EXAMINING OPPORTUNITY CREATION AND DISCOVERY AMONG TANZANIAN YOUTHS:

A CASE OF CHILUNGA CULTURAL TOURISM; MOROGORO MUNICIPALITY
EXAMINING OPPORTUNITY CREATION AND DISCOVERY AMONG TANZANIAN YOUTHS:
A CASE OF CHILUNGA CULTURAL TOURISM; MOROGORO MUNICIPALITY

By
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A Dissertation submitted in Partial fulfilment of the Requirement for the Award of the Degree of Master of Business Administration (MBA-Corporate Management) of Mzumbe University 2015
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Examining Opportunity Creation and Discovery among Tanzanian Youths: A case of Chilung Cultural Tourism; Morogoro municipality**, in partial fulfilment of the requirements for award of the degree of Master of Business Administration (MBA-CM) of Mzumbe University.

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I would also like to extend my gratitude to my fellow students and colleagues for encouragement and support. Finally, I wish to thank my parents for their support and encouragement throughout my studies.
DEDICATION

This work is dedicated to my parents Mr and Mrs. Francis Mhongole
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<tr>
<th>Abbreviation</th>
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<td>FGDs</td>
<td>Focus Group Discussions</td>
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<td>FTC</td>
<td>Full Technician Certificate</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>MBA-CM</td>
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<td>NGO</td>
<td>Non Governmental Organisation</td>
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<td>SPSS</td>
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ABSTRACT

Explaining the creation and discovery of opportunities among youths is a key part of entrepreneurship as entrepreneurs identify business opportunities to create and deliver value for stakeholders in prospective ventures. Despite significant progress in youths’ understanding of discovering and creating opportunities as regards cultural tourism, they still have limited knowledge on how to discover or create opportunities by taking advantages of information asymmetries in markets. The general objective of the study was to examine the opportunity creation and discovery for Chilunga Cultural Tourism in Morogoro municipality. Case study research design was utilized in the methodology. A sample size of 50 respondents was used in the study. Data collected were analysed and processed through descriptive analysis.

The findings show that 90% of respondents reported that opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by youth empowerment and a passion for youth to search for self employment from the fact that formal employment is scarce to the extent of creating new job opportunities from different corners. Likewise, the majority of respondents 90% agreed that the extent of opportunity creation and discovery at Chilunga Cultural Tourism can be termed as very good. This has been so from the fact that many of the employees perceived the strategies put by the organisation as a tool to raise their customers’ satisfaction and organisational performance. Furthermore, 84% of respondents argued that the environment for opportunity creation and discovery has benefited Chilunga from the fact that its employees have taken charge of social changes that has necessitated the people around the tourist sites to corporate with the tourists visiting the sites something that necessitated the spill over effects in the community around it. It is concluded that the organisation needs to implement and shape its products that seem to be of no value to customers as to let them be served according to their tastes and preferences.
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CHAPTER ONE
PROBLEM SETTING

1.0 Introduction

This study examined the opportunity creation and discovery among Tanzanian youths with reference to Chilunga Cultural Tourism firm in Morogoro Municipality. It further describes the background to the problem; statement of the problem; research objectives and questions; significance; scope, limitations and organisation of the study.

1.1 Background to the Problem

Today’s youth face enormous challenges finding a job and earning a decent income (Kaiser, 2008). Around the world, youths are far more likely than adults to find themselves unemployed or in low paying, informal sector jobs (Clausen, 2006). When youths struggle at the beginning of their careers the repercussions can last a lifetime. That’s why it’s imperative to take concrete steps to ensure youths create and discover meaningful opportunities that can lead to productive and fulfilling lives (Barringer and Ireland, 2008). However, identifying and selecting right opportunities for youths for new businesses are among the most important abilities of a successful entrepreneur (Stevenson et al., 1985). Consequently, explaining the creation and discovery of opportunities among youths is a key part of entrepreneurship as entrepreneurs identify business opportunities to create and deliver value for stakeholders in prospective ventures (Venkataraman, 1997). While elements of opportunities may be “recognized,” opportunities are made scarce (Kaiser, 2008). Careful investigation of and sensitivity to market needs and as well as an ability to spot suboptimal deployment of resources may help an entrepreneur begin to develop an opportunity (which may or may not result in the formation of a business). Yet, the creation of successful businesses follows a successful opportunity development process (Clausen, 2006). This includes recognition of an opportunity, its evaluation, and development per se (Barringer and Ireland, 2008). Opportunity refers to “a situation in which a person can exploit a new business idea that has the potential to generate profit” (Shane, 2003) and occurs when an idea or product is
successful in the market and generates profit. According to Wickham (2006) “the good entrepreneur is constantly searching for new opportunities. In effect, this means that they are never really satisfied with the way things are at any moment in time”. The concept of that idea or product having newness and economic potential is outlined again by Baron (2004) who states “an opportunity involves the potential to create something new that has the potential to generate economic value”. In the Schumpeterian view, opportunities emerge out of the entrepreneur's internal disposition to initiate changes in the economy. The entrepreneur is considered to be an innovator who 'shocks' and disturbs the economic equilibrium during times of uncertainty, change, and technological upheaval (Schumpeter, 1934). In contrast, the Kirznerian view implies that individuals secure entrepreneurial profits on the basis of knowledge and information gaps that arise between people in the market (Kirzner, 1997). In this view, the entrepreneur is an alert person, discovering opportunities by acting as an arbitrageur or a price adjuster in the marketplace, capitalizing on knowledge or information asymmetries (Shane, 2003).

As acknowledged in studies (Shane and Venkataraman 2000), opportunities have a critical role in the entrepreneurial process. However, although opportunities may exist, they can be exploited only if an entrepreneur recognizes the opportunity and understands its value for further business (Shane and Venkataraman 2000). Thus, opportunities come into existence at a certain point, because of a certain confluence. Nevertheless, on an individual level, cognitive structures defining the identification of opportunities are developed through the previous life experiences of the person in question. Yet, different individuals have different abilities to “connect the dots” they have perceived (Baron 2006). Opportunity finds its meaning in the context of human action, and human action occurs with the flux of time, making it inherently uncertain. Opportunity is typically viewed as an alternative activity or an alternative project- that is believed to promise profit in whatever endeavour the entrepreneur is pursuing (Shane, 2003).

In the past literature, entrepreneurship has traditionally been defined as “the discovery, evaluation, and exploitation of future goods and services” (Eckhardt and Shane, 2003). However, not all new firms discover, exploit, and create new goods or services that can
add value to the economy. There are five representative types of entrepreneurial opportunities as (1) creating a new product, (2) creating a new method of production, (3) discovering a new market, (4) discovering or creating a new production factor, and (5) creating a new organizational form or industry (Schumpeter, 1934). In order for entrepreneurs to discover or create these entrepreneurial opportunities, they have to bear uncertainties stemming from their opportunity discovery/creation efforts (Klein, 1999). A major way that entrepreneurs bear uncertainties is intermediating between potential buyers and sellers in the value chain, since buyers and sellers may neither be willing to bear uncertainties stemming from opportunities nor have the abilities to discover or create opportunities (Kirzner, 1997).

