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# **Role of the diaspora in the emergence of Economic and Territorial Intelligence in Haiti**

## **Abstract:**

Increasing attention has been placed on diasporas and migration globally, for a number of reasons, including the growing size of this group. Within this context the diaspora exists as one of the key stakeholders and sources of knowledge and innovation in many developing and emerging countries. Nevertheless, approaches such as economic intelligence and territorial intelligence, which accord a major role for innovation, knowledge, and the involvement of stakeholders, have paid little attention to the value of this group, particularly in emerging and developing contexts. We propose that for many emerging countries, given the history and reality of a growing global diaspora population, the diaspora is emerging as a critical stakeholder in the growth of their home countries and its ability to grow and develop TI and EI. This is illustrated through an examination of the case of Haiti which helps to shed new light on the potential for the Diaspora in this regard, helping to extend the literature and understanding of TI & EI and the role of diasporas as sources of innovation and knowledge.

**Keywords:** Innovation, Entrepreneurship, Knowledge, Diaspora, Haiti, Territorial Intelligence, Economic Intelligence

## **I) Introduction and Overview**

When the concept of Economic Intelligence emerged in the 1970s in the USA it was exclusively applied to corporate management. The concept became popular in Europe and particularly in France in the 1990s thanks to the research of Philippe Baumard who co-authored the Martre Report (1993, 1994). Others researchers like Steven Dedijer , Robert Guillaumot, Christian Harbulot also played a major role in the development of Economic Intelligence in France. The Carayon report (2003), praised by Alain Juillet also popularised this approach which has evolved throughout the years (Prescott, 1995). As for Territorial Intelligence (TI), it can be defined as the meeting point between the development of a territory and EI (Bertacchini, 2004). The success of TI relies on the capacity to be innovative, to manage information and involve all stakeholders.

One key stakeholders and source of innovation that is rarely considered in discussions on TI & EI is a country's transnational population or its Diaspora. For our purpose, the diaspora is defined as a geographic dispersion of people belonging to the same community (Bordes-Benayoum, 2002) or country of origin (COO). We propose that for many emerging countries, given the challenges around growth, the diaspora is emerging as a critical actor and stakeholder in the growth of their home countries (see e.g. Minto-Coy, 2016a; 2016b; Newland and Tanaka, 2010; Riddle & Brinkerhoff, 2011; Riddle & Morana, 2008; Vemuri, 2014; ) and hence, the ability to grow and develop TI and EI. This is amply illustrated through the experiences of the Caribbean more generally, but in this case Haiti which helps to shed new light on the potential for the Diaspora in this regard, helping to extend the literature and understanding of TI & EI.

Haiti and the Caribbean offer a relevant context for a discussion on diasporas and their role in TI and EI for a number of reasons. As a region, the Caribbean has been said to have been

more profoundly influenced by migration than any other region in the world. As such, the very history, culture, structure and institutions of the region have been conditioned by this legacy (Foner, 1998). More recent migration has seen mainly a movement of people out of the region, leading to the creation of a significant population, vis-a-vis the home population of many countries in the region. The Diaspora – are significant contributors to the Region's economies and other countries of origin (COO) through remittancing, investments, and importantly as sources of innovation and entrepreneurship (Buckley et al., 2002; Gillespie, et al, 1999; Huang and Khanna, 2003; Minto-Coy, 2009; 2011; 2016; Nurse, 2003; Ramamurti, 2004). This work underscores the diaspora as unique transnational actors and major stakeholders in the development of their countries of origin. This impact cannot be ignored in a discussion on EI & TI and the opportunities for innovation and entrepreneurship at the firm or macro level. This leads to a specific question: What role can the Haitian diaspora play in the development of innovation and competitive and territorial intelligence? Already, it has been suggested that the Diaspora can be a key source of investment and growth capital with emerging countries moving to adopt policies to facilitate their involvement in national economies (Minto-Coy, 2009; Riddle and Marano, 2008; Riddle et al., 2008; Riddle, et al, 2010). The role of the diaspora in the emergence and economies of countries such as China has also been noted ( The Economist, 2011; Huang and Khanna, 2003; Khanna, at al, 2005; ) suggesting the increasing relevance of such studies, particularly in identifying the specific ways in which diasporas can play a role in the growth and development of the COO.

This research paper aims to fill this gap in literature, arguing for the diaspora to be seen as a major stakeholder and source of innovation and knowledge, thanks to its transnational location and the experiences gained from such locations (see e.g. Pasquier, 2014). On a theoretical level, this paper highlights the importance of the diaspora for the economic development of emerging destinations like Haiti. On a managerial level, these points will be borne out through a focus on a case of diasporic entrepreneurship in the tourism sector illustrating the extent to which the diaspora can trigger important changes, even a revolution in the way business is conducted in a country. Ultimately, the suggestion is that the diaspora be considered as an important factor in the development of emerging markets (see for instance, Mezue, 2013).

In making the case, the paper will be structured as follows: Section 2 will give an overview of the conceptual framework, while Section 3 focuses more closely on the Diasporas as a specific stakeholder in a nation's growth and development. Section 4 features the case study of a diaspora business in Haiti which sheds light on many of the points raised in previous sections, while Sections 5 and 6 provide an analysis and conclusion.

