenomenon which enables us to form a community with unique values".

Both the Mr. N and Mr. B cases further explained the Internet culture as the catalyst and facilitator for innovativeness, especially the young generation who are looking for changes and thinking out of the boxes. They both enjoy the positive outcome of Generation Y's social media as the formation and maintenance of social capital (Berthon et al., 2011; Ellison et al., 2007; Valenzuela et al., 2009). Cyberculture, the Internet culture, or the Net Generation culture is always associated with liberty (freedom from social and geographical constraints of embodied identity), equality and openness (removal of hierarchies related to embodied identity), and fraternity (the connectivity among cohorts of a community) (Wilson, 2000, pp. 387 - 406). Social innovations such as multiculturalism and volunteering are facilitated by the Net culture, with a significant impact on contemporary tourism activities. Sundbo (2009) and Drucker (1985) described social innovation as a kind of "learning", rather than "production". The focus of an innovative process begins to shift from "products" towards "incidental" events that can bring reproducible changes. This can explain the innovation of organization, products, processes, as well as the market.

Nevertheless, the robust institutional structures may not be flexible enough to keep up with the developing speed of innovation in entrepreneurial outcomes, but rather these become constraints or hurdles in the process of innovation. The worst scenario is the prevailing of the anti-innovation culture, which can jeopardize the budding enterprises. This phenomenon could be manifested by Mr. B's expression,

"I think I belong to the culture of the young generation of the '80s, we have our ideas and values, we want to bring these out, but we are not sure how to work this out".

As a veteran in the travel industry for over 40 years, Mr. K is a down-to-earth person, but the social notion of the industry limited his vision for breakthroughs, such as the application of new technology or a new business model. Nevertheless, his focus on thematic products and the customization of services is already an innovative concept, compared to most registered small travel agencies which are mostly monotonous. He expressed his handicap in the acquisition of the latest technology and international information. He said,

"We are too small to enhance technology and the whole industry in Hong Kong is far behind the global trend. My son told me our practices will be eliminated sooner".

Mr. A is the second generation of a local travel agency, and he became the key person of the family business until recently. Before joining his family business as a manager, he gained some work experience in China, which provided him with an opportunity to explore the outside world. Mr. A was well educated overseas, and he belongs to a younger generation, though he described himself as in between the old and the new generation,

"I belong to an embarrassing age group. When I was young, ICT was not as popular as nowadays. I did not have much experiences in information technology, but now I am really keen to know more about ICT, so I think I was stuck in the gap between the Millennials and Generation X, I was in the transition process. Though I am able to expose myself to ICT or social media now, these were not common phenomena during my young learning age,

compared to the younger children who grow up with technology nowadays. I missed the chance to learn at school. I think I have fallen behind, yet I try to catch up".

On the contrary, Ms. S embraced institutional embeddedness and governmental policy which provided her with more opportunities to increase her customer base from Mainland China, which is the single market of her company. Technological innovation is alien to her. Nevertheless, she was invited to attend the public seminar of Mr. Jack Ma, during the visit of the then co-founder and chief executive of Alibaba in 2016. Though Ms. S's company is a well-established large inbound travel agency in Hong Kong, there is no official website or social media account of her company. It was the first time for Ms. S to encounter the online B2B and B2C retail platform in China. She was introduced to the possibility to try an external online sales platform, Tmall, for targeting young, free, individual travellers from China. From a travel agent without an official website or international social media network, Ms. S finally implemented online booking through a mainland-based platform introduced in 2016.

"We just started to use Tao Bao to post our products after attending Jack Ma's Alibaba seminar, now we sell amusement park tickets to the individual travellers from China, such as Ocean Park or Madame Tussauds Museum. The outcome is terrific; there are many bookings in one day, mostly the '80s to '90s young Chinese tourists. It is easy to use and there is no need for specific technological knowledge, you just upload some information with the application for our account, and we also have a Chinese partner to follow up on the bookings for us as well".

Family and Human Network Context

According to the report of the Entrepreneurship Centre of the Chinese University of Hong Kong (Dowejko, 2014), it was the poor economic conditions initiating necessity-driven entrepreneurship in the past, which were basically before the economy boom of Hong Kong in the '80s. The older generations who survived difficult times expect a "different fate" for their children and, as a consequence, encourage them to enter less risky professional career paths such as non-entrepreneurial professional careers with a stable income. Dowejko (2015) further pointed out that those who decide to pursue entrepreneurial paths feel less pressured by negative opinions of people important to them, such as families and peers (Global Entrepreneurship Monitor Hong Kong and Shenzhen Report, 2016). I believe that those who can think differently can help them to overrule these demotivating opinions. The story of the two Millennials in my case study, Mr. N and Mr. B, actually depicted the alternative thinking from the mainstream, and without conventional family pressure, are the prerequisite sociocultural conditions for the development of entrepreneurial potentials of the younger generation. The education and global exposure are the individual factors and the sociocultural impact which enhance environmental factors. The pursuit of potential economic expected value and social expected value provide them with desirability and self-efficacy for the entrepreneurial outcome. A strong and diverse professional network is crucial for entrepreneurs. The network, including the family network or the social network, local or global, can connect the entrepreneurs with a valuable community filled with knowledgeable and resourceful people. In entrepreneurial activities, some clusters enjoy high innovation and growth rates by virtue of their pipelines connecting them to other clusters (Maskell et Al., 2004, 2005; Malmberg, 2003; Gulliani, 2005; Bathelt et al., 2002). Some researchers elaborated on the importance of the so-called relational aspect or "network embeddedness". Sorenson (2003) argued for the social network theory to explain the emergence and sustainability of clusters by the social network benefits they provide to entrepreneurs. He

pointed out the importance of being embedded in a social network context and how the network provides better access to information, financing, and labour to the entrepreneur (Sorenson, 2003).

Gertler (2003) pointed out many interpersonal ties between people in specific clusters' aggregates to pipelines between the clusters, which are thus creating the social proximity which allows knowledge to be exchanged across great geographical distances and to diffuse into the local buzz. Peculiar global networks and learning experiences overseas further trigger and inspire the innovativeness and creativity of Mr. N and Mr. B. The international network ties of pipelines' social proximity to overcome geographical distance and knowledge is transported between clusters (Gertler, 2003).

From an aspiring banker to a social entrepreneur with the zest for multiculturalism, the training camp in Vancouver provided the seed for changes for Mr. N. On the other hand, the peculiar human network made during the overseas training was the important asset for M. N to initiate his business, both as a pragmatic business partner and as a role model. He recalled,

"The multicultural educational camp in Vancouver really changed me a lot, which brings me to a very different career path. I also met my role model from Sir Lanka, during the Vancouver internship, who is now my business partner. He suffered from the South Asia Tsunami in 2004, and lost almost everything, including his families and households, and properties. I was so shocked by his experiences. He told me that he was living by the coastal area in a middle-class family. All of a sudden, the tsunami took everything away from him. During the catastrophe, he was in a church on a hilltop, as a Catholic. When he came back after his prayer, the whole town was under the sea water, no one was able to withdraw money

258

due to the bank run, and no more documents could prove he was the account holder, so the bank did not deliver services to him. He lost his identity. Finally, he needed to beg for food and money. He was starved for days, and in the end, he got some milk, received from mercy. He found out the person begging next to him was once living in a wealthy area. No one was able to walk close to his estate, due to the strict security and guards, yet now he begged just next to him, so no matter how much wealth you have, due to an unexpected natural disaster, one can lose everything instantly. Only what you have done can be lasting, as well as someone's spirit or their connection, which is eternal".

Mr. N elaborated on the influences from his family,

"My grandfather and father are both entrepreneurs and read a lot of newspapers, listen to current affairs, and they analyse the news with me and this is quite influential to me. They will analyse the mainstream voices, even though they are not anti-mainstream, but they brought out different perspectives of an issue or incidents, not necessarily to follow the mainstream ideas. My father supported my decision strongly".

Mr. N developed his own thinking and lifestyle, with the open-handed support of his family, but not the typical overwhelming parental authority of most Chinese families in Hong Kong.

With the training and inspiration from his family, Mr. A is also a trustee of traditional practices. He explained,

"The new generation definitely lack experience of business, they are too fresh to convert ideas into a business. Sometimes, these may not be practical as well. I think there are pros and cons for newcomers, they have no guidelines and have to find solutions on their own".

Nevertheless, Mr. A believes explicitly that he enjoys the advantages with the experiences of his previous generation. He feels safer under the guidelines and prescriptions set up by his father but his expression is a sign of being in a structured-comfort zone with less risk. He comments,

"It is an advantage for me to work in family business. In my father's generation, they were very conservative and traditional, taking action with a lot of security and safety concerns. This is something I need to learn from my previous generation. Nevertheless, the new generation inspires us with many ideas".

He opted to stay in a contradictory grey area by compromising between structured routines and transformation. He argued no big change could possibly happen in the next decade, under the firm social notion and orthodoxy of the industry. In his company, some experimental trials could be carried out recently within the institutional framework, as long as his father started to accept the ideas. With his exposure in his overseas studies and external working experiences, he understood the industry is changing and it started to introduce technological applications into his business, nevertheless, the hurdle or notion established by his family is not easy to transform or to change in the near future. Yet, Mr. A explained the agony in the process of change and restraint in innovativeness: "*However, the organisational change or innovation, change management etc. are very painful, since the company has been how it is for too long.*

Most of the systems and frameworks are a very old-fashioned style and outdated; it will probably take a long time and enormous effort to change".

As a disciplinary family business owner with a close network with traditional business partners, Mr. A believes in doctrines and carefulness in conventional business practices. He strictly followed the practices of formal documentation and the systems which were well established by his father. The sociocultural constraint could be a bigger challenge for him than technological advancement. He commented,

"My company has been operated for over 40 years. So far there are not many big problems in the business. Our paperwork is very comprehensive, so our customers are not able to sue or to take legal action against us in case of an incident. Practically, I think that tedious paperwork is very important and useful. Terms and conditions in the contract should be written well. I need my team to do this as well. It is for their protection. My father provided me with this training. He explained to me why a signature is so important, it is an official confirmation of the deal. It provides protection".

It is worthwhile to mention the holistic integration and interconnection of an individual context including geographical, gender, and education with environmental contexts such as how a generational culture, family background, learned experiences, and access to technology mould the cognitive perspective of personality traits of an individual, such as agreeableness, conscientiousness, openness, neuroticism, and extroversion, which determine the motivation and pursuit of entrepreneurial activities. Learned experiences and inspiration from international mentors are network ties of pipelines beyond boundaries. Social proximity or interpersonal relations overcome geographical distance and knowledge as transported between clusters from

different parts of the world (Gertler, 2003). Values of life and self-actualization seem to be a very important drive for the innovativeness of an entrepreneur in Hong Kong. Innovators or game changers do not overrate monetary value and wealth as the ultimate goal of life. On the other hand, they are striving for self-efficacy and pursuing their beliefs. Though facing harsh institutional constraints, innovators can always revolve along the loophole for survival and implementation. With global visions and knowledge, they are always open to new ideas, continuous learning, changes, adaptation, and pivotal transformation. Since their goal is far beyond a materialistic account, their determination and conscientiousness are robust, they are engaging in extensive network, steady peer groups, and the longitudinal community with similar values and culture, which is far more important than transitional or intermediate give-and-take relationships based on short-term benefit.

In addition, overseas exposure and specific education and training are also prominent catalysts for potential entrepreneurs to enhance their personal traits, especially in the domain of self-efficacy and openness to experience. In the case of Mr. C and Ms. N, there is empirical evidence to associate global visions with critical thinking and the innovativeness of a potential entrepreneur. The continuing learning motivation and the connectivity with a younger generation of the older, in my cases, further consolidate the traits of sociability and openness to novelties which are a significant attribution to the innovativeness of an entrepreneurial outcome.

Nevertheless, some social norms and institutional constraints could be favourable to certain entrepreneurs who are regarded as supporters or advocates of institutional notions and social norms, such unproductive entrepreneurs or beneficiaries of institutional frameworks, who adhere to a specific cluster or authorities that can provide rent-seeking opportunities for their business; basically it is these unproductive entrepreneurs who are closely networked with

institutional organizations and they are supporters of authoritarianism within the structured comfort zone, at the expense of innovativeness and creativity. The result of these activities led to the net reduction in social income and wealth, but enriched the "entrepreneurs" (Baumol, 1990). Personal traits of the "trustee" are completely different from the "changer" or "innovator"; apparently, they have no self-efficacy or need for innovation. In my case studies, Ms. S. is a typical "trustee" of a structured business direction, through an institutional network and its policies. Openness to new ideas is not their priority consideration for business development. Instead, cohesion with the policies and social norms seems to be their bible for the survival of a business. Though it is generally agreed that immigrant entrepreneurs are usually necessity entrepreneurs, interested in making a living and communication is a process to adapt to the local community for immigrant entrepreneurs, since agreeableness and extraversion are important personal characteristics useful for cooperating or coping with the new environment. On the other hand, the negative impact and restriction generated by the institutional framework can trigger proactive visionary entrepreneurs to react to the barriers. They demonstrate resilient human agency and a characteristic of extraversion, agreeableness, self-efficacy, positive thinking, and openness with external connections or pipelines, such as Mr. N, Mr. J, Ms. N, Mr. C, and Mr. B, who are seeking new business opportunities in their unconventional organizations, through innovation and the blue ocean strategy in business processes, products, and new markets. The specific personal traits provide them with the competency to pursue their passion and belief in order to bridge the gap in the tourism industry with new concepts and practices. To evaluate the innovativeness of an entrepreneur, the most important consideration is "innovative behaviour", which refers to an exploration of opportunities, a generation of new ideas and behaviours directed towards implementing change, applying new knowledge or improving processes to enhance personal and/or business performance. It is an ability to introduce and apply new ideas, products, processes, and procedures to a person's work role, work unit, or organization. The human agency or personal characteristics are the software embedded in innovators or game changers who can snatch the

instant of an entrepreneurial event (Krueger & Brazeal, 1992). Burt (1992) argued that "pipelines" are conceptualized as bridging ties, stretched between clusters. These pipelines are rich sources of new ideas, innovations, and perspectives. The value added from pipelines, through either international or local networks, is the innovative capability of bringing together different perspectives and knowledge within the social context of the mutual framework of clusters (Burt, 2004).

Table 8

Evidence of Innovativeness, Personal and Environmental Contextual Influences (RQ2/RQ3))

E = Extrinsic Setting   I = Intrinsic Setting

	Contextual Influences on Innovativeness	Mr. K	Ms. S	Mr. A	Mr. N	Mr. B	Mr. J	Ms. N	Mr. C
E	Gender					√		√	
	Educational	√	√	√	√	√	√	√	√
	Geographical		√	√	√	√	√	√	√
	Generational	√	√	√	√	√	√	√	√
I	Technological/ Internet culture	√	√	√	√	√	√	√	√
	Human Network	√	√	√	√	√	√	√	√

Summary: Chapter 6 described and narrated the research findings with the review and scrutiny of the multiple case studies in a systematic flow. Narrative data were organized and presented in details. Specific data from observation, social media, and reports are solicited for the triangulation of the data. The three different theoretical perspectives were applied for the analysis of the data (including macro-level with Hofstede, individual-level with trait theory, and the intersection with Shapero's entrepreneurial events), the theories were combined to produce a richer and more complex analysis of variation in innovativeness in a specific context.

Chapter 7. Discussion of Findings

This chapter is dedicated to the discussion of findings which are in response to the problem as defined by the research questions. It provided answers and reflection to the research questions and the problem in entrepreneurial innovativeness of the Hong Kong Travel Industry. There were specific focuses on the collected data and observation which enabled researchers to further explore practical application for the tourism industry.

7.1. Changes of Cultural Dimensions in the Transition Period

A community overwhelmed by short term oriented Confucian dynamism (Hofstede, 1988) is keen on embracing the hierarchical notions, cherishing the past and tradition. On the contrary, this community is not complimentary to forward-looking innovators. On the other hand, financial support is not the only antecedent of innovativeness in the entire innovation ecosystem. Conversely, a lack of a network for internationalization and openness to global knowledge transfer, deep indulgence in chauvinism, and rooted regionalization will be a big harm to the climate and culture of innovativeness. The cultural dimension of the short-term orientation axis, which cherishes stability and steadiness, is not favourable to changes and innovation (Hofstede, pp. 162 – 198).

There are many research studies about the effect of national culture and its relationships with entrepreneurial behaviours. Cultural values can indicate an extent of acceptance and desirability of entrepreneurial behaviours in a society, such as risky thinking, group interests, and individual thinking (Herbig & Miller, 1992, pp. 75 - 104; Herbig, 1994; Shane, 1995, pp.

935 – 925, 2000, pp. 217 - 226). However, there is not much literature about the cultural dimensions and contexts of the individual levels, which could be regarded as an index of innovativeness. In this thesis, I used a micro-lens to examine the entrepreneurial outcome of eight different entrepreneurs with diverse backgrounds and multidimensional competences, including an awareness of attitudes, beliefs, knowledge, skills, learned experiences, social class, gender, faith, and values. Through the examination of the case study with Hofstede's cultural dimensions, for instance, PDI, IDV, UAI, MAS, LTO, and IND, the data explained the effects of a society's culture on the values and beliefs of each individual entrepreneur, and how these values relate to their behaviour. Likewise, micro-sociological analysis are further examined with the coherence of trait theory (Costa & McCrae, 1992; Digman, 1999) and Shapero's entrepreneurial events as an intersection between cultural dimensions and personality traits (Shapero, 1982, pp. 72 – 90). In previous chapters, I have depicted the transitional environment of the travel industry in Hong Kong, with the confrontation of structural change in the industry and the socio-political change in the city, since the hand-over of Hong Kong to the Beijing Government. Hong Kong is in an accelerating process of resinification socially and politically, since the handover to Beijing after 1997. There are relevant mandatory institutional tactics to modify or adjust the values, the way of life, and sociocultural dimensions of Hong Kongers, in accordance with the expectation of the Beijing regime. As a matter of fact, the informal and formal institutions have been promoted and embedded into different perspectives, such as the education system, social life, pop culture, religion, social values, and even the rule of law (Mathews et al., 2008). The chief executive of Hong Kong, Ms. Carrie Lam's condemnation of the protestors, by describing them as "having no stakes" in society is a really bad example of an innovation ecosystem (The Standard, August, 2019). The suppression of freedom of speech, freedom of expression, and no respect of the human right to innovate, are disastrous anti-innovation social norms to society, which violate the principle that innovation should be informed by local needs and desires. Sociocultural factors are closely related to the creation of a supportive environment for innovation and entrepreneurship growth. Some researchers

pointed out social context and ties are closely related to freedom-innovation relationships, such as cultural attitudes, social and religious norms, and tolerance of social freedom (Lehmann & Seltz, 2017). The institutional impact of Hong Kong is interrelated with the individual context of the tourism entrepreneurs in the midst of the transition period economically, socio-culturally, and politically. The propensity to act for entrepreneurial innovation is subject to the personal traits and cultural antecedents of both the productive and unproductive entrepreneurs in Hong Kong.

7.2 Entrepreneurial Events in Hong Kong's Innovation Ecosystem

The sociocultural impact on the entrepreneurial and innovation ecosystem plays a decisive role in the growth and development of innovativeness and creativity in the travel industry. The institutional framework such as the predominant pro-China policy, the tiered regulatory bodies of the tourism industry in Hong Kong, and the prevailing anti-innovation social norms or social steadiness atmosphere among the institutional organizations across different sectors provides specific "nutrients" or incentives for opportunity entrepreneurs with "intention" prior to "potential". Unproductive entrepreneurial outcomes simply for wealth transfer are not innovative enough to create wealth and new values. Fukuyama (1995) pointed out that trust and fair opportunity in a society encourages a virtuous circle that encourages good behaviours including productive entrepreneurship. Some researchers argued that unproductive or destructive entrepreneurship will end up being poorer in a society that allows malpractices such as rent-seeking, corruption, and collapse of rules of laws (Murphy et al., 1991; Olson, 1996; Sobel, 2008). Relevant entrepreneurial outcomes will be triggered by relative "credibility" and a "propensity to act" of alternative behaviours of the opportunity entrepreneurs in specific entrepreneurial events (Shapero, 1982).

Baumol (1964) suggested the historical account of the influence of incentives on the development of productive or unproductive forms of entrepreneurship. Baumol further argued that government policy and programmes can play an instrumental role in an environmental context that influences the development of either productive (legitimate) or unproductive (illegitimate) entrepreneurship, which lead to different entrepreneurial outcomes. Personal characteristics or individual context are the least likely to change, and most personal characteristics such as age, sex, and ethnicity cannot be changed. Nonetheless, specific designed training programmes and changes to cultural norms and societal values can have a positive influence on personal beliefs and values. On the other hand, transition economies or entrepreneurial activities in a transition period are characterized by a high level of unproductive entrepreneurial activities, since most entrepreneurial activities in the centrally planned system were focused on rent-seeking and could be economically destructive or productive (Dallago, 1997). Wennekers and Thurik (1999) described the productive entrepreneurship with productive business creation as having been focused on innovative activity. Productive entrepreneurship demonstrates the innovativeness and willingness of individuals to perceive and create new economic opportunities, through innovative activity, including new products, new production methods, new organizational schemes, and a new production market (Baumol, 1996). In addition, productive entrepreneurs introduce their ideas in the market in the face of uncertainty and other obstacles. Their efforts result in a viable business that contributes to national economic growth and personal livelihood; they create social values instead of simply wealth distribution. Innovativeness can only be flourishing in an organization or community that can build up an appropriate culture and climate which nurtures innovation and is conducive to creativity (Ahmed, 1998, pp. 30 – 43). Torokoff (2010, pp. 435 - 445) argued a 'positive emotional climate' is important in steering the innovation process. In the meantime, Sedziuviene and Vveinhardt (2010) stated that innovativeness is an ability and continuous readiness to re-organize and also to initiate changes. Innovation ecosystems refer to heterogeneous constellations of organizations which

co-evolve capabilities in the co-creation of value (Adner & Kapoor, 2010; Moore, 1993). An innovation climate is an atmosphere within an organization or an industry that fosters and propagates creative mechanisms to achieve organizational or entrepreneurial outcomes. Innovation climates facilitate the personal characteristics or traits among organization members or entrepreneurs that are conducive to creative and innovative ideas. For an industry or a geographical setting, the innovation climate is closely related to the sociocultural and institutional influences which encourage openness for creative disruption or changes. As the environmental changes and transition demands organizations to make changes and adapt to new conditions, innovations are the vehicle to introduce change into outputs, structures, and processes and factors at different levels – individual, organizational, and environmental (Fariborz, 1991, pp. 555 - 590).

Though there is no specific answer to which particular sociocultural factor or its attributions are favourable and auspicious for innovation in business ventures, there is no doubt that the interrelated factors impact on the interlinked innovation ecosystem, which is regarded as the nursery and catalyst for innovators. Under a healthy innovation ecosystem, an inter-related human network of educational institutions, corporations, policy makers, industrial organizations, trade associations, venture capitalists, research centres, NGOs and SMEs can achieve an equilibrium balance and integration with well nurtured materials, resources such as funds, equipment, facilities, infrastructures, hardware, and human capital, such as a young generation, industry researchers, industry representatives, academia, and business practitioners. Legitimation of game-changing deeds, tolerance, empowering young people and different genders, tolerance and acceptance of risk takers, rule-breakers and changers, could generate a positive social notion to promote innovativeness in society, especially for a productive entrepreneurial outcome.

