A STUDY OF FACTORS RESPONSIBLE FOR ENTREPRENEURSHIP SUCCESS IN TOURISM

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Abstract: *Today, human life has gone through dramatic changes. Life pace has become fast and competitive. People are constantly traveling either within their nation or internationally. Increased industrialization and commercial activities have introduced transportations of wide variety and large in numbers. The disposable incomes of the middle class people are ever increasing. The working days of the week are decreasing giving ample time for leisure activities. The hectic pace of life and the constant struggle to meet objectives have increased the stress and strain of people to such an extent where taking a holiday is a necessity rather than a luxury. People do long for pleasant getaways and moreover the employers are eagerly sponsoring the employees' holidays as incentives. All these activities that were rare or unheard of a decade ago emerged giving ample scope for tourism activities. Realizing the growing demand for tourism, hundreds of entrepreneurs have ventured in the trade. Thus it was essential and the correct time to embark on a study of the activities of the increasing tourism entrepreneurs. This article presents a report on a research undertaken in Bangalore city on entrepreneurs belonging to various trades of tourism operating in the post liberalization era. An effort has been made to identify and analyze all the prominent factors that are responsible for successful entrepreneurship operations, as perceived by the entrepreneurs, using the multivariate test Factor Analysis.*

Key Words: *Entrepreneurs, Ventures, Business–Environment, Tourism.*

Introduction:

Entrepreneurship is a concept that primarily means taking risk with one's own resources and starting a new venture. But today the concept also covers all innovative activities used to offer a solution to an existing critical situation. Thus Bill Bolton and John Thomson (2004) state, "Entrepreneur is a person who habitually creates and innovates to build something of recognized value around perceived opportunities." The concept of tourism has been best explained by the Swiss professors Hunziker and Krapf (1942) in their classical definition, that is still considered to be effective, "Tourism is the totality of the relationship and phenomenon arising from the travel and stay of non residents in so far as they do not lead to permanent residence and are not connected with any earning activity." So tourism trade covers, travel and stay for recreational activities and includes activities as transportation, sightseeing, hotel-stay, entertainment, holidaying, and so on. The research work is on entrepreneurs who belong to the tourism trade.

The Research Problem

The study has been undertaken with the research problem: " What are the main factors that are responsible for successful entrepreneurship in the tourism trade?"

Literature Review

Some of the literatures reviewed were as follows:

SIET Institute, Hyderabad in collaboration with D.C. McClelland of Harvard University (1965) conducted certain experiments called Kakinada Experiment to verify the theory of achievement motivation in developing entrepreneurs. Six training experiments each of two weeks duration were conducted during 1964 – 65 with 52 participants from Kakinada (Andhra Pradesh), 26 participants from Velore (Tamil Nadu) who had already set up SSI units. This was like a before and after experiment where after the completion of the training, performance comparison of trainees with control group an equal number of untrained entrepreneurs, showed significant improvement in entrepreneurial performance of trainees.

A study carried out by **Sharma** (1975) explored the emerging patterns of growth of entrepreneurship, their performance and problems in the state of Uttar Pradesh. He also analyzed the effect of socio

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economic background of entrepreneurs and their performance in the theoretical framework provided by Weber, Mc-Clieland and others.

V.G. Patel (1985) under a World Bank research project studied the three Gujarat innovations, 1) The technicians and new entrepreneurship scheme of finance (TSNES), 2) Entrepreneurship development program (EDP) and 3) The sheds construction program for industrial infrastructure to assess the effectiveness of such innovative policies and programs in new entrepreneurship formation. The conclusions of the study are a) programs are effective and accelerating the development of small-scale industries, b) potential industrial entrepreneurship is lying latent in a variety of castes, communities and occupational groups. c) Success in the ventures is the result of enterprise and competence rather than financial position of the entrepreneur. d) EDPs can address those with inadequate entrepreneurial and managerial capacities and industrial information and self-confidence.

Manohar Deshpande (1989) conducted a study of 90 entrepreneurs in Marathawada region of Maharastra. He found that emergence of entrepreneurship is conditioned by the political system and policies of the government. He also found that people with little industrial background immersed into entrepreneurship, when suitable conditions were created. However institutional agencies created by the government to help prospective entrepreneurs were not successful in developing entrepreneurs from all castes in the region.