## **II) Conceptual framework**

### *Economic Intelligence (EI) and Territorial Intelligence (TI)*

Economic Intelligence and Territorial Intelligence are two singular concepts with a term in common, namely 'Intelligence'. For Zelikow (1997), 'Intelligence' concerns the information collected by a government to inform its decision (e.g. policy). Thus, Economic Intelligence (EI), 'encompasses the interpretation and presentation of raw information or data to produce finished reports or analyses offered to inform policy making consumers' [Zelikow, (1997), p.164]. To this definition Aissa, Nader and Chalal (2014: 20) add: 'the main purpose of EI is to help people to solve decisional problems or to find relevant information for decision making'. Territorial Intelligence, according to Bertacchini (2004) is defined as the use of the resources of a territory to turn them into something bigger that would benefit the country, like

actions of sustainable development to develop the welfare of citizens (Girardot, 2010). Herbaux and Masselot (2007) support Bertacchini's research, adding that TI is very important for the development of a country as it contributes to preserving and developing existing resources. When Economic Intelligence appeared in the 1970s it was exclusively applied to corporate management. However, the concept became popular in Europe and particularly in France in the 1990s thanks to the research of Philippe Baumard who co-authored the Martre Report (1993; 1994). Other researchers like Steven Dedijer, Robert Guillaumot, Christian Harbulot also played a major role in the development of Economic Intelligence in France. The Carayon report (2003) also popularised this approach. EI as a concept has, however, evolved over different stages throughout the years (Prescott, 1995):

Stage 1 – Goes from 1960s to 1970s is called *Competitive Data Gathering* and focus on data collection

Stage 2 – Known as *Industry Competitor Analysis* appears in the 1980s

Stage 3 – *Competitive Intelligence for decision making* in the 1990s questions the real ability of the concept in terms of assisting effectively with decision making and its impacts on profits

Stage 4 – *Competitive Intelligence as a core capacity* focuses on the human dimension.

Our study focuses on the latest stage of EI.

Moreover, EI has proven its importance in competitive environments and appears as a prerequisite for economic success (Bournois and Romani, 2000). From the above definitions, knowledge and innovation appear as important elements in EI and TI (Girardot and Brunau, 2010). So too is a high level of collaboration among different actors (Aissa, et al, 2014; Girardot, 2010) with knowledge and cooperation being central to TI and EI (Aissa et al. 2014; Girardot, 2010), it is natural to wonder if all countries can nurture EI and TI. Our view is that poor countries and developed countries are not equal when it comes to innovation and knowledge and subsequently intelligence, especially in contexts of conflict which fuel the migration of some of the most skilled and talented. In fact, a focus on diasporas as important collaborators is relevant in developing contexts, given that diasporan resources sometimes rival those at home, with the skills, resources, opportunities, experiences, finances and knowledge gained by migrants from emerging markets forming an important international stockpile that can be used to the benefit of the home country (Kotabe, et al, 2013). Our preliminary conclusion is that EI and TI are contextual concepts. Where this paper suggests a role for the diaspora in EI and TI in developing contexts such as Haiti, this actor may not be as relevant a figure in another setting where diasporans do not play as significant a role. This is a feature of EI and TI not mentioned in the work of the authors mentioned above.

The importance of EI and TI goes beyond the level of government to companies and in particular small and medium sized enterprises (Herbaux & Masselot, 2007). Therefore EI and TI are closely related to entrepreneurship.

### *Innovation and Entrepreneurship*

Much attention has been paid to entrepreneurship and innovation, given the expected implications for growth and development (see e.g. Alfaro, 2000; Borensztein, De Gregorio & Lee, 1995; Cave, 1974; Gardineri et al, 2004; Hämäläinen, 2003; Li & Liu, 2005; Liebenstein, 1968; Lipsey, 2002; Naudé, 2013; Raposo, et al, 2011). For Schumpeter (1934), entrepreneurship and therefore, entrepreneurs play an important role in the economic development of a country. Entrepreneurs are noted as being innovative, by introducing new

goods or a new quality of a good, introduce new method of production, open a new market, and develop a new source of supply, raw materials or half-manufactured goods. Moreover, Schumpeter believed that new information is essential in the existence of an entrepreneurial opportunity which was the result of changes in technology, political forces, regulation, macro-economic factors and social trends. These create new information that entrepreneurs could use to recombine resources into more valuable forms (Shane, 2004). Cantillon included the notion of risk and adaptation to the market in his view of entrepreneurship. Here successful entrepreneurs were those who managed to adapt to the market and cope with risk and uncertainty better than others (Cantillon, 1758). Knight also emphasises risk and uncertainty and adds that entrepreneurs are able to take action in the face of unknown future events (Knight, 1921).

Sahlman, et al. (1999) claimed that thinking entrepreneurially is essential to being an entrepreneur. Their definition of entrepreneurship includes the importance of a management style that involves pursuing opportunities without regard to the resources currently controlled.

Summarising the above information, the main features of a good entrepreneur could be said to be:

1. Pursuing opportunities and thinking entrepreneurially
2. Be able to manage uncertainty and risks
3. Be innovative

### *Entrepreneurship in Haiti*

In the book *'Hold tight, don't let go'*, Wagner (2015) explains that the only time Haitians dream is when they think about the USA. Indeed, this point can be considered as an allegory of the life of most Haitians and entrepreneurs in Haiti. The suggestion is that, success for Haitians occurs beyond the boundaries of their country. This is so given the challenging environment for innovation and the development of sustainable businesses. The experience of Magdalie, the main character of *'Hold tight, don't let go'* epitomises these challenges. Magdalie started her business with 250 gourde she borrowed from a friend. Her business of selling bags of water failed, and on top of that she was robbed.

