
Effect of Leadership Proximity on Territorial Innovation: The Case of Vallue a Tourist Destination in Haiti

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Abstract

The concept of territorial innovation, which evokes the transformation of relations between local actors and physical amenities for the development of a territory, is essential in the reflection on the tourist attraction. To analyze a territorial innovation is to present the socio-cultural, economic and geographical resources that are mobilized by an individual or collective actors. This text maintains that territorial innovation is part of a very broad process of networking tourism operators and their projects with a view to creating a pole of competitiveness. As a result, we resume that there exists a functional proximity which allows the leader in the necessary space in which to perform effective innovative work emotional buffer zones which will enable him to maintain the ability to see clearly and make rational. After discussing approaches to the development of territoriality tourism, we throw the theoretical foundations of the notion of territorial innovation, linked to that of tourist attractiveness, before concluding with the analysis of the process of putting Vallue in tourism in Petit-Goave, in its forks and ruptures leading to cooperative or conflicting innovations.

Keywords: Leadership, proximity, innovation, territorial, tourist attractiveness, local actors, tourism development, local development

Introduction

This article aims to provide evidence that will encourage evolution in current styles of leadership geared towards greater proximity in the daily running of both public and private companies. The authors believe that this will improve engagement and happiness

at work and, in turn, productivity and results. Since the adoption of the constitution of 1987 in Haiti, the new political and socio-economic orientation is based on the central role of the territory as an instrument of innovation. As if to copy the French model, the common denominator becomes proximity, both geographical and organized, to launch definitively the process of territoriality development (Providence, 2015; 2019a). This change of vision (decentralization) should affect all aspects of territorial dynamics for a territorial reconstruction focused on economic certainty and socio-political stabilization necessary for take-off of the country. In this sense, the spirit that animates these Haitian legislators pleads for a territorial anchorage of public action and the ability of local actors to organize to transform their territory (Providence, 2019b).

As the highly competitive Caribbean tourism market develops, an interest in the relationship between territorial innovation and tourist attractiveness might seem to some attempt to conceptualize local development from this sector. For others, on the contrary, this questioning takes on its full meaning from the moment the geographical and socio-cultural amenities contribute simultaneously to the tourist attraction of a territory. Thus, the knowledge and networks that emerge from the proximity links of local actors establish new paradigms of territorial innovation. In this case, the technological determinism of innovation is abandoned for an institutional approach (Freeman, 1991; Tallard, Theret and Uri, 2000).

The concept of territorial innovation, which evokes the transformation of relations between local actors and physical amenities for the development of a territory, is essential in the reflection on the tourist attraction. It calls for a combination of organizational and institutional innovation. In fact, organizational innovation refers to the division and coordination of work, the modalities of coordination and learning, while institutional innovation operates from a system of rules or norms of conflict management (Lévesque, 2005; Lévesque and Mendell, 2004). In this paper, we support the hypothesis that territorial innovation is part of a very broad process of networking of Tourism actors and their projects in order to create a pole of attractiveness.” In other words, the proximity between local actors plays a strategic role in tourism planning actions through a form of mediation between problems solved or not solved in the territory, from where translation constitutes the dimensions of territorial innovation.

We will illustrate our analysis from the case of Vallée, a locality in the commune of Petit-Goave in Haiti, which is known for its mountain ecotourism. We are in the presence of an initiative of local actors who manage to ensure a strategic positioning in this Haitian tourism market relatively unstable. This initiative seems to be distinguished less by technological innovations than by territorial innovations. This model of territorial tourism would explain the emergence of a collective (territorial) consciousness of the actors in a perspective of sustainable local development. By this example, we want to show that territorial innovation allows a better tourism setting of the territory that becomes attractive.

Purpose of the Study

The purpose of this study is to present a model of leadership and prevailing socio-economic values that have underestimated the more emotional aspects and, therefore, the most reputed leaders tended to be people who stood out on the grounds of their executive capabilities, their vision, charisma, knowledge, results in orientation or creativity. The concept of development refers to a complex reality that considers not only economic factors but also environmental and socio-cultural factors. These three pillars are interdependent. According to Hugon (2008), territorial development reveals both quantitative, qualitative and multidimensional characteristics that consider intergenerational characteristics and go beyond simple economic growth. Thus, the concept of “economic development” is different from that of “economic growth,” which is a fundamental condition of economic growth. Growth is an increase in per capita income and output, while economic development refers to an effective improvement in living conditions and quality of life (health, education, other aspects of human well-being...) (Perkins and al., 2011). Today leadership must be understood as a complex social dynamic phenomenon that is shared, relations, global and strategic.

Territorial development is taking place through changes in the structure of the economy. And these changes reflect two general trends in the economy: “the increasing share of industry in the national product, in parallel with the decline in the share of agriculture, and the increasing percentage of people living in cities rather than in the countryside” (Perkins and al., 2011, p. 29).