Shane (2003) states that in opportunity creation, if neither supply nor demand exist in an obvious manner, one or both have to be "created", and several economic inventions in marketing, financing, management have to be made, for the opportunity to come into existence. Historically, opportunities have been supposed to exist -- and the entrepreneur either is alert to them (Kirzner, 1979) or somehow goes about "discovering" them (Schumpeter, 1976). In opportunity discovery, if only one side exists in an obvious manner and the other side either does not exist or is so latent as to be virtually non-existent for most people -- i.e., demand exists, but supply does not, and vice versa -- then, the non-existent side has to be "discovered" before the match-up can be implemented. On the other side of the coin, supply might exist; then demand has to be discovered. While opportunity is objective, discovery is a subjective process; it is linked to the individual. A fundamental assumption of this perspective is that the opportunity discovered remains the same over time. The history of technology entrepreneurship is strewn with solutions in search of problems (Barringer and Ireland, 2008). However, entrepreneurs are embedded in a larger social network structure that constitutes a significant proportion of their opportunity structure (Clausen, 2006). Shane and Eckhart (2003) say “an individual may have the ability to recognize that a given opportunity exists, but might lack the social connections to transform the opportunity into a business start up. It is thought that access to a larger social network might help overcome this problem” (Baron, 2004).
The method of opportunity discovery revolves around the idea that only one market variable is known, whether it is the supply of, or demand for the product or service. Therefore the market is pre-existent, but is unknown in advance. Alvarez (2007) describes this type of entrepreneurial opportunity as an opportunity “just waiting to be discovered and exploited by unusually alert individuals”. Kirzner (1997) and Shane (2003) explain that these opportunities among youths can be found by discovering unsatisfied needs and wants in the economy. Therefore opportunity discovery occurs when the entrepreneur realizes an existing market which is currently unknown or unsatisfied. The entrepreneur discovers or finds the market potential. As discussed by Görling and Rehn (2008) not all opportunity discoveries are done so with that intent in mind, a number of opportunity discoveries can be attributed to accidental discovery, i.e. the opportunity is stumbled upon by the entrepreneur, or through accidental incidents, where someone does not discover the opportunity but instead has it thrust upon them. While opportunity discovery includes the accidental opportunities described by Görling and Rehn (2008) the majority of opportunity discoveries are those in which an individual searches for a solution. An example of this is often visible in the medical field, where new diseases are being cured by new treatments. The cure to a disease always has a level of demand, however the cure may not always be available, therefore demand exists but the supply needs to be discovered. Once the cure is discovered the market opportunity can be satisfied. This is similar to the market opportunities available in the world of cultural tourism. Cultural tourism users may demand new ventures for various reasons (Muhanika, 2009). The demand is obvious, but to realize and truly discover the market, the problem of supply must be rectified. This indicates that it is possible that entrepreneurial opportunities are not just created, but they can also “be discovered and exploited by unusually alert individuals” (Alvarez, 2007).

Finding opportunities for young people is a critical challenge for Africa, where 62 percent of the population—more than 600 million young people—is below the age of 25 (World Bank, 2008). With no signs that population growth will slow in the decades to come, it is imperative that Africa and Tanzania in particular leverage the talent and
energy of its youth to create dramatically higher levels of prosperity and equality and avoid the latent risks of unemployment and social instability (c.f Ozgen and Baron, 2007). There are still many business opportunities that need to be explored in Tanzania but the biggest challenge remains the access to knowledge and information with regard to available support structures in terms of opportunity creation and discovery (Muhanika, 2009). Today, Tanzania as developing country is faced with massive challenges of high levels of unemployment among the youth, especially university graduates, due to lack of work experience, low skills base and education. The formal labour market in Tanzania is currently saturated, unable to absorb the ever increasing number of labour force (World Bank, 2008). Hence, the decision for Tanzanian youths in particular, Chilunga firm to create and discover opportunities for their development in cultural tourism is vital and the purpose of this study was to examine the nature, extent and environment that benefits it and other firms that practice the same.

1.2 Statement of the problem

Youths make up 17 per cent of the world’s population and 40 per cent of the world’s unemployed, according to the International Labour Organization (2008). Since the seminal article by Shane and Venkataraman (2000), understanding why, when and how opportunities come into existence is an increasingly popular field of inquiry. However, creating new jobs, new business and higher property values, well-managed tourism improves the quality of life and builds community pride for the consumers and the suppliers of services. This has been obvious in various places. For example, according to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travellers participate in cultural and/or heritage activities while travelling translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, $994 per trip compared to $611 for all U.S. travellers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community’s unique character (Cultural and Heritage Travellers Study, Mandela Research, LLC)
Moreover, the consumption of culture is one of the most important aspects of tourism activity in the World and Tanzania in particular, as entrepreneurs have focused their intentions to engage in (Chilunga Cultural Tourism Report, 2008). Cultural tourism includes experiencing local culture, traditions and lifestyle, participation in arts-related activities, and visits to museums, monuments and heritage sites. The local community is directly involved in designing and organizing the tours and showing tourists aspects of the life they live. For example, a walk through Towero and Ruvuma village to Morning Side, an old German settlement, a visit to Madola village to meet a traditional healer and a walk back through scenic farmlands (Chilunga Cultural Tourism Report, 2008). Despite the significant progress in youths’ understanding of discovering and creating opportunities as regards cultural tourism, they still have limited knowledge on how to discover or create opportunities by taking advantages of information asymmetries in markets. Yet, little is known about how Chilunga Cultural Tourism firm discovers or creates the opportunities. Moreover, the nature, extent and environment that youths particularly from Chilunga Cultural Tourism firm discover and create opportunities have remained as a gap to be filled in this study.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to examine the opportunity creation and discovery for Chilunga Cultural Tourism firm in Morogoro municipality.

1.3.2 Specific Objectives

i) To analyse the nature of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality

ii) To identify the extent of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality

iii) To suggest the environment for which opportunity creation and discovery can benefit Chilunga Cultural Tourism in Morogoro municipality
1.4 Specific Questions

i) What is the nature of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality?

ii) What is the extent of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality?

iii) Does the environment benefit Chilunga Cultural Tourism in creating and discovering opportunities in Morogoro municipality?

1.5 Significance of the Study

The significance of the study included:

To help Chilunga Cultural Tourism firm and other youths to understand the nature, extent and the environment for cultural tourism opportunities to be created and discovered and develop appropriate strategies to mitigate the same. To stakeholders, the study would help to understand their roles and Government roles towards the implementation of (cultural) tourism policy and related regulations for the smooth services provision to consumers.

Other researchers and scholars may use the research report as a point of reference for future research on creating and discovering opportunities viable in cultural tourism for the youths. This study is also an important part for the researcher’s master degree accomplishment and knowledge generation.

1.6 Scope of the Study

This study focused on Chilunga Cultural Tourism firm’s management and lower cadre employees. The study intended to examine the opportunity creation and discovery for Chilunga Cultural Tourism firm in Morogoro municipality.
1.7 Limitations of the Study

The limitations of the study were as follows:

Financial Constraints: The financial support was expected from researcher’s pocket money that was limited. For that case, the researcher was unable to gather or collect all relevant data on cultural tourism issues and expected respondents. This had some influence on the study.

Time factors: The time allocated for data collection was short compared to the complexity of collecting data as the research needed to survey cultural sites and all that relates to peoples’ culture. However, with adequate corporation from respondents, the researcher was able to accomplish most of the important components of the study.

The outcomes of this study were limited to the selected firm, therefore not a true representation of all Tanzania youth’s firms dealing with cultural tourism.

1.8 Organisation of the study

The study consists of five chapters. The first chapter deals with the problem setting. The second chapter presents the literature review, the third chapter discusses the research methodology, the fourth chapter presents and analyses the research findings and the fifth chapter presents the conclusions and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

In order to get ideas on how to proceed with the investigation, literatures on issues relating to opportunity creation and discovery among entrepreneurs were highlighted. The first section highlights the theoretical review regarding definitions of terms and theories opportunity creation and discovery. The second section presents the empirical reviews and the last section provides the synthesis of the reviewed literatures followed by the conceptual framework.

2.1 Theoretical Literature Review

2.1.1 Definition of Terms

a) Opportunity

An opportunity is a favourable set of circumstances that creates a need for a new product, service, or business. For an entrepreneur to capitalize on an opportunity, its window of opportunity must be open (Boron, 2004). In identifying opportunities you need to observe trends, solve problems and find the gaps in the market place (Kaiser, 2008).

b) Opportunity creation

An alternative view, presented by Sarasvathy et al (2004) refers to opportunity creation, defined as “a set of ideas, beliefs and actions that enable the creation of future goods and services in the absence of current markets for them”. In this case opportunity arises from perceptions and behaviours combined in an attempt to create new economic artifacts. The emphasis is on actions taken in a situation of true entrepreneurial uncertainty (Kaiser, 2008). Created opportunities, on the other hand, do not exist independently of social construction; rather, they are enacted through human imagination and social interaction as a continuous process.
The opportunity appears within a flexible activity of creating meaning, sense-making, and sense-giving in an ambiguous social context. Instead of being actively sought out, the opportunities are endogenously formed in the very unfolding of everyday entrepreneurial practice and interactions between various actors (Alvarez, 2007). Created opportunities are connected with true uncertainty, in which neither supply nor demand exists and the future is unknown. Entrepreneurs engage in alarming process marked by a gradual investment of resources and attempts to persuade others to change their vague and unformed aspirations into tangible products or services, or new markets (Barringer and Ireland, 2008).