The challenges to entrepreneurship and innovation in Haiti have been recognised with a number of schemes being developed by the private and the public sectors to encourage innovation and sustain entrepreneurship. The MEMA or 'Mon Entreprise Mon Avenir' (in English 'My Business My Future') project is a business accelerator funded by the Clinton Bush Haiti Fund aimed at developing entrepreneurship in Haiti. The MEMA project aims to help those entrepreneurs by providing them required training, financial and legal assistance to turn their venture into financially profitable businesses.<sup>1</sup> As for private sector-led initiatives, the Digicel Entrepreneur of the Year Program aims to build new economic foundations for Haiti by identifying, rewarding and cultivating the business leaders of the future. Both awards are a first step towards giving local business leaders, a meaningful stake in a thoroughly enterprise-driven Haiti. While both projects claim to be inclusive, it is highly likely that the

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<sup>1</sup> The MEMA project also aims to create institutions to support the new entrepreneurs via the creation of networks of businessmen and women; consultants; business angels, etc.

applicants will be from the middle class - 'Bourgeoisie' - as the majority of the population do not have the skills and knowledge to produce the required documents to apply for the projects. What can therefore be done to make entrepreneurship an inclusive and sustainable option for the economic development of Haiti? (Séraphin, 2012).

There is evidence that the vast majority of Haitian entrepreneurs, namely the poor people are pursuing opportunities and thinking entrepreneurially (Séraphin, 2013c). However, they are not able yet to manage uncertainty and risks. The risks and uncertainties are varied and include, low level of trust, limited knowledge, lack of security and inability to meet the needs of customers. This low level of performance is due to what Blakeley (2007) called 'blind spots'.

There are many barriers to learning, some of which are systemic e.g. lack of opportunity and a culture that does not support learning. Some barriers are rooted in individual psychology, such as cognitive dissonance (Festinger, 1957) or Freudian defence mechanisms (Illeris, 2009). When an individual (or system) fails to learn, representations and understandings of reality no longer function effectively as changes that have taken place in the environment fail to be incorporated into the learner's mental representations of the world (Barr, Stimpert & Huff, 1982). Failure to learn then results in blind spots which can be defined as 'a regular tendency to repress, distort, dismiss or fail to notice information, views or ideas. These can result in...[failure] to learn, change or grow in responses to changes in that area'[(Blakeley, (2007), p.6).

In Haiti, the barriers to learning - blind spots - are systemic. For example poverty forces people to focus on survival, leaving little energy to focus on the challenges of learning new skills and attitudes, let alone being innovative in the way they manage their business particularly when the benefits may be distant or uncertain. Leaving the country and being part of the diaspora can be considered as stepping outside the comfort zone. Also, the act of stepping into new environment also allow opportunities for overcoming blind spots. This is particularly relevant for diasporans as transnational actors who can then view their COO through the lens of their country of residence (COR). They can also borrow experiences and perspectives which may be used for the benefit of the COO. Our suggestion is that learning, therefore knowledge and innovation are likely to come from the Haitian diaspora.

### **III) Economic Intelligence (EI), Territorial Intelligence (TI) and the Haitian Diaspora**

The focus on the role of the diaspora in overcoming blind spots accords with the most recent phase of TI (see section 2) which focuses on the human element. Indeed, Paul and Séraphin (2014) have also given a role to the Haitian Diaspora in helping to overcome territorial underdevelopment in terms of infrastructure, strengthen local governance and give a second breath to that economy.

However, to more fully grasp the rationale behind our argument on the diaspora's potential and relevance in this discussion, some attention will be placed on distinguishing the main features of and evolving focus on this group. Minto-Coy (2016a; 2009), suggests that the increased attention to this group can be explained by a number of factors. Among these is the growing contribution (economic and social) to the country of origin (COO) mainly through remittancing and social philanthropy. Increased lobbying by the diaspora and interest in playing a greater part in the development of the COO, as well as the activities of international multilateral institutions and ngos in encouraging COO-based governments to focus on the

role that the diaspora can play in development have also played a role. To this end, an acknowledgement that diasporas can be engaged in a number of ways in the COO, including as investors and collaborators (see figure 1). Such roles are potentially vital in emerging markets and the firms in such markets, who beyond the BRICS, have in the main found it difficult to achieve sustainability and insert themselves successfully into the global economy.

<figure 1>

To be sure though, COO-based governments have slowly but surely been awakening to the value of this group and to seeking ways of unlocking this potential for the benefit of their country. Diasporas are also noted as having access to critical resources, networks and knowledge not easily accessed in the COO and as such are important change agents and drivers of innovation (USAID, 2015). Indeed, attention to their potential will only continue given the fast paced growth in the global diaspora population, which looks set to continue as the opportunities for voluntary movement and the push to migrate due to internal conflict and economic difficulties increase. For instance, the number of migrants or persons living outside of their COO stands has been estimated to stand at around 232 million in 2013. This number has almost tripled in four and a half decades (USAID, 2015).