The intense policies aiming for connectivity and harmonization with Mainland China enhance a "Specific Entrepreneurial Event" (SEE) for changes of behaviour. Ms. S is one of those decision-makers who views the institutional constructed policies and setting as her best opportunity for her to enact a set of alternatives (Katz, 1992, pp. 29 - 37). Some researchers argued that "situational perception" can explain the gap between "potential" and "intention". The propensity to act for Ms. S is not necessarily an innovation to bring in new values nor is it a disruption to old practices, it is strictly a concern of benefit (Krueger & Brazeal, 1994). Unproductive entrepreneurial activities are not value of creation but only a transfer of wealth. The reliance on institutional initiatives through rent-seeking becomes a habitual practice of Ms. S's company, rather than seeking to gain added wealth without any reciprocal contribution of productivity or innovation.

The case of Mr. A explained the difficulties to make changes in an organization, which is actually about the hardware or system, but the software such as the climate, culture, mindset, and values, is all about the human agency of the entrepreneurs. Perrini (2006) argued that changes in the business organization are not an easy task and further elaborated "habits of thought are hard to break and are forgotten; failed movements are a poor source of inspiration in confused times" (Perrini, 2006, pp. 26 - 37). It is about the culture and the drivers behind innovativeness. There is no doubt how during the transitional periods of cultural change, the generation gap which is also measured as a difference in attitudes between groups of different ages at one time, will initially increase, such as the gap between Mr. A's father and Mr. A, or the gap between the Millennials and Mr. A himself (Smith, 2000). Smith's analysis revealed the generation gap or the difference in attitudes could be decreased when the general attitudes have spread throughout society, which identifies and explains the generation gap or generational differences. The gap will be created when the younger generation acquires new cultural values faster than their previous generations. However, until the older generation

acquires and accepts the new values, the gap will be narrowed and innovation could be easier to break through.

Entrepreneurial activity is the prime index and drive of economic growth of a geographical location. Innovation is the process and outcome carried out and accomplished by people with the intention to change and a breakthrough for new value propositions and economic benefits. Business operators are not necessarily entrepreneurial innovators or game changers who aim for disruptive innovation. The sociocultural impact is the predominant agent for innovation, inside an entrepreneurial ecosystem with a web of interrelated human networks (Isenberg, 2011). It is generally agreed that the risk-taking dimension and individualistic thinking (Hofstede, 2004), and personal traits such as extroversion, agreeableness, openness, and conscientiousness (Digman, 1990; Costa & McCrae, 1992), are important attributions of individual contexts, personal competence, and manoeuvre to execute personal will and the pursuit of dreams within a specific environmental context. Empowerment, facilitation, recognition, freedom and liberty for changers and innovators are the leverages of innovative entrepreneurial activities.

Innovativeness is the human agency of an entrepreneur to think and act out of the box. The sociocultural norms and supportive climate can nitrify the desirability, feasibility, and viability for innovation, and a propensity to act during an entrepreneurial event (Shapero, 1982; Fitzsimmons, 2011). On the contrary, a social hierarchical framework, structured career path, pre-set life goal, and social norm cannot trigger innovative thinking, but only build up barriers and negative perceptions for innovators.

7.3 Contextualization for Entrepreneurial Research Perspectives

More researchers begin to highlight the important role of context for the explanation of entrepreneurial action and their outcomes (Zahra & Wright, 2001). Contextualization can foster new perspectives for research analyses of the specific phenomena, research questions, theories, and findings in a natural setting. Some researchers argue that further research with a focus on contextual variables can help in theory building and testing (Welter, 2011; Zahra & Wright, 2011; Zahra, 2007). Contextualization also helps researchers to locate various micro-processes to better understand the mechanisms of the entrepreneurial activities. It provides support for longitudinal research by a documentation of the changes in the micro-processes and it connects them to changes in diverse outcomes, such as different opportunities for the companies, the growth of a company, or the change in the domain of activities by a SME travel operator.

However, there is not much literature about the cultural dimensions and micro-sociological research in relationships between entrepreneurs and owner-managers of SMEs and their innovativeness. Micro-sociological analysis is able to explore localized and focused questions and a relevant phenomenon. Gaddefors and Anderson (2017) pointed out that context determines entrepreneurship, but it is not simply the context in itself, but the things that are going on or happening in the context. Entrepreneurial activities are the action to connect the context and create changes (Gaddefors & Anderson, 2017). I was able to look into the individual context and environmental context of each of the participants for an in-depth analysis of an innovativeness of entrepreneurs. Together with the secondary data and data triangulation, I explored the self-explanatory stories of each interviewee in order to examine innovativeness through their entrepreneurial activities, including the innovation of product

development, markets, business models, and technological know-how of tourism entrepreneurs. Such human agency is interdependent on the sociocultural embeddedness of the entrepreneurial ecosystem, including the formal and non-formal institutional reach of influence. On the other hand, the contextual variables of human agency or an individual context, such as values, education, learned experiences, ability, lifestyle, and cross-boundary networks are the significant push-pull factors for the cognitions, beliefs, decision making, and practices of the entrepreneurs. The contextualization provides the code of micro-processes for understanding the changes, decisions, intentions, and motivations of each entrepreneur. Last but not least, contextualization can also facilitate the integration of existing frameworks and coherent theories (Sarasvathy & Venkataraman, 2011).

Summary:

This Chapter explained and discussed the contributions to the relevant congruent entrepreneurial theories, including Shapero's entrepreneurial potentials and events (the intersection of an institutional context and an individual context), trait theory (micro lenses) with a focus on extroversion, agreeableness, openness, and conscientiousness provided micro investigation about the individual context of the participants. The cultural dimensions of Hofstede (macro lenses) including power distance (PDI), individualism (IDV), masculinity (MAS), uncertainty avoidance index (UAI), long-term orientation (LTO), and indulgence of the entrepreneurs explained the environmental influence on the entrepreneurial outcome. Socio-institutional impact in the transition period of Hong Kong, such as resinification and anti-innovation social norms which caused a negative impact on the innovation ecosystem are highlighted. Contextualization also provides new perspectives for entrepreneurial research and facilitates the integration of existing frameworks and coherent theories. The discussion explored how the three different theoretical perspectives (describing macro-level, Hofstede, individual-level – trait theory, and their intersection – Shapero's entrepreneurial event) can be combined to produce richer and more complex analysis of variation in innovativeness in a specific context.

The integration of different dimensions of context such as cultural milieu, environment, generation and institution with relevant theories, extended further analysis of innovativeness through the entrepreneurship behaviour.

Chapter 8: Conclusion

8.1. Summary of the Research

This thesis provides comprehensive empirical evidence of eight entrepreneurs in one single industry, during a challenging transition moment, socio-culturally and structurally. The formal and informal institutional impacts on the innovativeness of the productive and unproductive entrepreneurs in the tourism industry are explored through the narrative inquiries of the multiple case studies and the qualitative narrative analysis. I constructed, reflected, and examined the span of practices and processes across cultures and contexts with the collected data and observation (Fletcher, 2007). The thesis probed for the answers of the core research questions, including the fundamental problem in the tourism industry of Hong Kong, the relationships between innovativeness of tourism entrepreneurs and specific personal and environmental contexts, as well as the impact of the sociocultural and individual context on entrepreneurial innovativeness. There is also some reflection and discourse regarding the sociocultural impact of entrepreneurial events and innovativeness on tourism entrepreneurs in Hong Kong under the threat of COVID-19 (coronavirus) from the last quarter of 2019 throughout the whole year of 2020.

Drawing upon a congruence approach with a qualitative analysis based on Hofstede's cultural dimensions, Big Five Traits theory, and Shapero's entrepreneurial event as the theoretical framework, I investigated the research questions with a micro focus of the individual entrepreneurs and a macro lens on the sociocultural impact on the innovativeness of tourism entrepreneurs in Hong Kong, as well as their intersection through Shapero's theory. The congruent theoretical framework provided a richer and more complex analysis of variation in the innovativeness of entrepreneurs, through the theoretical insights of cultural perspectives, entrepreneurial events, personal characteristics, and traits for exploration of the antecedents of

innovativeness of tourism entrepreneurs in Hong Kong, under a specific geographical, spatial, and temporal context. By applying the qualitative analysis of the multiple case studies, aiming to explain a specific phenomenon, I depicted the dilemma of old practices and new values under the transitional changes of an industry and a geographical location, and the clue for nutrients of innovativeness of productive entrepreneurs.

Through the inductive qualitative multiple case study and different sources of data, such as practitioner-participant observations, online data, governmental, academic, and business reports, empirical data were coded with a mixed approach such as cross-sectional, processual, contextual, and longitudinal data analysis, for scrutinization from a specific phenomenon in the transition period of Hong Kong. Through collecting data of an intrinsic and extrinsic context, I categorized six sociocultural contexts, including gender, education, geographical location, generation, the Internet culture, and human network for in-depth exploration and discussion. The contextualization of data enabled creative analysis from various angles and explained the situating phenomena, research questions, theories and findings in the tourism industry of Hong Kong, and provided research findings with new frameworks, integration, and emergent theories. It is an advancement of entrepreneurship research, through a multi-level thinking and analysis, with empirical evidence relating to different dimensions of an entrepreneurial context, ranging from temporal, industry, spatial, market, social, structural, formal, and non-formal institutional context (Welter, 2011, pp. 165 - 184). Contextual variables foster diversified investigation of entrepreneurial behaviours and contribute more to theory and practice.

The empirical evidence of each case study provided the comprehensive narration of each entrepreneur in a specific environment or entrepreneurial events. Confucian dynamism is consolidated as an institutional prototype in the process of resinification of Hong Kong after the handover to the Beijing regime. The doctrines and social norms which facilitate the

steadiness and stability of a socio-political environment are also a shield or protection for the beneficiaries and trustees of old practices and values, a societal notion for an anti-innovation culture which is undermining creative disruption and innovation, for the sake of assimilation and an integration of values between Hong Kong and Mainland China. I further explored the differences of socio-cultural context among entrepreneurs from various cultural and generational groups, which could have either a positive or a negative impact on innovativeness through a learning process. Communication can contribute to the assimilation and integration between different generations, genders, and cultural contexts, it also facilitates technological advancement, creativity, social innovation, and new ventures. Communication between different contexts facilitates mutual learning, and new experiences between different cultural groups, which in return foster a positive climate for fostering innovativeness among human agency (Kim, 1979). However, institutional embeddedness with political implications and anti-innovation social norms could produce negative social notions and constraints for communication and knowledge transfer beyond boundaries and clusters spontaneously.

The relationships between entrepreneurs, the environment, or an environmental context, and their human relationships or individual context, also form a significant discussion in my research. Innovativeness of entrepreneurs is closely related to societal context and personal traits such as the inter-relationships between entrepreneurial feasibility and desirability, institutional embeddedness, sociocultural norms, and institutional constraints. Nasierowski (2012) stated that innovativeness is multidimensional and it reflects a complex phenomenon which is not defined precisely, its interpretation may be impacted by several situational elements and interdependencies between sub-dimensions. Innovative entrepreneurs achieve innovation outcomes such as patents, new products, new business models or new values. The outcomes of innovation can have substantial consequences at different levels such as individual,

organizational, industrial, regional, or national levels. Innovative entrepreneurship can generate wealth as well as societal progress (Schumpeter, 1942; Aghion & Howitt, 1992).

Empirical evidence of the case study pointed out unpredicted incidents could be associated with institutional influences on the innovativeness and motivations for innovation of tourism entrepreneurs. During the SARS (severe acute respiratory syndrome) pandemic in 2003 / 2004, the Hong Kong Government implemented the Individual Visit Scheme (IVS) in collaboration with the central government in Beijing. Hong Kong is open for Mainland Chinese as a shopping destination. As a result, Hong Kong's visitor arrivals showed relatively faster growth in 2000 / 2003, at 6.0 per cent p.a., than the regional average, at 1.3 per cent per annum. In respect of IVS, it is estimated to have raised Hong Kong's GDP by $4.5 billion or 0.36 per cent in 2004 (Hong Kong Government, First Quarter Economic Report, 2005). Since then, most of the stakeholders of the travel industry indulged in the institutionally constructed framework for the travel industry of Hong Kong. Meanwhile, the tourism industry around the world is racing with structural innovation of the industry, covering technological innovation, social innovation and advancement in the process of innovation. The institutional involvement constructed a comfort zone for the conventional travel agents, on the other hand, it was also an inertia which left the travel industry in Hong Kong behind the technological advancement and innovation from global competitors.

In 2019 / 2020, the outbreak of Covid-19 brought another fatal blow to the travel industry in Hong Kong. According to some researchers, during Covid-19, hospitality and the travel industry have perhaps been most hard-hit, with low-skilled workers facing devastating hardships. In China, hotels' occupancy rates fell 89 per cent by the end of January in 2020. The Aviation industry is also facing the unprecedented challenges with cancellations and a significant drop in demand for travelling due to border and airport closures. Everywhere around

the world, there are strict governmental instructions to implement social distancing and the restriction of unnecessary travel (Nicola et al., 2020). As a matter of fact, 'draconian stay-at-home orders', also known as 'lockdowns', which originated in Wuhan and was then rolled out first in Lombardy then across entire Italy, finally it was imposed across many countries. However, the World Health Organisation pointed out that 'these measures can have a profound negative impact on individuals, communities and societies by bringing social and economic life to a near stop. Such measures disproportionately affect disadvantaged groups, including people in poverty, migrants, internally displaced people and refugees, who most often live in overcrowded and under resourced settings, and depend on daily labour for subsistence (WHO, lockdowns/covid -19).

In Hong Kong, the arrival of visitors dropped 99 per cent to 82,000 in March, 2020, as reported by the latest provisional statistics of the Hong Kong Tourism Board. The coronavirus pandemic forced the city's tourism industry to a near standstill. Figures showed 3.49 million visitors in the first quarter of the year, down 80.9 per cent from the same period last year (SCMP, 15 April, 2020). According to the International Air Transport Association (IATA), Hong Kong's aviation sector is projected to be the worst hit in Asia, it is expected to cut passenger numbers by 23.6 million and put 146,000 jobs in the industry at risk in 2020. Air travel demand for Hong Kong will have slumped by a 46 per cent drop in 2020, and a financial review concluded it faced a US$6 billion (HK$46.5 billion) loss in revenue. In the last quarter of 2019, Hong Kong's hotel operators urged the government to waive rents and permit properties to extend empty rooms on long-term leases or for sale to survive. Some hotel rooms have become cheaper than the city's subdivided flats (similar to HMO, a small flat with multiple occupation in the UK) with an extremely low price of less than US$9.50 or HK$71.00 per night (Hong Kong Business, May, 2020). The travel and tourism sector suffered further blows since the

second quarter of 2020, with a ban on transit stopovers and non-residents extended indefinitely (SCMP, 8 April, 2020).

In spite of temporary financial aids, there is no holistic recovery plan for the travel industry in Hong Kong. The Secretary for Commerce and Economic Development, Edward Yau Tang-wah, introduced the Anti-epidemic Fund which disbursed HK$80,000.00 (US$10,400.00) to each travel agent, and up until February 2020, around 1,100 travel agents have registered for the funding, representing more than 60 per cent of the industry. On the other hand, the government offered HK$50,000.00 (US$6,500.00) to HK$80,000.00 (US$10,400.00) funding to around 720 guesthouses, about 40 per cent of the sector (Hong Kong Government, Anti-epidemic Fund 2020). Even though it could be an emergency aid for the suffering travel industry, it is suggested to have more concern for the sustainable growth of the tourism section in long-term. Some researchers pointed out a rent-seeking or welfare government can block innovation, an increase in the level of innovation-blocking activity will reduce the rate of innovation and hence reduce growth (Chaudhry & Garner, 2007). When making policies for short-term aids, it is essential to include a discussion of the institutional factors that encouraged innovation and change in the long run (North & Thomas, 1973). Some researchers suggested the best solution for the problem is the implementation of an innovation strategy, and to never lock oneself into a single approach. An innovation strategy includes a set of innovation steps, ranging from design thinking, open innovation, business model innovation, to other tactics such as disruptive innovation, breakthrough innovation, sustaining innovation, and basic research. An innovation strategy can help to drive a business forward if applied in the right context. However, no one solution fits all problems. The value of open innovation is to expand skill domains beyond specialists in a single field; it is important to collaborate and listen to all stakeholders in the community (Satell, 2017).

8.2. Theoretical Implications

Most of the researchers who focus on the macro lens of the entrepreneurial ecosystem (Zacharakis et al., 2003; Napier & Hansen, 2011; Malecki, 2011; Kantis & Federico, 2012; Feld, 2012; Isenberg, 2010) want to seek systems-based support for the development of entrepreneurship which covers conducive culture, institutional policies, leadership, finance, human capital, suitable markets, and diverse institutional support such as professional services and legal expertise (Isenberg, 2011). Entrepreneurial ecosystems became a hot research topic with the support of institutions and government, aiming for a formula for regional economic development. Many researchers argued that entrepreneurship is a multidimensional and interdisciplinary phenomenon (Amit et al., 1993; Rocha & Birkinshaw, 2007), and it needs to explore questions where humans and human behaviours are the object of analysis (Campbell & Mitchell, 2012). With the growth of interest in research about entrepreneurship in multidisciplinary perspectives, some researchers started to look into entrepreneurial behaviour at a micro-level perspective, such as the role of cognition and emotions of individuals (Sheperd 2003, 2009). However more research focused on the effectuation and the success stories of an entrepreneur as they tried to find out how successful entrepreneurs identified opportunities and new venture creations (Baker, 2003; Sarasvathy, 2001). A few researchers brought out the relationships of entrepreneurship with an institutional and sociocultural context, which includes a formal and informal perspective (Shane, 2000, 2003; North, 1990), pointing out that public policy may affect the prior knowledge that entrepreneurs need to use for starting new ventures.

Individual context and human agency are the core component of entrepreneurial activities. My research focused on individual entrepreneurs and the sociocultural impact, by using the inquisitive micro-lenses, prying into both the interrelationships between formal and informal

institutional perspectives and personal traits of the entrepreneurs. Specific attention has been put on individual context such as the code of conduct, culture, social norms, societal recognition, personal background, knowledge, experiences, values, lifestyle, and internet competency.

Innovation is all about brain activity in creation and reinvention. Since the post Second World War period, researchers started to think about innovation as a drive for the improvement of production and economic performance. Schumpeter (1950) discussed entrepreneurship and innovation as analytical connections and symbiosis relationships, he argued that a dynamic entrepreneur is a person who innovates and makes new combinations in production. Many researchers associated innovation with economic benefits (March, 1991; Garcia & Calantone, 2002). With more attention on different perspectives of innovation recently, such as political innovation, social innovation, culture innovation, technological innovation, market innovation, product innovation, and the process of innovation (Helltrom, 2004; Ball, 2005), some researchers started to pay attention to the innovation ecosystem (Adner, 2005), which is similar to the entrepreneurial ecosystem (Isenberg, 2010), aiming to create a favourable environment for entrepreneurial activities. Nevertheless, the gap in the innovativeness of people, as the research focus, is highlighted. It is important to find the right potential entrepreneurs and to understand their needs and dreams, the motivation and the intention of their pursuits.

Innovativeness is a human agency and competence that enables or empowers people to think and act differently and to pursue new values. In social science research, the agency is the capacity of a person to act independently and to decide what and how to make it with freewill. On the other hand, structures of influence are the obstacles and constraints of freewill and the decision of an agent. These structures are actually formal and informal guidelines of social and economic interaction (Campbell & Mitchell, 2012, pp. 185), such as institutional regulations, socio-hierarchy, gender status, ethnicity, ability, social norms, social expectation, the

generation gap, and attitude towards changes. The human agency of an entrepreneur is the independent capability or ability to act according to his own belief, value, and will. However, human agency could be affected by an entrepreneur's cognitive belief which has been developed through personal experiences, perceptions held by society and the individual, as well as the sociocultural context of a specific environment in a transition period, for instance, the tourism entrepreneurs in Hong Kong under the process of resinification that brings social turbulences, anti-innovation social norms, and it faces the challenge of global creative disruption in the industry.

I intentionally analysed the innovativeness of entrepreneurs through the collected data under two extrinsic (environmental contexts) and intrinsic (personal context) sections. Through a gender context, an educational context and a geographical context, I investigated the introspective perspective and personal traits of the entrepreneurs. On the other hand, comprehensive data were coded through investigation on generational context, the Internet culture / technological context, human network / family and the Internet culture. The analysis of behaviour and cognition is an unavoidable focus when researching the sociocultural impact on human agency in a society. Bandura (2002, pp. 1 – 26) explained, "Human agency is characterized by a number of core features that operate through phenomenal and functional consciousness. These include the temporal extension of agency through intentionality and forethought, self-regulation by self-reactive influence, and self-reflectiveness about one's capabilities, quality of functioning, and the meaning and purpose of one's life pursuits. Personal agency operates within a broad network of socio-structural influences. In these agentic transactions, people are producers as well as products of social systems (Bandura, 2011). This thesis explored the impact of sociocultural antecedents on innovativeness, through a qualitative multiple-case study, in order to provide comprehensive empirical evidence of individual and environmental context through the tourism entrepreneurial activities in Hong Kong. The

congruent theoretical structure inspired the complex analysis of variation of innovativeness of each of the entrepreneurs in a specific context and environment. On the other hand, the intersection of Hofstede's cultural dimensions, traits theory, and Shapero's entrepreneurial theory provides a micro-sociological analysis of entrepreneurial innovativeness.

Established entrepreneurial theories are usually based on informed guesses and hypotheses. In social science, theories provide a logical basis for reasoning, but it is still a theory until it is validated. This thesis is a qualitative research study with an evidence-based systematic method of inquiry into patterns of entrepreneurial activities, the social reality of individuals, behaviours and cultures of tourism entrepreneurs, as well as the phenomenon of a specific entrepreneurial setting. The thesis involves putting together some observations and then extracting a set of guidelines from them that regulate the activities of the subject and the energy engaged in the observations. Empirical evidence in micro-sociology is based on observations which provide data for validation and integration of different established theories. The congruent theories and relevant discussion contributed to further exploration of the specific research questions. Some researchers pointed out that through applications of multiple theories in a study can help to produce more fruitful results in understanding the phenomena, calling for a theoretical review, comparison, and integration (Schwarz et al., 2007).

Through the integration of the three core theories, Hofstede's cultural dimension, personality traits theory, and Shapero's entrepreneurship theory, this thesis acknowledges the social constructions of innovativeness and entrepreneurial outcomes on a micro-sociological level. With an integrated theoretical framework, this thesis contributes to the future research of cultivation and nutrition of innovativeness for productive entrepreneurs (Anderson et al., 2012). Multidisciplinary research with inputs from political scientists, sociologists, psychologists, economists, and culturists can further explore the micro-sociological perspectives of

entrepreneurial behaviours. More attention could be focused on freedom of thinking and empowerment of freewill and autonomy, as well as the impact of institutional restraints on innovativeness.