Here are three steps for creating your own opportunities according to (Wickham, 2006):

**Step 1: Find Your Niche**

You can make your own opportunities by identifying and pursuing a niche that is either underserved or an emerging trend. Once you recognize a need, look at it objectively from all angles and get creative about how you could serve that need. This strategy applies to both entrepreneurs and those in the job market. You may have an idea about how to do something better, faster, cheaper or at a higher quality. You may have a new service idea.

**Step 2: Become a Guru**

Make sure your niche overlaps with what you do well and your passion. Once you define your niche, make it your business to know more than your peers about this area. Now devise a strategy that helps you stand out from the crowd and get noticed. Develop, promote and lead a Web site, blog, online discussion forum or networking group on your area of expertise. Write articles and submit them to magazines, newspapers, related Web sites and email newsletters. Write a book. Self-publish. Do some public speaking. Expand your sphere of influence in your area. Get quoted, consult, mentor or coach. What you are doing is deepening your knowledge and sharing it with the world. If you do this effectively, you will get noticed among the people who matter in your field. You
may become the person people go to for information. This puts you in a wonderful position. You are no longer one of the many, but one of the few.

**Step 3: Give in Order to Receive**

One of the best ways to advance is to give. This is doubly powerful when the giving you engage in is directly related to your area of expertise. Whether you host a free industry trends blog, write and give away free articles or volunteer at industry events, you will be contributing in a meaningful way to the advancement of your specialty, and you will be noticed.

c) **Opportunity discovery**

Referring to opportunity discovery, Eckhardt and Shane (2003) define opportunity as “situations in which new goods, services, raw materials, markets and organizing methods can be introduced through the formation of new means, ends, or means-ends relationships.” This definition is based on the assumption that an opportunity is a situation in which new combinations producing economic value can be formed, and in which the elements used fundamentally exist already. Different types of opportunities exist because opportunities occur as a result of changes in different parts of the value chain (Kaiser, 2008). The opportunities to be discovered can arise from exogenous shocks, for example industry or market changes beyond the influence of entrepreneurial action; these exist regardless of whether people are aware of their existence (Shane, 2003). Hence, opportunities arise through new means, ends, or means-end frameworks, and they can be conceived as discovered opportunities. They involve the possibility of putting resources to better use or discovering new solutions or new needs, plus identifying the most suitable options for their realization (Ozgen and Baron, 2007). There will be either a solution or a need operating as a starting point (Kaiser, 2008). Discovered opportunities are recognized through active search behaviour, but the discovery process is not simple (Park, 2005).
The opportunities in question are typically complex entities, and their discovery is a process in which new features are added to the opportunity content. In discovered opportunities the emphasis is on resource allocation and use in the initiation of the business (Shane, 2003).

Opportunity discovery is an organized means whereby new areas of value can be identified. It consists of a structured process and the methods, tools and techniques that allow an organization to fully explore a new (or even existing) domain to find future potential (Baron, 2004). The Opportunity discovery process is a precursor to doing market research or creating a business case. It is a process that identifies needs and desires that are the source of new concepts and ideas for new business development activities. The task is to explore a large and unfamiliar domain quickly and comprehensively and find the 'good stuff' that can be the source of future value (Gorling and Rehn, 2008). For an organization, the 'good stuff' is the unmet needs and desires of future customers, clients or constituents, the source of future value (Barringer and Ireland, 2008). In Lewis and Clark's case (2009), the 'good stuff' were natural resources, interesting sites, native people, and just plain knowledge about the lay of the land and what was out there.

However, taken as a whole, previous research has tended to argue that the characterization of discovered and created opportunities involves both contradictory and complementary views (Park, 2005). Alvarez and Barney (2007) see discovered and created opportunities as representing different views that can barely co-exist. Chiasson and Saunders (2008), for their part, see discovery and creation as complementary approaches, while Vaghely and Julien (2008) propose an integrative framework which connects opportunity discovery and opportunity creation within entrepreneurial behaviour. Edelman and Yli-Renko (2009) have found empirical evidence that discovery and creation are intertwined within entrepreneurial action.
d) Tourism and Cultural Tourism

Tourism is an activity that includes all temporary travel for whatever purpose which results in one or more nights being spent away from places of work or home (Park, 2005). Due to tourist arrivals, income, revenues, foreign exchange, and jobs are being earned from tourism activities (Alvarez, 2007). The tourism system has two major components; the supply and demand side. The tourist flow model describes these two sides as the tourist generating area and tourist receiving area. The supply side is the receiving area or attraction surplus area, while the demand side is the tourist generating area or attraction deficit area. The receiving area comprises all the tourist attractions in the region while the generating area comprises the residents and overnight visitors from within the region or state and other parts of the country and beyond (Muhanika, 2009). However, cultural tourism refers to leisure travel that has its primary purpose, the experiencing of places and activities that represent the past (Baker and Nelson, 2005).

2.1.2 Demand for Opportunity Creation and Discovery

Only speculations and conjectures are possible about the future because the future is created by the choices that human beings make. Hence, the reality of the future must be shaped by choices yet to be made, and this reality has no existence independent of these choices (Barringer and Ireland, 2008). For example, on the demand side, most hungry customers do not start with the “need” for a specific food such as hamburgers. Instead, they start with a generalized hunger for something to eat. The entrepreneur induces the customer to transform that generalized aspiration into a concrete demand for a specific product such as the hamburgers manufactured by a particular company (Kaiser, 2008). There are two types of choice here. The first one involves the transformation of a vague aspiration such as hunger into the specific desire for a hamburger. The second one involves the choice between possible hamburger joints, given the desire for a hamburger (Shane, 2003).
Similarly, on the supply side, most entrepreneurs do not set out to build a particular company for a particular product within a particular market (Example: to create a profitable company for manufacturing and selling razor blades) (Fiet, 2002). Instead, when setting out, the entrepreneur only has some very general aim, such as the desire to make lots of money, or to create a lasting institution, or more commonly, just an interesting idea that seems worth pursuing (Wickham, 2006). For example, Gillette started with the idea of making some product that would need to be repurchased repeatedly. Moving from that relatively vague starting point to actually designing and manufacturing the disposable razor involved a very different set of choices than after he had determined the particular product that he wanted to make and sell (Kaiser, 2008). Therefore, the type of reasoning involved when specific goals have to be created from contingent aspirations is necessarily different from the type of reasoning involved in attaining that specific goal once it is finalized (Shane, 2003).

2.2 Theories of Opportunity Creation and Discovery

2.2.1 Opportunity Discovery Theory

Research on entrepreneurship offers two distinct theories on how opportunities come to be recognized (Barringer and Ireland, 2008). The first theory called opportunity discovery, sees opportunities as existing independently of entrepreneurs, and as objective phenomena that are waiting to be discovered and exploited. Thus, opportunities exist and everyone could become aware of them; however, individual differences, such as prior knowledge, entrepreneurial activeness, alertness, and willingness to bear a risk, impact on who will discover and exploit the opportunities (Park, 2005).

2.2.2 Opportunity Creation Theory

The second theory called opportunity creation is based on entrepreneurial perceptions, imagination, and social interaction (Shane, 2003). In contrast to opportunity discovery, in opportunity creation the opportunities do not exist independently of the entrepreneurs:
they are created endogenously by the actions of entrepreneurs who are seeking to explore new products or services. Thus, there is no opportunity “waiting to be recognized”; instead an entrepreneur may create the opportunity and observe how customers and markets respond to the created product or service. An entrepreneurial opportunity is “the possibility to do things both differently from and better than how they are being done at the moment” (Alvarez, 2007).