There are productivity differences between the major sectors of the economy (traditional and modern), and these differences tend to be larger in developing countries than in advanced economies. Amartya Sen (1999), on the other hand, tends to appreciate the relevance of early economists emphasis on savings and industrialization, which are the basis of growth strategies. According to this approach, the countries whose incomes had grown faster the average was precisely those that had experienced higher rates and faster industrialization.

The debates often speak of endogenous development, sustainable development, and Human Development. These three themes clearly reflect the desire to treat economic development as a historical process in which the evolution of society is determined by the choices made by the actors (Providence, 2015). It is a question of understanding the game played by the actors involved in international exchanges with the possibility of acting differently than was the case, economic development based on the theory of “comparative advantages.” In other words, globalization is leading to new localizations of people or activities involved in a recomposition of spaces (Courlet and Pecqueur, 1992).

Since the limitations of globalizing approaches to development were recognized, authors have set themselves the task of proposing a new approach that considers the endogenous aspect of development. Their effort assumes that comparative advantage, in the light of

globalization, becomes a “differential advantage.” They place the territory at the center of debates (Pecqueur, 1996; Pecqueur and Peyrache-Gadeau, 2010) and its dynamics are animated by the actors play. The territory then generates specific non-convexities in the sectors of consumption and production. “Space thus implies some form of the imperfection of competition” (Pecqueur, 1996, p. 14). To this end, the territorial analysis raises the question of competition between territories and the nature of the economic player.

This (new) territorial approach to development recognizes the role and place of the coordination of local (meso-economic) actors in the economic growth and development processes of the territories. This is the contribution of the “economic geography” (Vanier, 2009), which is based on the quantitative importance (in number, density, and volume) of the modes of the territorial organization throughout this development process. The basis of this territorial approach is the concept of “externality” which demonstrates the involvement of “external effects,” even in economies of scale, in the productive context of a given territory (Pecqueur, 2006). In other words, the concept of the territory makes it possible to find an “economy of proximities.”

Problematic of the Study

The development of territory through tourism does not depend only on primary factors (physical amenities), but results from qualitative factors (territorial specificity, correlations, and interdependence of territorial actors) of increasing returns (Gaffard, 2005). These factors are expected to increase labor productivity and expand the range of Tourism goods and services (Romer, 1990) available in the territory. Local projects, using public capital, should base their location on the local relationships of local actors in a national planning approach. In this sense, they could create specialization, urbanization, and competition-related externalities (Providence, 2015). However, the problem of the heterogeneity of projects and the way in which they are financed can undermine any coordination of the actors involved. Leadership proximity increases the opportunity for interaction and the likelihood a group will form. In tourism, the complementary relationships of territorial initiatives reveal a multiplicity of balances according to the different organizational mechanisms adopted (Matsuyama, 1995; Providence, 2019b). This type of public intervention adjusts to territorial imbalances and, failing to reduce disparities, hampers all cumulative processes (Providence, 2019a). Also, local public policies of tourism can establish a dynamic of territorial competitiveness that can allow the Haitian economy to position itself well on the international market. Thus, the viability of any Tourism Development initiative in Haiti must go through the development of local capacities for learning and networking of territorial actors. In this context, local actors are involved in tourism projects located on their territory based on their vision of Community Development. There are an engagement and energy arising from the most basic form of personal proximity that can't be produced in any other way. The real magic requires physical proximity. In a similar approach, the Leadership Proximity Principle states that leaders tend to serve people they see, touch, and spend time with. Distance allows detachment. Detached leaders falsely believe the work of others is easier than theirs.