Sudha Kohli Chandra (1991) in her study on development of women entrepreneurship in India: a study of public policies and programs; has mainly described the institutional services available for the women entrepreneur, and the role of such organizations in the development of entrepreneurship. The study also presents a socio economic profile of women entrepreneurs, nature of enterprise, motivation, factors crucial for success and the assistance from the government and non-governmental agencies.

K. Madhu Murthy (1997) conducted a study of 80 entrepreneurs from Warangal, Vishakapatnam and Hyderabad. He found that entrepreneurs supply is mostly from those who belong to agricultural and business families. They are relatively young, that is in between 25 – 30 years and graduates. Among these graduates, the engineering graduates had some previous experience before they had set up their establishments. The motivational factors for choosing entrepreneurial career are desire for independent life, personal fame, innovation and encouragement by various agencies.

N.K.A. Rao (2001) in his survey paper "Entrepreneurship Development – 2001" conducted on behalf of National Social Science Documentation Centre (ICSIR) New Delhi, stated the future entrepreneur of this new millennium has to face considerable challenges, severe competition not only from the national angle but also from the global angle. According to Rao the modern entrepreneur should face:

1. Technology and scope for modernization.
2. Quality including ISO – 90,000 requirements.
3. Consumer satisfaction / consumer service.
4. Energy Conservation.
5. Pollution / Environmental aspects.
6. Cost of production.
7. Competition from national and international angles.

N.K.A. Rao's report had strong recommendation for the tourism industry and thus gave good leads to the researcher to form the questionnaire for his research.

Need for the Study and the Research Gap

The research works done on entrepreneurship were mostly in the lines of agriculture, women, small-scale industry performance, and on government aid issues. There were no or very few researches done on the tourism entrepreneurship. There was a research gap of determining the primary factors responsible for entrepreneurship success in the tourism sector. Thus this study was undertaken to find out the main factors that are responsible for entrepreneurship success in the tourism sector in Bangalore, during the post economic liberalization period.

Objectives:

- To determine the prominent personal qualities required for becoming an entrepreneur,
- To determine the main factors that are responsible for successful venture performance and
- To find out the specific business environment factors those encourage entrepreneurship.

Place and Period of Study

The study was undertaken in Bangalore city. The period of study is post economic liberalization period in India, which started during 1991 and is still continuing.

Sampling Design

Population or Universe Size

In the pilot survey it was found out most of the tourism businesses were not entrepreneurial in nature and could not be considered among the 'universe' of the study. Similarly many tourism business establishment though entrepreneurial in nature started operating before the economic liberalization period and was thus out of the 'population' estimate of the present study. The researcher made a survey of only the remaining tourism entrepreneurs in Bangalore and arrived at the total count of 1102. This 'population' of 1102 tourism entrepreneurs was spread all over Bangalore.

Sample Size Calculation

Sample size calculation is followed according to the formula suggested by Taro Yamane (1970) as follows:
n = N / 1+ n (e) 2

N : Population = 1102
Confidence level: 90%
e : Error = + 0.1
n : Sample size = 91.7 or 92
Sample size rounded off for research = 100

Thus a sample of 100 tourism entrepreneurs represented the population of 1102 tourism entrepreneurs in Bangalore.

Sample Distribution Decision

The researcher applied the purposive sampling or judgment sampling and the calculation guidelines to select 100 entrepreneur respondents.

Brief Research Method

The pilot study, literature review and the **secondary data** in form of books and journals revealed that there were 34 prominent variables that controlled the entrepreneurs. Questionnaires were served to 100 entrepreneurs where these 34 variables of entrepreneurial abilities, entrepreneurial units performance and the business environment had to be rated on a Likert's scale of 1 to 7 (7 being the highest) by the respondents. The respondents were travel agencies, tour operators, transportation operators, hotel owners, foreign exchange brokers, tourist entertain providers and so on. The **primary data** thus collected was subjected to Multivariate test Factor Analysis belonging to Principal Component Analysis method. SPSS software was used to perform the factor analysis.