2.2.3 Opportunity Based Theory

The opportunity-based theory is anchored by names such as Peter Drucker and Howard Stevenson (Shane, 2000). An opportunity-based approach provides a wide-ranging conceptual framework for entrepreneurship research (Fiet, 2002). Entrepreneurs do not cause change (as claimed by the Schumpeterian or Austrian school) but exploit the opportunities that change (in technology, consumer preferences etc.) creates (Drucker, 1985). Stevenson (1990) extends Drucker’s opportunity-based construct to include resourcefulness. This is based on research to determine the differences between entrepreneurial management and administrative management. He concludes that the hub of entrepreneurial management is the “pursuit of opportunity without regard to resources currently controlled”. However, other studies (Hurst and Lusardi, 2004, Davidson and Honing, 2003) contest this theory as it is demonstrated that most founders start new ventures without much capital, and that financial capital is not significantly related to the probability of being nascent entrepreneurs. Entrepreneurs have individual-specific resources that facilitate the recognition of new opportunities and the assembling of new resources for the emerging firm (Alvarez and Busenitz, 2001). Research shows that some persons are more able to recognize and exploit opportunities than others because they have better access to information and knowledge (Shane, 2003).

2.3 Empirical Literature Review

Baker and Nelson (2005) in their study on opportunity search state that opportunity creation is the projection of present problems into future solutions. They found that at one level both problem solving and opportunity creation addresses a current problem or
defect. The essential difference is opportunity creators see a scope for betterment where problem solvers see perfection. For opportunity creators quality is not the manufacturer’s definition of meeting the standards or the absence of defects, rather it is the endowment of the delivered product or service with a distinguishing trait of excellence. Moreover, Boron (2004) state that the opportunity is not based on past or current information on markets, prices and consumer preferences. Instead, it is based on individuals’ ability to act creatively by designing new combinations, and thinking in an innovative manner, and where entrepreneurs’ interaction with others – their contexts and themselves – is a factor in the creative process (Wickham, 2006). However, opportunity creation can be assessed from several perspectives which take its starting point from earlier studies (Baron 2006; Ellis 2008; Ozgen and Baron, 2007; Shane, 2000; Singh 2000). The phenomenon is studied from the perspective of (i) network ties, (ii) activeness and the alertness in searching for opportunities, and (iii) prior knowledge.

With regard to network ties, it has been suggested that an entrepreneur’s contacts with other persons (Crick and Spence 2005; Ellis 2008; Ozgen and Baron 2007; Singh 2000) are important in opportunity recognition: the extent of an entrepreneur’s social network is positively related to opportunity creation. Social ties serve as conduits for the spread of information concerning new opportunities (Burt, 2004), and the ability to recognize novel opportunities may be determined by the reach and abundance of one’s ties with others. An interesting point in this regard is that information on opportunities tends to arrive via links from separate social clusters (Burt, 2004). Ozgen and Baron (2007) discovered that the greater the extent of social ties with mentors and informal industry networks, the more positive were the effects on opportunity recognition. In addition to the above, professional forums (Ozgen and Baron 2007) and trade exhibitions (Ellis 2008; Meyer and Skak, 2002) have been found to be sources for information and social ties, creating the potential for entrepreneurial opportunity creation and discovery. However, the role of exhibitions as a source of social ties is complex. Trade exhibitions and similar forums where people share common interests are a context with a dense network: the proportion of potential network ties is high (Coviello, 2006).
Such a context facilitates access to important information, since persons in the network can easily share essential knowledge (compare Burt, 2000).

The active role of entrepreneurs in the search for new information is important in opportunity creation as activeness and alertness enhance opportunity search (Baron, 2006). Hills and Schrader (1998) found that for entrepreneurs, an active search for opportunities through personal contacts was regarded as more beneficial than the identification of opportunities from public information sources, such as magazines and newspapers. However, some studies suggest that entrepreneurs, in many cases, recognize valuable information by accident, without actively searching for opportunities (Ardichvili et al., 2003). Thus, Shane (2000) found that none of the case firms in his study actively sought out opportunities prior to their discovery. Instead, the opportunity was recognized accidentally when the entrepreneur heard about some product from a person involved in its development process. These considerations lead to the activity level in the search for opportunities being categorized as either active or passive (Baron, 2006). Moreover, according to Kirzner (1997), a systematic search is likely to be for a piece of missing information, whereas a discovery includes the surprise that accompanies the creation of opportunities that were readily available. Factors contributing to a high level of alertness are related to the cognitive capacities of individuals, such as high intelligence and creativity (Shane, 2000), or optimism (Krueger and Brazeal, 1994). However, sometimes alertness does indeed occur in a case in which a firm conducts an active search leading to recognition of a totally unexpected solution: hence, alertness has a central role in opportunity creation, whether or not an active search is involved (Hohenthal et al., 2003).

Likewise, according to Shane and Venkataraman (2000) and Baron (2006) prior knowledge in association with high-level cognitive capabilities is important in identifying and pursuing an opportunity. The individual cognitive structures defining the identification of opportunities are developed through the previous life experiences of individuals. Venkataraman (1997) referred to this as a “knowledge corridor” that allows the individual to recognize certain opportunities, but not others.
Sarasvathy *et al* (1998) also noted that different individuals discovered different opportunities, according to their particular way of gathering and processing information. Three major dimensions of prior knowledge, namely knowledge of markets, knowledge of ways to serve the markets, and knowledge of customer problems, have been regarded as important for entrepreneurial discovery (Shane, 2000). In addition, current jobs, work experience (Aldrich, 1999), and technological knowledge (Park, 2005) are considered to be general sources facilitating opportunity creation. Moreover, Peterman and Kennedy (2003) argue that there is evidence that people who start businesses have a higher level of education than people who do not. There is enough evidence that business owners are educated than the general population. Despite the strong correlation between education and business ownership, it is argued that formal education does not promote opportunity creation and discovery, but it prepares students for corporate world as workers; therefore it suppresses creativity and discovery (Clausen, 2006). Herrington *et al.* (2009) (GEM 2009) highlighted that entrepreneurship education can have an influence on learners in four areas, namely: self-confidence about their ability to start a business; understanding of financial and business issues; desire to start their own business; and finally, desire to further studies at institutions of higher learning.

The method of opportunity discovery revolves around the idea that only one market variable is known, whether it is the supply of, or demand for the product or service. Therefore the market is pre-existent, but is unknown in advance (Clausen, 2006). Alvarez (2007) describes this type of entrepreneurial opportunity as an opportunity “just waiting to be discovered and exploited by unusually alert individuals”. Kirzner (1997) and Shane (2003) explain that these opportunities can be found by discovering unsatisfied needs and wants in the economy. Therefore opportunity discovery occurs when the entrepreneur realizes an existing market which is currently unknown or unsatisfied. The entrepreneur discovers or finds the market potential. As discussed by Görting and Rehn (2008), not all opportunity discoveries are done so with that intent in mind, a number of opportunity discoveries can be attributed to accidental discovery, i.e. the opportunity is stumbled upon by the entrepreneur, or through accidental incidents, where someone does not discover the opportunity but instead has it thrust upon them.
Görling and Rehn (2008) illustrate this using the example of Elvis Presley’s and Kurt Cobain’s death, where someone made a business out of an unexpected human incident. While opportunity discovery includes the accidental opportunities described by Görling and Rehn (2008), the majority of opportunity discoveries are those in which an individual searches for a solution. An example of this is often visible in the medical field, where new diseases are being cured by new treatments. The cure to a disease always has a level of demand, however the cure may not always be available, therefore demand exists but the supply needs to be discovered. Once the cure is discovered the market opportunity can be satisfied. This is similar to the market opportunities available in the world of computers. The discovery of the answers to the issue of supply, both in the world of computers and diseases, were not stumbled upon, nor were they thrust upon an individual, they were purposely sort after by the entrepreneurial body in an effort to discover, realise and satisfy the presence of a gap in the economy. This indicates that it is possible that entrepreneurial opportunities are not just created, but they can also “be discovered and exploited by unusually alert individuals” Alvarez (2007).