Whereas the focus on diasporas has tended to be on remittancing and benevolence there is emerging recognition of their economic impact via entrepreneurship, innovation and in international business with implications for firms in the home country (see e.g. Elo, 2005; Kloosterman, 2010; Kloosterman and Rath, 2001; Minto-Coy, 2012; 2016a; 2016b; 2016c; Nurse, 2015;). Experiences of countries such as Taiwan, Ireland, India and China support such attention (Minto, 2009; Saxenian, 2001). This emerging role is encapsulated in terms such as diaspora business, diaspora or transnational entrepreneurship and migrant business, with the latter referring mainly to the impact on enterprises in the COO (see e.g. Elo and Riddle, 2016). Among the definitions for diaspora business, espoused by Minto-Coy (2016b), is that of diaspora business as an enterprise started by persons based in the Diaspora. Also included are businesses started by a member of the diaspora in the country of origin, as will be suggested in the next section.

#### *Diaspora as Purveyor of Knowledge, Innovation, Entrepreneurship & Development in Haiti*

In many ways, the Haitian Diaspora meets the conditions laid out above with regard to the diaspora's predilection to contribute to its home country. Writing on the Haitian diaspora Jadote (2012) has for instance made a number of observations. Among these is that skilled-worker emigration does have positive impact on development prospects in the sending country. Furthermore, a good stock of skilled labour induces emulation that has positive impact on the economy as a whole via increased productivity. Jadote also notes that the Haitian diaspora contributes in many ways to establishing indirect trade transactions between Haiti and their COR. Finally, this group may also be more inclined to invest in Haiti than other investors with no emotional tie with the country.

Other key features of the Haitian diaspora include:

[1] Its relative size and global presence (table 1)

<table 1>

[2] Its extensive contribution Haiti's GDP via money transfer or remittancing (figure 2)

<figure 2>

[3] Its high level of education (table 2)

<table 2>

In the U.S. alone, the Haitian diaspora counts close to 65,900 holders of university degrees in 2010 census, which quadruples that possessed by the entire hoe population. The above is important given that education has been highlighted as one of the factors required by Haiti to bolster its economic performance (WEF, 2011). As noted by Wah (2013: 62-63):

*'The primary significance of the U.S. Haitian diaspora for Haiti lies in its human capital (...). This means that Haiti has no choice in the short and medium term but to utilize its skilled expatriates in its development efforts, unless the country wants to largely import foreign skilled workers across all fields. For it will take Haiti seventy-four years to produce an equal number of university graduates to that which already exists in the U.S. and Canadian Haitian diaspora communities'.*

[4] Furthermore, the Diaspora is experienced in different sectors (table 3):

<table 3>

The Haitian diaspora in the United States has moved into the more highly paid managerial and professional occupations with these numbers increasing from 14 percent in 1990 to more than 24 percent in 2010. Close to 40 percent are in service occupations with a concentration (36 percent) in health care and education-related jobs, 19 percent are in sales and office occupations, and close to 13 percent are in production, transportation, and material-moving occupations (US 2010 census data). About 4 percent are in the natural resource, construction, and maintenance occupations. For practical reasons therefore development in the short and medium term requires skilled expatriates (Wah, 2013).

Notwithstanding, the social and developmental aspects, the financial implications are also interesting. These include the diaspora's extensive contribution to GDP via money transfer or remittancing (Cruise, 2012; Hung et al, 2013; Minto-Coy, 2009; & 2016a; World Bank, 2011). Other works (e.g. Gonzalez, 2013; Jadote, 2012) also provide features of the Haitian diaspora in the USA (where they live, what they do, their level of education, income,



profession, etc.) and their potential, including in areas such as ICTs and disaster management competencies (Minto-Coy, 2011).

From the above, it can be concluded that the diaspora does stand out as a vital stakeholder and informant of EI and TI. In so doing, the Diaspora is uniquely placed to help Haiti overcome or at least address many of its 'blind spots' or systemic issues affecting the ability to expand and drive entrepreneurship, innovation and TI. Namely, the Diaspora as a group have access to far more opportunities available in their countries of residence or adopted countries. Many of these are in the developed countries of the north and as such even with issues of access and prejudices being barriers to their access (see Wah, 2013), vis-a-vis the home population in Haiti they do have far greater access to opportunities which can be exploited for the benefit of Haiti. Recall too, that the Haitian Diaspora has a high level of educational attainment when compared to the home population. Not only does this place them in an advantageous position as it relates to access and opportunities necessary to enhance innovation and entrepreneurship at home but they are also well-placed to assist in the build-up of knowledge to advance development. The rate of educational attainment also suggests a desire to learn, a major part of overcoming blind spots to learning and innovation.

Residence in other settings also means that they have been exposed to other environments and have experienced change at a variety of levels. Ultimately, the value of the Diaspora in EI & TI in Haiti is its ability to enhance the economy and prospects of Haiti through the opportunities afforded through their transnational existence. There is also their sentimentality and understanding of the context and issues affecting the country from an insider's perspective. This is in ways that may not readily be grasped by other external donors or NGOs. At the same time that the Diaspora is able to access the benefits of its location in the COR for Haiti's growth, the specific features of the group as noted by Jadote are also relevant. Added to this is the existence of relatives and friends in Haiti who are being cared for through remittances and other acts of benevolence. Indeed, the sustained engagement through remittancing marks the Diaspora out as one of the most serious and believable benefactors and contributors to Haiti's development.