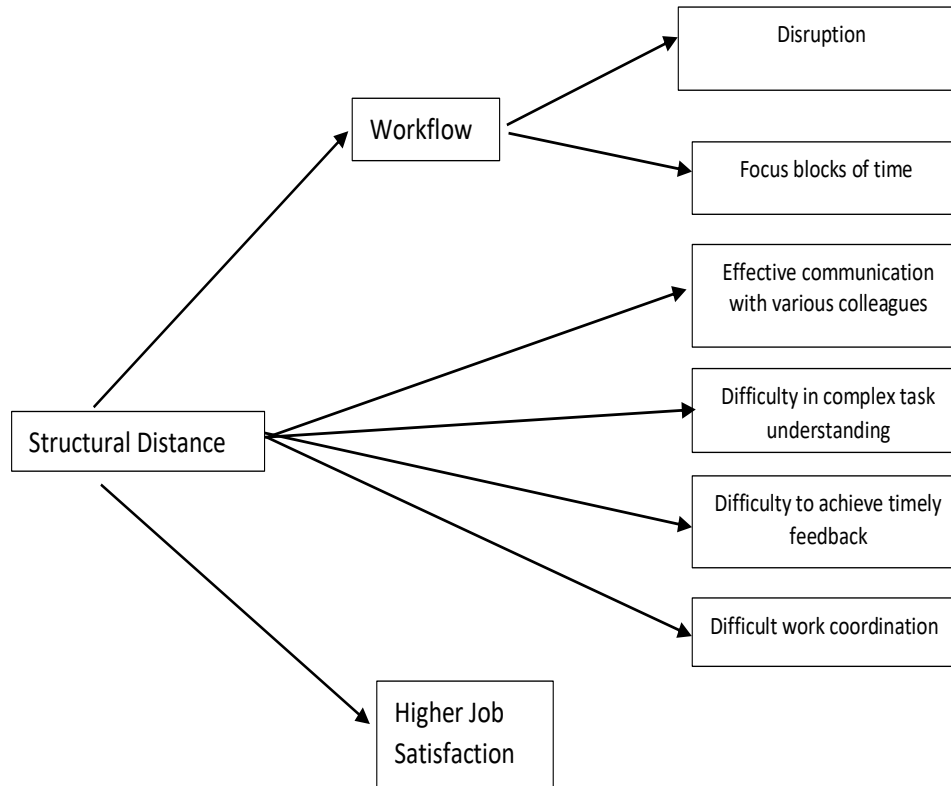
Detachment turns into a bubble of perceived simplicity. Proximity bursts the bubble. People who aren't seen often feel under-appreciated and misunderstood. Leadership potential expands when you connect to do real people doing real work. The term proximity has become generalized as a synonym for "close to people." According to Bellini (2005), the proximity leader is characterized by this notion of "proximity" that can be found at several levels: — Physical and geographical, on the one hand— Technical, on the other hand— And finally sociocultural in the sense that managers and their teams are in the same professional universe and share a language, a way of conceiving the profession, even values.

The emergence in Haiti of new tourism dynamics can reduce territorial disparities and allow a more equitable redistribution of the country's wealth. These dynamics involve the responsibility of local populations, intermediaries or elected officials to create a stable institutional environment. This interaction between the various territorial actors is the main source of any competitiveness of Tourism whose purpose is the intelligent connection of the economy of the country with the world economy.

The Haitian state must be at the base of the formalizable process of appropriation of tourism by the actors, passing through the effective responsibility (political territory), the concerted regulation (institutional territory) and the common investment (economic territory). This three-pronged action must be taken concurrently to take ownership of the national strategy for tourism, gradually reaching all territorial scales (D'Aquino, 2002). The aim is to renew or revitalize the sense of belonging to a territorial (national) identity that allows common economic, social or cultural activities to be carried out. These are new logics of structuring by tourism aimed at a spatialized Organization of the Haitian economy. This territorial identity must not be reduced to a political-legal identity, it must lead to the collective consciousness and a differentiated tourism product. According to Bernard Pecqueur (1996, p. 15), "putting regional inequalities into perspective and the impossibility of reducing their causes to the only comparative combinations of factors of production raises the question of competition between territories and the nature of the economic actor." Therefore, there is no need for actors who do not understand their role of inventing their own development model while having a strategic tourism positioning in the large globalized or regionalized market.

Theoretical Framework

In such a framework, we have spent time reflecting on the best leaders that we have known or have worked with and have come to two conclusions: a) A close and attentive working relationship was stressed by all of them. b) Proximity is a key attribute of leadership that has not been sufficiently studied in most management style models. This study will use the relational distance in leadership by Eskine (2009).



Source: Authors' interpretation based on (Erskine, 2009)

According to Ghinea and Cantaragiu (2017), Erskine's (2009) view, structural distance (referring to geography, communication channels, frequency of interaction), does not have the same significant effect on productivity or performance as psychological distance. Previous research has offered a different conceptualization of leadership distance, focusing on social, physical (geographical), structural, psychological (emotional), and functional aspects. According to Guillaume (2019), a leader of the proximity of (local leader) is the one who has the task of supervising his team in all the tasks it performs. The manager acts as an intermediary between the company's managers and employees. Its main role is to ensure that the expectations of the leaders are met by the team. He also ensures that employees' wishes are communicated to management. In his work, the proximity manager can meet very different personalities, he must be very flexible to be able to control them without playing the role of the dominant and autocratic leader who dictates his law to his employees. Instead of being a chief, he must be a companion who gives the maximum autonomy to his subordinates. Team cohesion is also essential. Conflicts can arise, the proximity manager must manage all this for the good of his team. Erskine (2009), draws attention to the fact that it is rather about a potential lack of negative impacts and not an empirically tested conclusion. Moreover, we argue that the impact of structural distance might be counterbalanced by the dynamics of the other dimensions such as psychological distance, which is why it is necessary to view these dimensions as intercorrelated. We consider here the structural distance overlapping the regular communication process that

is more or less facilitated by the length of physical distance between the so-called leader and his followers.

The role of regional or national public authorities is generally limited to supporting the clustering process by creating an enabling environment: support for training and infrastructure creation (education, research, transport, and telecommunications), and the development of a regulatory framework that creates the conditions for fluid competition (Providence, 2015; 2019a). The notions of proximity and trust are essential to understanding how a cluster works, whatever its nature. However, spontaneous and proactive clusters differ in the processes of creating proximity and trust. Cluster leadership can (in particular) be considered from a transactional or transformational perspective.