Application of Factor Analysis

34 variables representing the following aspects of entrepreneurship were tested:

Entrepreneurial Abilities:

- Business operating ability
- Risk taking ability
- Service recovery ability
- Profit making ability
- Trade knowledge level
- Social responsibility ability
- Quality consciousness
- Innovation ability
- Self motivation level
- Customer relations ability
- Employee relations ability

Entrepreneurial units' performance

- Venture life span
- Venture success rate
- Product uniqueness
- Customized product
- Customer satisfaction
- Marketing thrust
- Tourism development
- Benefit to society
- Contribution to economic growth
- Professionalism in services
- Use of technology
- Training standards

Business Environment for entrepreneurship

- Post liberalization policies

- Government incentives
- Financial institutions aid
- Economic recession setback
- Industrial/commercial growth
- Tourism infrastructure
- Income level of tourism
- Tourism friendly culture
- Income level of tourists
- Tourism friendly culture
- Civic facilities
- Law & order situation
- Availability of educated manpower

Entrepreneurial Abilities

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.677
Bartlett's Test of Sphericity	Approx. Chi-Square	143.867
	df	55
	Sig.	.000

Table 1 KMO test reveal the measure of Sampling Adequacy show 0.677 that denotes acceptance as required result is more than 0.5. This denotes sample size is adequate. Barlett's test of Sphericity show app. Chi – Square test report of 143.867 with significance 0.000 (anything less than 0.05) show the null hypotheses of the variables not being related can be dropped. 0.000 show the fact of variables not being related can be totally rejected. It can thus be concluded that the 11 variables under 'Entrepreneurial Abilites' are related to each other and are valid factors for entrepreneurship.

Diagram 1. Source: SPSS output of Primary Data

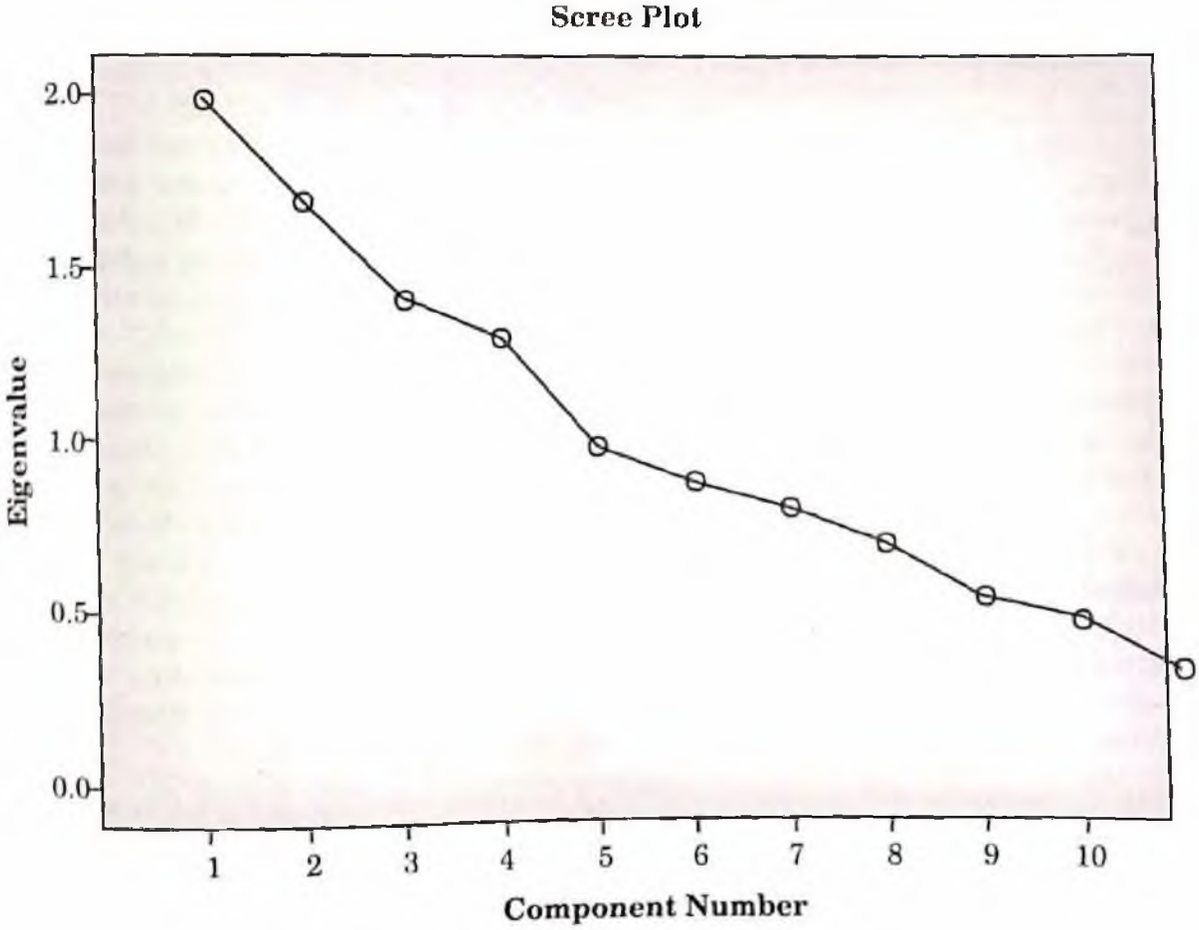


Diagram 1 reveals the Scree Plot as extracted show the first four components are prominent and can be considered as significant. The Scree falls freely after the first four components and thus the components fifth onwards till end can be rejected. The scree plot also show the first four components have Eigen values more than 1.0 and under Kaiser's(1960) recommendation they are prominent to be considered as factors.