Furthermore, empirical studies of when, how and by whom both types are exploited are scant. Recently, Samuelsson and Davidsson (2009) studied 259 Swedish citizens involved in the process of creating a venture. They found that the venture creation process was different for innovative versus imitative ventures. Likewise, Craig and Johnson (2006) analyzed a sample of 103 business and engineering students to investigate if individuals who are potentially involved in entrepreneurship can be identified as being innovators (Schumpeterian) or opportunity-alert (Kirznerian). They found that engineering students were as likely to be Schumpeterian entrepreneurs as their colleagues from business studies, suggesting that type of education does not make much difference.

2.4 Synthesis

From the literature, it can be conclude that opportunity creation and discovery have been well studied from both the service provider’s and the user’s point of view. However, we do not know how succinctly entrepreneurs would discover or create the opportunities
focusing the nature, extent and the environment they engage their business undertakings in cultural tourism. Furthermore, there is still a lack of knowledge concerning the differences between discovered and created opportunities, and the ways in which these opportunities can benefit entrepreneurs dealing with cultural tourism in terms of bringing new products and services to the market.

2.5 Conceptual Framework

Figure 2.1 provides the conceptual framework. This is defined as an abstract idea or a theory used to develop new concepts or to reinterpret existing ones (Kothari, 2004). It gives the relationship between the independent and dependent variables.

Figure 2.1; Conceptual model

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on who will discover and exploit opportunities</td>
<td>Opportunity Creation and Discovery</td>
</tr>
<tr>
<td>Net work ties</td>
<td></td>
</tr>
<tr>
<td>Activeness and alertness for opportunity</td>
<td></td>
</tr>
<tr>
<td>Willingness to bear risks</td>
<td></td>
</tr>
<tr>
<td>Poor knowledge in discovering opportunities</td>
<td></td>
</tr>
<tr>
<td>Tourism policy implementation</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher's Own Construct, (2015)
From figure 2.1, it can be stated that opportunity creation and discovery has a relationship with regard to resultant impact on who will discover and exploit opportunities. This can also be enhanced when entrepreneurs form network ties that help in sharing information. However, activeness and alertness for opportunity enable entrepreneurs to search for opportunities and exploit them while having the willingness to bear risks as they happen. Yet, with poor knowledge in discovering opportunities for entrepreneurs hinder the process towards discovery. Along with this, the need and the understanding of tourism policy implementation become important for entrepreneurs for the purpose of creating an enabling environment relevant for entrepreneurs.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives the methods used in the study. It provides the research design, study area, population and sample size, and the sampling techniques used. The chapter also gives the methods of data collection as well as the data analysis methods. Finally, the chapter outlines the reliability and validity of data as well as ethnical considerations.

3.1 Research design

Case study research design was used in this study. This involved collecting empirical data, generally from only one or a small number of cases. It usually provides rich details about those cases of a predominantly qualitative nature (Ndunguru, 2006). A case study generally aims at providing insight into a particular situation and often stresses the experiences and interpretations of those involved. It uses direct observation to give a complete snapshot of a case that is being studied. It is useful when not much is known about a phenomenon (Ball, 1981).

The research design was allocated with exploratory approaches (going into the roots of the problem and coming out with relevant answers) and inductive (exploring issues from small cases to large cases) to seek for new insight by asking questions and assessing the phenomena in a new light (Ndunguru, 2006).

3.2 Study Area

The study was conducted at Chilunga Cultural Tourism firm in Morogoro municipality. Chilunga Cultural Tourism is a programme run by Chilunga Nature Conservators, a local youth NGO based in Morogoro, Tanzania with Registration NO.12821, of October 2004. Chilunga Cultural Tourism youth firm incorporates the local community which is directly involved in designing and organizing the tours and showing tourists the aspects of the life they live.
It assists tourists to visit local villages and share cultural experiences with the local people. It is located in Morogoro 195 km west of Dar es Salaam, is a beautiful region with the Uluguru Mountains with natural forests and endemic bird species. Apart from these attractions, visitors can enjoy mountain hikes, historical sites, waterfalls, panoramic viewpoints and glimpses of the local culture. The selection of the area was based on easiness to collect data and being cost efficient as the researcher has been living in the area for more than ten years. Despite the significant progress in youths’ understanding of discovering and creating opportunities as regards to cultural tourism, they still have limited knowledge on how to discover or create opportunities by taking advantages of information asymmetries in markets. Yet, little is known about how Chilunga Cultural Tourism firm discovers or creates the opportunities.

3.3 Population and sample size

3.3.1 Population

According to Sekaran, (2005) population is a group of individuals, objects or items from which samples are taken for measurement or it is an entire group of persons, or elements that have at least one thing in common. Population is whatever you are counting: there can be a population of people, a population of households, a population of events, institutions, transactions, and so forth (Bryman, 2004). Anything you can count can be a population unit. But if you can't get information from it, and you can't measure it in some way, it's not a unit of population that is suitable for survey research (Yin, 2003). Therefore, the target population of the study comprised all (64) Chilunga management and lower cadre employees in Morogoro municipality where its headquarters is located. The advantages of selecting this population is that, most of them have practiced cultural tourism on various aspects hence expecting from them to give relevant answers on the topic. However, by only focusing employees at the headquarters would minimize the possibility of having a bigger overview of the firm.
3.3.2 Sample Size

A sample is a part of the population from which it was drawn. Samples can be drawn in several different ways, such as probability and non-probability samples (Yin, 2003). Sekaran (2003) advises that too large a sample size could become a problem and recommended sample sizes between 30 and 500. Similarly, Enon (2002) recommends that a minimum number of samples for research should be 30.

In this study, the sample size of 50 respondents was selected in giving the data that is required. The sample size of 50 respondents was purposively selected; that comprised of (4) management and (46) lower cadre employees. Table 3.1 below shows the distribution of respondents.

### Table 3.1: Sample Distribution of Respondents

<table>
<thead>
<tr>
<th>S/N</th>
<th>Category</th>
<th>Population</th>
<th>Sample size</th>
<th>Method employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management (chair person, assistant chair person, operational manager and accountant)</td>
<td>4</td>
<td>4</td>
<td>Purposive sampling</td>
</tr>
<tr>
<td>3</td>
<td>Lower cadre employees (camping operators and tour guide)</td>
<td>60</td>
<td>46</td>
<td>Purposive and stratified sampling</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>64</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Research data, 2014*

### 3.4 Sampling Techniques

The study utilized two sampling procedures, namely purposive and stratified sampling.

#### 3.4.1 Purposive Sampling

This method was used to select target respondents as indicated in Table 3.1 above because it is a non-random sampling procedure in which personal experience of the respondent was considered to be key; derived from the position one held or the roles s/he played in relation to a particular activity. The respondents that were selected purposively involved both Chilunga Cultural Tourism management and lower cadre employees.
3.4.2 Stratified Sampling

This method focused on gender distribution in order to obtain views from both women and men. The respondents were stratified and drawn among lower cadre employees. The strata were formed based on members' shared attributes or characteristics then a random sample from each stratum was taken in a number proportional to the stratum's size when compared to the population. These subsets of the strata were then pooled to form a random sample (Castillo, 2009). The reason according to Yin (2003) is that, stratification serves the distribution among heterogeneous population which needs to be incorporated for the purpose of gaining insights from it.

3.5 Methods of data collection

3.5.1 Primary data collection methods

Primary data is data observed or collected directly from first-hand experience (Kothari, 2004). Primary data has not been published yet and is more reliable, authentic and objective; has not been changed or altered by human beings; therefore its validity is greater than secondary data (Yin, 2003).

Primary data collection methods that were used by the researcher to collect data from the field included interview, observation and focus group discussions.