1-Transactional approach focuses on exchanges that are part of a transaction logic between the manager and the managers. For example, in exchange for the achievement of a specific result, the subordinate will be rewarded by the manager with a salary increase. This approach seems unsuitable for a proactive cluster structure, as there is no hierarchy between the facilitator and the network members (Guillaume, 2019).

2-The transformational approach, leadership is a process that involves both the leader and the subordinate (Bass, 1985), with subordinates empowered to perform tasks and achieve common objectives with those of the leader. The joint commitment of the leader and subordinate is based on adherence to a common vision and values suggested by the leader, whose charisma is decisive. This approach is better suited to the context of cluster animation. The leader profile that we will highlight through the advantages of cluster leaders.

Discussion and Analysis

The concept of networks of departments must allow the integration of the different departmental poles in a vast project of tourist complementarity and synergy. Tourism complementarity refers to internal relations (the national framework) while Synergy finds its relevance in the strategy of integration and positioning in the globalized tourism market. According to Lehot and Crévoisier (1996, pp. 65–66), these tourism networks of strategic transformation “require concerted action in the provision of physical networks, a functional division of labor and strengthening of complementarities and specificities.” These provisions must allow the special interests to be exceeded in favor of an overall movement of territorial (national) competitiveness. This is the emergence of a new context of proximity, variability, and accessibility which is specifically urban (Lehot and Crévoisier, 1996), but which is compatible with departmental objectives in the field of Tourism. In other words, a tourism network of the departments of the country (Haiti) can and must be based on their heterogeneity.

In this logic, each department seeks to profile itself, develop specific tourist attributions, according to its own characteristics and according to an objective of Tourism complementarity in relation to the national (the role that the Haitian state must play in the process). The aim is to develop one or more specific tourist infrastructures in each department of the country to offer an acceptable level of tourist facilities overall (Providence, 2012). The vectors of this network can be the development of tourism infrastructure, setting up of information networks, new training policies, creation and strengthening of organizations for economic promotion and tourism development, strategic relations with the outside world (the international community), etc. Thus, the departmental tourism dynamics and the national development strategy are shaped mutually to allow the insertion of the national whole in a tourism environment in constant transformation (Providence, 2012).

A sectoral and geographical concentration of tourism enterprises or means of production can facilitate the growth process. This refers to the notion of “collective efficiency” developed by Schmitz (1996, p. 73) which is: “defined as the competitive advantage generated by external economies and joint action.” In fact, this joint action must be organized based on small local industries in accordance with an appropriate national tourism development strategy. The search for balance proposes a tourism model based on horizontal cooperation, with the Haitian state at the center as facilitators, through sectoral partnerships (a good definition of key sectors by the state and the mobilization of all stakeholders to face the growth challenges). Each sector of the economy differs from the others in its strength and dynamism. However, their coordination and interdependence guarantee the collective interests of the system (Providence, 2015).

Localized (territorialism) tourist systems may originate in a common sociocultural form. It is a sharing of a common identity that plays an active role in providing the basis for trust and reciprocity required by the rules of local competition and social sanctions. This is not always evident. There is evidence that when these networks are weak, inter-firm coordination is limited. However, there is also evidence to the contrary. The role of the Haitian government is not to create localized systems, but only to facilitate socio-cultural, legal and environmental determinants (strategic planning). It can, especially at the departmental level, provide financial support for small business systems. And for that, we need good budgetary reform, policies of administrative facilitation and lobbying in favor of the collective interests of this territorialism (national) system.

Tourism in Haiti has been a priority sector for governments since 1994. This is undoubtedly recognition of what made (in the 1950s and 1960s) this country proud. However, the tourism sector requires an updated approach given the negative externalities that may accompany its development (Providence, 2012). At the outset, it is necessary to position oneself strategically by integrating this key sector into a national development dynamic based on a territorial approach. In other words, the Haitian state must be able to play its role of strategic planners, promoters, facilitators by developing infrastructure

capable of transforming all sectors of the economy and facilitating strategies of territorial innovation.

From the Components of Territorial Innovation to the Attractiveness of Tourism

In the economic literature on innovation, a lot of theoretical work and empirical work have focused on places of technological innovation (Lundvall, 1992; Hargadon and Sutton, 2000; Von Hippel, Thomke and Sonnack, 2003). Second, the polarized aspects of innovative activity, the example of Silicon Valley, have given rise to other work that reconciles industrial and spatial concepts (Freeman, 1991; Fabry, 2009). This includes work on innovation on the links between technical and institutional change and economic performance. “This profusion of work on innovation multiplies new concepts such as the technological district, the innovative environment, the cluster, the local innovation system, the innovative region, etc. ”(Hakmi and Zoual, 2008, p. 17).