Natural instinct and self-efficacy of human wisdom and creativity can only thrive with less artificial additives such as informal institutional constraints. Human beings with the freedom of innovation are the most important component of the innovative ecosystem. Democratization of innovation is a driving force for technological change in free countries, it is suggested with liberal, participatory, and constitutional democracy, indicating a higher level of technology than less free and more autocratic countries (Coccia, 2010, pp. 248 – 264). Some scholars started to study democratization of innovation, pointing out there is a dramatic shift towards more open, democratised, forms of innovation that are driven by networks of individual users. Individuals or end-users are now visibly active within all stages of the innovation process and across many types of industrial output, and their influence is spreading across many sectors, such as the content generator in the tourism industry. They are actively engaged with firms in the co-creation of products, services or markets, and firms can no longer control the innovation agenda. This growing phenomenon has large implications for the understanding of the management of innovation in the future and it deserves further studies (Flowers, 2010).

After almost three decades of evolutionary development, the tourism industry is generally regarded as a completely disrupted industry from a global point of view. This phenomenon is also prevailing in other industries at present and in the future, since AI and automation, technological advancement will completely change the entrepreneurial ecosystem in the near future. It is significant to look into the motivation of innovation under diverse sociocultural structures, including self-actualization, the goal of life, and personal values beyond simply monetary values. The theoretical implication of this thesis could be referred to

by any business and the industry which needs to face change and renovation from a robust traditional framework. The thesis contributes to practices in organization innovation and the process of innovation in the tourism industry, arguing the comfort zone of practitioners is a shield to beneficiaries and a cover of anti-innovation which can jeopardize innovativeness of entrepreneurs. The research findings fill the gap of previous research on innovation and entrepreneurs, which almost ignore the human agency and cultural dimensions of individuals. Furthermore, the analysis of the institutional and sociocultural impacts on innovativeness could be practically applied to other fields beyond the tourism industry. Specifically, through the empirical evidence of this study, it may inspire further academic research on how conventional tourism practices, with long-established supply chains, could be revamped and synergized with multi-disciplinary innovation in products, processes, value proposition and practices such as social innovation, sustainability, digital marketing, personalized services and technological application. New core values and the Internet culture of the Millennials, which trigger technological application and innovative practices, has brought tremendous creative disruption to every aspect of the tourism industry, ranging from online booking, blogging, green practices, big data analysis, organic search, personalized products, economic platforms, or shared economy. Internet culture is immensely related to information sharing, proliferation of the Internet community, commitment to environmental and civic concern, adherence to technology, reinvention of trust, and mitigation of institutional authority.

8.3. Implications to Practices

Theoretical analysis and academic research do not always accomplish the needs of practitioners. In order to make a practical contribution, it is important to ensure problem-solving research and theory-oriented academic research complement one another (Holmström et al., 2009). Practical context refers to the application of learned material in practice, in real and in everyday life,

which is different from a theoretical concept. Practical context is related to real outcomes of an event. This qualitative research is based on the study of real cases in a setting for discovery of specific entrepreneurial phenomenon in Hong Kong.

Practical implications are based on logic and experiences. They are found in everyday life and reality. Implications to practices are also valuable to practitioners in certain professional fields for a solution of an existing problem. Some professionals can translate their findings into ways of making meaningful social changes and improvements. In an entrepreneurial ecosystem, relevant stakeholders include policy makers, educators, financiers, venture capitalists, start-up business operators, industrial associations, and so forth. The findings of the research suggested more involvement in open innovation, an attitude of being open to sharing and receiving information; this can be beneficial to the stakeholders of the travel industry. Continuous learning and new knowledge can change the individual's existing understanding and business experience in the process of innovation and the creation of new ideas. This point is highlighted by Ms. C and Mr. C in the case study, who are well educated with overseas exposure (Oguz, 2001).

Reasoning and rationale are also the basis for practical implications, whether applied in personal situations or in professional settings. Technological innovation offers a rapid information search, access and retrieval of information, supporting communication and collaboration among organizational employees, and also with external stakeholders (Huysman & Wulf, 2006). Through knowledge sharing, the application of information communication technology facilitates new methods and applications such as groupware, online databases, intranet, online meeting, virtual communities, and so forth, and allows tourism stakeholders to expand available social networks by overcoming geographical boundaries and having more

effective collaborative activities. This benefit was demonstrated by the millennials, Mr. N and Mr. B of the case study in the research (Pan & Leidner, 2003).

It is a phenomenal dilemma for conventional business practices to be confronted with the fast-paced creative disruption of the tourism industry in a transition period. Social influence or social norm refers to a phenomenon when members of a reference group influence one another's behaviour and experience social pressure to perform particular behaviours (Kelman, 1958). Through the embeddedness of anti-innovation social norms, affirmed by an institutional framework, newcomers and game changers are inhibited by the formal regulations and informal norms. Without the positive climate of an innovation ecosystem, such as communication across different clusters, institutional policies were merely paying lip service with no improvement of the culture of innovation. Under Confucian dynamism, empowerment is restricted for young generations and innovators who are regarded as competitors and intruders of the old establishments; creative disruption is labelled as a threat to tradition and the hierarchy. The repression of new business models such as Uber and Airbnb, and a limitation of new entrants into low-cost airlines markets exposed the prevailing anti-innovation norms as the major constraint to a positive innovation ecosystem in Hong Kong. The subdued socio-political movement in 2014 and 2019 further disclosed the narrowing tolerance, openness, and social hierarchy orientation of the Hong Kong Government under the process of resinification.

The anti-innovation social norms are especially consolidated under the short-term oriented Travel Industry Council of Hong Kong's registration system, which is regarded as an accreditation of monotonous practices. There are norms of exclusion (Hardin, 1995) in the tourism industry in Hong Kong, with the sole function to increase benefits or rent-seeking opportunities for insiders, by establishing differences and limiting opportunities to outsiders. This will enlarge the obstacle for knowledge transfer and communication by redounding to the

benefit of members of a more or less well-defined subgroup (affiliates of the tourism associations under TICHK) within a larger society (international and local travel stakeholders). A progressive innovation ecosystem should apply universally to more or less all members of a society or industry, without prejudice. Financial support or governmental initiation without a sociocultural endorsement and nurtured human agency is mere ink on paper for well-defined subgroups. Some researchers pointed out the importance of social influence as a determinant of technology acceptance and usage has been primarily examined in an organizational setting (Hausman et al., 2003; Taylor & Todd, 1995).

Hong Kong is in a transitional period since the handover of the former British colony to Beijing, to a certain extent the metropolitan area is still an international city with global connectivity, such as access to Google, social media, overseas media, and stakeholders. However, with more institutional and social influence on the educational system, the belief and ideology of Hong Kong people, the social influences on openness to disruptive innovation and new values is getting unbearable for the younger generation or social innovators in Hong Kong. The social movements in 2014 and 2019 were the sequels of suppression of demand for changes in sociocultural, economic, and political innovations. For practical implications, it is suggested that policy makers and entrepreneurship educators should optimize sociocultural norms through the empowerment of young generation entrepreneurs, social entrepreneurs, and female entrepreneurs, consolidation of communication, integration and assimilation between the old generation and the Internet generation, and enhancement of connectivity with global stakeholders. The openness of an innovation ecosystem provides nutrition to enhance entrepreneurial activities, to facilitate innovativeness of productive entrepreneurs and to sustain the competitiveness and vitality of an industry

On the other hand, the accelerating process of socio-political integration with Mainland China, through the institutional initiation and social notion, is an unavoidable process of resinification. Hong Kong is now moving further afar from internationalization, universal values, and connectivity with global stakeholders, which resulted in a tremendous fall-back of the entire ecosystem of innovation. A process of communication, including integration between the traditional and innovative approaches, assimilation between different cultural and generation groups, is suggested to bridge the gap between new and old practices. Into the Internet era, no one could be unaffected by the Internet Generation culture, which introduced sets of culture with new values, such as democracy, openness, liberty, equality, and fraternity. Internet culture changed consumer behaviour drastically, and only innovation in business practices, markets, products, and processes could cope with the needs of new consumers. A strict institutional monitoring and control of Internet culture and online business is not friendly to innovators or game-changers. Some researchers pointed out the external context impacts heavily upon innovation, and the intrinsic creativity inherent in the organisation or community defines its ability to adapt to, and even shape the environment. Socio-cultural factors hinder or enhance the process of creativity and innovation (Ahmed, 1998). Some scholars argued that tolerance is essential for innovation because it is important to have an open environment where there are creativity and knowledge spillovers. Other researchers argued that tolerance of freedom is a social index to innovativeness. The role of trust amongst different stakeholders and institutional social norms are interrelated to freedom of expression and thought (Audretsch et al., 2018; Cushing et al., 2002). Innovation involves development more than technical solutions, but as a process also involving social interactions. Furthermore, innovation is no longer explained by the sole combinations of tangible forms of capital such as physical or financial concern, but also by combinations of intangible forms of capital, especially social capital, the social context that enables people to consider others, to think and act generously and cooperatively (Landry et al., 2002). This thesis brought out the discussion of anti-innovation norms and innovation ecosystem with freedom of disruptive innovation which are

significant sociocultural impacts on productive entrepreneurs to pursue new values and personal goals.

According to the empirical evidence of the case studies, learning experiences and education are the seeds for visionary people. Education with an emphasis on a global vision and entrepreneurship could facilitate new insights and human agency. It is recommended that innovative education should be prioritized, instead of focusing the promotion of Confucian dynamism at the expense of a vision for future generations. Instead of a pre-set "career path" for every young person, essential skills for critical thinking and creativity should be implemented. These skills can facilitate the younger generation to think outside the box with necessary courageousness, to take risks and to identify the problems of society and the needs of potential consumers. Weis (2016) argued that innovativeness is the ability to participate in innovation processes and it is a competence closely linked to participation processes in a complex, dynamic, and ever-changing world that needs people to shape present and future societies in accordance with their ideas, interests, and social responsibility. The process of innovation involves questioning current circumstances (reflexivity), developing new ideas (creativity) and bringing those ideas into action (implementivity), which are the three core dimensions of innovativeness. It is suggested innovativeness can be taught in school in the early years such as in primary schools. This interdisciplinary subject inspires the open character of innovativeness and provides linkages to the lifeworld related to scenarios. Education with a humanistic perspective on innovation processes allows real participation as well as future-oriented and development-oriented structuring of society (Weis et al., 2017). In the multiple case study, the entrepreneurs under the non-registered organization categories demonstrated their skills and abilities in three main domains, including thinking creatively in order to compete in a structured market space full of rules and regulations, exploiting innovative solutions for existing and future problems, and evaluating the current phenomenon and looking for better

alternatives in order to create social values. Innovators with proper feasibility and desirability have the quality of propensity to act for productive entrepreneurial activities in accordance with the favourable entrepreneurial events.

It is important to create the sociocultural atmosphere and climate for innovation with openness to new ideas and practices, recognition of new ventures, and an acceptance of game changers if a society would like to improve innovativeness in entrepreneurial activities. The authority and relevant institutions should take the initiative to change and renovate in the first place, in order to reverse the embedded anti-innovation culture, aiming for steadiness for a small number of subgroup stakeholders inside the enclosed comfort zone. A long-established organization is suggested to integrate technology in conventional practices and to empower new generation team players for a rejuvenation of the organizational culture, in order to cope with the environmental changes. A structured economy embedded with hierarchical orders, social norms, and regulations can never achieve the innovativeness of a free economy with respect to freedom of expression as well as tolerance of liberal thinking. Some researchers pointed out that SMEs are always in unfavourable situations in the process of innovation. Due to the availability of resources, there are some fundamental factors which determine the innovative capacity of a company, the greater size and longest history of a firm, the highest innovative capacity is feasible (Marques & Ferreia, 2009). However, companies that establish partnerships and cooperation agreements with other firms and institutions can also achieve greater innovative capacity. As indicated in the cases of Mr. N and Mr. B, global network is the valuable resources for market innovation, product innovation, and social innovation in their SME companies. Small and medium size travel operators can consider internationalization as an innovative act or strategy (Casson, 2000; Schumpeter, 1939; Simmonds & Smith, 1968).

Innovativeness is important for revitalizing an industry in order to cope with the changes in customer behaviours and creative disruption. Entrepreneurs as innovators play the most important role in the process of innovation and within the innovation ecosystem, desirability, and feasibility, for innovators are subject to the sociocultural environment and the extent of empowerment for creativity and making changes, as well as the freedom of expression and freedom of innovation of the potential individuals.

8.4. Limitations and Suggestions for Future Research

I identified the major limitations of the thesis to include the sampling of cases. The case study is a purposive selection of an array of entrepreneurs from the registered and non-registered categories. Though the selected non-registered organization's tourism practitioners are active in new ventures in tourism, they are not regarded as legitimate under the institutional framework in Hong Kong. Literally, the non-registered organization is not regarded as a legitimate travel agency under the complexity of the rationale of the registration system in the tourism industry of Hong Kong. Nevertheless, practically they are organizing tours and outbound activities which are defined as tourism stakeholders and tourism innovators, according to global perspectives.

Under the strict notion of the tourism industry of Hong Kong at present, many small travel agencies were reluctant to participate in the case study which limited me to use a probability sampling technique to conduct the research. On the other hand, the stereotype and standardization of the majority of registered SME travel agents in Hong Kong cannot provide a wide spectrum of innovativeness of their entrepreneurial outcomes, due to the monotonous

practices adhered to in the structured system embedded by the regulatory institution. The data could reach saturation promptly with repetition. The cases of the non-registered organizations enrich the data for my analysis, which is perfect for the case comparisons. However, I can only explain and narrate the phenomenon of the tourism industry in Hong Kong with the identified problem of the lack of innovativeness. I believed that the diverse cases with both registered agents and non-registered entrepreneurs provided me with a different set of phenomenal, empirical evidence for the transversal cross-sectional analysis. In view of the academic ethics and integrity concern, it may be a risk to expose the identity of some cases that are marginalized under the existing institutional frameworks. However, the small size of the tourism industry in Hong Kong limits the protection of anonymity of the case studies. The stakeholders of the industry have probably met each other on many occasions.

Whereas, I have brought out the discussion of gender context in the cross-case analysis, with collected data from two women entrepreneurs of different personality traits and entrepreneurial outcomes. There is some discussion about the differences between business practices and goals under masculinity and femininity orientation, special attention is put on how the cultural masculinity and femininity can influence the entrepreneurial activities and the values of specific entrepreneurs. However, the limited data could not explain much about the discrepancy between genders in terms of innovativeness. It is suggested future research can focus on the theme of relationships between genders and innovativeness, so as to explore how the feministic quality in different genders can initiate social innovation, market innovation, and product innovation, with more concerns about human relationships, customer services, and creativity.

Contextual influences are reflected on the sociocultural impact on innovation. I have explored the impact differences between generational and cultural groups, with both

sociocultural positive and negative impacts on the innovation of business practices and entrepreneurial outcomes. Culture is an organism which could grow or diminish through the sociocultural interaction between different contexts. I could initiate other studies in the future focused on the bilateral flow of the process of integration, assimilation, separation, and marginalization between the old and young generation, the Internet culture and traditional culture, Hong Kong and the Mainland cultural background, internationalization and regionalization, long-term orientation and short-term orientation, global vision, and Confucian dynamism.

Finally, in order to overcome the limitations of the research design, I could consider mixed research methods involving data collection and induction, by integrating quantitative data in the future, such as surveys with diverse sampling and qualitative data through focus groups of different categories. The qualitative and quantitative data are complemented to each other and analysed at the same time. Findings from one method can be extended or triangulated by using another method. A better sampling strategy with an amount of probability and random sampling, together with selected purposive cases, can provide me with feasibility and potentiality for generalization and a potential emergent theory in the future. Mixed-methods research could enable development of new theoretical perspectives by combining the strengths of quantitative and qualitative methods. Mixed-methods research questions are different from qualitative and quantitative research questions. Quantitative research questions tend to be specific in nature and are descriptive. Contrarily, qualitative research questions are more "open-ended, evolving, and non-directional" (Onwuegbuzie & Leech, 2006, p. 482). Qualitative questions are broad, but specific enough to focus on the issues most relevant to the cases under investigation (Plano Clark & Badiee, 2010). Qualitative questions aim at seeking, discovering, and exploring a process, or to describe experiences or narrate stories (Onwuegbuzie & Leech, 2006, pp. 474 - 498). Mixed-methods questions are based on the primary design strategies,

qualitative data, and quantitative data which are collected and analysed concurrently, sequentially, or iteratively before addressing the questions (Tashakkori & Creswell, 2007). Teddlie and Tashakkori (2008) further suggested evaluating the quality of conclusions that are made on the basis of the findings in a study. Inference quality in quantitative, qualitative, and mixed-methods research are described and compared for validation and creditability.

Innovativeness is the prime propensity to make changes. It is the capability to create and innovate new values and practices in different aspects, including entrepreneurial, economic, scientific, political, and social innovation, which are determinants of the future of mankind. It is highly suggested that further studies should apply different lenses on a sociocultural context, related to the quality of innovativeness and the individual context of innovators.

Bair and Farina (2018) pointed out three broad categories of social norms with likely anti-innovation outcomes, including boundary-preserving norms, gender norms, and seniority norms. These social norms can mount substantial barriers to creative and innovative activities and they are harmful from an innovation perspective. I would recommend more researchers in the future to explore the reverse cultural impact on anti-innovation social norms in entrepreneurial activities, especially when information technology becomes a new social norm and monitoring tool, or even anti-innovation norms, with institutional influences such as monitoring systems on freedom of expression.

Additionally, further research could explore specific thematic sociocultural contexts related to positive and negative perspectives in an innovation ecosystem and a climate of innovation and a freedom of innovation, including sinification, resinification and

internationalization, long-term orientation and short-term orientation, comfort and discomfort

zones, generational, cultural, and gender-related context.

References

Abela, P. (1996). Is Less Always More? An Argument against the Natural Ontological Attitude, *The Philosophical Quarterly, 46*(182) 72-76.

Abele, A. E., & Wojciszke, B., (2007). *"Agency and Communion From the Perspective of Self Versus Others,"* Journal of Personality and Social Psychology *93*(5), 751-763.

Acemoglu, D., & Robinson, J. A. (2000). "Political losers as a barrier to economic development", The American Economic Review, *90*(2), 26-30.

Acs, Z., & Audretsch, D. (1988). "Innovation in large and small firms: An empirical analysis," *American Economic Review*, *78*, 678-690.

Acs, Z. J., & Audretsch, D. B. (1990). *Innovation and small firms.* Cambridge, MA: MIT Press.

Acs, Z. J., & Szerb, L. (2007). Entrepreneurship, economic growth and public policy. *Small Business Economics, 28*(2-3), 109-122.

Acs, Z. J. (1992). "Small business economics: A global perspective." *Challenge, 3.5*(6), 384.

Acs, Z. J., Bardasi E., Estrin, S. & Svejnar, J. (2011). "Introduction to Special Issue of Small Business Economics on Female Entrepreneurship in Developed and Developing Economies." *Small Business Economics, 3*7(4), 393-396.

Aces, Z., Astebro, T., Audretsch, D., Robinson, D., (2016). Public Policy to promote Entrepreneurships: a call to arms, Small Business Economic, March, 47: 35-51.

Adner, R. (2006). Match your innovation strategy to your Innovation Ecosystem, *Harvard Business Review,* April, 1-11.

Ahmad, N. H., Halim, H. A., & Zainal, S. R. M. (2010). Is entrepreneurial competency the silver bullet for SME success in a developing nation? *International Business Management, 4*(2), 6775, 4759-4770.

Ahmed, P. (1998). Culture & Climate for Innovation, European Journal of Innovation Management, April, 1998, 1460-1060.

Agarwal, R. (1998). "Small firm survival and technological activity," *Small Business Economics*, *11*, 215-224.

Agjopm. P., & Howitt, P. (1992). "A Model of Growth through Creative Destruction." *Econometrica*, *60*(2), 323–351.

Ahmed, P. (1998). "Culture and climate for innovation", *European Journal of Innovation Management, 1*(1), 30-43.

Adner R., & Kapoor, R. (2010). Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations, *Strategic Management Journal,* 31 (2010), pp. 306-333.

Alch, M. (2000). "The Echo-Boom Generation - a Growing Force in American Society," *Futurist, 34*(4), 42-46, September 2000.

Aldcroft, D. (1993). Education, Training, and Economic Performance, 1944 to 1990, *History of Education Quarterly,* Vol. 33, Issue 3, 421-423, 1993.

Aldrich, H., Renzulli, L., & Moody, J. (2000). Family Matters: Gender, Networks, and Entrepreneurial Outcomes, *Social Forces, 79*(2), 523-546.

Aldrich, H. E., & Zimmer, C. (1986). Entrepreneurship through social networks. In: Sexton D and Smilor R (eds), *The Art and Science of Entrepreneurship*. New York: Ballinger, 3-23.

Alhorr, H. S., Moore, C. B., & Payne, G. T. (2008). The impact of economic integration on cross-border venture capital investments: evidence from the European Union. *Entrepreneurship Theory and Practice, 32*(5), 897-917.

Alsos, G. A., Eide, D., & Madsen, E. L. (2014). Handbook of research on innovation in tourism industries. In G. A. Alsos, D. Eide, & E. L. Madsen (Eds.), *Introduction: Innovation in tourism industries* (pp. 1-26). Cheltenham: Edward Elgar Publishing.

Alvarez, S. A., & Barney, J. B. (2007). Discovery and creation: alternative theories of entrepreneurial action, Strategic Entrepreneurship Journal, November, *1*(1-2), 11-26.

Alvarez S. A., & Barney J. B. (2007). Discovery and creation: alternative theories of entrepreneurial action. *Strategic Entrepreneurship Journal, 1*, 1-2.

Amit, R., Glosten, L., & Muller, E. (1993). Challenges to theory development in entrepreneurship research, *Journal of Management Studies, 30*(5), 815-834.

Anderson, A., Dodd, S. D., & Jack, S. (2010). Entrepreneurship as connecting: some implications for theorising and practice, *Management Decision*, Vol. 50, Issue, 5, pp. 958-971.

Andersen, K. V., & Lorenzen, M. (2007). "The Stretching of Weak Ties: Clusters, Pipelines, and the Creation of Small Worlds." DRUID Winter Conference, January.

Audretsch, D. B., & Seitz, N., & Rouch, C. (2018). Tolerance and innovation: the role of institutional and social trust, *Eurasian Business Review*, 8, 2018, 71-92.

Audretsch, D. B. (2002). *Entrepreneurship: Determinants and Policy in a European-US Comparison,* Springer, 2002.

Bagnoli, A. (2009). Beyond the standard interview: the use of graphic elicitation and arts-based methods, *Qualitative Research*, *9*(5), 547-570.

Bair, S., & Farina, L. (2018). Anti-Innovation Norms, *Northwestern University Law Review, 112*(5), 1069-1136.

Baker, T., & Welter, F. (2017). "Come on out of the ghetto, please! – Building the future of entrepreneurship research", *International Journal of Entrepreneurial Behavior & Research, 23*(2), 170-184.