Location in the Diaspora also can allow for a change in the mental perception of the world which indicates an awareness of and willingness to change and try the new. These are all points which reflect the earlier discussion on blind spots and learning and point to a role for the diaspora through the use of their knowledge and other resources. This perspective is beneficial to the environmental learning required for reforming the Haitian economy. The role is heightened in emerging markets that have tended to face internal systemic challenges to growth and development with the transnational existence of the Diaspora equipping it with the experiences and knowledge that is informed by its attachment to the homeland. The proposition then is that the diaspora as entrepreneur will likely result in businesses that are more inclusive and sustainable given the attachment to the community and desire to improve the society.

The discussion will be illustrated practically through the presentation of a specific case of a diasporan entrepreneur in Haiti in section IV. One of the main arguments is that diasporas have a number of roles to play and in various sectors. The case presented features the diaspora's contribution in tourism. Tourism is a good case study in this discussion, given the emphasis now being placed on this sector as an engine of growth in Haiti.

#### **IV) The Diaspora and the Revival of the Hospitality Sector**

Then known as the Pearl of the Caribbean (S raphin, 2010), Haiti was a popular Caribbean tourist destination between the 1940s and 1960s. The country attracted an international jet set (Thomson, 2004). However, this popularity was erased with the Duvalier dictatorship between 1957 and 1972 (S raphin, 2014). Beyond this, Haiti as a tourist destination is quite problematic due to the lack of organised transport; the lack of interaction between locals and visitors as well as the fact that locals do not fully benefit from the tourism industry (S raphin, 2014b; Thomson, 2014). The 2010 earthquake that shook Haiti to its foundations brought further damage as most of the infrastructure, facilities and particularly, hotels were destroyed. These challenges were amplified by lack of training and poor quality of hotel establishments, as illustrated in Thomson’s detailed description of the hospitality sector (see Table 4).

<table 4>

Two major developments have emerged which promise to help address some of the challenges identified above. The first is the introduction of a rating system (Hibiscus instead of stars) for the classification of hotels by the Haitian Ministry of Tourism and Creative Industry (MTCI) in 2014.

<table 5>

The second was the entry of Hotel Royal Oasis (HRO) in 2012 (bought by Barcelo Hotels in June 2015). As such, the opening of the HRO has marked a new path in Haiti’s tourism industry having been one of the first of five large hotel chains. This hotel was also one of the first 5 Hibiscus rated hotels now in the country.<sup>2</sup> The significance of the HRO is that the hotel’s CEO is a member of the Haitian Diaspora who worked and studied abroad, returning to Haiti to contribute to its development. The activities of this firm and its CEO not only underscore the value of the diaspora in bringing new knowledge and practices into an industry (here tourism). The title of his latest book: ‘Investir et s’investir en Haiti: Un acte de foi’ (Investing and invest in Haiti, an act of faith), implies that investing in Haiti should not just be a matter of businesses aiming for financial profit but also to contribute to the community.

The entrepreneur's return signalled the importation of global experiences and capital, all tinged with goodwill. These were infused into the ethos and modus operandi of the business, which stands out in the country. For instance, corporate social responsibility (CSR) has been a strong part of its brand with the entrepreneur establishing the Oasis Foundation (OF), which provides training for staff. The entrepreneur works closely with the MTIC and hospitality and tourism training providers (like EcoTech Training). Medical care is also provided to staff. Each month the Foundation organises an ‘Art Weekend’ during which 20 local artists can expose their arts. Also, 60% of the products (food, etc.) used by the hotel is from local suppliers. To motivate staff, the hotel also has in place an employee of the month/year system. The hotel also tries to recycle glass and paper. However, their ability to do so is restricted given the absence of government support or incentives. There is also will from the

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hotel to reduce its energy consumption. For instance, energy saving light bulbs are used throughout the hotel and signs are put in bathrooms to encourage customers to reduce water consumption.

The diaspora entrepreneur's role in the hotel industry has been innovative not only in bringing new knowledge and practices, but also in heralding change in the very structure of the industry. For example, prior to 2012, no international chains had hotels in Haiti. Additionally, prior to HRO all the hotels were small independent establishments owned largely by Haitians and of poor quality.<sup>3</sup>

Experiences such as that depicted in the above case study have seen Haitian governments recognising the value of this still largely untapped resource (the diaspora) and its potential as change agents and investors, willing to give back (USAID, 2015). Actions have included in engaging its diaspora have been among the more pioneering in the Caribbean as seen in the creation of a Ministry for Haitians Living Abroad in 1994 (Minto, 2009). This Ministry has been active in a number of initiatives aimed at a more comprehensive engagement of the Diaspora. Among its activities is the establishment of a database and a census on the Diaspora, the implementation of co-development projects with Haitian communities overseas and the implementation of Diaspora awareness campaigns.

## **V) Bringing it all together: Diaspora, TI & EI**

The case study highlights some of the major points relating to EI, TI and entrepreneurship and the place of diasporas in this mix. Revisiting Schumpeter's definition of an innovative entrepreneur, it can be noted that HRO entrepreneur has been quite innovative bringing notable changes in the tourism sector. This is seen in the introduction of new quality goods (luxury hotels), new management methods (more focused on the wellbeing of the staff) and the development of a new source of supply (i.e. the use of local products). As noted earlier, diasporan investors are believed to be more sensitive and in tune with the needs of the COO. The motivations for return and the modus operandi of the entrepreneur in this case, substantiate this larger point. The CEO's desire to contribute has defined this firm's operation through a clear intent on introducing new ideas in the industry, and changing attitudes and practices. Included here is the relationship between business and society in Haiti. The model of business practiced by the diaspora entrepreneur is therefore, more inclusive and sustainable; one which is informed by a 'whole of society' approach that resonates with the TI literature.