In this vast literature on innovation, our choice is to place ourselves in an approach that focuses on both the social and territorial systems that link Change and institutions. Our desire is to think of territorial innovation and its link with tourist attractiveness by considering innovation as a combination of heterogeneous knowledge of a cumulative and localized nature (Richez-Battesti, 2008). From this perspective, the attractiveness of tourism does not appear to be a determining factor in the process of territorial innovation, but rather a structuring factor in certain components of territorial innovation. We are in the perspective of mobilizing territorial resources and networking.

The proximity of actors versus territorial innovation

In the literature on spatial economics, the main work on the concept of proximities can be classified according to two main approaches: territorial competitiveness and the coordination of agents (Providence, 2015). Proximity, for the territorial approach, makes it possible to conceive the territory as a dynamic economic space that is not reduced to a simple institutional division. The territory can be a historically constituted construction (historical approach of the territory), based on relations fixing its contours (functionalist approach) and on which is projected the action of public policies (institutional approach) in the framework of localized collective learning (cognitive approach). All these approaches have in common to consider proximity as a positive factor of development by bringing it back to the notion of “territory” (Pecqueur and Zimmermann, 2004; Providence, 2015).

The spatial analysis of economic coordination highlights two main uses of the concept of proximities: geographical proximity and organized proximity. These use facilitate understanding given the multidimensional nature of this concept. Geographical proximity is often perceived by the distance route expressed in cost of travel or time. It refers to the materialization of territory and promotes the development of interactions between agents, the exchange of products, information and the sharing of knowledge. Organized proximity is rooted in social ties (sharing of a value system) or forms of coordination (an effect of public policies). Thus, it includes “the network that structures interactions: network

architecture (more or less distributed), the density of interactions (connectedness), modes of circulation of flows, natures of links (strong or weak)” (D’Aquino, 2002, pp. 17–18).

These two uses of the notion of proximities are complementary in the sense that the links that unite them (in a given reality) refer to an analysis of coordination between agents (Providence, 2015). Geographical proximity is used to set the scene for the analysis, which is enriched only by the organized proximity to explain the real interactions or the actual coordination. Geographical proximity is not enough to explain the coordination of economic agents; however, it facilitates the establishment of relations between agents. For its part, organized proximity is not confined to the local (geographical) dimension, with an emphasis on social or professional links. These links may reflect membership in organizations or communities.

At the political level, the basic hypothesis of the proximity approach refers to moral values, beliefs, representations, a place, etc., thus at a starting point to achieve a sufficient level of coordination as well as coordination modalities. In other words, the starting point for proximity comes from a shared common point of view by the actors. It is a question of representations of a given situation with the effect of coordination between the actors. If society is understood as a composition (aggregation) of individual relations, then its foundation is a “mutual field of influence.”

Proximity testifies to the interactions between actors, but also between actors and their territory, starting from a common cognitive framework. We can then distinguish: “institutional proximity,” which focuses on the capacities of actors to coordinate since a set of shared and approved rules, from “organizational proximity,” which consists in demonstrating the capacity of an organization to interact with its members. Thus, all approaches to proximity refer to the logic of belonging and similarity of representations. Belonging requires a shared framework of rules and routines of behavior, and therefore of interpretation of the actors themselves. The similarity testifies to the community of beliefs and knowledge linking the actors (Providence, 2015). These approaches to proximity fit perfectly in an interactionist logic.

The complexity of social practices and relations, which characterizes the multidimensional processes of territorial innovation, lies in the interactions between the actors. For this reason, institutional dynamics condition its nature and interact with all the changes in mentality. In this way, the territory creates the conditions that encourage this innovation by providing a framework for exchanges between stakeholders. “It thus becomes necessary for the territories, carriers of tourist destinations, to differentiate themselves by seeking a positioning or reinforcing it, to enhance or strengthen their tourist offer and their notoriety” (Hazerbroucq, 2007, p. 118).

Innovative Territory and Tourist Attraction

The tourism phenomenon is accelerating globalization in the sense that there is increasing competition between tourist destinations, which requires new strategies. It is a question of adapting to the evolution of the markets by relying on the creativity of the tourist actors both to conquer new clienteles and to keep them loyal (Fabry, 2009; Providence, 2012). As a result, the rate of territorial innovation becomes the rate of qualitative transformation of the localized tourist system. It is a question of conceiving the tourist area, both the territory crossed and the host territory, as the raw material for leisure and tourism activities. The tourist area as a place of territorial interaction is, in fact, a “tourism macro-product” which relies on protean spaces with multiple interactions.

In reality, it is a question of transforming a territory into a tourist product thanks to numerous and multifaceted innovations reflecting the particularities of this production. The interpersonal interactions that characterize it proceed from the same characteristics to the tourist projects, with the same dimensions of heterogeneity and transversally (Providence, 2012). Territorial innovation appears to be the core of the tourist attraction, as the actors are grouped into heterogeneous but interdependent professional categories. “These activities combine their development with trades, but also with very diverse talents, often not ‘formalized,’ but necessary to maintain and develop the attractiveness of these territories” (Hazerbroucq, 2007, p. 135).