Balasubramanian, N., & Lee, J. (2008). Firm age and innovation. *Industrial and Corporate Change, 17*, 1019-1047.

Ball, S. (2005). *The Importance of Entrepreneurship to Hospitality, Leisure, Sport and Tourism,* H. L. S. T. Network, The Higher Education Academy.

Bandura, A. (1982). Self-efficacy: Mechanism in human agency, *American Psychologist, 37*(2), 122-147.

Bandura, A. (1986). *Social Foundations of Thought and Action. A Social Cognitive Theory,* Engleword Cliffs, N.J: Prentice-Hall.

Bandura, A. (2000a). Exercise of human agency through collective efficacy. *Current Directions in Psychological Science, 9*, 75-78.

Bandura, A. (2001). Social Cognitive Theory: An Agentic Perspective, *Annual Review of Psychology, 52*, 1-26.

Bandura, A. (2006). Toward a Psychology of Human Agency, *Association for Psychological Science, 1*, 164-180.

Banterle, A., Cavaliere, A., Carraresi, L., & Stranieri, S. (2011). Innovativeness in food small business: What is its relationship with marketing? *Agricultural Economics, 57*(10), 474-483.

Bathelt, H., Malmberg, A., & Maskell, P. (2002). Cluster and Knowledge: Local Buzz, Global Pipelines and the Process of Knowledge Creation. *DRUID Working Paper,* 2- 12.

Bauer, T., (2014). *Manual on Module V – Trends and Issues in the Tourism and Hospitality Industry,* Hong Kong Education Bureau, The Government of the Hong Kong Special Administrative Region, 2014.

Baum, J. R., & Locke, E. A. (2004). The Relationship of Entrepreneurial Traits, Skill, and Motivation to Subsequent Venture Growth. *Journal of Applied Psychology, 89*(4), 587-598.

Baumol, W. (1968). "Entrepreneurship in economic theory." *American Economic Review Vol 58*, 64-71.

Baumol, W. (1990). "Entrepreneurship: Productive, Unproductive and Destructive." *Journal of Political Economy 98*, 893-92.

Baumol, W. J., (1996). Entrepreneurship: productive, unproductive, and destructive. *Journal of Business Venturing, 11*(1), 3-22.

Baumol, W. J. (2002). *The Free-market Innovation Machine: Analyzing the Growth Miracle of Capitalism,* Princeton University Press.

Baumol, W. J., (2006). Entrepreneurship and small business: Toward a program of research, *Foundations and Trends in Entrepreneurship, 2*(3), 155-161.

Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report, 13*(4), 544-556.

Beckman, S., & Barry, M. (2007). Innovation as a Learning Process, Embedding Design Thinking, *California Management Review,* Fall, *50*(1), 25-56.

Berger, B., (1991). *The Culture of Entrepreneurship. San Francisco*: ICS Press

Berger, P. L., & Luckmann, T. (1980). *The Social Construction of Reality: A Treatise in the Sociology of Knowledge.* New York: Irvington Publishers.

Bereiter, C. (1994). Constructivism, socio-culturalism, and Popper's World 3. *Educational Researcher, 23*(7), 21-23.

Berger P., & Luckman T. (1967). *The Social Construction of Reality,* Bantam Doubleday Dell Publishing Group Inc. New York.

Bernard, H. R. (2011). *Research methods in anthropology: Qualitative and quantitative approaches (5th ed.).* Walnut Creek, CA: Alta Mira Press.

Berthon, P., Pitt, L., & Desautels, P. (2011). "Unveiling videos: consumer-generated ads as qualitative inquiry", *Psychology and Marketing, 28*(10), 1044-1060.

Bhide, A. V. (2000*). The origin and evolution of new business.* USA-Oxford University Press.

Bird, B. (1989). *Entrepreneurial Behavior.* Glenview, IL: Scott Foresman.

Bjerke, B. (2007). *Understanding Entrepreneurship.* 3rd edn., MPG Books Ltd, Badmin, Cornwall.

Blaikie, N. (2000). *Designing Social Research,* 1st ed, Polity Press, Cambridge.

Blaikie, N. (1993). *Approaches to Social Enquiry,* 1st ed, Polity Press, Cambridge.

Blair, E. (2015). A reflexive exploration of two qualitative data coding techniques, *Journal of Methods and Measurement in the Social Sciences, 6*(7), 14-29.

Blair, L. (2014). Differential Opportunity Theory, *The Encyclopedia of Criminology and Criminal Justice,* 2014, Wiley.

Blair, S., & Pedraza-Farina, L. (2018). Anti-Innovation Norms, *Northwestern University Law Review, 112*(5), 1109-1136.

Blank, G. (2013). "Who creates content?" *Information, Communication and Society, 11*, (2), 590-612.

Blanke, J., Fiona, P., & Sala-i-Martin, X. (2003). The Growth Competitiveness Index: Analyzing Key Underpinnings of Economic Growth. *Global Competitiveness Report of the World Economic Forum, 2003* (Chap.1.1.).

Blatter, J., & Blume, T. (2008). In search of co-variance, causal mechanisms or congruence? Towards a plural understanding of case studies. *Swiss Political Science Review, 14*(2), 315–56.

Blatter, J., & Haverland, M. (2012). *Designing case studies: Explanatory approaches in small-N research.* London: Palgrave Macmillan.

Blismas, N., & Dainty, A. (2003). Computer-aided qualitative data analysis: panacea or paradox? *Building Research and Information, 31*(6), 455-463.

Block, F. (2003). Karl Polanyi and the writing of The Great Transformation, *Theory and Society, 32*(3), 275-306.

Block, J. H., Christian F., & Mirjam, P. (2017). The Schumpeterian entrepreneurs : a review of the empirical evidence on the antecedents, behaviour and consequences of innovative entrepreneurship, *Industry and Innovation, 24*(1), 61-95.

Blumer, H. (1969). *Symbolic Interactionism: Perspective and Method.* New Jersey: Prentice-Hall, Inc.

Boje, D. M. (2001). *Narrative Methods for Organizational and Communication Research.* London: Sage.

Bolan, P., & Williams, L. (2008). The role of image in service promotion: focusing on the influence of film on consumer choice within tourism. *International Journal of Consumer Studies, 32*(4), 382-390.

Bond, M. H., Leung, K., Tong, K. K., de Carrasquel, S., Murikami, F., Yamaguchi, S., et al. (2004). Culture level dimensions of social axioms and their correlates across 41 cultures. *Journal of Cross-Cultural Psychology, 35*(5), 548-570.

Bond, M. (1987). Chinese values and the search for culture-free dimensions of culture. *Journal of Cross-Cultural Psychology, 18*(2), 143-164.

Boone, C., Carroll, G. R., & Witteloostuijn, A. (2004). Size, differentiation and the performance of Dutch daily newspapers. *Industrial and Corporate Change, 13*, 117-148.

Bowers, B. J. (1988). Grounded theory. In Paths to Knowledge: Innovative Research Methods for Nursing (Sarter B. ed.), *National League for Nursing,* New York, pp. 33- 60.

Bowler, G. M. (2010). Netnography: A Method Specifically Designed to Study Cultures and Communities Online, *The Qualitative Report*, *15*(5), 1270-1275. https://nsuworks.nova.edu/tqr/vol15/iss5/13

Boyd, R. L. (1990). Black and Asian Self-Employment in Large Metropolitan Areas: A Comparative Analysis, *Social Problem, 37*(2), 54-65.

Brandstätter, H. (2011). Personality aspects of entrepreneurship: A look at five meta-analyses. *Personality and Individual Differences, 51*(3), 222-230.

Brewer, M. (1999). Multiple identities and identity transition: implications for Hong Kong, *International Journal of Intercultural Relations*, Vol., 23, Issue 2, March, 187 – 197.

Brown, M. (2008). Comfort zone: Model or metaphor? *Australian Journal of Outdoor Education 12*(1), 3-12.

Brown, S. L., & Eisenhardt, K. M. (1995). *"Product development: Past research, present findings, and future directions." Academy of management review*, *20*(2), 343-378.

Bruner, J. (1986). *Actual minds, possible worlds.* Cambridge, MA: Harvard University Press.

Bruner, J. (1990). *Acts of Meaning,* Harvard University Press.

Brush, C. (2006). *"Women Entrepreneurs: A Research Overview."* In Oxford Handbook of Entrepreneurship, edited by Casson, M., B. Yeung, A. Basu, and N. Wadesdon. Oxford, UK: Oxford University Press.

Brush, C., de Bruin, A., & Welter, F. (2009). "A gender-aware framework for women's entrepreneurship", *International Journal of Gender and Entrepreneurship, 1*(1), 8-24.

Bruner, J. (1982). *The language of education. Social Research, 49*, 835-853.

Bryman, A. (2001). *Social Research Methods,* 1st ed, Oxford University Press.

Burgess, R. G. (1984). Autobiographical accounts and research experience. In R. G. Burgess (ed.), *The Research Process in Educational Settings: Ten Case Studies,* 251-270. Lewes: The Falmer Press.

Burt, R. S. (1992). *Structural Holes.* Harvard University Press, Cambridge, Massachusetts, and London, England.

Burt, R. S. (2004). Structural Holes and Good Ideas. *American Journal of Sociology, 110*(2), 349-399.

Byrnes, J. P., Miller, D. C., & Schafer, W. D. (1999). Gender differences in risk taking: A meta-analysis. *Psychological Bulletin, 125*, 367-383.

Cajaiba-Santana G. (2014). Social innovation: Moving the field forward. A conceptual framework, *Technology Forecasting & Social Change, 82*, 42-51.

Campbell, D. (1975). "Degree of freedom" and the case study. *Comparative Political Studies, 8*(2), 178-193.

Campbell, N., & Mitchell, D. (2012). A (partial) review of entrepreneurship literature across disciplines, *Journal of Entrepreneurship and Public Policy, 1*(2), 183-199.

Campbell, S. (2010). "Comparative case study", entry in A. J. Mills et al. (eds.), *Encyclopedia of Case Study Research,* 2010, pp. 174-175.

Carland, J. W., Hoy, F., Boulton, W. R., & Carland, J. C. (1984). Differentiating entrepreneurs from small business owners: A conceptualization. *Academy of Management Review, 9*(2), 354-359.

Carland, J. W., Hoy, F., & Carland, J. C. (1988). "Who is an entrepreneur?" is a question worth asking. *American Journal of Small Business*, *12*(4), 1988, 33-39.

Carlsen, J., Edwards, D., & Forde, P. (2007). *Innovation for Sustainable Tourism, International Case Studies,* (1st ed.) Australian: BEST Education Network.

Carvalho, L., & Costa, T. (2011). *Tourism Innovation – A literature review complemented by case study research.* Book of proceedings, Vol 1, International conference on tourism & management studies, Algarve.

Casson, M. (2000). *Economics of International Business,* Edward Elgar: Cheltenham.

Chan, A., & Go, F., (1997). A normative framework for entrepreneurship and innovation in Hong Kong Tourism, *Journal of Enterprising Culture,* Vol. 05, No., 01, pp. 78-88.

Chan, A., Pine R., & Go, F. (2006). Service Innovation in Hong Kong: Attitudes and Practices, *the Services Industry Journal, 18*(2), 112-124.

Chan, M. (2018). The Challenge of 'One Country, Two Systems', Disequilibrium in China's Hong Kong SAR, 1997 – 2017, *Chinese Law and Government, 50* 1, 1-9.

Chan, M. S., Lai, W. I., Lee, N., & Or, W. Y. (2015). Budget Airline Industry in Hong Kong, *International Journal of Trade, Economics and Finance, 6*, (2), 129-133.

Chang, Y. C., Linton, J. D., & Chen, M. N. (2012). Service regime: An empirical analysis of innovation patterns in service firms. *Technological Forecasting and Social Change, 79*, 1569-1582.

Chaudhry, A., & Garner, P. (2007). Do Governments suppress growth? Institutions, Rent-seeking, and Innovation Blocking in a model of Schumpeterian Growth, *Economic and Politics,* Vol. 19, Issue 7, Mar. 2007, 35-52.

Chen, M. J., & Hambrick, D. C. (1995). Speed, stealth, and selective attack: How small firms differ from large firms in competitive behavior. *Academy of Management Journal, 38*, 453-483.

Cheng, E., & Chan, W. Y., (2016). Explaining spontaneous occupation: antecedents, contingencies and spaces in the Umbrella Movement, *Journal Social Movement Studies, 16*(2), 222-239.

Chesbrough, H., Vanhaverbeke, W., & West, J. (2006). *Open Innovation, Researching a Paradigm,* Oxford University Press, London.

Cheung, A. (2000). New Interventionism in the Making: Interpreting state interventions in Hong Kong after the change of sovereignty, *Journal of Contemporary China, 9*(24), 291-308.

Cheung, C., & Law, R. (2009). "Have the perceptions of the successful factors for travel web sites changed over time? The case of consumers in Hong Kong, *Journal of Hospitality and Tourism Research, 33*(3), 438-446.

Chia, R. (2002). Philosophy and Research, The production of Management Knowledge: Philosophical Underpinngs of Research Design, *Essential Skill for Management Research,* edited by David Parlington, SAGE, 1-18.

Chrisman J. J., Chua, J. H., & Steler P. (2002). The influence of National Culture and Family Involvement on Entrepreneurial Perceptions and Performance at the State Level. *Entrepreneurship Theory and Practice,* Summer: 113-130.

Christensen, C., Baumann, H., Ruggles, R., & Sadtler, T. (2006). Disruptive Innovation for Social Change*, Harvard Business Review*, Dec. 2006, 1-8.

Christensen, C., Raynor, M., & McDonald, R., (2015). What is Disruptive Innovation? *Harvard Business Review,* Dec. 2015. 2-11.

Clark, J. R., & Lee, D. R. (2006). Freedom, entrepreneurship and economic progress. *Journal of Entrepreneurship, 15*(1), 1-17.

Clarke, P., & James, J. (1967). The effects of situation, attitude intensity and personality on information-seeking. *Sociometry*, *30*(3), 235-245.

Coccia, M. (2010). Democratization is the driving force for technological and economic change, *Technological Forecasting and Social Change*, Vol. 77, Issue 2, Feb., 2010, 248-264.

Cohen, L., & Manion, L. (1994). *Research methods in education 4th ed.,* London: Routledge.

Colombo, M. G., & Grilli, L. (2005). "Founders' Human Capital and the Growth of New Technology-Based Firms: A Competence-Based View." *Research Policy, 34*(6), 795-816.

Costa, P. T., & McCrae, R. R. (1992). Four ways five factors are basic. *Personality and Individual Differences,* Vol. 13, Issue 6, June, 1992, 653-665.

Costa, P. T., Jr., & McCrae, R. R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five Factor Inventory (NEO-FFI) professional manual.* Odessa, FL: PAR.

Creswell, J. W., & Miller, D. (2000). Determining validity in qualitative inquiry. *Theory into Practice, 39*(3), 124-130.

Creswell, J. W., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research.* Thousand Oaks, CA: Sage Publications.

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches.* Thousand Oaks, CA: Sage.

Crouch, M., & McKenzie, H. (2006). The logic of small samples in interview-based qualitative research, *Social Science Information, 45*(4), 483-449, 2006, Sage.

Cuervo, A. (2005). Individual and environmental determinants of entrepreneurship. *The International Entrepreneurship and Management Journal, 1*(3), 293-311.

Cushing, R., Florida, R., & Gates, G. (2002). When social capital stifles innovation. *Harvard Business Review, 80*(8), 20.

Dallago, B. (1997). *"The Economic System, Transition and Opportunities for Entrepreneurship."* Chapter 7, pp. 103-124 in Entrepreneurship and SMEs in Transition Economies, The Visegrad Conference. Paris: OECD.

Dallago, B. 2000. "The Organisational and Productive Impact of the Economic System. The Case of SMEs." *Small Business Economics*, *15*, 303-19.

Damanpour, F. (1992). Organizational size and innovation. *Organizational Studies, 13*, 375-402.

Dann, G. (2000). Theoretical advances in the sociological treatment of tourism. In S. Quah, & A. Sales (Eds.), *The international handbook of sociology* (pp. 367-384). London: Sage.

Davenport, S., & Bibby, D. (1999). Rethinking a national innovation system: The small country as 'SME'. *Technology Analysis & Strategic Management, 11*, 431-462.

Davidsson, P., Delmar, F., & Wiklund, J. (2002). *"Entrepreneurship Growth; the Growth as Entrepreneurship." In Strategic Entrepreneurship: Creating a Newmindset,* edited by Hitt, M. A., R. D. Ireland, S.M. Camp, and D. L. Sexton, pp. 328-342. Oxford: Blackwell.

Davidsson, P., & Honig, B. (2003). The role of social and human capital among nascent entrepreneurs, *Journal of Business Venturing*, *18*(3), 301-331.

Davis, J. (2005). *Term of Inquiry: On the Theory and Practice of Political Science.* Baltimore, pp. 42-57, The John Hopkins University Press.

Dedehayir O., Mäkinen. S. J., & Ortt, J. R. (2018). Roles during innovation ecosystem genesis: A literature review, *Technological Forecasting and Social Change, 136*, 18-29.

Delgado-Gaitan, C. (2003). Researching change and changing the researcher. *Harvard Educational Review, 63*(4), 389-41.

Denzin, N. K., & Lincoln, Y. S. (1999). *Entering the field of qualitative research. Handbook of qualitative research (pp. 1-17).* Thousand Oaks, CA, Sage.

Denzin, N., & Lincoln, Y. S. (2000). *Handbook of Qualitative research,* 2nd edition, Thousand Oaks, 2000, Sage.

Desmarchelier, B., Djellal, F., & Gallouj, F. (2013). Environmental policies and eco-innovations by service firms: An agent-based model. *Technological Forecasting and Social Change, 80*, 1395-1408.

De Tienne, D., & Chandler, G., (2004). Opportunity identification and its role in the entrepreneurial classroom: a pedagogical approach and empirical test, *Academy of Management Learning and Education, 3*3, 242-257.

Development Blueprint for Hong Kong's Tourism Industry. (2018). Commerce and Economic Development Bureau, *LC Paper* Number CB (4)60/17-18 (01).

Dhama, K., Patel, S.K., Sharun, K., Pathak, M., Tiwari, R., Yatoo, M.I., Malik, Y.S., Sah, R., Rabaan, A.A., Panwar, P.K. and Singh, K.P., (2020). 'SARS-CoV-2 jumping the species barrier: zoonotic lessons from SARS, MERS and recent advances to combat this pandemic virus'. *Travel Medicine and Infectious Disease*. DOI: 10.1016/j.tmaid.2020.101830.

Dias, J., & McDermott, J. (2006). Institutions, education, and development: The role of entrepreneurs. *Journal of Development Economics, 80*(2), 299-328.

Dickson, P. H., Solomon, G. T., & Weaver, K. M. (2008). Entrepreneurial selection and success: does education matter? *Journal of Small Business and Enterprise Development, 15*(2), 239–258.

Digman, J. M. (1990). Personality Structure: Emergence of the five-factor model. *Annual Review of Psychology, 41*, 417-440.

Dimov, D. (2007). From Opportunity Insight to Opportunity Intention: The Importance of Person-Situation Learning Match, *Entrepreneurship Theory and Practice, 31*(4), 561-583

Douglas, J. D. (1976). *Investigative Social Research: Individual and Team Field Research.* London: Sage.

Dowejko, M., & Au, K. (2014). Entrepreneurship Ecosystem of Hong Kong, Report, *Centre for Entrepreneur,* the Chinese University of Hong Kong.

Dowejko, M., & Au, K. (2015). Crouching Tigers, Hidden Dragons, eight action plans for invigorating Hong Kong's startups & awakening local innovation, Report, *Centre of Entrepreneurship,* the Chinese University of Hong Kong.

Dowejko, M., & Au, K. (2016). *Global Entrepreneur Monitor – Hong Kong and Shenzhen Report,* 2017.

Dowling, M. (2006). Approaches to reflexivity in qualitative research. *Nurse Researcher, 13*(3), 7-21.

Dreher, A., & Gassebner, M. (2013). Greasing the wheels? The impact of regulations and corruption on firm entry. *Public Choice, 155* (3-4), 413-432.

Drucker, P. (1985). *Innovation and entrepreneurship: Practice and principles.* New York: Harper and Row.

Drucker, P. (1985). The Disciple of Innovation, *Harvard Business Review, 63*(3) 67-72.

Dunne, T., Aaron, J., McDowell, W., Urban, D., & Geho, P. (2016). *The impact of leadership on small business innovativeness,* Journal of Business Research, *69*, 2016, May, 4876-4881.

Dunning, J. H. & Lundan, S. M. (2008). *Multinational enterprises and the global economy.* Second Edition. Cheltenham, England: Edward Elgar.

Durkheim, E. (1983). *Pragmatism and Sociology,* Cambridge University Press.

Dweck, C. (2006). *Mindset: The New Psychology of Success.* New York: Random House.

Dweck, C. (2016). "What having a growth mind-set really means?", Harvard Business Review, January, pp. 2-4.

Dyer, J., Gergersen, H., & Christensen, C. (2008). Entrepreneur Behaviors, Opportunity Recognition, and the Origins of Innovative Ventures, *Strategic Entrepreneurship Journal, 2*, 317-338.

Easterby-Smith, M., Thorpe, R., & Jackson, P. (2008). *Management Research,* 3rd ed, SAGE Publications Ltd., London.

Edwards, L., & Muir, E. (2005). "Promoting entrepreneurship at the University of Glamorgan through formal and informal learning", *Journal of Small Business and Enterprise Development, 12*(4), 613-626.

Eisenhardt, K. M. (1989b). Building theories from case study research. *Academy of Management Review, 14*, 532-550.

Eisenhardt, K. M., & Schoonhoven, C. B. (1996). "Resource-based View of Strategic Alliance Formation: Strategic and Social Effects in Entrepreneurial Firms." *Organization Science*, *7*(2), 136-150.

Elfring, T., & Hulsink, W. (2003). "Networks in Entrepreneurship: The Case of High-technology Firms." *Small Business Economics*, *21*(4), 409-422.

Elliott, J. (2005). *Using Narrative in Social Research: Qualitative and Quantitative Approaches.* Newbury Park, CA: Sage.

Ellison, N. B., Steinfeld, C., & Lampe, C. (2007). "The benefits of Facebook "friends": social capital and students' use of online social network sites", *Journal of Computer-Mediated Communication, 12*(4), 1143-1168.

Eriksson, P., & Kovalainen, A. (2008). *Qualitative Methods in Business Research,* 1st ed, SAGE Publications Ltd., London.

Esler, A. (1984). "The Truest Community: Social Generations as Collective Mentalities." *Journal of Political and Military Sociology, 12* (Spring 1984), 99-112.

Estrellas, A. (1996). *The eustress paradigm: A strategy for decreasing stress in wilderness adventure programming.* In K. Warren (Ed.), Women's voices in experiential education (pp. 32-44). Dubuque, IA: Kendall Hunt.

Etherington, K. (2007). Ethical research in reflexive relationships. *Qualitative Inquiry, 13*(50), 599-616.

Everett, S., & Altchison, C. (2008). The Role of Food Tourism in Sustaining Regional Identity: A Case Study of Cornwall, South West England, *Journal of Sustainable Tourism, 16*(2), 150-167.