3.5.1.1 Interview

According to Kothari (2007), an interview is a set of questions administered through oral or verbal communication or is a face-to-face discussion between the researcher and interviewees. Ruane (2005) defines an interview as a more personal form of survey research in which questions are posed in a face to face or telephone exchange between the interviewer and the respondent. The researcher used oral and written interview to gather in-depth information from Chilungu management. The aim of interviewing these respondents was to allow the researcher to reflect person’s perspectives based on the assumption that the person’s perspective is meaningful, known and able to be made.
Interviews enabled the researcher in collecting data on individuals’ personal history, perspectives, and experiences as Appendix 1 shows.

### 3.5.1.2 Observation

The researcher utilized direct observation method regarding cultural tourism practices (i.e. structured observation; where the researcher is an onlooker with a small number of specific behaviour patterns. Here the observer gets clues of the traits under observation). Structured observation complemented information which was obtained from the interview and focus group discussions. It is stated that through structured observation, rich information and awareness about a phenomenon can be obtained. The eye witness in real situation assists the researcher to justify what to be revealed from the interview and focus group discussions while observing the behaviours of respondents when performing their activities (Yin, 2003). The reason for using this method was its ability to obtain faithful answers from the respondents exactly when performing their jobs and making sure that what is observed is what is reported (Bryman, 2004). See Appendix 2.

### 3.5.1.3 Focus Group Discussions (FGDs)

A focus group discussion is a form of group interviewing in which a small group – usually 10 to 12 people – is led by a moderator (interviewer) in a loosely structured discussion of various topics of interest (Sekaran, 2003). The course of the discussion is usually planned in advance and most moderators rely on an outline, or moderator’s guide, to ensure that all topics of interest are covered. The strength of FGD relies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, about the range of opinion and ideas, and the inconsistencies and variation that exist in a particular community in terms of beliefs and their experiences and practices (Bryman, 2004).
For the purpose of study, FGDs was used and involved a group of discussants who discuss specific topics or issues under the facilitation of a researcher while someone else, a note taker, is taking notes about the discussion and in most cases recording the discussion using a tape recorder. It helps the discussants to be free to express one self. However, each group included at least 10 members based on the literature which says that a typical group size should have 6 to 10 discussants (Bryman, 2004). The FGDs involved 46 lower cadre employees. The information collected included; the nature, extent and environment for which opportunity creation and discovery can benefit Chilunga Cultural Tourism firm. For more information see appendix 1

3.5.2 Secondary data collection methods

Secondary data are published data that were collected in the past or other parties called secondary data (Yin, 2003). Secondary data sources included; guidelines and directives (from Tourism Policy) and regulations (regarding cultural tourism), books and journals (used as literatures).

3.6 Data Analysis Methods

Data collected were analysed both qualitatively (using content analysis) and quantitatively (descriptive statistics analysis). These data were summarized, coded and analyzed by Statistical Package for Social Science (SPSS). Frequency distribution and percentages were used to describe major variables.

Qualitative data from interviews and observations were analyzed using content analysis (by analysing texts regarding authenticity or meaning from respondents’ responses on "Who says what, to whom, why, to what extent and with what effect??"). According to Holsti (1969) cited by Kumar (2007) content analysis is used into three basic categories:

i) make inferences about the antecedents of a communication

ii) describe and make inferences about characteristics of a communication

iii) make inferences about the effects of a communication.
3.7 Reliability and Validity of Research Instruments

3.7.1 Reliability

Pilot study was carried out to test the interview guide and FGDs questions in the respective study area for their reliability; afterwards corrections were done, in order to obtain reliable data for the research. The collected data were verified of their reliability. This allowed the researcher to study the properties of measurement scales and the items that made them. Since the reliability of data goes with the accuracy or precision of a measuring instrument, in this research study, reliability was concerned with the questions’ consistency of responses in repeated measurements (Carmines and Zeller, 1979).

3.7.2 Validity

Validity is defined as the instrument’s ability to measure exactly what concept it is supposed to measure (Kothari, 2004). The researcher in order to validate the data and instruments (interview guide and FGDs questions) used in the research, asked the experts to recommend on their representativeness and suitability. Besides, she allowed suggestions to be made to the structure of these questions. These helped the researcher to establish content validity as argued by Cooper and Schindler (2008).

3.8 Ethical considerations

In order to ensure ethical conduct in the study all respondents were informed about the study in order to have willingness to corporate (i.e. informed consent was given). The information provided by respondents was treated as confidential and for academic purposes only. This enabled respondents to corporate with minimum risk. Other ethical considerations included; briefing the respondents as to the purpose of the research, their relevance in the research process and expectations from them. Again plagiarism, privacy was maintained and anonymity of respondents was ensured.
CHAPTER FOUR
DATA PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents and discusses results from the data analysis regarding the examination of opportunity creation and discovery at Chilung Cultural Tourism in Morogoro municipality. The findings are presented and discussed under four main sections namely; the first section presented and discussed the respondents’ characteristics; the second section examines the nature of opportunity creation and discovery; the third section identifies the extent of opportunity creation and discovery and the fourth section explores the environment for which opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality.

4.1 Respondents’ characteristics

The respondents’ characteristics included age, sex, and level of education. Table 4.1 provides the results as follows.

Table 4.1: Respondents’ characteristics

<table>
<thead>
<tr>
<th>No</th>
<th>Characteristics</th>
<th>Groups</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>18-28 years</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>29-39 years</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td></td>
<td>40-50 years</td>
<td>04</td>
<td>08</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;51 years</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>2</td>
<td>Sex</td>
<td>Male</td>
<td>39</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>3</td>
<td>Level of education</td>
<td>Primary education</td>
<td>06</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secondary education with certificate courses</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FTC/Diploma education</td>
<td>24</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Higher education</td>
<td>09</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: Research data, 2015

The results in table 4.1 indicate that the age distribution (in years) were between 18 to 51 years and above. Those who were between 18 to 28 years constituted (28%), those between 29 to 39 years constituted (62%). Likewise, those who were between 40 to 50
years constituted (08%), and those with 51 years and above constituted (02%). Most of those who were between 18 to 40 years of age reported to have little knowledge on how to create as well as discovering opportunities from the fact that they are not well alerted or possess little information with regards to opportunities present in their areas. Moreover, those who were above 40 years of age seemed to possess knowledge relevant for their business undertakings from the fact that they have formed network ties that enable them to disseminate information easily when opportunities get discovered and created.

The sex distribution included male and female. Those who were male constituted (78%) and female constituted (22%). It was found that most of those who involved in cultural tourism were men while women lagging behind. Moreover, while men would be in position to create and discover opportunities women seemed to be reluctant something that is necessitated by the cultural background. However, the incorporation of women was due to their activeness and alertness done through various social media and the environment that forced them to become entrepreneurs.

With regard to the level of education of respondents; (12%) had primary education, (22%) secondary education, (48%) had Full Technician Certificate (FTC)/diploma education and (18%) had attained higher education. Those who had primary, secondary and FTC/Diploma education struggled much to create and discover opportunities with difficulties in comparable with those who possessed higher education. Here education played an upper hand from the fact that networking and information asymmetry would be obtained easily when an entrepreneur has a thorough knowledge on how to manipulate the situation as poor knowledge became a hindrance.

4.2 Nature of opportunity creation and discovery at Chilunga Cultural Tourism

The first objective of this study was to examine the nature of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality. To obtain the information, the researcher asked the respondents to highlight their views or opinions
according to their understanding and perception while the analysis being presented in terms of agree or disagree. Table 4.2 summarises as follows.