The emergence of innovation in tourism initiatives in a territory necessarily raises the questions of diffusion and disseminated production. This question refers to both the manufacturing processes and the tourism products proposed. The problem then arises of the heterogeneity of tourist entrepreneurs in a system of actors in relation to a system of places and a system of images (Cazes, 1992). In this case, it becomes necessary to consider tourism as a complex system and territorial innovation depend on the integration of the tourism project into the social environment. Thus, the attractiveness of Tourism derives from the natural and anthropological territorial parameters (Lozato-Giotart, 2003) determining the attractive potential of the territory.

Territorial innovation seeks to increase the “tourism” of the territory and facilitate its establishment in tourism (the notoriety of the place, the event, the improvement of the logistics of access, receptions, accommodation, etc.). It is a question of considering the “tourist area,” in its socio-cultural, natural, heritage and technical dimensions, as a major development project with its phases of realization. This means that the territory must be able to adapt regularly to new innovative projects and new tourist practices; otherwise, its attractiveness will be diminished.

Moreover, the emergence of a tourist destination contributes to the structuring of the local economy and to the desire for diversification or economic recovery, with new users of the territory through new innovative practices. Each time, it is a tourist invention adapted, sometimes recycling of previous activities, to multiply the tourism potential of the

territory. This tourist invention implies “the integration of the particularities of this production linked to heterogeneous ‘spaces,’ which although they may be part of relevant typologies, remain’ unique ‘by the’ parts ‘that compose them and their personal interrelations’ (Hazerbroucq, 2007, p. 124).

Another dimension of territorial innovation derives from the competences of the actors in tourism project management. The latter allows the conduct of tourist activities by integrating the constraints of resources and time. Thus, tourism operators may feel the need to adopt a transversal approach to managing their territory. From this point of view, they appropriate Little-Known Knowledge and tools to integrate them into projects in the tourism and leisure sector. Based on equipment and structuring events, the territory’s tourism strategy can become real innovations to avoid or limit failures.

It is thus important to focus on bringing together several projects (including several players) in the same area to bring tourism resources into line with each other. In this territorial perspective, the interlocutors certainly have multiple and often contradictory expectations, multiple strategies of complex form, but the attractiveness of tourism requires cooperation between these multiple partners. It seeks to facilitate exchanges and debates, strategic reflections on tourism practices, by involving all the actors involved in the tourism system (Providence, 2012). The role of socio-economic and environmental monitoring can then be assumed at the territorial level, considering the challenges of innovation and tourist attractiveness.

Territorial Innovation in the Tourism Development at Vallue

Located in the 12th section of the commune of Petit-Goave, in the Léogâne arrondissement of the Department of the West, the locality of Vallue is 68 km south of Port-au-Prince. Its terrain is dominated by hills, between 300 m and 1000 m of altitude, with magnificent views over the town of Petit-Goave. With a rural vocation, Vallue has a great potential for agricultural production (beans, corn, small millet, bananas, tomatoes, peppers, some food). Agriculture is the main activity of the peasants, which means that most of the inhabitants (men and women), including all ages (young and old), engage in this activity. In 2010, Vallue had a population of 1,382 with 227 families (IHESI, 2011).

For about three decades, the locality of Vallue has been undergoing a process of territorial transformation based on its geographical and socio-cultural amenities. This process is initiated by local actors, through the Association of peasants of Vallue (APV), who have decided to put their territory into tourism. Hence the consideration of local specificities (the clean and invigorating air of the mountain and its extraordinary points of view, etc.) for ecotourists offer as part of a territorial innovation. Thus, on the socio-organizational level, there is a construction made by local actors who becomes one of the few experiences of this kind in Haiti. It is not a project propelled from the outside or parachuted by the state, by the church or by an international institution or by an individual or by a Non-Governmental Organization (NGO). Preferably, it emerged from the community and was managed by it, which gave interesting results in terms of territorial anchoring.

ValueTourism as a New Form of Territorial Innovation

The first moment of the organized dimension of Vallue tourism is the launch of the local planning process which allows local actors to think of collective actions to mobilize and develop territorial resources. The local planning process can start from an initiative of a local actor (individual or association), but quickly turns into shared objectives by all actors who become partners and unite around the new project. This ownership of the initial initiative leads to strong ties of solidarity and a common vision of improving the living conditions of the local population. Local development, as it is called, reveals this dual aspect of improving living conditions and quality of life and of territorial transformation. In fact, there are two complementary dynamics: the dynamics of improvement and the dynamics of transformation that are reflected in the large eco-tourism project in Vallue. In other words, the VPA has not only worked on the dynamics of improvement, trying to satisfy certain needs and solve certain problems, but it is also at the same time a part of the dynamics of territorial transformation.