Fairlie, R. et al. (2017). Opportunity versus Necessity Entrepreneurship; Two Components of Business Creation, *Stanford Institute Economic Policy Research,* Paper Number 17-014, April, 2017. 01-45.

Fariborz, D. (1991). Organizational Innovation: A Meta-Analysis of Effects of Determinants and Moderators. *Academy of Management Journal 34*(3), 555-590.

Farrell, H., & Héritier, A. (2003). Formal and Informal Institutions Under Codecision: Continuous Constitution-Building in Europe, *Governance*, October, Vol. 16, Issue 4, 577–600.

Federico, J., Rabetino, R., & Kantis, H. (2012). "Comparing young SMEs' growth determinants across regions", *Journal of Small Business and Enterprise Development*, *19*, (4), 575-588.

Feld, B. (2012). *Startup Communities: building an entrepreneurial ecosystem in your city,* Hoboken: NJ, Wiley.

Fenn, D. (2010). Upstarts: how gen y entrepreneurs are rocking the world of business and 8 ways you can profit from their success. United States: McGraw-Hill.

Fine, G. A., & Fields, C. (2008). Culture and Microsociology: The Anthill and the Veldt, *The Annals of the American Academy of Political and Social Science*, Sept., Volume: 619 issue: 1, 130-148, 2008.

Fischer, E., Bristor, J., & Gainer, B. (1996). "Creating or Escaping Community: An Exploratory Study of Internet Consumers' Behaviors," *Advances in Consumer Research, 23*,178-182, 1996.

Firoiu, D., & Croitoru, A. G. (2013). Tourism and Tourism Infrastructure from the perspective of technological changes*, Romanian Economic and Business Review*, Vol. 8, No. 2, 93-103, 2013.

Fiske, S. T., & Taylor, S. E. (2013). Social cognition: *From brains to culture:* Sage.

Fitzsimmons, J. R. (2011). Interaction between feasibility and desirability in the formation of entrepreneurial intentions, *Journal of Business Venturing, 26* (4), July 2011, 431-440.

Fletcher, D., & Watson T. J. (2007). Entrepreneurship, management learning and negotiated narratives: "Making it Otherwise for us – otherwise for them". *Management Learning*, *38*(1), 9-26.

Flowers, S. (2010). *Perspectives on User Innovation,* Series on Technological Innovation, Series 16, World Scientific.

Fowers, B., Davidov, J., & Barbara J. (2006). The virtue of multiculturalism: Personal transformation, character, and openness to the other, *American Psychologist,61*(6), 581-594.

Franke, V. (2013). Culture Matters: Individualism vs Collectivism in Conflict Decision-Making, *Societies, 3*(1), 128-146, 2013.

Freytag, A., & Thurik, R. (2010). *Entrepreneurship and Culture,* Springer, 2010.

Fry, L. & Smith, D. (1987). Congruence, Contingency, and Theory Building, T*he Academy of Management Review, 12*(1), 117-132.

Fukuyama, F. (1995). Trust: The Social Virtues and the Creation of Prosperity, Free Press, New York, NY.

Furman, J. L. et al. (2002). The determinants of national innovative capacity, *Research Policy, 31*, 899-933, 2002.

Gabor, D. (1970). *Innovations: Scientific, technical and social.* Oxford: The University Press.

Gaddefors, J., & Anderson A. (2017). Entrepreneurship is greater than entrepreneurs, *International Journal of Entrepreneurial Behaviour & Research*, March, 1355-2554.

Garcia, R., & Calantone, R. (2002). "A Critical Look at Technological Innovation Typology and Innovativeness Terminology: A Literature Review," *The Journal of Product Innovation Management 19,* 110-132.

Gartner Report. (2000). "Generation Y Web Shoppers Emerge as Mini-Boomers," *Gartner,* May 9, 2000.

Gawer, A., & Cusumano, M. (2013). Industry Platform and Ecosystem Innovation, *The Journal of Product Innovation Management,* Vol., 31, Issue 3, May 2014, 417-433.

Geldhof, G. J., et al., (2013). Fostering Youth Entrepreneurship: Preliminary Findings From the Young Entrepreneurs Study, *Journal of research on Adolescence, 24*(30), 431-446.

Gerring, J., Bond, P., Barndt, W. T., & Moreno, C. (2005). Democracy and economic growth: a historical perspective. *World Politics, 57*(03), 323-364.

Gertler, M. (2003). Tacit knowledge and the economic geography of context, or The undefinable tacitness of being (there). *Journal of Economic Geography, 3*, 75-99.

Gibson, J. L. (1993). Perceived political freedom in the Soviet Union. *The Journal of Politics, 55*(04), 936-974.

Glaser, B., & Strauss, A. (1967). *Strategies for Qualitative Research,* Aldine Transaction.

Glaser, B. G. (1978). *Theoretical sensitivity. Mill Valley,* CA: Sociology Press.

Goldman, A. (1986). *Epistemology and Cognition,* Cambridge, Harvard University Press.

Gohmann, S. F. (2012). Institutions, latent entrepreneurship, and self-employment, *Theory and Practice, 36*(2), 295-321.

Golebiowska, E. A. (1995). Individual value priorities, education, and political tolerance. *Political Behavior, 17*, 23-48.

Gompers, P., & Lerner, J. 2001. "The Venture Capital Revolution." *Journal of Economic Perspectives, 15*(2), 145-168.

Gorodnichenko, Y., & Roland, G. (2012). Understanding the individualism-collectivism cleavage and its effects: *Lessons from cultural psychology. Institutions and comparative economic development, 150*, 213.

Grbich, C. (2007). *Qualititave data analysis: An introduction. Thousand Oak,* CA: Sage.

Greve, H. R. (2008). A behavioral theory of fir m growth: Sequential attention to size and performance goals. *Academy of Management Journal, 51*, 476-494.

Guiliani, E. (2005). Cluster absorptive capacity, Why do some clusters forge ahead and others lag behind? *European Urban and Regional Studies, 12*(3), 269-288.

Gurwitsch, A. (1979). Human encounters in the social world. Pittsburgh, PA: Duquesne University Press.

Guba, E. G., & Lincoln, Y. S. (1981). *Effective evaluation: Improving the usefulness of evaluation results through responsive and naturalistic approaches.* San Francisco, CA: Jossey-Bass.

Guba, E. G., & Lincoln, Y. S., Lynham, S. A. (2011). *Paradigmatic controversies, contradictions, and emerging confluences revisited.* In N. K. Denzin & Y. S. Lincoln, The SAGE handbook of qualitative research (4th ed., pp. 97-128). Thousand Oaks, CA: Sage.

Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods, 18*(1), 59-82.

Gunn, C. (1972). *Vacationscape.* Austin, University of Texas Press.

Gupa, V., Wieland, A., & Turban, D., (2019). Gender Characterizations in Entrepreneurship: A Multi-Level Investigation of Sex-Role Stereotypes about High-Growth, Commercial, and Social Entrepreneurs, *Journal of Small Business Management*, 2019, *57*(1), 13-153.

Gwartney, J., Lawson, R., & Hall, J. (2017). *Economic Freedom of the World: 2017 Annual Report,* CATO Institute.

Hagedoorn J., Duysters G. (2002). External sources of Innovative Capabilities: The preference for strategic alliances or mergers and acquisitions, *Journal of Management Studies, 3*(2), 167-188)

Hall, J., & Hofer, C. W. (1993). Venture capitalists' decision criteria in new venture evaluation. *Journal of Business Venturing, 8*(1), 25-42.

Hall, M. C., & Williams, A. M. (2008). *Tourism innovation.* Oxon: Routledge.

Hall, M. C. (2010). Crisis events in tourism: subjects of crisis in tourism, *Current Issues in Tourism*, Aug., 2010, 401-417.

Handy, C. (1994). *The Empty Raincoat,* Hutchinson.

Hansen, J. A. (1992). "Innovation, firm size, and firm age," *Small Business Economics 4*, 37-44.

Hansen, G., & Napier, C. (2011). Ecosystems for Young Scalable Firms, February, FORA.

Hao, K., et al. (2014). *Smart Tourism: A Practice-based Introduction,* Science Press, Beijing.

Hardin, R. (1995). *One for All: The Logic of Group Conflict.* Princeton, N. J. : Princeton University Press.

Harper, M. (1984). *Small Businesses in the Third World: Guidelines for Practical Assistance,* Chichester: John Wiley

Harry, B. (1992). *Cultural Diversity, Families, and the Special Education System,* Teachers College Press, New York, NY.

Hartley, J. (1994). *Case studies in organizational research. In C. Cassell, & G. Symon (Eds.), Qualitative methods in organizational research: A practical guide* (pp. 208-229). London: Sage.

Hartman, P. (2014). Cross-case analysis and discussion, *New Business Creation*, April, pp. 147-186.

Hatch, M. J., & Cunliffe, A. L. (2006). *Organization Theory,* 2nd ed, Oxford University Press, Oxford.

Hauser, R. (1974). Contextual Analysis Revisited, *Sociological Methods and Research,* Feb 1, 1974; pp. 333-363, Sage Journal.

Hausman, A. (2005). "Innovativeness Among Small Businesses: Theory and Propositions for Future Research," *Industrial Marketing Management 34,*773-78.

Hausman, A., & Stock, R. (2003). Adoption and Implementation of technological innovation within long-term relationships, *Journal of Business Research*, 56, 681-686.

Hechavvaria, D., & Reynolds, P. (2009). Cultural norms & business start-ups: The impact of national values on opportunity and necessity entrepreneurs, *International Management and Entrepreneurship Journal,* Dec., 2009, 5(4):417-437.

Henrekson, M., & Sanandaji, T. (2014). Small business activity does not measure entrepreneurship. *Proceedings of the National Academy of Sciences,* 201307204.

Herbig, P. A., & Miller, J. C. (1992). "Culture and technology: Do the traffic move in both directions?" *Journal of Global Marketing 6*, 75-104.

Herbig, P. A. (1994). *The innovation matrix: culture and structure prerequisites to innovation.* Westport, Conn., Quorum Books.

Heskett, J. L. (1986). *Managing in the Service Economy.* Harvard: Harvard Business School Press.

Hesse-Biber, S. N., & Piatelli, D. (2007). Holistic reflexivity. In S. N. Hesse-Biber (Ed.), Handbook of feminist research: *Theory and praxis* (pp. 493-514). Thousand Oaks, CA: Sage Publications Inc.

Hewa. S., & Herva, S. (1988). "The Genesis of Max Weber's" Verstehende Soziologie, *Acta Sociologica , 31*(2), 143-156.

Hipp, C., & Grupp, H. (2005). Innovation in the service sector: The demand for service-specific innovation measurement concepts and typologies. *Research Policy, 34,* 517-535.

Hjalager, A. M. (1996). Tourism and the Environment: The Innovation Connection, *Journal of Sustainable Tourism, 4*(4), 201-218.

Hjalager, A. M. (2002). "Repairing Innovation Defectiveness in Tourism". *Tourism Management, 23*: 465-474.

Hjalager, A. M. (2010). A review of innovation research in tourism, *Tourism Management, 21*, 1-12.

Ho, P., & Barnes, L. (2012). An Examination of the Traits of Successful Entrepreneurs in Hong Kong: The PAST Model, *Journal of Modern Accounting and Auditing,* ISSN 1548-6583, August 2012, Volume 8, Number 8, 1237-1245.

Hoffman, D. L. (2000). "The Revolution will not be Televised: Introduction to the Special Issue on Marketing Science and the Internet", *Marketing Science, 19*(1), 1-3.

Hoffman, D. L., T. P. Novak, &. Schlosser, A. E. (2000). "he Evolution of the Digital Divide," *Journal of Computer-Mediated Communication, 5*(3), 1-55.

Hofstede, G. H. (1980). *Culture's consequences: international differences in work related values.* Beverly Hills, Calif., Sage Publications.

Hofstede, G. H. (1984). Cultural dimensions in management and planning, *Asia Pacific Journal of Management, 1*(2), 81-99.

Hofstede, G. H., & Bond, M. H. (1988). *"The Confucius connection: From cultural roots to economic growth."* Organizational Dynamics, *16*(4), 4-21.

Hofstede, G. H. (1991). *Cultures and organizations: software of the mind.* London; New York, McGraw-Hill.

Hofstede, G. H. (1993). Cultural constraints in management theories. *Academy of Management Executive, 7*(1), 81-94.

Hofstede, G. H. (1994). "The business of international business is culture." *Cross Cultural Management,* Butterworth-Heinemann, Oxford: 65-150.

Hofstede, G. H. (2001). *Culture's consequences: comparing values, behaviors, institutions, and organizations across nations.* Thousand Oaks, Calif., Sage Publications.

Hofstede, G., Noorderhaven, N., Thurik, A., Uhlaner, M., Wennekers, A., & Wildeman, R. (2004). *Culture's role in entrepreneurship: self-employment out of dissatisfaction. In: Innovation, entrepreneurship and culture.* Edward Elgar Publishing: 162-198.

Hofstede, G. H., & Hofstede, G. J. (2005). *Cultures and organizations: software of the mind.* Revised and Expanded 2nd Edition. New York: McGraw Hill.

Hogan, S. J., Soutar, G. N., McColl-Kennedy, J. R., & Sweeney, J. C. (2011). Reconceptualizing professional service firm innovation capability: Scale development. *Industrial Marketing Management, 40*, 1264-1273.

Holmström, J., Ketokivi, M., & Hameri, A. P. (2009). Bridging Practice and Theory: A Design Science Approach, *Decision Science*, Vol. 40, Issue 1, Feb., 2009, 65-87.

Horn, P. (1999). "Information Technology Will Change Everything," *Research Technology Management, 42*(1), 42-47.

Hong Kong Digest of Statistics. (1978). Census and Statistics Department of Hong Kong, 1978 Edition.

Hong Kong Government, *Fiscal Budget, Financial Secretary,* (2018). https://www.budget.gov.hk/2018/eng/budget16.html

Hong Kong Government, Census and Statistics Department. (2002 – 2016). *Report of Monthly Survey of Retail Sales.*

Hong Kong Government, Census and Statistics Department. *(2015). "Hong Kong Monthly Digest of Statistics October 2013",* Web, 2 Oct 2015.

Hong Kong Government, Commerce and Economic Development Bureau. (2017). *"Tourism Blueprint for Hong Kong's Tourism Industry",* Trade Commission, LC Paper Number CB (4)60/17-18(01).

Hong Kong Legislative Council. (2015). *Four Pillars and Six Industries in Hong Kong and Outlook.* Research Brief, Research Office Legislative Council Secretariat, Issue number 3, 2014-2015 Hong Kong Tourism Board. (2015). *"Research & Statistics",* Partner Net, Web, 2 Dec 2015.

Howe, N., & Strauss, W., (2007). The Next 20 Years, How Customers and Workforce Attitude Will Evolve, *Harvard Business Review*, July/August, pp. 41-52.

Howells, J. (2017). Services and innovation: Conceptual and theoretical perspectives. In P. Daniels & J. Bryon (Eds.), *The handbook of services industries* (pp. 34-44). Cheltenham: Edward Elgar.

Hsieh, Y. H., Chen, C. W., & Hsu, S. B. (2004). SARS outbreak, Taiwan, 2003. *Emerging infectious diseases, 10*(2), 201.

Huisman, D. (1985). "Entrepreneurship: Economic and cultural influences on the entrepreneurial climate." European Research, 13(4):1 & Isenberg, D. (2010). How to start an Entrepreneurial Revolution, Harvard Business Review, June, 2010, pp. 1-11.

Hussey, J., & Hussey, R. (1997). Business Research: A Practical Guide for Undergraduate and Postgraduate Students. Macmillan, London.

Huysman, M. & Wulf, V. (2006). "IT support Knowledge sharing in communities: toward a social capital analysis", *Journal of Information Technology*, Vol. 21, No. 1, pp. 40-51.

Hyett, N., Kenny, A., & Dickson-Swift, V. (2014). Methodology or method? A critical review of qualitative case study reports. *International Journal of Qualitative Studies on Health and Well-being, 9*, 23606.

Ilan, A., Boulanger, et al., (2016). Business Cultural Intelligence Quotient: A Five-Country Study, *International Business Review, 60*(3) 237-250.

Inglehart, R., & Baker, W. E. (2000). Modernization, cultural change, and the persistence of traditional values. *American Sociological Review,* 19-51

Ireland, R. (2007). A Cross-Disciplinary Exploration of Entrepreneurship Research, *Journal of Management*, Dec., 33 (6) 891-927

Isenberg, D. (2010). How to Start an Entrepreneurial Revolution, *Harvard Business School,* June, 2010, pp. 1-12.

Isenberg, D. (2011). *The entrepreneurship ecosystem strategy as a new paradigm for economy policy: principles for cultivating entrepreneurship,* Babson Entrepreneurship Ecosystem Project, Babson College, Babson Park: MA.

I.U.O.T.O. (1963). *The United Nations' Conference on International Travel and Tourism.* Geneva: International Union of Official Travel Organizations.

Jantsch, E. (1972). Inter- and transdisciplinary university: A systems approach to education and innovation, *Higher Education*, Feb., 1972, *1*(1) 7-37.

Jerome, A., Scales, M., Whitham, C., & Quain, B. (2012). Millennials in the Workforce: Gen Y Workplace Strategies for the Next Century, e-Journal of Social & Behavioural Research in Business, *5*(1), 2014, 1-12.

Jiménez A. (2015). The impact of educational levels on formal and informal entrepreneurship, *Business Research Quarterly, 18*(3), July–September 2015, 204-212.

John, O. P., Naumann, L. P., & Soto, C. J. (2008). Paradigm shift to the integrative big five trait taxonomy: history, measurement, and conceptual issues. In O. P. John, R. W. Robins & L. A. Pervin (Eds.). *Handbook of Personality: Theory and Research.* Guilford Press, New York, pp. 114-158.

Johnson, B. R. (1990). Toward a multidimensional model of entrepreneurship: the case of achievement motivation and the entrepreneur. *Entrepreneurship, Theory and Practice, 14*(3), 39-54.

Johnston, K., & Johal, P. (1999). "The Internet as a 'Virtual Cultural Region', Are extant cultural classification schemes appropriate?". *Internet Research, 9*(3), 178-186.

Johnson, S. D. (1995). Will our research hold up under scrutiny? *Journal of Industrial,* Teacher Education, *32*(3), 3-6.

Johnson, S. (2000). *Literature Review on Social Entrepreneurship,* Canadian Centre for Social Entrepreneurship.

Jootun, D., McGhee, G., & Marland, G. (2009). Reflexivity: Promoting rigour in qualitative research. *Nursing Standard, 23*(23), 42-46.

Jordan, F., & Gibson, H. (2004). *Let your data to the talking. Researching the solo travel experience of British and American women.* In J. Phillimore, & L. Goodson (Eds.), Qualitative research in tourism. Ontologies, epistemologies and methodologies (pp. 215-235). London: Routledge.

Kaffka, G., & Krueger, N. (2018). The Entrepreneurial 'Mindset': Entrepreneurial Intentions from the Entrepreneurial Event to Neuroentrepreneurship, *Foundational Research in Entrepreneurship Studies,* pp. 203-224.

Katz, J. A. (1992). A psychosocial cognitive model of employment status choice. *Entrepreneurship Theory and Practice, 17*(1), 29-37.

Keesing, F. M. (1953). Culture-change – an analysis and bibliography of anthropological sources to 1952. Stanford: Stanford University Press.

Kelman, H. C. (1958). Compliance, Identification, and internalization: three processes of attitude change? *Journal of conflict resolution*, pp. 51-60.

Kim, Y. Y. (1988). *Communication and cross-cultural adaptation: An integrative theory.* Clevedon, England: Multilingual Matters.

Kim, Y. Y. (2001). *Becoming intercultural: An integrative theory of communication and cross-cultural adaptation.* Thousand Oaks, CA: Sage.

Kin, J., & Brooks, N. (2017). *Applied Qualitative Research in Psychology,* Red Globe Press.

King, N. (2004). Using templates in the thematic analysis of text, in C. Cassell and G. Symon (Eds.) *Essential Guide to Qualitative Methods in Organizational Research.* London: Sage.

King, N. (1998). *"Template Analysis," in Qualitative Methods and Analysis in Organisational Research: A Practical Guide,* Symon, G and Cassell, C., (Ed.), Sage London, 1998.

Kirzner, I. M. (1997), Entrepreneurial discovery and the competitive market process: An Austrian approach, *Journal of economic Literature,* pp. 60-85.

Kite, M. E., Deaux, K., & Haines, E. L. (2008). *"Gender Stereotypes," in Psychology of Women: A Handbook of Issues and Theories.* eds. F. L. Denmark and M. A. Paludi. Westport, Ct: Greenwood press, pp. 205-236.

Knight, J. (2001). *"Issues and Trends in Internationalisation: A Comparative Perspective", in Bond, S. and J-P. Lemasson (eds.),* A New World of Knowledge: Canadian Universities and Globalisation, International Development Research Center, Ottawa.

Knight, J. (2003). "Updated Internationalisation Definition", *International Higher Education, 33*, 2-3.

Koellinger, P. (2008). Why are some entrepreneurs more innovative than others? *Small Business Economics,* 31(1), 21-37.

Kolb, D., & Fry, R. (1975). *Towards an applied theory of experiential learning. In Theories of group processes,* ed. C.L. Copper, pp. 33-58. London: John Wiley.

Kolb, D. A. (1984). *Experiential learning.* Englewood Cliffs, NJ: Prentice-Hall.

Kolsaker, A., Lee-Kelley, L., Choy, P.C. (2004). The reluctant Hong Kong consumer: *International of Consumer Studies,* May, *28*(3), 295-304.

Komppula, R. (2014). The role of individual entrepreneurs in the development of competitiveness of a rural tourism destination – A Case Study, *Tourism Management, 40*(2014), 361-371.

Kosinski, M., Stillwell, D., Graepel, T. (2013). "Private traits and attributes are predictable from digital records of human behavior". *PNAS, 110*(15), 5802-5805.

Koudijs, P., & Voth, J. (2014). The 'fear factor': Personal experience and risk aversion in time of crisis, *VOX,* April, https://voxeu.org/article/personal-experience-and-risk-aversion-times-crisis.

Kozinets, R. V. (1998). *"On Netnography: Initial Reflections of Consumer Research Investigations of Cyberculture", Advances in Consumer Research, 25*:366-371, 1998.

Kozinets R. (2010). *Netnography: The Marketer's Secret Weapons, How social science understanding drives of innovation,* net base, academia.edu.

Kraut, R., Scherlis, V., Mukhopadhyay, T., Maning, J., & Kiesler, S. (1996). "HomeNet: A Field of Trial of Residential Internet Services", *ACM CHI 96 Conference on Human Factors in Computing Systems, 1*:284-291, 1996.

Krueger, A. (1974). "The political economy of the rent-seeking society", *American Economic Review, 64*(3), 291-303.

Krueger, B., & Brazeal, D. (1994). Entrepreneurial Potential and Potential Entrepreneurs, *Entrepreneurship Theory and Practice,* pp. 91-104.