The role of the entrepreneur's actions towards sustainability and a more symbiotic relationship, which takes in different players and perspectives, are noted. For instance, Cooper et al (1999) state that a truly sustainable island destination will recognise that it must satisfy all its stakeholders in the long run and ensure that it maintains a balance between the economy, the society and the environment. The activities of this entrepreneur are a sure path to realising this vision of sustainable tourism. Highlighted too is the role of diasporas in contributing to broadening and deepening the base of entrepreneurship, moving it closer to the sustainability, and inclusiveness envisioned in the literature.

Ultimately, the perspective espoused in the paper can inform the strategies available to emerging markets in the ongoing search for ways of developing EI and TI, enroute to growth.

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<sup>3</sup> The Club Med Magic Haiti (operating from 1981-1996) was the only hotel being part of an international chain (Club Méditerranée) operating in Haiti, post-1960.

Namely, it advocates for diasporas as important stakeholders, not often considered in the development of TI and EI. Ignoring the diaspora potentially excludes a significant sub-group who possess the resources for the development of EI and TI. In such a context, the concept of a 'stakeholder' as considered in the EI & TI literature could be broadened to include a country's transnational citizenry – not just those individuals and organisations at home. The suggestion is that a focus on the role of the diaspora in developing and emerging regions is natural, given the significance of their roles as drivers of innovation and harbingers of entrepreneurship and investments. The findings suggest that a key source for identifying and taking advantage of new opportunities, and for changing the way things are done, exist in the diaspora.

In so doing, the paper contributes to the expansion of the framework of TI and EI by assessing how these concepts fit with emerging scholarship in areas such as diaspora and ethnic entrepreneurship, and transnational diaspora entrepreneurship (see e.g. Droriet al, 2010; ; Elo, 2005; Kloosterman, 2009; Kloosterman and Rath, 2001; Minto-Coy, 2016b). Indeed, the discussion also accords with the growing discussion on the 'diaspora option' or how diasporas can contribute to the development of the COO (see Meyer, 1997; Minto-Coy, 2016a; 2009; Zweig, 2008;). In a globalised and interconnected world, this actor will become an even more critical agent in emerging markets' development arsenal and drive towards developing more entrepreneurial economies.

The paper also contributes to the discussion on strategies for overcoming 'blind spots'. It suggests that the perspectives brought by the diaspora can assist a country in recognising and overcoming certain developmental blind spots. This is as seen in the Haitian Diaspora's ability to identify new opportunities and modus operandi.

Indeed, Minto-Coy (2013; 2016a) has suggested that diaspora businesses are some of the most entrepreneurial and innovative in the Caribbean. The experiences of the HRO underscore this point, with the Haitian entrepreneur acting in the role of investor and collaborator (partnering with government, MSMEs, and other industries in training and forming linkages). The entrepreneur has also functioned as a co-creator (e.g. helping to transform the structure and practices in the sector). Note that these roles accord with those suggested by Minto-Coy in her depiction of the ways in which diasporas can be engaged (Figure 1). The indication is that the diaspora exists as a vital node in reenergising the global economy and source of support, knowledge and inspiration for countries such as Haiti. As illustrated in the paper, the diaspora was critical in reenergising the tourism industry in Haiti, indicating to international investors the potential that

existed. However, the ability of the diaspora to act as purveyors of knowledge and innovation does not come unimpeded or without restrictions.

As noted in the case of the diaspora entrepreneur in Haiti, the absence of certain supporting policies from government can affect the effectiveness of diaspora entrepreneurship (and among other groups). This point is important since the diaspora, as only one of the critical stakeholders in the development of TI and EI, clearly cannot resolve the growth and development challenge unilaterally. Rather, there is still a role for a supportive regulatory and investment framework that can be provided by government. Minto-Coy (2011) has for example, noted that the ability of the diaspora to contribute to the Caribbean, particularly through investments in ICTs late 1990s to early 2000 was dampened by lack of support and enthusiasm from governments in the region. To this end, governments play a vital role through their legislative and regulatory functions in providing the space for the inclusion of

all stakeholders. In essence, where the knowledge and intelligence of the diaspora is not welcomed, their impact on the COO can become muted.

At the policy level, Haiti as well as neighbouring governments in the Caribbean and elsewhere (e.g. Moldova) are also moving to draft policies aimed at mainstreaming the diaspora in national development. An important approach in this development is a recognition of the heretofore untapped diaspora resources (including investment, entrepreneurship and the innovation-fuelling role of the diaspora) that strays from overly focusing on the philanthropic role of the diaspora (Minto-Coy, 2009; 2013). The case offers support for such efforts.

Finally, while a number of studies (e.g. Bertonecello; 2010; De Haan, 2000; Groot & Gibbons, 2007; Lodigiani, 2008; Meyer and Brown, 1999; Portes and Grosfoguel, 1994; ) have focused on tourism in Haiti none have focused on EI and TI and not many on the role of the diaspora as investors and innovators in the sector.