Indeed, the overall dynamics of Vallue's socio-economic development did not begin until 2002, 8 years after the creation of the VPA (in 1994). They immediately prepared a first document and the choice was to build an ecotourism village. This idea was going to provoke a controversy at the level of the tourist system defined by the central state or by the major tourist operators who wanted to block the road to this project. This was an innovative approach that challenged the status quo in this sector by advocating a mobilization of farmers (became tourist operators) and a balancing of the Haitian territory (fight regional disparities). Faced with the threats of powerful tourism operators in Haiti, the ODA has rethought its strategy by accepting the name 'rural tourism', less threatening to the Conservatives. Two years later, in 2004, the inhabitants of Vallue understood that it was still necessary to clarify the identity of their tourist offer and chose the main theme we call the mountain. Thus, they have gone from the tourist Echo to rural tourism and finally to rural mountain tourism to highlight the specificities of their territory.

The tourist offer of the destination 'Vallue' includes the entire associative part starting from the actions in training and improvement, in the construction of infrastructure and finally of housing construction for families with the objective to provide services of bed and breakfast, what is called: accommodation with the inhabitant. And at the same time, there is the hotel 'Villa Ben Yun' which is an important actor that officially opened its doors in 2006. Today we are talking about a decade of existence. But already the beginnings of this experience to go back to 2005 just after the second edition of the mountain fair. The hotel 'Villa Ben Yun' comes with another concept that differs a little from that of the APV. Thus, instead of speaking of "rural mountain tourism," it develops the concept of "Eco Montagne tourism." The nuance is a bias that is made for these tourist operators who specialize in valuing the oldest good traditions and the Valloise hospitality (gastronomy, decoration, animation and the living environment in a way).

Consequently, the approach adopted to make the territory live through mountain tourism, make go back to sources and ecological values in order to highlight everything that really exists in the locality. In this type of tourism, we talk about proximity, socialization, respect for the other, exchange. The experience has grown in the global sphere of VPA development. Today we can talk about four major players: there is the APV through all its facilities and its aura, there is the hotel “Villa Ban Yun” through its hotel and tourist services, there are families with the services of guest rooms and there is the museum which is a family business. There are also other partners who are the groups of cultural activities and the suppliers of agricultural products, handicrafts and others who are mobilized at the time of the fair.

The APV (Association of Farmers of Vallue), as the main actor of this innovative tourism project, operates in the goâvienne region and in several fields such as agriculture, crafts, construction of housing and building, cisterns, reservoirs, etc. thus, the tourism development of Vallue would benefit from this dynamic of networking, with in addition an important role for the association in the national network of promoters of solidarity tourism (RENAPROTS). The VPA is also a founding member of the National Fruit Processors Association (Anatraf) and participates in advocacy for the development of the agricultural and housing sector. For nearly four years, it organizes the “Congress of the Mountain” to reflect on all major challenges of the Haitian rural environment in order to develop a “code of Conduct” for tourists and local actors. These reflections should lead to the submission to the Haitian executive, of a proposed decree-law on solidarity tourism. Thus, these actions carried out by the VPA and allies show the awareness of these actors who seek to federate all the stakeholders of the “Eco Montagne” tourism project towards an endogenous process of Community Development.

Elements of tourist attractiveness in the offer of the destination Vallue

The second moment of the organized dimension of Vallue tourism is the feeling of solidarity between the actors that allows the mobilization of resources to achieve common objectives, which ultimately leads to territorial awareness.

In general, the VPA proceeded with small projects (from two to four months) to train and accompany the various groups of actors in the community (planters, traditional musicians, etc.). However, in order to arrive at an annual program, it had opted for a field study carried out with the help of interns and volunteers, which would give rise to a genuine program of investment and concerted action. From then on, the various players found themselves faced with a “need for financing” and began to design the strategy for tourism in their territory, but in a participatory way.

First, to arrive at this program, the VPA had sent student interns to work with groups of community stakeholders to prepare a dossier (diagnosis of development potential). Subsequently, it required the latter to report and present the results found in validation

sessions by the local actors brought together. Each group of students finally comes to defend their case, which leads to the idea of having a multi-annual investment program and the adoption of a local strategy for tourism.

Thus, local development has involved both territorial transformation initiatives, the mobilization of endogenous resources (local actors and means) and the mobilization of exogenous resources (external actors and means) (Providence, 2015). In this respect, interventions by other external actors have allowed the development of access routes to the site and the construction of housing dedicated to the tourist activity. In other words, the VPA manages to develop partnerships with the authorities, whether it is the municipal authorities, the departmental authorities or the national authorities. It also works with elected representatives of the communal section (Council and Assembly of the communal section) in various priority areas.