**Table 4.2: Nature of opportunity creation and discovery**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by youth empowerment and a passion for youth to search for self employment</td>
<td>90</td>
</tr>
<tr>
<td>Opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated through networking of firms dealing with cultural tourism in the world</td>
<td>70</td>
</tr>
<tr>
<td>Opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by availability of information regarding cultural tourism and personnel ready for tour guide related issues</td>
<td>80</td>
</tr>
<tr>
<td>Opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by the activeness and alertness of youths regarding the opportunity availability and their willingness to bear risks</td>
<td>75</td>
</tr>
</tbody>
</table>

Source: Research data, 2012

The results in Table 4.2 show that the nature of opportunity creation and discovery at Chilunga Cultural Tourism was reported by 70% of respondents to be facilitated by youth empowerment and their passion to search for self employment something that enabled them to deliver services to the community. It was found that youths’ passion to discover and exploit opportunities was necessitated by the situation they are facing that is accompanied by poverty around them. The situation raised their concern for the utilization of cultural sites for their betterment as well as the community. This statement supports what Barringer and Ireland (2008) stated that when youths struggle at the beginning of their careers the repercussions can last for a lifetime. That’s why it is imperative to take concrete steps to ensure youths create and discover meaningful opportunities that can lead to productive and fulfilling life.

Moreover, 75% of respondents reported that the nature of opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by the activeness and alertness of youths regarding the opportunity availability and their willingness to bear risks. This has been so from the fact that youths were able to utilize the available cultural
resources and the friendly environment to employ themselves thereby advertising their cultural heritage in and outside the region. However, 80% of respondents stated that the nature of opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by availability of information regarding cultural tourism and personnel ready for tour guide related issues. It was found that information asymmetry and disclosure were the key driving forces for the enhancement of cultural tourism. Yet, poor knowledge among nearby communities hindered the process to prosperity as there seemed to be a resistance when collaborating with people around the cultural sites.

Furthermore, 90% of respondents reported that opportunity creation and discovery at Chilunga Cultural Tourism has been facilitated by youth empowerment and a passion for youth to search for self employment from the fact that formal employment is scarce to the extent of creating new job opportunities from different corners. The statement above concurs with Schumpeter’s (1934) statement that youths need to be facilitated with knowledge that enable them create new products, creating new methods of production, discovering a new market, discovering or creating a new production factor, and creating a new organizational form or industry. This is what Chilunga has been searching for and managed to have a network from different places that enables the tourists to come and tour in cultural sites that are found to be in different parts of Tanzania starting with Morogoro Mountain as its focus. One of the respondents stated that, “We managed to tour at Morning site that is situated in the mountains with precious and expediting area to the extent of exploring the hidden wonders of the mountain”.

### 4.3 Extent of opportunity and discovery at Chilung Cultural Tourism

The second objective of the study was to identify the extent of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality. Therefore, the extent of opportunity creation and discovery was categorised into three ways namely; very good, good and poor as shown in Table 4.3 below.
Table 4.3: Extent of opportunity creation and discovery

<table>
<thead>
<tr>
<th>Extent</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Very good</td>
<td>90</td>
</tr>
<tr>
<td>Good</td>
<td>80</td>
</tr>
<tr>
<td>Poor</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Research data, 2015

The results in Table 4.3 show that a few of the respondents 30% agreed that the extent of opportunity creation and discovery at Chilunga Cultural Tourism is poor because of the sharp competition the organisation faces that is associated with limited resources and markets. This was reported by respondents that throughout the implementation of their customer service strategy and the emerging firms dealing with the same products the customers have been so selective thus requiring the reorganisation to have a turnaround strategy as advocated by Grote (2010). However, after encountering a sharp competition, it was found that customer service mechanisms and strategies have been developed to enable the organisation compete well by incorporating a market segmentation strategy.

Moreover, a good number of the respondents 80% argued that the extent of opportunity creation and discovery at Chilunga Cultural Tourism cannot be said to be very good but good because it proved to enhance its services to cater for good customer services something that has not been attained in the extent needed in fully. This is because of the envisaged lack of commitment among employees when providing services to the customers, availability of markets and resources to attain the targets put. Although, there seemed a promising future, the organisation needs to implement and shape its products that seem to be of no value to customers as to let them be served according to their tastes and preferences. This concurs with Kaiser (2008) who affirms that while elements of opportunities may be “recognized,” opportunities are made, not found that enable marketers to discover the opportunities. Thus, careful investigation of and sensitivity to market needs as well as an ability to spot suboptimal deployment of resources may help an entrepreneur begin to develop an opportunity which may or may not result in the formation of a business.
Furthermore, the majority of respondents 90% agreed that the extent of opportunity creation and discovery at Chilunga Cultural Tourism can be termed as very good. This has been so from the fact that many of the employees perceived the strategies put by the organisation as a tool to raise their customers’ satisfaction and organisational performance. This included training of employees on customer care services and well as tour guide services. Those who were trained, utilized well their knowledge and skills to attain work performance something that can be interpreted by those provided with the services as very good, but requiring some improvements because of some reasons to fulfill their obligations for the enhancement of services. However, there has been a need to have frequent capacitating of the employees for the smooth running of the organisation as supported by Borne et al (2003).

One of the respondents stated that “Customers are served promptly in relation to other service providers something that adds credit to Chilung Cultural Tourism. The reason behind this is that employees are aware of the value for customer service as the customer is termed as the king. There has been an introduction of new site explorations something that has attracted customers as valuable as well as introduction of information sharing to all customers who need to visit Chilunga”.

4.4 Environment for which Opportunity creation and discovery can benefit Chilunga Cultural Tourism

The third objective of the study was to explore the environment for which opportunity creation and discovery can benefit Chilunga Cultural Tourism in Morogoro municipality. To obtain the information, the researcher asked the respondents to identify the environment that necessitate opportunity creation and discovery according to their understanding and perception that were analyzed in terms of agree or disagree as Table 4.4 summarises as follows.
Table 4.4: Environment for opportunity creation and discovery

<table>
<thead>
<tr>
<th>Environment</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
</tr>
<tr>
<td>Taking charge of one’s career</td>
<td>80</td>
</tr>
<tr>
<td>Taking charge of ability to analyse opportunities and make sound decisions</td>
<td>90</td>
</tr>
<tr>
<td>Taking charge of initiative and drive</td>
<td>80</td>
</tr>
<tr>
<td>Discovering opportunities by recognizing consumer wants and seeing the</td>
<td>85</td>
</tr>
<tr>
<td>economic opportunities in satisfying them</td>
<td></td>
</tr>
<tr>
<td>Taking charge of technological changes</td>
<td>83</td>
</tr>
<tr>
<td>Taking charge of social changes</td>
<td>84</td>
</tr>
</tbody>
</table>

Source: Research data, 2015

The findings in table 4.4 show that 80% of respondents reported that the environment for opportunity creation and discovery has benefited Chilunga to enable employees’ to take ones’ career in the way to enhance the spirit of adventure for the betterment of the organisation. Also, employees have been facilitated to take charge of initiative and drive something that has enabled them to have willingness and ability to explore opportunities while utilizing the resources available. However, 83% of respondents reported that the environment for opportunity creation and discovery has benefited Chilunga from the fact that employees have utilized their knowledge and skills in their areas of expertise to take charge of technological changes, analyse opportunities and make sound decisions. It was found that employees’ decisions have been keen enough to enable the organisation to turn out demand into supply by recognizing consumer wants and manipulating the economic opportunities that seem to be available in their localities.

In addition, 84% of respondents argued that the environment for opportunity creation and discovery has benefited Chilunga from the fact that its employees have taken charge of social changes that has necessitated the people around the tourist sites to corporate with the tourists visiting the sites something that necessitated the spill over effects in the community around it. It was found that what was seen as a resistance from the surrounding areas turned to be a corporation. One of the respondents stated that, “there was a resistance among the community members who from their understanding termed
cultural tourism as the abuse of peoples’ culture. As time went on, the issues were unveiled something that necessitated people to have eagerness to corporate”

Furthermore, 85% of respondents reported that the environment for opportunity creation and discovery has benefited Chilunga from the fact that employees went into the extent of discovering opportunities by recognizing consumer wants and seeing the economic opportunities in satisfying them. This was obvious from the fact that employees were assisted to take charge of demographic changes that necessitated the need for tour guide operations in different parts of the region. Most of those who were employed by Chilunga were able to start new business adventures something that enhanced the performance of the community as well as reducing poverty among inhabitants. Finally, 90% of respondents stated that the environment for opportunity creation and discovery has benefited Chilunga from the fact that employees were not only able to take charge of ability to analyse opportunities and make sound decisions but also to engage in risky ventures that made them to discover opportunities relevant for their life. The argument is in line with Ellis (2008) who stated that opportunity creation and discovery results from the perspective of network ties, activeness and the alertness in searching for opportunities, and prior knowledge. It was found that social ties serve as conduits for the spread of information concerning new opportunities, and the ability to recognize novel opportunities may be determined by the reach and abundance of one’s ties with others.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the conclusion and recommendations arising from the study findings. It commences with the conclusions followed by the recommendations thereafter suggests a need for further research.