## **VI) Conclusion**

The paper sought to make a case for the diaspora as a change agent, possessing the skills and resources to assist countries in achieving more sustainable entrepreneurship and increasing knowledge and innovation. In so doing, it has made a link between EI and TI by calling for a consideration of the diaspora as a vital part of a country's transnational citizenry, and hence a stakeholder in the development of the home country. These points were illustrated through a case study which focused on recent developments in the tourism industry in Haiti, the activities of a diaspora entrepreneur in the industry, and underscoring the ways in which this actor was able to help transform the industry.

To be clear, the suggestion is not that other international investors may not follow similar strategies. Rather, these practices were not the norm in Haiti and the likelihood of such an approach may be heightened given the sentimentality involved in return and investing at home. This point may well be worth teasing out in a further study. Indeed, the findings strongly support a consideration of Diasporas in helping to extend and invigorate the literature on tourism, innovation and entrepreneurship, and TI and EI. In so doing, the work helps to extend the consideration of 'stakeholders', inclusiveness and development planning in a world where migration and diasporas are becoming more relevant and greater in number. The diaspora here can play a major role in environmental learning and adaptation, helping to improve the quality of life and business. They also act as signals to other investors of the opportunities that can be gained from investing in its country of origin.

In spite of these observations, the paper does have its own limitations. Among these is the fact that the applicability of the findings can be challenged given the use of one case study. Additionally, the emphasis on the role of the diaspora in the COO does not suggest that there is no benefit to the country of residence. Collectively, the conceptual, policy and managerial implications of the paper goes well beyond the individual case of Haiti and of the tourism sector considered here. That is, the growing importance of the diaspora in a number of settings and disciplines suggests the relevance of the findings not only for Haiti and other Caribbean states but for other developing and emerging markets seeking to identify routes to development and growth.

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## VIII) Tables, figure captions and figures

Figure 1 Model of Diasporic Engagement



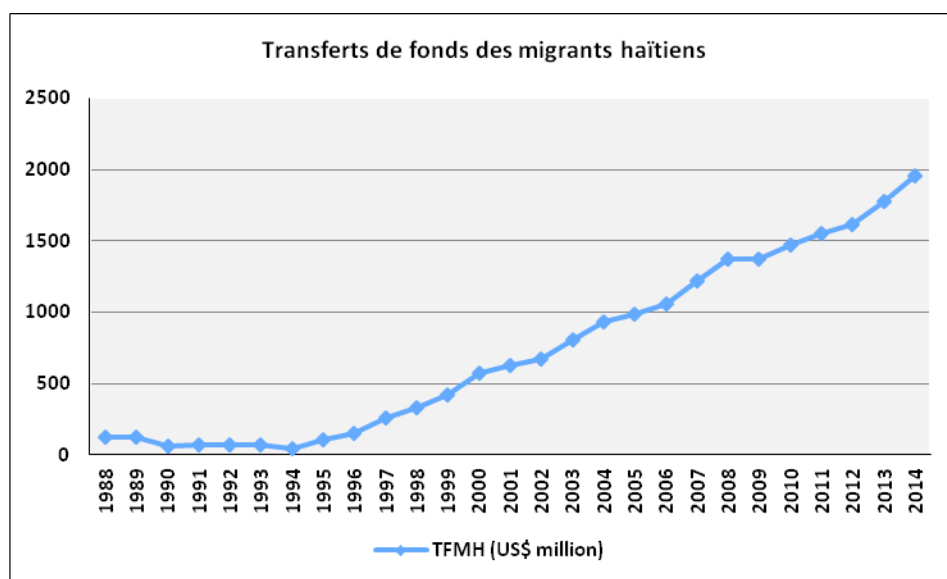
Source: Minto-Coy (2012).

Table 1: Number of Haitian migrants by destination country (2010)

NUMBER OF HAITIAN MIGRANTS BY DESTINATION COUNTRY, 2010						
Number of individuals and percentages						
	Haitian destination countries	Number of Haitian migrants	Structure (%)	Destination countries	Number of Haitian migrants	Structure (%)
1.	United States	587,149	54.15	12. Suriname	869	0.08
2.	Dominican Republic	311,969	28.77	13. Spain	769	0.07
3.	Canada	73,753	6.80	14. Germany	645	0.06
4.	France	42,103	3.88	15. Mexico	500	0.05
5.	Bahamas	19,051	1.76	16. Italy	278	0.03
6.	Netherlands Antilles	3,757	0.35	17. United Kingdom	217	0.02
7.	Belgium	1,921	0.18	18. Denmark	177	0.02
8.	Venezuela	1,509	0.14	19. Sweden	138	0.01
9.	Switzerland	1,257	0.12	20. Greece	131	0.01
10.	The Netherlands	1,087	0.10	Other countries	36,027	3.32
11.	Cuba	909	0.08	TOTAL	1,084,216	100.00

SOURCES: American Community Survey 2010 for us data; ix Censo Nacional de Población y Vivienda 2010-República Dominicana for the Dominican Republic, and from the World Bank for the remaining countries.

Figure 2: Money transfer by the Haitian diaspora



Source: Banque Mondiale, Migration and Remittances Factbook 2011 (mis à jour : octobre 2014) (voir : [http://siteresources.worldbank.org/INTPROSPECTS/Resources/334934-1288990760745/RemittanceData\\_Inflows\\_Oct2014.xls](http://siteresources.worldbank.org/INTPROSPECTS/Resources/334934-1288990760745/RemittanceData_Inflows_Oct2014.xls)).