Kucukusta, D., & Law, R. et al. (2014). Re-examining perceived usefulness and ease of use in online booking, The case of Hong Kong online users, *International Journal of Contemporary Hospitality Management, 27*(2), 185-198.

Kuo, W. H. & Nan, L. (1997). *"Assimilation of Chinese-Americans in Washington, D.C.,"* The Sociological Quarterly, *18*, 340-352.

Kydland, F. E., & Prescott, E. C. (1977). "Rules rather than discretion: the inconsistency of optimal plans", *The Journal of Political Economy, 85*(3), 3473-92.

Labov, W. (2006). *Narrative pre-construction, Narrative Inquiry, 16*, (1), 37-35(9).

Laguir. I., & Besten, M. (2016). The influence of entrepreneur's personal characteristics on MSEs growth through Innovation, Applied Economics, March, *48*(44), 4183-4200.

Landau, D., & Drori, I. (2008). Narratives as sensemaking accounts: The case of an R & D laboratory. *Journal of Organizational Change Management, 21*(6), 701-720.

Landry, R., Amara, N., Lamari, M. (2002). Does social capital determine innovation? To what extent? *Technological Forecasting and Social Change,* Vol. 69, Issue, 7, 681-701.

Larkin, P. (2007). Multilingual Translation Issues in Qualitative Research, *Qualitative Health Research,* May, *17*(4), 468-476.

Lau, C. M., & Busenitz, L. W. (2001). Growth Intentions of Entrepreneurs in a Transitional Economy: The Peoples Republic of China. Entrepreneurship Theory and Practice, *26*(1), 25-39.

Law, R., Leung, K. and Wong, R. (2004). "The impact of the internet on travel agencies", *International Journal of Contemporary Hospitality Management, 16*, 100-107.

Lawson, T. (2003). *Reorienting Economics,* London: Routledge.

Lažnjak, J. (2011). Dimensions of National Innovation Culture in Croatia. Content Validity of Hofstede's Dimensions, Social Research - *Journal of General Social Affairs,* Issue 114, 1015-1038.

Lee, A. (1989). A Scientific Methodology for MIS Case Studies, *MIS Quarterly 13*(1), 33-50.

Lee, P., So, C., & Leung, L. (2015). Social media and Umbrella Movement: insurgent public sphere in formation. *Chinese Journal of Communication*, *8*(4), 356-375.

Legislative Council Secretariat, Hong Kong Government. (2015). *"Individual Visitor Scheme",* Research Office, Web, 2 Dec 2015.

Lehmann, E., & Seitz, N. (2017). "Freedom and innovation: a country and state level analysis", *The Journal of Technology Transfer,* Springer, *42*(5), 1009-1029.

Lester, R. K., & Piore, M. J. (2004). *Innovation. The Missing Dimension.* Cambridge, Mass: Harvard University Press.

Leung, K., & Morris, M. (2010). Culture and creativity: *a social psychological analysis. Social psychology and organizations.*

Lewis, K., & Massey C. (2003). *Youth entrepreneurship and government policy,* New Zealand Centre for SME.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic Inquiry.* Newbury Park, CA: Sage Publications.

Liu, S. Q. (2005). A Theoretic Discussion of Tourism E-commerce, Strategic Planning, Chongqing Technology and Business University, *ICEC '05 Proceedings of the 7th international conference on Electronic commerce,* August, 2005, 1-5.

Lui, T. L. (2015). A missing page in the grand plan of "one country, two systems": regional integration and its challenges to post-1997 Hong Kong, *Inter-Asia Cultural Studies,* Volume 16, 2015 - Issue 3: Hong Kong at a crossroads, pp. 396-409.

Locemle, K. (2010). Nationalism and Construction of an ideal woman: The Case Study of the Women's Magazine "Zeltene" (1926–1934). Social Memory of Latvia and Identity Working Papers, *2*, 4-5.

Locke, L. F., Spirduso, W. W., & Silverman, S. J. (2013). *Proposals that work: A guide for planning dissertations and grant proposals* (6th ed.). Thousand Oaks, CA: Sage.

Loh, C. (2004). At the epicentre: Hong Kong and the SARS outbreak (Vol. 1). Hong Kong University Press.

Lööf H., & Heshmati, A. - *On the Relationship Between Innovation and Economic Performance* [in] Economics of Innovation and Technological Change, 15, 2006, pp. 317-344.

Low, M. B., & MacMillan, I. C. (1988). Entrepreneurship: Past research and future challenges. *Journal of Management, 14*(2), 139-161.

Lowndes, V. (1996). Varieties of new institutionalism: A critical appraisal. *Public Administration,* 74, pp. 181-197.

LSE. (2016). *Travel Distribution, the end of the world as we know it?* LSE Consulting, London School of Economics and Political Science.

Luckner, J. L., & Nadler, R. S. (1997). *Processing the experience: Strategies to enhance and generalize learning* (2nd ed.). Dubuque, IA: Kendall Hunt.

Maffini Gomes, C., Kruglianskas, I., & Scherer, F. L. (2009). Company size effect in innovative performance. *Journal of Technology Management & Innovation, 4*, 13-31.

Marshall, C., & Rossman, G. B. (2011). *Designing qualitative research* (5th ed.). Thousand Oaks, CA: Sage.

Malecki, E. J. (2011). Connecting local entrepreneurial ecosystems to global innovation networks: open innovation, double networks and knowledge integration, *International Journal of Entrepreneurship and Innovation Management, 14*, 36-59.

Malmberg, A. (2003). Beyond the Cluster – Local Milieus and global connections, in Peck, Jamie A. (ed) *Remaking the Global Economy: Economic Geographical Perspectives. London,* GBR, Sage Publications, pp. 145-162.

Malterud, K. (2001). *"Qualitative research: Standards, challenges and guidelines."* The Lancet. 358: pp. 483-488.

Mason C., & Brown, R. (2013). *Entrepreneurial Ecosystems and Growth Oriented Entrepreneurship,* OCED, LEED.

March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science 2*(1): 71-87.

Markus, H., & Kitayama, S. (1991). Culture and the self: implications for cognition, emotion, and motivation. *Psychological Review, 98*(2), 224.

Marques, C. S., & Ferreira, J. (2009). SME Innovative Capacity, Competitive Advantage and Performance in a 'Traditional' Industrial Region of Portugal, *Journal of Technology Management & Innovation,* Vol. 4, Issue 4. Versión On-line ISSN 0718-2724.

Martin, R. L. (2011). The Innovation Catalysts, the best creative thinking happens on a company's front lines: You just need to encourage it. *Harvard Business Review,* June, pp. 2-7.

Martinelli, A. (2004). *"The Social and Institutional Context of Entrepreneur-ship,"* in *Crossroads of Entrepreneur-ship.* New York: Springer, 58–74.

Mathison, S. (1988). Why triangulate? *Educational Researcher, 17*(2), 13-17.

Mathews, G., Ma, K. W., Eric, L., Tai, L. (2008), *Hong Kong, China, Learning to be a Nation*, Routledge Contemporary China Series, Abingdon, Oxon OX14 4RN.

Matthews, J., & Bucolo, S. (2013). Improving opportunity recognition and business performance in small and medium manufacturing enterprises through design innovation programs. *Journal of Asia Entrepreneurship and Sustainability, 9*(1), 116-135.

Mauer, René et al. (2009). Self-Efficacy: Conditioning the Entrepreneurial Mindset. *International Studies in Entrepreneurship, 24*, 233-257.

McArthur J. W., & Sachs J. D. - *The Growth Competitiveness Index: Measuring Technological Advancement and the Stages of Development, in the Global Competitiveness Report 2001–2002.* New York: Oxford University Press for the World Economic Forum 2003.

McCormick, R. E., & Tollison, R. D. (1981). *Politicians, Legislation, and the Economy: An Inquiry into the Interest Group Theory of Government*, Martinus Nijhoff, Boston, MA.

McCrae, R., & Costa, P. T. Jr. (1995). Trait explanations in personality psychology, *European Journal of Personality, 9*(4) 231-225.

Mctavish, D. G., & Pirro, E. (1990). Contextual Content Analysis, *Quality & Quantity, 24*, 245-265, 1990.

Miles, M. B., & Huberman, A. Michael (1994). *Qualitative data analysis.* Thousand Oaks, CA: Sage Publications.

Mills, J., Bonner, A., & Francis, K. (2006). The development of constructivist grounded theory. *International Journal of Qualitative Methods, 5*(1), 25-35.

Minniti, M. (2008). The role of government policy on entrepreneurial activity: productive, unproductive, or destructive? *Entrepreneurship. Theory and Practice, 32*(5), 779-790.

Minniti, M. (2009). *Gender Issues in Entrepreneurship.* Delft: Now Publishers.

McArthur, J. W., & Sachs, J. D. (2003). The Growth Competitiveness Index: Measuring Technological Advancement and the Stages of Development, in the Global Competitiveness Report 2001–2002. *New York: Oxford University Press for the World. Economic Forum 2003.*

McDowell, L. (1994). The Transformation of Cultural Geography, *Human Geography,* pp. 146-173, Springer.

McGrath, R. G., & Macmillan, I. C. et al. (1992). "Elitists, Risk-Takers, and Rugged Individualists - an Exploratory Analysis of Cultural-Differences between Entrepreneurs and Non-Entrepreneurs." *Journal of Business Venturing 7*(2), 115-135.

Mishler, E. G. (1995). Models of narrative analysis. *Journal of Narrative and Life History 5*(2): 87-123.

Mitchell, R. et al. (2003). Toward a Theory of Entrepreneurial Cognition: Rethinking the People Side of Entrepreneurship Research, *Entrepreneurship Theory and Practice, 27*(2), December, 2002, ET&P.

Moore, J. (1993). Predators and Prey: A New Ecology of Competition, *Harvard Business Review,* May – June, pp. 75-86.

Morrison, A., & Thomas, R. (1998). The future of small firms in the hospitality industry. *International Journal of Contemporary Hospitality Management,* Millennium Retrospective: Hospitality Global Forum.

Morrison, A., Rimmington, M., & Williams, C. (1999). *"Entrepreneurship in the Hospitality, Tourism and Leisure Industry",* pp. 27-49, Oxford: Butterworth Heinemann.

Morse, J., et al. (2002). Verification Strategies for Establishing Reliability and Validity in Qualitative Research, *International Journal of Qualitative Research, 1*(2), 13-22.

Moschis, G., & Churchill, Jr. A. (1978). "Consumer Socialization: A Theoretical and Empirical Analysis." *Journal of Marketing Research,* Nov., pp. 599-609.

Moschis, G. P. (1987). *Consumer Socialization: A Life-Cycle Perspective,* Lexington Books, Lexington, MA.

Mueller S., Thomas, A. (2000). Entrepreneurial Potential: A Nine Country Study of Locus of Control and Innovativeness, *Journal of Business Venturing 16*, 51-75, Elsevier Science.

Mueller, S., (2013). A cross cultural study of gender-role orientation and entrepreneurial self-efficacy, *International Entrepreneurship and Management Journal,* March 2013, *9*(1), 1-20.

Murphy, K. M., Shleifer, A. & Vishney, R. W. (1991). "The allocation of talent: Implications for growth", The Quarterly Journal of Economics, *106*(2), 503-30.

Murray, R., Caulier-Grice J., & Mulgan, G. (2010). *The Open Book of Social Innovation, the Young Foundation,* The Lab.

Nasierowski, W. (2012). What is Innovativeness: Literature Review, *Foundations of Management, 4*,(1) (2012), ISSN 2080-7279, 63-74.

Napier, G., & Hansen, C. (2011). *Ecosystems for Young Scalable Firms,* FORA Group.

Nichter, S., & Goldmark, L. (2009). *"*Small Firm Growth in Developing Countries." *World Development, 37*(9), 1453-1464.

Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M., &, Agha, R., The socio-economic implications of the coronavirus pandemic (COVID-19): A review, *Elsevier Public Health Emergency Collection,* Jun., 2020, 78: 185–193.

Nigel, K. (2012). *Interview in Qualitative Research,* 1st edition, Sage Publication.

Nooteboom, B. (1994). "*Innovation and Diffusion in Small Firms: Theory and Evidence."* Small Business Economics.

North, D., & Thomas, R. (1973). *The Rise of the Western World,* Cambridge University Press, Cambridge, UK.

North, D. C. (1990). *Institutions, Institutional Change, and Economic Performance,* Cambridge: Cambridge University Press.

North, D. C. (1994). Economic performance through time. *The American Economic Reviews, 84*(3), 359-368.

O.E.C.D. (1974). *Tourism Policy and International Tourism in O.E.C.D. Member Countries.* Paris: Organization for Economic Cooperation and Development.

Ogur, F. (2001). "How entrepreneur learn? A practical interpretation, *METU Studies in Development,* Vol. 28, Nos 1-2, 183-202.

Olson, M. (1996). "Big bills left on the sidewalk: why some nations are rich and others are poor", *Journal of Economic Perspectives, 10*(2), 3-24.

Onwuegbuzie, A. J., & Johnson, R. B. (2006). The validity issue in mixed research. *Research in the Schools, 13*(1), 48-63.

Onwuegbuzie, A. J., & Leech, N. L. (2006). Linking research questions to mixed methods data analysis procedures. *The Qualitative Report, 11*(3), 474-498.

Oppermann, M. (2000). Triangulation: A methodological discussion. *International Journal of Tourism Research, 2*, 141-146.

O'Reilly, M., & Parker, N. (2012, May). Unsatisfactory saturation: A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research Journal,* 1-8.

Oyserman, D., & Lee, S. W. (2008). Does culture influence what and how we think? Effects of priming individualism and collectivism. Psychological Bulletin, *134*(2), 311.

Pan, S. L., & Leldner, D. E. (2003). Bridging communities of practice with information technology in pursuit of global knowledge sharing, *Journal of Strategic Information Systems,* Vol. 12 No. 1, pp. 71-88.

Parida, V., & Örtqvist, D. (2015). Interactive effects of network capability, ICT capability, and financial slack on technology-based small firm innovation performance. *Journal of Small Business Management, 53*(S1), 278-298.

Parker, R. (2004). *"Foundations of technology development, innovation and competitiveness in the globalised knowledge economy."* Prometheus *22*(3), 293-307.

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods.* Sage Publications, California.

Patton, M. Q. (1999). Enhancing the quality and credibility of qualitative analysis. *Health Sciences Research*, 34, 1189-1208

Patton, M. Q. (2002). *Qualitative evaluation and research methods (3rd ed.).* Thousand Oaks, CA: Sage Publications, Inc.

Peev, E., & Mueller, D. C. (2012). Democracy, economic freedom and growth in transition economies. *Kyklos, 65*(3), 371-407.

Pejovich, S. (1999). The Effects of the Interaction of Formal and Informal Institutions on Social Stability and Economic Development, *Journal of Market and Morality*, No. 2, Fall, 1999, pp. 161-181.

Perrini, F. (2006). *The New Social Entrepreneurship, What awaits Social Entrepreneurial Ventures?* 26-37, Edward Elgar Publishing Inc.

Peterson, R. (1988). Understanding and Encouraging Entrepreneurship Internationally, *Journal of Small Business,* Milwaukee, *26*(2), April, 1988.

Petrakis, P., Kostis P., & Valsamis, G. (2015). Innovation and competitiveness: Culture as a long-term strategic, *Journal of Business Research,* (68), 1436-1438.

Pilcher, J. (1994). "Mannheim's Sociology of Generations: An Undervalued Legacy". British Journal of Sociology, *45*(3) September, 481-495.

Pizam, A., & Mansfeld, Y. (1999). *Consumer Behavior in Travel and Tourism,* The Haworth Hospitality Press Inc.

Plano Clark, V. L., & Badiee, M. (2010). *Research questions in mixed methods research. In A. Tashakkori & C. Teddlie (Eds.),* Handbook of mixed methods in social and behavioral research (2nd ed.) (pp. 275-304). Thousand Oaks, CA: Sage.

Poindexter, P. M. (1999). *"Xers and Boomers: Are they that different in their relationship to Web Advertising?",* Proceedings of the American Academy of Advertising, University of Florida, 1999.

Polanyi, K. (2001). The Great Transformation - The Political and Economic Origins of Our Time, Beacon Press, Boston, 2nd Edition, 2001.

Polkinghorne, D. (1988). *Narrative Knowing and the Human Sciences,* State University of New York Press.

Polkinghorne, D. (2007). Validity Issues in Narrative Research, *Quality Inquiry, 13*(4), June 2007, 471-486, Sage Publications.

Porter, M. (199). *Competitive Advantage of Nations*. Free Press, New York.

Porter, S. (2002). Validity, trustworthiness and rigour: reasserting realism in qualitative research. *Journal of Advanced Nursing 60*(1), April, 79-86.

Prouty, D., Panicucci, J., & Collinson, R. (Eds.). (2007). *Adventure education: Theory and applications.* Champaign, IL: Human Kinetics.

Rae, D. (2000). "Understanding entrepreneurial learning: a question of how?", International Journal of Entrepreneurial Behavior & Research, *6*(3), 145-159.

Rhodes, C., & Brown, A. D. (2005). Narratives organizations and research. International Journal of Management Reviews *7*(3), 167-188.

Rauch, A., & Frese, M. (2007). Let's put the person back into entrepreneurship research: A meta-analysis on the relationship between business owners' personality traits, business creation, and success. *European Journal of Work and Organizational Psychology, 16*(4), 353-385.

Ravis, Jacques-Laurent, (2014). Localization, innovation and entrepreneurship: an appraisal of the analytical impact of Marshall's notion of industrial atmosphere, *Journal of Innovation Economics & Management,* 2014/2 (14), 63-81.

Ray, D. M., & Turpin, D. V. (1990). "Factors influencing Japanese entrepreneurs in high technology ventures." *Journal of Business Venturing 5*, 91-102.

Reissman, C. (1993). Narrative analysis. Newbury Park, Cal.: Sage.

Rettie, R. (2002). *Net Generation Culture, Journal of Electronic Commerce Research, 3*(4), 2002, 254-264.

Reynolds, P., Bosma, N., Autio, E., Hunt, S., De Bono, N., Servais, I., et al. (2005). Global entrepreneurship monitor: data collection design and implementation 1998–2003. *Small Business Economics, 24*(3), 205-231.

Reynolds, P. D. (1992). Sociology and entrepreneurship: Concepts and contributions. *Entrepreneurship Theory and Practice, 16*(2), 47-70.

Reynold, P. D., Bygrave, W. D., Autio E., Cox, L. W., & Hay, M. (2002). *Global Entrepreneurship Monitor Executive Report.* Babson College.

Rhodes, C., & Brown, A. D. (2005). Narratives organizations and research. International Journal of Management Reviews *7*(3) 167-188.

Rindfleisch, A., Malter, A., Ganesen, S., & Moorman, C., (2008). Cross-Sectional versus Longitudinal Survey Research: Concepts, Findings, and Guidelines, *Journal of Marketing Research,* June 1, 2008, *45*(3), 261-279, Sage Journal.

Ritzer, G., (1985). The rise of Micro-sociology Theory, *Sociology Theory,* Vol. 3, No. 1, (Spring 1985), 88-98.

Rocha, H., & Birkinshaw, J. (2007). Entrepreneurship safari: A phenomenon-driven search for meaning. *Foundations and Trends in Entrepreneurship, 3*(3), 205-255.

Rogers, C. (1959). *A theory of therapy, personality and interpersonal relationships as developed in the client-centered framework. In (ed.) S. Koch, Psychology: A study of a science. Formulations of the Person and the Social Context*, 1959, Vol. 3, 184-256. New York: McGraw Hill.

Romano, A. et al., (2014). The innovation ecosystem as booster for the innovative entrepreneurship in the smart specialisation strategy, *Inderscience Online,* October, *5*(3).

Rutherford, M., Buller, P., & Stebbins, J. (2009). "Ethical Considerations of the Legitimacy Lie", *Entrepreneurship Theory and Practice 33*, 949-964.

Rutten, R., & Boekema, F. (2005). *Innovation, Policy and Economic Growth: Theory and Cases, European Planning Studies, 13*(8), 2005, 1131-1136.

Sabre and Sabre Travel Network. (2016). A Wing on Travel Case Study, *Sabre Case Study*, Sabre Travel Network Asia Pacific, Singapore

Sajeva M., Gatelli D., Tarantola S., & Hollanders H. (2005) - *Methodology Report on the European Innovation Scoreboard 2005.* European Commission, Enterprise Directorate-General, 2005.

Sanderson, C. A., et al., (2017) *Psychology in Action,* 2017, 387-455, Wiley.

Sarasvathy, S.D. (2001). "Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency," *Academy of Management Review 26*(2), 243-263.

Sarasvathy, S. D. (2004). *Constructing corridors to economic primitives. Entrepreneurial opportunities as demand-side artifacts, in: J.E. Butler (Ed.), Opportunity Identification and Entrepreneurial behavior,* Information Age Publishing Inc, 291-312.

Sarasvathy, S. D., & Venkataraman, S. (2011). Entrepreneurship as method: Open questions for an entrepreneurial future. Entrepreneurship: *Theory and Practice 35*(1), 113-135.

Satell, G., (2017). Disruptive Innovation, The 4 Types of Innovation and the problem they solve, *Harvard Business Review*, H03PUB, 21 June, 2017, 02-06.

Saunders, N. K., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students,* fifth edition, Financial Times Prentice Hall.

Sawang, S., Parker, R., & Hine, D. (2014). *How small business advisory program delivery methods (collective learning, tailored, and practice-based approaches) affect learning and innovation. Journal of Small Business Management, 54*(1), 244-261.

Sayers, Mark. (2012). *The Road Trip that changed the world,* Moody Publishers.

Schultz, T., (1959). Investments in man: an economist's view, *Social Service Review., 33*(2), 69-75.

Schwarz, A., Mehta, M., Johnson, N., & Chin, W. (2007). Understanding frameworks and reviews: a commentary to assist us in moving our field forward by analyzing our past, *The DATA BASE for Advances in Information Systems,* 38 (3) (2007), pp. 29-50.

Schwandt, T. A. (1994). *Constructivist, interpretivist approaches to human inquiry. In N. K. Denzin & Y. S. Lincoln (Eds.), Handbook of qualitative Research,* 118-137. Thousand Oaks, CA: Sage Publications.

Schmöller, G. (1901). *Grundriß der Allgemeinen Volkswirtschaftslehre,* Volume 1, Duncker und Humblot, Leipzig.ion. Wiley, Australia.

Schonland, A., & Williams, P. W. (1996). "Using the Internet for travel and tourism survey research: experiences from the Net Traveler Survey", *Journal of Travel Research, 35*(2), 81-87.

Schuckert, M., & Liu, L. (2015). Hospitality and Tourism Online Reviews: Recent Trends and Future Directions, *Journal of Travel & Tourism Marketing, 32*(5), 608-621.

Schumpeter, J. A. (1934). *The theory of economic development.* Cambridge, MA: Harvard Press.

Schumpeter, J. A. (1939). *Business Cycles,* Vol. 1 McGraw-Hill: New York.

Schumpeter, J. A. (1942). *Capitalism, Socialism and Democracy,* New York: Harper.

Schumpeter, J. A. (1950). *Capitalism, Socialism and Democracy,* 3rd edition, New York: Harper & Row.