5.1 Conclusions

Based on the empirical findings from the study, it is concluded that, the nature of opportunity creation and discovery at Chilunga Cultural Tourism was facilitated by youth empowerment and their passion to search for self employment something that enabled them to deliver services to the community. But, youths’ passion to discover and exploit opportunities was necessitated by the situation they are facing that is accompanied by poverty around them. This situation raised their concern for the utilization of cultural sites for their betterment as well as the community.

Likewise, a good number of the respondents argued that the extent of opportunity creation and discovery at Chilunga Cultural Tourism was good because it proved to enhance its services to cater for good customer services something that necessitates efforts to attain fully their missions. This is because of the envisaged lack of business skills and commitment among employees when providing services to the customers, availability of markets and resources to attain the targets put. Although, there seemed a promising future, the organisation needs to implement and shape its products that seem to be of no value to customers as to let them be served according to their tastes and preferences. Thus, careful investigation of and sensitivity to market needs as well as an ability to spot suboptimal deployment of resources may help an entrepreneur begin to develop an opportunity which may or may not result in the formation of a business.
Furthermore, environment for opportunity creation and discovery has benefited Chilunga from the fact that employees went into the extent of discovering opportunities by recognizing consumer wants and seeing the economic opportunities in satisfying them. This was obvious from the fact that employees were assisted to take charge of demographic changes that necessitated the need for tour guide operations in different parts of the region. Yet, most of those who were employed by Chilunga were able to start new business ventures something that enhanced the performance of the community as well as reducing poverty among inhabitants. All these conclusions are in line with the theories reviewed that create an environment for the entrepreneurs to exploit opportunities discovered for their benefits and customers they service.

5.2 Recommendations

Customer service provision at Chilunga Cultural Tourism has built job confidence among employees. It is recommended that the cultural sites utilized by it need to be enhanced thereby fulfilling the needs and wants of the customers, hence enabling the organisation to compete with other competitors.

It is recommended that mechanisms and strategies need to be strengthened enhancing customer service provision for Chilunga Cultural Tourism. This would sensitize employees of the need to care for all customers looking for their service.

It was found that those who worked for Chilunga were able to venture into other business undertakings something that enlarged the opportunities for youths for self employment. It is recommended that continuous knowledge provision be done to enable up-to-date technology for the organisation and for the enhancement of customer service provision.
5.3 A need for further research

The study focused on examining the opportunity creation and discovery for Chilunga Cultural Tourism in Morogoro municipality. It is recommended that further studies be done on the following issues;

i) What is the perception of community around the tour sites regarding the practices of cultural tourism?

ii) To what extent have Chilunga Cultural Tourism been able to address customer service provision to win its competitors?
REFERENCES


*Chilunga Cultural Tourism Report, 2008*


*International Labour Organisation Report* (ILO), 2008


APPENDICES

Appendix 1; Interview Guide and FDGs Questions

Topic: Examining the Opportunity Creation and Discovery among Tanzanian Youths. A case study of Chilunga Cultural Tourism; Morogoro Municipality

1. What is the nature of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality?

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…………………………………………………………………………………………………………………………
A. Is Chilunga Cultural Tourism firm having a supply network relevant for the provision of cultural tourism to its customers? A) Yes ( ) B) No ( )

B. If the answer is Yes above, what makes it to provide its products to the satisfaction of customers (users)? (Specify)

…………………………………………………………………………………………………………………………
…………………………………………………………………………………………………………………………
…………………………………………………………………………………………………………………………

C. If the answer is No above, what makes it not to provide its products to the satisfaction of customers (users)? (Specify)

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…………………………………………………………………………………………………………………………

2. What is the extent of opportunity creation and discovery at Chilunga Cultural Tourism in Morogoro municipality?

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…………………………………………………………………………………………………………………………
A. What is the extent of opportunity creation and discovery at Chilunga at present (elaborate)

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……………………………………………………………………………………………

B. Why is that extent attained? (elaborate)

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C. What are the reasons that facilitate that extent of opportunity creation and discovery at Chilunga at present? (elaborate)

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

D. How have you managed opportunity creation and discovery at Chilunga at present? (elaborate)

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
3. Does the environment benefit Chilunga Cultural Tourism in creating and discovering opportunities in Morogoro municipality?

4. Keeping in mind the process of enhancing cultural tourism; do you think that among these issues you can create your own opportunities?

- You can create opportunities if you take charge of your career. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of a spirit of adventure. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of self-knowledge: Know your values, skills, strengths, weaknesses and passion. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of an idea and imagination. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of knowledge and skills in your area of expertise. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of ability to analyze opportunities and make sound decisions. A) Yes ( ) B) No ( )
- You can create opportunities if you take charge of initiative and drive. A) Yes ( ) B) No ( )

5. Keeping in mind the process of enhancing cultural tourism; do you think that among these issues you can discover your own opportunities?

- You can discover opportunities if you take charge of turning demand into supply A) Yes ( ) B) No ( )
- You can discover opportunities if you take charge of recognizing consumer wants and seeing the economic opportunities in satisfying them A) Yes ( ) B) No ( )
- You can discover opportunities if you take charge of recognizing consumer wants and seeing the economic opportunities as they are a principal source of venture capital
  A) Yes ( ) B) No ( )
  - You can discover opportunities if you take charge of technological changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of political changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of legal changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of Regulatory changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of Social changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of Demographic changes A) Yes ( )
    B) No ( )
  - You can discover opportunities if you take charge of engaging in risky ventures.
    A) Yes ( ) B) No ( )

6. Environment for opportunity creation and discovery to benefit cultural tourism

- I am aware of programmes the state provides to help youths start businesses A) Yes ( )
  B) No ( )
  - My local community supports youths to start their business undertakings A) Yes ( ) B) No ( )
  - I know how to have access to the assistance I would need to start a new business
    A) Yes ( ) B) No ( )
  - It would be very difficult to raise the money needed to start a new business in Tanzania
    A) Yes ( ) B) No ( )
7. Identification (*Please tick where appropriate*)

i). In which Age category do you belong?
1) 18-28 ( ) 2) 29-39 ( ) 3) 40-50 ( ) 4) 51 and above ( )

Male ( ) Female ( )

iii). What is your highest level of education?
   a) Primary education ( ) b) Secondary education with certificate courses ( )
   c) FTC/Diploma d) Higher education ( )
## Appendix 2: Observation kit

<table>
<thead>
<tr>
<th>No</th>
<th>Aim</th>
<th>Target</th>
<th>Response (tick where necessary)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>1</td>
<td>Educational level of respondents</td>
<td>Past level of education attained</td>
<td>Good/sufficient</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New level of education attained</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Nature of opportunity creation and discovery at Chilunga</td>
<td>Challenges that youths encounter when creating and discovering opportunities</td>
<td>Economic, political, social and technological</td>
</tr>
<tr>
<td>3</td>
<td>Extent of opportunity creation and discovery</td>
<td>Enhancing performance of entrepreneurs</td>
<td>Enhanced performance</td>
</tr>
<tr>
<td>4</td>
<td>Environment to benefit cultural tourism</td>
<td>Work performance</td>
<td>Conducive</td>
</tr>
<tr>
<td>5</td>
<td>Practical recommendation to improve the creation and discovery of opportunities</td>
<td>Suggestions</td>
<td></td>
</tr>
</tbody>
</table>