Table 2: Level of education of the Haitian diaspora in the USA

LEVEL OF EDUCATION IN 2011 OF IMMIGRANTS IN THE USA FROM HAITI AND OTHER CENTRAL AMERICAN AND CARIBBEAN COUNTRIES										
Percentages										
Level of education	Costa Rica	El Salvador	Guatemala	Haiti	Honduras	Nicaragua	Panama	Dominican Republic	Total of immigrants	United States
Non high school graduates	23.0	55.0	58.2	25.3	52.2	26.3	11.0	38.1	31.5	14.1
High school graduates	25.4	25.0	21.4	29.0	25.6	27.9	27.5	26.7	22.5	28.4
University studies:	51.6	20.0	20.4	45.7	22.2	43.8	61.5	35.2	46.0	57.5
Unfinished bachelor's degree	30.3	14.1	14.3	30.0	15.3	27.1	34.4	21.8	18.8	29.0
Completed bachelor's or master's degree	21.3	5.9	6.1	15.7	6.7	18.7	27.1	13.4	27.2	28.5
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

NOTE: Population 25 years and over.

Table 3: Experience of the Haitian diaspora in the USA

USA: INDUSTRY SECTOR WHERE THE IMMIGRANT POPULATION ORIGINATING FROM HAITI WORKED AT STATE LEVEL IN 2009-2011					
Percentage structure					
	Total immigrants from Haiti	Florida	New York	Massachusetts	New Jersey
Agriculture and mining	0.6	1.1	0.2	0.1	0.0
Construction	2.4	2.9	2.0	1.0	2.2
Manufacturing	4.4	2.9	4.0	2.8	7.4
Retail and wholesale trade	12.1	15.4	7.3	10.7	12.1
Finance, insurance, real estate and information	4.9	4.8	5.7	3.9	3.9
Transportation, warehousing and utilities	8.0	5.5	12.0	7.1	13.6
Professional, scientific and management services	8.5	9.7	7.5	5.9	6.3
Educational services, and health care and social assistance	36.6	27.3	48.0	52.4	39.1
Arts, entertainment, and recreation and accommodation and food services	14.7	22.7	5.0	9.5	10.6
Other services and public administration	7.6	7.7	8.4	6.6	4.7
Total	100.0	100.0	100.0	100.0	100.0

Table 4: Conditions of hotels in Haiti before the 2014 classification system

Name	Description
Oloffson	<i>The facade was so riddle with fretwork that it looked as though a thousand termites had been dining (...) The oldest damn place I ever saw (...).</i>
Hotel splendide	<i>I took myself to the only possible hotel in Jérémie, a pile of wood by the seafront (...). It was the most verminous hotel I have ever stayed in.</i>
Auberge bolivar	<i>The hotel was cheap and rudimentary, my room pungent with the sharp smell ammonia smell of urine and noisy with Marley reggae piped from reception (...). The swimming pool was long since drained of water, dead leaves rustling in the deep end.</i>
Hotel Sambo	<i>She took me to my room, lit by a flickering carbide lamp at the back of the yard full of wire chicken coops (...). She wanted to know what I thought of the lodgings. I told her that they were fine, glancing round the shabby room (...)</i>
Hotel Relais de l'Empereur	<i>A large hotel in the town of Petit Gôave some forty miles west of Port-au-Prince (...). The room as it turned out had a fan but it didn't work. A giant poster-canopied bed stood beneath the motionless blades, luxurious with linen sheets. The bath, even the bidet, was fitted with gold-plated taps, it was wonderfully indecent to find this ostentation in Haiti (...)</i>

Guest House 'chez Margot'	<i>Margot provided a dustier, noisier, more native brand of accommodation. The bathroom was littered with dead cockroaches and for some reason an old valise that I found behind my bed contained a stuffed mongoose. Food was good, although the water was dirty and not to be consumed without sterilization tablets</i>
Hotel Rancho	<i>The Rancho was a lavish extravaganza of splashing fountains and Italian marble floors much frequented in the 1950s by the New York crooner Harry Belafonte. It was a little shabby now, with the absence of any tourism. The buffet of Haitian food was carefully adapted to American taste</i>
Hotel Carré d'As	<i>The hotel, an handsome clapboard with wooden arcades, stood opposite a shell petrol station on the Rue Christophe (...). My bed was very dusty; the mattress moulded by earlier tenants, and it was difficult to sleep with the electric dynamo of the hotel drumming all night over the skin wail of mosquito wings (...). They all lack of satisfactory convenience, these magnificent old buildings</i>
Hotel le Roi Christophe	<i>The one decent hotel in Cap-Haïtien, arcades with heavily scrolled armorial shields of stone, a rambling garden</i>

Source: Thomson (2014, 2004)

Table 5: Classification of hotels in Haiti

<b>Classification</b>	<b>Number of hotels</b>
5 Hibiscus	5 hotels
4 Hibiscus	7 hotels
3 Hibiscus	52 hotels
2 Hibiscus	92 hotels
1 Hibiscus	21 hotels
Total Classified	177 hotels
Non Classified	348 hotels
Total hotels (classified + non classified)	525 hotels
Total rooms (Classified + non classified)	9 490 rooms



Source: MTIC, 2014