Sedziuviene, N., & Vveinhardt, J. (2010). Competitiveness and Innovations: Role of Knowledge Management at a Knowledge Organization. I*nzinerine Ekonomika-Engineering Economics, 21*(5), 525-536.

Senge, P., et al. (1999). *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations,* Wiley Periodicals Inc.

Shafer, B. C., (1976). Nationalism: Its Nature and Interpretation, American Historic Association Pamphlet, 31-42.

Shane, S., Venkataraman, S., & MacMillan I. C. (1995). *"*Cultural differences in innovation championing strategies". *Journal of Management, 21*, 931-952.

Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review, 25*(1), 217-226.

Shane, S. (2000). *"*Prior knowledge and the discovery of Entrepreneurial Opportunities". *Organization Science 11*(4), 448-469.

Shanklin, W. L. (2000). "Creatively Managing for Creative Destruction." *Business Horizons,* November. 2000, p. 29.

Shapero, A. (1975). The Displaced, Uncomfortable Entrepreneur, *Psychology Today, 9*(6), 83-88, 1975.

Shapero, A. (1981). *Self-renewing economics, Economic Development Commentary, 5* (April), 19-22.

Shapero, A. (1982). Social dimensions of entrepreneurship. In C. Kent. D. Sexton, & K. Versper (Eds.), *The encyclopedia of entrepreneurship*, pp. 72-90. Englewood Cliffs, NY: Prentice Hall.

Shapero, A., & Sokol, L. (1982). The social dimensions of entrepreneurship. In: Kent C, Sexton L. and Vesper K. (eds), *Encylopedia of Entrepreneurship*. Englewood Cliffs, NJ: Prentice Hall, 72-90.

Shaver, K., & Scott, L. R. (1992). Person, process, choice: The psychology of new venture creation. *Entrepreneurship Theory and Practice, 16*(2), 23-45.

Shepherd, D. A, Patzelt, H., & Haynie, M. (2010). Entrepreneurial Spirals: Deviation-Amplifying Loops of an Entrepreneurial Mindset and Organizational Culture. *Entrepreneurship: Theory and Practice, 34*, 59-82.

Shinnar, R., Hsu, D., & Powell, B. (2014), Self-efficacy, entrepreneurial intentions, and gender: Assessing the impact of entrepreneurship education longitudinally. *The International Journal of Management Education,* Vol. 12, Issue, 3, Nov. 2014, 561 – 570.

Shleifer, A., & Vishny, R. W. (1993). "Corruption", Quarterly Journal of Economics, *108*(3) 599-617.

Siggelkow, N. (2007). Persuasion with case studies. *Academy of Management Journal, 50*, 20-24.

Simmie, J. (2003). "Innovation and urban regions as national and international nodes for the transfer and sharing of knowledge." *Regional Studies, 37*(6), 607-620.

Simmonds, K., & Smith, H. (1968) "The first export order: a marketing innovation", *British Journal of Marketing*, 2(Summer): 93–100.

Siu, A., & Wong, R. (2006). Economic Impact of SARS: The Case of Hong Kong, *Asian Economic Papers*, MIT Press Journals, Vol. 3. Issue 1, Winter 2004, 62-83.

Smallbone, D., & Welter, F. (2001a). "The distinctiveness of entrepreneurship in transition economies", *Small Business Economics, 16*(4), 249-262.

Smallbone, D., & Welter, F. (2001b). "The role of government in SME development in transition countries", *International Small Business Journal, 19* (4), 63-77.

Smith, R., Bell, R., & Watts, H. (2014). "Personality trait differences between traditional and social entrepreneurs", *Social Enterprise Journal, 10*(3), 200-221.

Smith, T. W. (2000). "Changes in the Generation Gap, 1972-1998", *GSS Social Change Report,* National Opinion Research Center, University of Chicago, Number 43, 2000.

So, A. (2010), "One Country, Two Systems" and Hong Kong-China National Integration: A Crisis-Transformation Perspective, *Journal of Contemporary Asia, 41*, 2011 - Issue 1, 99-116.

Sobel, R. (2008). "Testing Baumol: institutional quality and the productivity of entrepreneurship", Journal of Business Venturing, *23*(6), 641-655.

Sorenson, O., & Stuart, T. E. (2001). Syndication networks and the spatial distribution of venture capital investments. *American Journal of Sociology, 106*, 1546-1588.

Sorenson, O. (2003): Social Networks, Informational Complexity and Industrial Geography. In Fornal, D. and C. Zellner (eds.): *The Role of Labor Mobility and Informal Networks for Knowledge Transfer,* pp. 1-19. Kluwer Academic Publishers, the NetherlandsSpahiu, D., Social Generation Concept in Social Science Research, *European Journal Research of Social Science, 4*(8), 74-81.

Spencer, H. (1858). *Scientific, Political and Speculative,* London, Longman.

Spradley, J. P. (1979). *The ethnographic interview.* Fort Worth, TX: Holt, Rinehart and Winston.

Stake, R. E. (1994). *Case studies. In N. K. Denzin, & Y. S. Lincoln (Eds.),* Handbook of qualitative research (pp. 236- 247). Thousand Oaks, CA: Sage.

Stake, R. E. (1995). *The art of case study research.* Thousand Oaks, CA: Sage.

Stake, R. (2000). *Case studies. In N. Denzin, & Y. Lincoln (Eds.),* Handbook of qualitative research (pp. 435–454). Thousand Oaks: Sage.

Stake, R. E. (2005). *Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), T*he Sage handbook of qualitative research (3rd ed., pp. 443-466). Thousand Oaks, CA: Sage.

Stam, E. (2008). *Entrepreneurship and Innovation Policy, in: B. Nooteboom & Stam, E. (eds), Micro Foundations for Innovation Policy, Amsterdam:* Amsterdam University Press: 135-72.

Stam, E., & Nooteboom, B. (2011). *Entrepreneurship, Innovation and Institutions.* Handbook of Research on Innovation and Entrepreneurship. Cheltenham: Edward Elgar. pp. 421-438.

Stam, E. (2014). *The Dutch Entrepreneurial Ecosystem,* Entrepreneurship & Innovation, *Birch Research Report.* Available at SSRN: https://ssrn.com/abstract=2473475 or http://dx.doi.org/10.2139/ssrn.2473475

Stamboulis, Y., & Skayannis, P. (2003). Innovation strategies and technology for experience-based tourism. *Tourism Management, 24*, 35-43.

Stenbacka, C. (2001). *Qualitative research requires quality concepts of its own. Management Decision, 39*(7), 551-555.

Stevenson, H., Roberts, M., & Grousbeck, H. (1989). *New business ventures and the entrepreneur,* Boston: Irwin.

Stevenson, H., & Gumpert, D. E. (1985). "The Heart of Entrepreneurship." *Harvard Business Review,* March-April, 85-94.

Steyaert, C. (2007). 'Entrepreneuring' as a conceptual attractor? A review of process theories in 20 years of entrepreneurship studies. *Entrepreneurship & Regional Development,* 19(6): 453-77.

Stoddard, J. E., & Fern, E. F. (1999). *R*isk-taking propensity in supplier choice: Differences by sex and decision frame in a simulated organizational buying context. *Psychology & Marketing, 16*, 563-582.

Stouffer, Samuel A. (1947). "Sociology Common Sense: Discussion", American Sociological Review, *12*, 11-12.

Strauss, A., & Corbin, J. (1990). *Basic of qualitative research: Grounded theory procedures and techniques.* Newbury Park, CA Sage.

Stretton, H. (1969). *The political sciences: General principles of selection in social science and history.* London: Routledge & Kegan Paul.

Sundbo, J., & Gallouj, F. (1999). Innovation in services in seven European countries. *Synthesis Report for European Commission,* DG XII, TSER-SI4S, 99, 1. Villeneuve d'Ascq Cédex: IFRESI-University of Lille.

Sundbo J., & Gallouj F. (1999), Innovation as a loosely coupled system in services, *International Journal of Services Technology and Management, 1*(1), 15-36.

Sundbo, J., Orfila-Sintes, F., & Sørensen, F. (2007). The innovative behaviour of tourism firms – comparative studies of Denmark and Spain. *Research Policy, 36*(1), 88-106.

Sundbo, J. (2009). "Innovation in the Experience Economy: A Taxonomy of Innovation Organizations". *The Service Industries Journal, 29*(4): 431-455.

Sung, Y. (2015). *The economic benefits of mainland tourists for Hong Kong: The Individual Visit Scheme (IVS) and Multiple Entry Individual Visit Endorsement (M-Permit),* Shanghai-Hong Kong Development Institute, Occasional Paper Number 34, Sept, 2015.

Susman, G. (1983). *Action Research: A Sociotechnical Systems Perspective. In: Morgan, G., Ed., Beyond Method: Strategies for Social Research,* Sage, Newbury Park, 95-113.

Suzanne, P. (2008). *Keeping Democracy at Bay: Hong Kong and the Challenge of Chinese Political Reform,* p. 355-356. Rowman & Littlefield Publishers, INC, 2008.

Sztompka, P. (1991). *Society in Action: The Theory of Social Becoming.* University of Chicago Press, Chicago, IL.

Talyor, S., & Todd, P. (1995). Understanding Information Technology usage, a test of competing models, Information System Research, *6*(2) 1995, 144-176.

Tang, T. H. (2007). The fate of Hong Kong: Hong Kong International Status, *The Pacific Review, 6*, 1993, *3*, 205-215.

Tapscott, D. (2000). "Reaching the Internet Generation," *Credit Union Executive Journal, 20*(*1*), 24-26, 2000.

Tashakkori, A., & Creswell, J. W. (2007). Exploring the nature of research questions in mixed methods research. *Journal of Mixed Methods Research, 1*(3), 207-211.

Tashakkori, A., & Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches.* Thousand Oaks, CA: Sage.

Tashakkori, A., & Teddlie, C. (2008). Introduction to mixed method and mixed model studies in the social and behavioral science. In V.L. Plano-Clark & J. W. Creswell (Eds.), *The mixed methods reader,* (pp. 7-26).

Teece, D. J. (1987). *The Competitive Challenge: Strategies for Industrial Innovation and Renewal,* Ballinger Publishing Company, Cambridge, MA.

Tetzschner, H., & Herlau, H. (2003). *Innovation and Social Entrepreneurship in Tourism – A Potential for Local Business Development?* IME Working Paper 49/03. Esbjerg: University of Southern Denmark.

Thakur, R., & Hale, D. (2013). Service innovation: A comparative study of U.S. and Indian service firms. *Journal of Business Research, 66*, 1108-1123.

Thomas, A., Mueller, S. (2000). *A Case for Comparative Entrepreneurship: Assessing the Relevance of Culture,* Journal of International Business Studies, 31, 2nd Quarter, 2000, 287-301.

Thomas, G. (2011). A typology for the case study in social science following a review of definition, discourse, and structure. *Qualitative Inquiry, 17*(6), 511-521.

Thomas, H. (2011). *Entrepreneurship in Hong Kong*, Journal of Global Entrepreneurship Research, Winter & Spring, *1*(1), 73-94.

Thornton, P., Riberio-Soriano, D., & Urbano, D. (2011). Socio-cultural factors and entrepreneurial activity: An overview, International Small Business Journal: Researching Entrepreneur, Vol.29, Issue 2, 2011, 105-118.

Tollison, R. D. (1982) "Rent seeking: a survey", *Kyklos*, *35*(4), 575-60.

Torokoff, M. (2010). Analysis of Directing the Innovation Process and its Relation to Middle Level Manager's Work: the Case of Estonian Enterprises. *Inzinerine Ekonomika-Engineering Economics, 21*(4), 435-445.

Tiessen, J. H. (1997). Individual, collectivism, and entrepreneurship: A framework for international research, Journal of Business Venturing, *12*(5), September, 1997, 367-384.

Tiryakian, E. (1995). *Nationalism and Modernity: A Methodology of Appraisal, Perspectives on Nationalism and War,* edited by Comaroff, J., & Stern, P., 205- 236, Gordon and Breach Science Publishers.

Trochim, W. (2006). *The Research Methods Knowledge Base,* Cengage learning.

Trompenaars, F. (1993). *Riding the Waves of Culture: Understanding Culture and Diversity in Business.* London: Economic Books.

Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the waves of culture: understanding cultural diversity in global business.* New York, McGraw Hill.

Trott, P. (1998). *Innovation management and new product development.* FT Management, London.

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin, 63*(6), 384-399, American Psychological Association.

Tullock, G. (1967). "The welfare costs of tariffs, monopolies, and theft", *Western Economic Journal, 5*(3), 224-32.

Tullock, G. (2003). "The origin rent-seeking concept", *International Journal of Business and Economics,* 2, 1, 1-8.

Tupes, E. C. & Christal, R. E. (1961). *Recurrent Personality Factors based on Trait Ratings.* USAF ASD Tech. Rep. No. 61-97, Lackland Airforce Base, TX: US Air Force.

Uchasaran, D., Wright, M., & Westhead, P. (2003). A longitudinal study of habitual entrepreneurs: starters and acquirers, *Journal Entrepreneurship & Regional Development, 15*(3), 207-228.

Uhlaner, L., & Thurik, R. (2007). Postmaterialism influencing total entrepreneurial activity across nations. *Journal of Evolutionary Economics, 17*(2), 161-185.

UNWTO, (2015). *Tourism Barometer 2015.* http://media.unwto.org/press-release/2016-01-18/international-tourist-arrivals-4-reach-record-12-billion-2015

UNWTO, (2017) *A Roadmap towards 2030: the legacy of the International Year of Sustainable Tourism for Development 2017,* PR 17137, December 2017.

US Chamber of Commerce. (2009 - 2012). *The Millennial Generation Research Review.* National Chamber Foundation, US Chamber of Commerce, 2009-2012.

Valenzuela, S., Park, N., & Kee, K. F. (2009). "Is there social capital in a social network site?: Facebook use and college students' life satisfaction, trust and participation", *Journal of Computer-Mediated Communication, 14*(4), 875-901.

Valsiner, J. (1998). *The guided mind: A sociogenetic approach to personality.* Cambridge: Harvard University Press.

Van Ark, B., Broesma, L., & Hertog, P. (2003, June). *Services innovation, performance policy: A review. Synthesis Report in the Framework of the Project Structural Information Provision on Information in Services.* Groningen: University of Groningen and DIALOGIC, 1-63.

van der Sluis, J., van Praag, M., & Vijverberg, W. (2005), "Entrepreneurship selection and performance: A meta-analysis of the impact of education in developing economies", *World Bank Economic Review, 19*(2), 225-261.

van der Sluis, J., & van Praag, M. (2008). "Education and entrepreneurship selection and performance: A review of the empirical literature", *Journal of Economic Surveys 22*(5), 795-841.

Vargas, M. I. R. (2015). Determinant factors for small business to achieve innovation, high performance, and competitiveness: Organizational learning and leadership style. *The 6th Indonesia International Conference on Innovation, Entrepreneurship, and Small Business* (IICIES 2014), 169, 43-52.

Veal, A. J. (2017). *Research Methods for Leisure and Tourism,* Fifth Edition, Pearson.

Verheul, I., Wennekers, S., Audretsch, D., & Thurik, R. (2002). An eclectic theory of entrepreneurship: policies, institutions and culture. *In Entrepreneurship: determinants and policy in a European-US comparison* (pp. 11-81): Springer.

Walker, J. L. (2012). The use of saturation in qualitative research, *Canadian Journal of Cardiovascular Nursing.* 2 Spring; *22*(2), 37-46.

Wang, D., Li, R., & Li, Y. (2013). China's "smart tourism destination" initiative: A taste of service-dominant logic, *Journal of Destination Marketing & Management, 2* (2013) 59-61.

Weaver, M., Marino, L., & Steemsma, H. (2000). "Attitudes toward Cooperative Strategies: A Cross-Cultural Analysis of Entrepreneurs". *Journal of International Business Studies, 31,* Fourth Quarter 2000, 591-609.

Webb, J. W., Tihanyi, L., Ireland, R. D., & Sirmon, D. (2009). "You say illegal, I say legitimate: Entrepreneurship in the informal economy". *Academy of Management Review, 34,* 492-510.

Weber, M. (1920). *The Protestant Ethic and the Spirit of Capitalism,* Scribner's Press, New York, NY, reprint.

Weber, M. (1951), *The Religion of China,* New York: Macmillan.

Weis, S., Scharf, C., & Gryl, I. (2017). New and even newer fostering Innovativeness in primary education, *International E-Journal of Advances in Education*, Vol. 3, Nov., 209-219

Welter F., & Smallbone, D. (2011). Institutional Perspectives on Entrepreneurial Behavior in Challenging Environments, *Journal of Small Business Management, 49*(1), 107-125.

Welter, F. (2011). Contextualizing entrepreneurship - Conceptual challenges and Ways Forward. *Entrepreneurship: Theory and Practice 35*(1), 165-184.

Welter, F., et al., (2013). Entrepreneurial Business and Society, *Frontier in European Entrepreneurship Research,* Edward Elgar Publishing, 2013.

Welter, F., Baker, T., Audretsch, D. B., & Gartner, W. B. (2017). "Everyday Entrepreneurship - A Call for Entrepreneurship Research to Embrace Entrepreneurial Diversity". *Entrepreneurship Theory and Practice. 41*(3), 311-321.

Wennekers, S., & Thurik, R. (1999). "Linking Entrepreneurship and Economic Growth." *Small Business Economics 13*, 27-55.

Westphal, K. (2009), *Kant's Transcendental Proof of Realism,* Cambridge University Press.

White, A. (2008). F*rom Comfort Zone to Performance Management: Understanding development and performance.* White and Maclean Publishing, 1-18.

Williams, S., & Narendran, S. (1999). Determinants of managerial risk: Exploring personality and cultural influences. J*ournal of Social Psychology, 139*, 102-125.

Williamson, O. (2000). The new institutional economics: taking stock, looking ahead, *Journal of Economic Literature 48*, 595-613.

Willson, M. (2000). *"Community in the Abstract: A Political and Ethical Dilemm".* The Cybercultures Reader, David Bell and Barbara M. Kennedy, (eds.), Routledge, London, UK, pp. 644-657, 2000.

Wilson, F., Kickul, J., & Marlino, D. (2007). *Gender, Entrepreneurial Self-Efficacy, and Entrepreneurial Career Intentions: Implications for Entrepreneurship Education, Entrepreneurship Theory and Practice,* May 2007, 387-406.

Wilson, M. (2000). *"Community in the Abstract: A Political and Ethical Dilemma".* The Cybercultures Reader, David Bell and Barbara M. Kennedy, (eds), Routledge, London, UK, 644-657.

Wong, Y., & Richard, C. (2013). Diversity and Occasional Anarchy, On Deep Economic and Social Contradictions in Hong Kong , Hong Kong University Press, May 2013, 113-129.

Wong, K., Zheng, V., Wan, P. S. The Impact of Cross-border Integration with Mainland China on Hong Kong's Local Politics: The Individual Visit Scheme as a Double-edged Sword for Political Trust in Hong Kong, *The China Quarterly*, *228*, 1081-1104, 2016.

Wong, E. P. Y., Bauer, T. G., & Wong, K. K. F. (2008). A critical comparison of tourism policies of Hong Kong and Singapore: An avenue to Mutual Learning. *International Journal of Tourism Research*, 10, 193-206.

World Economic Forum. (2017). *The Travel & Tourism Competitiveness Report - 2017).* World Economic Forum.

Worrawan, H., & Yana, M. (2011). Are Millennials Potential Entrepreneurs? Linnaeous University, School of Business and Economic, 2011.

Wright, M. (2011). Entrrpreneurial Mobility, *Research Methodology in Strategy and Management.*

WRR. Scientific Council for Government, Netherlands. (2013). Toward a learning economy, Naar een Lerende Economie. *(WRR report No. 90). WWF (2017).* Donsol, Whale Shark Tourism and Coastal Resources https://wwwf.org.ph/wp-content/uploads/2017/11/Donsol-Case-Stud.pdg

Yep, R., & Lui, T. L. (2010). *Revisiting the golden era of MacLehose and the dynamics of social reforms,* China Information, Sage.

Yerkes, R., Dodson, J. (1907). "The Dancing Mouse – a Study of Animal Behaviour", 1907, *Journal of Comparative Neurology and Psychology,* Number 18, pp. 458-482.

Yin, R. K. (1994, 2003a, 2003b, 2009, 2014). *Case study research: Design and methods.* Thousand Oaks, CA: Sage.

Yuval-Davis, N. (1997). *Gender and nation*. London: Sage Publications.

Xiao, H., Smith, S. (2005). Case Studies in tourism research: A state-of-the-art analysis, *Tourism Management, 27*, pp. 789-749.

Young, C. (2014). The problem solution framework, process guidance for adaptation practitioners, VISES. Victoria University, p. 28-33.

Zahra, S. A. (2007). Contextualizing theory building in entrepreneurship research. *Journal of Business Venturing 22*(3), 443-452.

Zahra, S. A., & Wright, M. (2011). Entrepreneurship's next act. *Academy of Management Perspectives 25*(4) 67-83.

Zapkau, F. (2015). Disentangling the effect of prior entrepreneurial exposure on entrepreneurial intention, *Journal of Business Research, 68*(3), March 2015, Pages 639-653.

Zacharakis, A., Shepard, D., & Coombs, J. (2003). The development of venture-capita-backed internet companies: An ecosystem perspective, *Journal of Business Venturing, 18*, 217-231.

Zenger, T., & Lazzarini, S. (2004). Compensating for innovation: Do small firms offer high-powered incentives that lure talent and motivate effort? *Managerial and Decision Economics*, *25*, 329–345.

Zhang, Z. (2004). Cross-cultural challenges when doing business in China, *Singapore Management Review,* January, 2004.

Zimmerman, M., Zeitz, G. (2002). "Beyond Survival: Achieving New Venture Growth by Building Legitimacy." *The Academy of Management Review*, *27*, 414-431.

Zrinyi, J. (1962). *"Entrepreneurial behavior in economic theory: an historical and analytical approach",* Ph.D. dissertation, Georgetown University.

Zahra A., & Nambisan, S. (2012). Entrepreneurship and strategic thinking in business ecosystems, *Business Horizons, 55*(3), May–June 2012, 219-229.

Zahra, A., Pati, R., & Zhao, L. (2013). "How does counterproductive entrepreneurship undermine social wealth creation?". In Welter, F. (Ed.), RENT *Anthology of Entrepreneurship.* Welter, F. ed : Cheltenham: Elg.

Zahra, A., & Wright, M. (2015). Understanding the social role of entrepreneurship, *Enterprise Research Centre*, No. 33, June, 2015, 610-629.

Zahra, A., Shaker, & Wright, M. (2016). Understanding the Social Role of Entrepreneurship, *Journal of Management Studies, 53*(4) June 2016.

Zhao, H., & Seibert, S. E. (2006). The Big Five personality dimensions and entrepreneurial status: A meta-analytical review. *Journal of Applied Psychology,* Vol 91(2), Mar 2006, 259-271.

Zhao, H., Seibert, S. E., & Lumpkin G. T. (2010). The relationship of personality to entrepreneurial intentions and performance: A meta-analytic review. J*ournal of Management, 36*, 381-404.