For example, thanks to funding (US \$500,000) from the Haitian government two major projects are carried out in the locality of Vallue in 2013. The first was the installation of a power line and the second was the construction of the Access Road (concrete or paved), both of which were necessary for tourism. In these projects, the role of the VPA was to influence the Haitian public administration by submitting the necessary administrative files to the disbursement of funds (it was necessary to collaborate in the tender document, recruit the firms). It also had to fight, daily, to play the role of facilitators by moving from one administrative structure to another to find the arguments to remove the blockage that could hinder the realization of the two projects. To this end, the VPA has mobilized its entire network to advocate with the political authorities to make this funding effective.

The last moment of the organized dimension, of Vallue's introduction into tourism, involves consultations between local actors on other local needs to resume the local planning process and make their territory attractive. The elements of Vallue's tourist appeal lie in the characteristics of the proposed offer and in the coordination system (tourist offer management) of the local operators. The tourist offer of Vallue includes 40 rooms in families, 15 rooms in the hotel "Ban Yen," 10 tents for camping, a vegetable museum, handicrafts, traditional musical services, and local culinary specialties. As for the coordination system of the local operators, the interface with the tourists is provided by the managers of the hotel "Ban Yen," who are also founding members of the VPA. Thus, everything is organized by the hotel. From the reservation to the reception and other services such as the museum are paid directly to the hotel.

A visit to the museum costs about US \$3 per person, a night at the hotel varies between US \$70 and US \$100 depending on the season and the type of room, camping costs about US \$30 per night, and lodging at the home costs about US \$45. These four accommodation facilities in Vallue's ecotourism offer from an interconnected network with the other operators and their economic activities. The construction of rooms in families (at home) was carried out as part of a VPA project funded by FOKAL and its international

partners. The VPA contributes 43% of the total cost of building the houses, the family 7% (land, excavation, etc.) and the rest are a credit, but this credit is reimbursed in the form of Tourist Reception.

The VPA, via the hotel, sets up a repayment system which assumes that each time a family welcomes tourist, 50% goes to the family and the other 50% to repay the loan. All this will be accounted for according to the number of hosts made over the year, but the credit has almost unlimited time. There was also no signed contract for this credit; however, it is arranged a meeting place for the members of the community where the receipts of money are negotiated. It is a family atmosphere of mutual respect and teamwork that translates into a warm welcome for tourists.

Regarding the promotion of the destination Vallue, a mixed strategy is adopted by the VPA, which consists of exploiting various channels (television, radio and Press articles), including the internet (a popular website) and social media. Once again, the hotel “Ban yen” is the main actor in the tourism promotion of Vallue and its position in the ranking of the Ministry of Tourism (two Hibiscus), although it is undervalued according to officials, participates in this promotion. The last element of their promotional strategy comes from the partnerships with certain actors (travel agency and local member) present in large broadcasting households (Canada, France...) and who ensures the dissemination of information.

Conclusion

In this paper, we have argued that measuring the distance between leaders and followers is a fruitful investigative avenue which might shed light on the dynamics between the personal characteristics of leaders, those of their followers, and the context of their interaction, enabling us to draw conclusions on how leaders come into being and how they manage to effectively motivate their followers. Using Gulliver’s travels as a metaphor, we have shown the ways in which varying the distance between leaders and followers might have an impact on the ability of leaders to perform according to their role. At a time when tourism is showing sustained growth in the Caribbean, rural territories are undergoing a process of devitalization. Mass tourism seems to prevail despite environmental degradation and, above all, the meager impact on local populations. Indeed, this type of development in most Caribbean countries benefits mainly foreign investors who do not hesitate to import-competing products into its territories. The tendency is, therefore, to believe that there are no other alternatives despite the immense wealth of customs and traditions of the local populations. Thus, rural tourism brings a novelty in tourist practices by trying to capture the demands not met by traditional models.

The search for a balance between the tourist economy and the rural world is becoming a prime concern of public spatial planning policies. This concern is justified by the need to decongest rural areas by developing activities capable of boosting these economies. However, this exercise (equation) proves to be complicated by the externalities that may

accompany tourism and that can create irreversible shocks affecting local populations. The valorization of the local resources of the territories through tourism requires better control of local governance through the solidification of proximity links between actors themselves.

The example of Vallue, locality of the 12th communal section of the town of Petit-Goave and its ecotourism project of Mountain, is part of this reflection on the tourism of rural territories in Haiti. Moreover, the Vallue process of territorial transformation offers a rare example of local planning and pooling of resources for sustainable local development. This process reflects the capacity of local actors to negotiate the mental and organizational changes needed to improve conditions and quality of life in their communities. Hence the implementation of the vast project of tourism in their territory (Vallue), in its forks and ruptures leading to cooperative or conflicting innovations. The cooperative or conflicting innovations in Vallue's Tourism Development refer to a new and very fashionable concept called "territorial innovation." This last one invites to focus on the origin of the initiative to project a territory, but especially on the strategy of pooling local actors who become solidarity and develop a collective consciousness. As a result, the process of sustainable local development, starting with the introduction of Tourism in Vallue, is set in motion by combining geographical and sociocultural specificities.

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