Online References

http://www.ejinsight.com/20171102-fanny-law-uber-and-airbnb-not-good-models-of-sharing-economy/ (Ejinsight, Nov, 2017, Fanny Law, Shared Economy)

https://www.bayarea.gov.hk/en/about/overview.html

https://www.bbc.com/news/world-asia-34584235

https://www.brandhk.gov.hk/html/en/BrandHongKong/WhatIsBrandHongKong.html

https://www.ceicdata.com/en/indicator/hong-kong/visitor-arrivals

https://www.censtatd.gov.hk/hkstat/sub/sp140.jsp?productCode=B1010003

https://www.censtatd.gov.hk/hkstat/sub/sp120.jsp?productCode=B1110010, https://www.statistics.gov.hk/pub/B11100102016AN16B0100.pdf, (2008 – 2017)

http://usa.chinadaily.com.cn/2010-08/12/content_11145641.htm

https://www.coronavirus.gov.hk/eng/anti-epidemic-fund.html (HK Gov., Fund)

https://www.eda.admin.ch/dam/countries/countries-content/china/en/hong-kong/652.0_Guide_InnoTech.pdf (Guide for Hong Kong Entrepreneurs, Switzerland Consul General, 2016)

https://www.elegislation.gov.hk/hk/cap218 (The Travel Agents Ordinance of Hong Kong ,TAO, Cap. 218)

https://www.emarketer.com/Article/eMarketer-Forecasts-Indias-Digital-Travel-Sales-Will-Top-225-Billion-This-Year/1016257

https://www.ft.com/content/173586d6-77b1-11e5-a95a-27d368e1ddf7

http://hata.org.hk/pdf/Application_Form.pdf

https://www.hkeconomy.gov.hk/en/pdf/box-05q1-3-1.pdf

https://www.hkma.gov.hk/eng/key-functions/international-financial-centre/fintech-facilitation-office-ffo.shtml

https://hongkongbusiness.hk/sites/default/files/hongkongbusiness/print/HKB_2018_JUNJULY-16-18.pd (Hong Kong's venture capital investment, 2017)

https://hongkongbusiness.hk/hotels-tourism/in-focus/hotels-make-further-room-rate-cuts-survive-0 (Hong Kong's hotels to survive, May, 2020).

https://www4.hku.hk/pubunit/Bulletin/2016_May_Vol.17_No.2/cover_story/page1.html (Start-up Report by Hong Kong University, Compass, Innofoco)

https://www.hk2030plus.hk/document/Hong%20Kong%20in%20the%20Global%20Context_Eng.pdf (HK2030, 2016, November, pp. 1-41, Planning Department, HKSAR)

https//www.who.int/news-room/q-a-detail/herd-immunity-lockdowns-and-covid-19

https://jobbatical.com/blog/hong-kong-startups/

https://www.legco.gov.hk/research-publications/english/1314rb06-individual-visit-scheme-20140507-e.pdf, (Legco Report of Individual Visit Scheme, 2014)

https://www.legco.gov.hk/research-publications/english/1415rb03-four-pillars-and-six-industries-in-hong-kong-review-and-outlook-20150209-e.pdf (Legco Report four pillars and six industries in Hong Kong, 2014-2015)

https://www.legco.gov.hk/yr16-17/english/subleg/brief/2017ln106_brf.pdf (Hong Kong Legco, waived license fee for travel agent)

https://www.info.gov.hk/gia/general/201706/07/P2017060700456.htm (Hong Kong Government, June, 2017, discussion between Legislator Yiu Si-wing and the Secretary for Innovation and Technology, Mr Nicholas W Yang, in the Legislative Council)

http://www.innovacon.gob.cl/wp-content/uploads/2012/06/EntrepreneurialEcosystems-in-Lation-America_the-role-of-policies.pdf (Kantis, H., & Frederico, J. (2011))

https://medium.com/whub/hong-kong-travel-tech-startup-2017-c7abb7147242 (Hong Kong travel start-up)

https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/ (Covid-19 and tourism policy responses to the pandemic)

https://www.scmp.com/news/hong-kong/article/1072762/forced-shopping-hong-kong-makes-return-cheap-tour-packages (SCMP, Oct, 2012, forced shopping tour)

https://www.scmp.com/news/hong-kong/law-crime/article/2018717/hong-kong-law-infringes-job-rights-uber-drivers-court-hears (SCMP, Sept, 2016, Uber)

https://www.scmp.com/tech/china-tech/article/1998257/fewer-cash-subsidies-after-didi-uber-merger-analysts-say (SCMP, Aug, 2016, Uber-Didi merger in China)

https://www.scmp.com/news/hong-kong/politics/article/2066320/after-gaffes-carrie-lam-admits-she-can-be-clumsy-claims (SCMP, Jan, 2017, Carrie Lam claims)

https://www.scmp.com/comment/insight-opinion/article/2074773/rise-and-demise-asias-four-little-dragons (SCMP, Feb., 2017, Four Little Dragons in Asia)

https://www.scmp.com/news/hong-kong/economy/article/2109717/hong-kong-lags-behind-technology-innovation-and-sharing (SCMP, Sept., 2017, Hong Kong competitiveness)

https://www.scmp.com/news/hong-kong/economy/article/2116354/disruption-needs-take-place-hong-kong-tourism-industry, (SCMP, October, 2017, disruption in tourism of Hong Kong)

https://www.scmp.com/business/companies/article/2121460/tourism-industry-must-view-adoption-information-technology-long (Wang, D., Nov., 2017, Hong Kong tourism industry and technology)

https://www.scmp.com/news/hong-kong/community/article/2118590/does-true-diversity-exist-hong-kong-or-it-just-government (SCMP, Nov., 2017, Gay Games)

https://www.scmp.com/news/hong-kong/economy/article/2140163/hotel-operators-push-law-against-airbnb-hosts-and-users-hong (SCMP, April, 2018, Airbnb)

https://www.scmp.com/news/hong-kong/transport/article/3040843/ubers-controversial-tie-hong-kong-taxi-firms-pays-monthly (SCMP, Sept,. 2019, Uber controversy)

https://www.scmp.com/news/hong-kong/hong-kong-economy/article/3080020/coronavirus-hong-kong-tourism-hits-record-low (SCMP, March, 2020, Tourism Hits)

https://www.scmp.com/news/hong-kong/transport/article/3078862/coronavirus-hong-kongs-aviation-sector-projected-iata-be (SCMP, 8 April, 2020, Aviation Drop)

https://startupgenome.com/reports/Startup-Ecosystem-Report-Hong-Kong.pdf(Compass Report, 2016)

https://www.tar.gov.hk/eng/frequently/index.html

https://techcrunch.com/2019/04/08/klook-raises-225m/ (April, 2019, Klook)

http://www.thestandard.com.hk/breaking-news.php?id=133040&sid=4 (Standard, Aug, 2019, Carrie Lam no stake comment)

http://www.thestandard.com.hk/breaking-news.php?id=135831&sid=4 (Standard, Oct, 2019)

http://www.tichk.org/public/website/en/agents/index.html (TIC, Travel Agent)

http://www.tichk.org/public/website/en/council/composition/html (HK Travel Industry Counicl)

http://www.tichk.org/public/website/en/faqs/guide/pass/index.html (HKTIC, Tour Guide Pass)

http://www.tichk.org/public/website/en/publications/voice_tic/The_Voice_of_TIC_2012_no_3/cover_story/cover.pdf (Challenges of SME travel agent)

https://www.tid.gov.hk/english/aboutus/publications/smes/smes04_chapter2.html (TID, SME challenges)

http://www.tourism.gov.hk/resources/english/paperreport_doc/legco/2017-02-21/ED_Panel_Paper_HKTB_Work_Plan_2017_18_eng.pdf

https://www.tourism.gov.hk/resources/english/paperreport_doc/legco/2016-12-07/ED_Panel_Paper_on_TI_Bill_key_legislative_proposals_eng.pdf

https://www.tourism.gov.hk/resources/english/paperreport_doc/legco/2018-02-26/Legislative_Council_Panel_on_Economic_Development_Hong_Kong_Tourism_Board_Work_Plan_for_2018-19_eng.pdf

https://thediplomat.com/2015/02/anti-mainland-sentiment-on-the-rise-in-hong-kong/ (Anti-Mainland Sentiment on the Rise in Hong Kong". (2015). The Diplomat, Web, 2 Dec 2015).

http://wangyujian.hku.hk/?p=6469&lang=en (Wong, Y.J., 2016, Hong Kong turning less entrepreneurial)

https://www.wwf.org.hk/en/your_support/be_our_volunteer/?22760/WWF-Eco-Guide-Volunteering-Programme

Appendix I: Review of Hong Kong Tourism Industry

Part A: Overview of Hong Kong Tourism Industry

Hong Kong was once labelled as one of the top tourism destinations in the world, with the charismatic mix of Western and Oriental culture. International visitors were fascinated by the hustle and bustle of Nathan Road, the Hakka villages in the New Territories, sampan rides, rickshaw rides, and the colonial legacies along the Victoria Harbour waterfront. Especially before the opening of Mainland China's inbound tourism to the outside world, Hong Kong played the role of portraying a miniature China, as well as the destination of the East meets West for global tourists, especially baby boomers during the post Second World War era. Into the '60s, the soaring economy of Japan had a significant impact on the tourism industry of Hong Kong. Hong Kong was regarded as the fashionable and trendy destination to the new middle class and to businessmen of post-war Japan.

Nevertheless, pioneers in the tourism industry of Hong Kong, during the '50s and '60s were successful opportunity entrepreneurs who could explore the needs and expectations of the visitors. On the other hand, the birth of international flights in the '60s provided a huge opportunity for entrepreneurs to increase their outbound travel business. Many pioneers of outbound tourism entrepreneurs were innovative opportunists who took advantage of exploring the potentials of the economic benefits and a positive spillover effect in the '70s, before Hong Kong officially underwent fundamental changes that shaped its future, initiated by Governor Murray MacLehose, such as the economic reform to reinvent Hong Kong from a manufacturing base into a financial centre (Yep & Lui, 2010). Some tourism entrepreneurs were involved in

foreign currency trade by taking advantage of the undulating floating of Hong Kong dollars to US dollars between 1974 and 1983.

The reason for using Hong Kong as the focus for this research is based on the specific environmental context of the city, which was once the lead advocate of the travel business model in the region, since the early '60s until the last decade, with the coming of the Internet era. Actually, during the opening of China to global tourism activities, when the Approved Destination Status Policy (ADS) was first introduced in the early '90s for destinations in Southeast Asia such as Singapore, Thailand, and Malaysia, Hong Kong as the veteran in the industry played the important role of the senior management, business playing, and even the role of overseas escort. The diversity of the background of the population, including overseas educated Hong Kongers, Mainland China immigrants, and the Millennial Generation, provided a rich source of individual contexts for the topic.

With the opening of the Chinese tourism market in the early '90s, the drainage of resources, business opportunities, and the omission from the preeminent mantle of Hong Kong's role was self-evident. Many leading travel agencies in Hong Kong were acquired by huge China travel corporates or investors, through mergers and acquisitions in the last five years, leaving the SME tourism entrepreneurs in troubled waters. The bigger travel operators, which are about 0.8 per cent of travel agents in the entire industry, are also facing global challenges as the SME travel agents, especially in the creative destruction or disruptive innovation of the travel industry and in the transformation of customer behaviours (SCMP, October, 2017). However, with the financial resources from investors from Mainland China, they have more resources in organisational innovation, such as the development of an online booking solution or a digital marketing development. Nevertheless, they are still mainly operating in a traditional business model with physical retail outlets. Some researchers argued

about the relationships between firm size, firm age, and innovation activities (Ace & Audretsch, 1990; Balasubramanian & Lee, 2008; Damanpour, 1992; Greve, 2008; Maffini et al., 2009, Sorenson & Stuart, 2001; Zenger & Lazzarini, 2004). Although large firms are more aggressive and resourceful, they are less flexible and lack managerial control (Chen & Hambrick, 1995), despite having stronger market power for the generation of innovations. With established routines, large established firms do not find it easy to explore new knowledge and their innovations are of a relatively lower quality (Soresen & Stuart, 2001; Boone, Carrol & Witteloostuijn, 2004; Davenport & Bibby, 1999). Meanwhile, younger and smaller firms can involve entrepreneurial activities with their employees under a positive innovation ecosystem.

Part B: Institutionalized Business Practices

The leading pioneers in the tourism industry of Hong Kong became the gatekeepers of codes and regulations of the tourism industry, since the establishment of the Travel Industry Council of Hong Kong (TICHK), in 1978. Besides running their own business, the executive members of the Council are devout sentries who preserve the interests and the business notion of the bygone business model, which was completely disrupted globally. Now the Council is entrusted with the responsibility to regulate outbound and inbound agents under the Travel Agents (Amendment) Ordinance.

In the tourism industry, there is an umbrella of 8 Association Members of the Travel Industry Council of Hong Kong, which is catering for different markets and travel agencies in Hong Kong; all travel agencies in Hong Kong are obliged to join one of these Association Members prior to becoming a registered member of the TICHK (AFTA, 2019; TAR, HK Gov., 2019). Up until 2017, there were 1,700 registered members with ordinary and affiliate

memberships in the TICHK (HKTIC, Composition). A travel agent must be under the membership of one of the Association Members, namely the Hong Kong Association of Travel Agents (HATA), the Federation of Hong Kong Chinese Travel Agents (FHCTA), the International Chinese Tourist Association (ICTA), the Society of IATA Passenger Agents (SIPA), the Hong Kong Taiwan Tourist Operators Association (TTOA), the Hong Kong Association of China Travel Organizers (HACTO), the Hong Kong Outbound Tour Operators' Association (OTOA), or the Hong Kong Japanese Tour Operators Association (HJTOA). The chairman and board of committees of the Hong Kong Travel Industry Council, and its 8 Association Members, are basically the business owners of leading travel agents in Hong Kong. These people are the active advocates to lobby the policy-makers and institutional decision making, as well as to monitor the practitioners of the tourism industry in Hong Kong. Almost everyone on the Board of the Council is a business owner of a leading tourism company in Hong Kong.

Yet into the post-handover period, there was a drastic change in the performance of the tourism industry in Hong Kong, especially during the hit of the epidemic severe acute respiratory syndrome (SARS) period, Hong Kong's number of inbound and outbound visitors dropped to an unprecedented low. According to the statistics of the Hong Kong Tourism Board, from January to October 2015 there was a decrease by 0.8 per cent, with respect to inbound visitor arrivals, as compared to the figure during the same period of 2014. Out of the 49.5 million arrivals during this period of 2015, 78 per cent of them were from Mainland China, which continued to be the leading source market. Actually, initiated by the central government as an incentive for the resilience of the Hong Kong Tourism Industry under the SARS impact, with the launch of the outbound single travel visa policy for dedicated cities of Mainland China, visitors from China already became the main single source of inbound tourists. In fact, there was a drop by 0.2 per cent in arrivals from Mainland China for this period in 2015, in

comparison to a sharp growth of 15.5 per cent the year earlier, suggesting a declining growth in Mainland China visitor arrivals. After the downward adjustment in 2015 and 2016, the number of visitors from Mainland China regained a growth momentum in 2017, which resulted in a 3.2 per cent growth to 58.47 million overall visitor arrivals. Nevertheless, it is no longer a two-digit growth, which dated back to 2014. In 2017, international markets recorded a slight growth in visitor arrivals, increased by 1.1 per cent over 2016. However, the growth in international inbound visitor arrivals is mainly from the short-haul visitors, there is negative growth in long-haul visitors with a 0.1 percent drop (Hong Kong Tourism Commission, 2018).

The decline of Chinese tourists to Hong Kong in the last five years seems more relevant to the attractiveness of the tourism resources, especially to the vacation makers, not being a mega-store with cheaper foreign merchandises for the parallel traders or bulk shoppers, which are seeking economic benefit rather than leisure and travel experiences. According to the Census and Statistics Department of Hong Kong, in addition to Mainlanders, international visitor arrivals from other countries also recorded a decline of 3.4 per cent. During this period, short-hauls arrivals to Hong Kong, mainly from the regions within a 5-hour flight time around Hong Kong, showed a decrease of 2.7 per cent. Overnight arrivals from Indonesia and Singapore dropped most significantly with 15.9 per cent and 14.1 per cent respectively, followed by a decrease of 9 per cent from Malaysia and 4.4 per cent from Japan. Exceptionally, only the Philippines and South Korea saw a growth by 8.4 per cent and 1.6 per cent respectively; both markets are facilitated by the increase of budget carriers between Hong Kong and relevant cities (Hong Kong Annual Digest of Statistics, 2015 – 2018; CEIC, 2015 – 2018).

As regards long-haul markets, there was a drop by 1.6 per cent. A sharp decrease by 7.9 per cent and 5.6 per cent were observed in overnight visitor arrivals from Australia and Germany respectively. Visitors from Canada and the UK to Hong Kong made a slight drop of

0.6 per cent and 0.1 percent respectively. Growth was only seen in overnight visitor arrivals from the US, with 3.3 per cent. Due to the downturn of the global economy, new markets also registered an overall decline by 5.7 per cent, with a most significant decrease in Russia but an increase in India and Vietnam. On account of the drop, local outbound and inbound agents faced diverse reasons, both internally and externally. Basically they both turned to the government for policy support, the financial secretary feedbacks in the 2018-2019 budget with additional funding will be allocated for launching various measures to support tourism development, one of which was to allocate HK$30 million for supporting the implementation and enhancement of the Pilot Scheme, in order to promote the adoption of information technology among small and medium-sized travel agencies for business expansion, as well as an enhancement of operational efficiency and service quality. Some further convenient feedback from the Hong Kong Government is to waive the license fees for 1,800 travel agents and 2,000 hotels and guesthouses in the fiscal year 2017 to 2018. The limited institutional initiation seems to be the counteraction towards the challenges in the transition period of the industry.

Part C: From Flourishing to Stagnation

Hong Kong has become more China-centric in every aspect in the last 10 years, through a process of resinification. With the introduction of the Individual Visit Scheme (IVS) since the aftermath of the SARS endemic in 2003, visitors from Mainland China have almost become the mainstream or even the single main source of tourists to Hong Kong. Receptive operators conformed to the customer behaviours of the Chinese visitors; many operators are actually new immigrants counting on the commission rebate of the shopping transactions of the visitors.

There are occasional news reports (China Daily USA, 2010; SCMP, 2012; FT, 2015; BBC, 2015) about the forced shopping for the mainland tourists. In 2010, a 65-year-old Mainland tourist, a retired national table tennis player, collapsed after quarrelling with a tour guide during a forced shopping trip in Hung Hom, a district which is packed with forced shopping black spots. Another extreme incident was a death case about a 53-year-old tourist from the Heilongjiang province who had been beaten unconscious by a gang of four, after a conflict inside an enclosed jewellery shop in 2015 (China Daily USA, 2010; SCMP, 2012; FT, 2015; BBC, 2015). The suspects were the tour guides and escorts with a Mainland background. The Chinese official media the Global Times commented on the incident, reflecting on one aspect of the chaos inherent in the Hong Kong tourism market, as well as revealing a severe gap in the Hong Kong law and governance over the tourism market.

On the outbound side, most SME travel agencies, about 95 per cent of the registered agencies in Hong Kong, are suffering from the creative disruption, or simply the technological innovation of the entire tourism industry, due to the limited knowledge of new technology, and the lack of new products and innovation (HKTIC, SME challenges; HK Legco Discussion of Shared Economy). The majority of outbound travellers from Hong Kong are actually self-planners who can customize their own itinerary through internet information, and go directly to book online for a flight, accommodation, and local activities.

The Census and Statistics Department of the Hong Kong Government demonstrated 88 per cent of regular internet users in the territory had performed online travel searching in 2017. Google Hong Kong pointed out that a traveller's journey is increasingly complicated with the diversity of available information on the Internet. Hong Kong outbound travellers are well informed and knowledgeable to plan for their own trip. The role of traditional travel agencies is facing the severe challenges presented by international online travel agencies.

Hong Kong SME travel agencies are facing a matter of elimination by the disrupted tourism industry; as a global phenomenon, on the other hand, the local leading outbound travel agencies are taking the mergers and acquisitions, management and organization innovation, as a process of innovation for increasing their market power, to enter into new markets or enhance their capabilities. The long-established prominent tourism entrepreneurs in Hong Kong are looking for an exit point from the paradoxical tourism industry by using alternative (quasi) external sources of innovative competencies, such as strategic technology alliances, mergers, and acquisitions, or a mix of these (Hagedoorn, 2002). The process of M & A for all leading outbound travel agencies marked the end of a chapter of tourism history in Hong Kong.

According to a recent report by the Google Marketing Solutions Team in Hong Kong, 98 per cent of smartphone users in Hong Kong seek digital information for travel (Cheung & Law, 2009). 1 out of 3 travellers do not have a destination in mind in the process of planning, usually they take 3 to 4 months to plan for their trips in advance (Cheung & Law, 2009). Though online information seems very important to Hong Kong travellers, about 83 per cent of the travel agencies still rely on external digital solutions (Cheung & Law, 2009). Nevertheless, recent statistics pointed out that most of Hong Kong's users of digital online tourism products' bookings are of a younger generation (Law & Wong, 2003; Cheung & Law, 2009; Schonland & Williams). In contrast to youngsters, people above a certain age are not likely to favour booking tourism products online, and they are more likely to stick to traditional personal service (Kucukusta, 2014).

The tourism industry in Hong Kong is now at a crossroads, facing drastic innovation driven by the need of customers and a global trend, or indulgence, in a comfort zone nourished by an institutional framework, trapped and strangled in a stagnant deadlock. During an open forum in 2017, some professionals and industry veterans, such as Mr. Allan Zeman, who is the

former chairman of Ocean Park in Hong Kong and an adviser to Chief Executive Carrie Lam Cheng Yuet-ngor, and Ms. Sarah Mathews, head of Destination Marketing, of TripAdvisor's Asian Pacific Division, pointed out that Hong Kong needs authenticity, fresh blood, technology, and some "disruptions" to reinvent its flagging inbound tourism (SCMP, October, 2017). Actually, many researchers already pointed out that it should be cautious in policy intervention in the entrepreneurial ecosystem. More attention should be put on the combined environmental attributes, in order to cope with the changing needs of the market. Sarah Mathews further pointed out that in order to catch up with the latest tourist trend, it is important for the government and industry players to consult the city's youth, who are well integrated into the global technological trend.

Culture, positive social norms and attitudes towards entrepreneurship, as well as its innovative outcome, have been recognized as a key component of entrepreneurial ecosystems (Isenberg, 2011). The research about the organizational innovation of the leading travel agencies in Hong Kong should be a separate huge topic for future research. My thesis focused on the issues related to the SME tourism entrepreneurs, which are most impacted by the sociocultural perspectives. Different entrepreneurial outcomes and behaviour could be developed, subject to the different human subjects and personal traits, in a setting when facing the transition of an environment and a global trend. The small contribution to the overall GDP, the lack of growth, the stagnancy of the entire industry, are the current phenomena of the tourism industry in Hong Kong, and this seems to provide a reason for the negative criticism and the slow reaction from the government. However, in view of the drastic trend in the global arena of the tourism industry, this concerns the survival of an industry.