Table 2 Rotated Component Matrix(a)

	Component			
	1	2	3	4
Business operating ability	.353		.606	
Risk taking ability				.807
Service recovery ability				.533
Profit making ability	.570			
Trade knowledge level		.753		
Social responsibility ability		.499		.480
Quality consciousness		.787		
Innovation ability	.778			
Self motiva tion level	.699			
Customer relations ability			.741	
Employee relations ability			.652	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Source: SPSS output of Primary Data

Table 2 show the rotated component matrix result of the Principal Component Analysis, rotation method varimax with Kaiser Normalization, as extracted from SPSS software. According to Kaiser components that are more than 0.5 can be considered to be effective. Thus the first component extracted factors as Profit making ability, Innovation ability, and Self-motivation level. These can be put under a common bracket of **Personal abilities**. Likewise the second component extracted Trade knowledge level, Social responsibility, and Quality consciousness as notable factors and these can be classified as **Social abilities**. The third component extracted variables as Business operating ability, Customer relation ability, and Employee relation ability all these can be put under common bracket of **Business abilities**. The fourth component produced variables as Risk taking ability, and Service recovery ability. (Social responsibility with 0.480 score, being ignored). These variables can be taken under the common bracket of **Problem solving ability.** According to Kaiser Eigen values less than 0.5 are to be ignored; 0.5 to 0.6 – weak; 0.6 to 0.7 – mediocre; 0.7 to 0.8 – good; 0.8 to 0.9 – very good; more than 0.9 – excellent. Thus analysis show the overall dominating factors are: Innovation ability, Trade knowledge level, Quality consciousness, Customer relations ability – all Eigen values of more than 0.7 and thus considered to be good. The variable 'Risk taking ability' has the highest Eigen value of more than 0.8 and thus falls in the category of very good. The later mentioned factors are dominating and can be considered to be deciding factors for entrepreneurial abilities.

Table 3 Rotated Component Matrix(a)

	Component		
	1	2	3
Business operating ability	.492		.474
Risk taking ability			-.480
Service recovery ability		.400	
Profit making ability	.530		
Trade knowledge level		.619	
Social responsibility ability		.588	-.369
Quality consciousness		.751	
Innovation ability	.743		
Self motivation level	.745		
Customer relations ability			.817
Employee relations ability			.403

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 8 iterations.
Source: SPSS output of Primary Data

Table 3 shows the rotated component matrix of three components with the same tests as done before for four components. The first component reveals variables as Profit making ability, Innovation ability and Self-motivation level all these can be graded as **Personal abilities.** The second component extracted variables as Trade knowledge, Social responsibility and Quality consciousness – all of these bracketed as **Social abilities**. The third component extracted only one effective variable as Customer relations ability that has been graded as **Business ability**. Table 2 and Table 3 both show the significant factors and in order of Personal abilities, Social abilities and Business ability that broadly classify the entrepreneurial abilities.

Entrepreneurial Units Performance

After analyzing the Entrepreneurial Abilities factors, effort was made to identify prominent factors of 'Entrepreneurial Units Performance'. The same tests were applied as KMO and Bartlett's test, the scree plot and the rotated component matrix of Principal component analysis with Kaiser normalization on the above-mentioned 12 variables.

Table 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.691
Bartlett's Test of Sphericity	Approx. Chi-Square	352.618
	df	66
	Sig.	.000

Source: SPSS output of Primary Data

KMO *measure of sampling* adequacy produced a score of 0 .691 that proves to be relevant as per Table 4. Score of more than 0.5 can be taken as relevant. This show the sample size of 100 entrepreneurs is valid and will give reliable results. The Chi – Square test of 352.618 with significance of 0.000, show the fact of the variables not being related to each other can be dropped. There is a definite pattern among all variables and all variables are related to each other.

Diargam 2. Source : SPSS Output of Primary Data

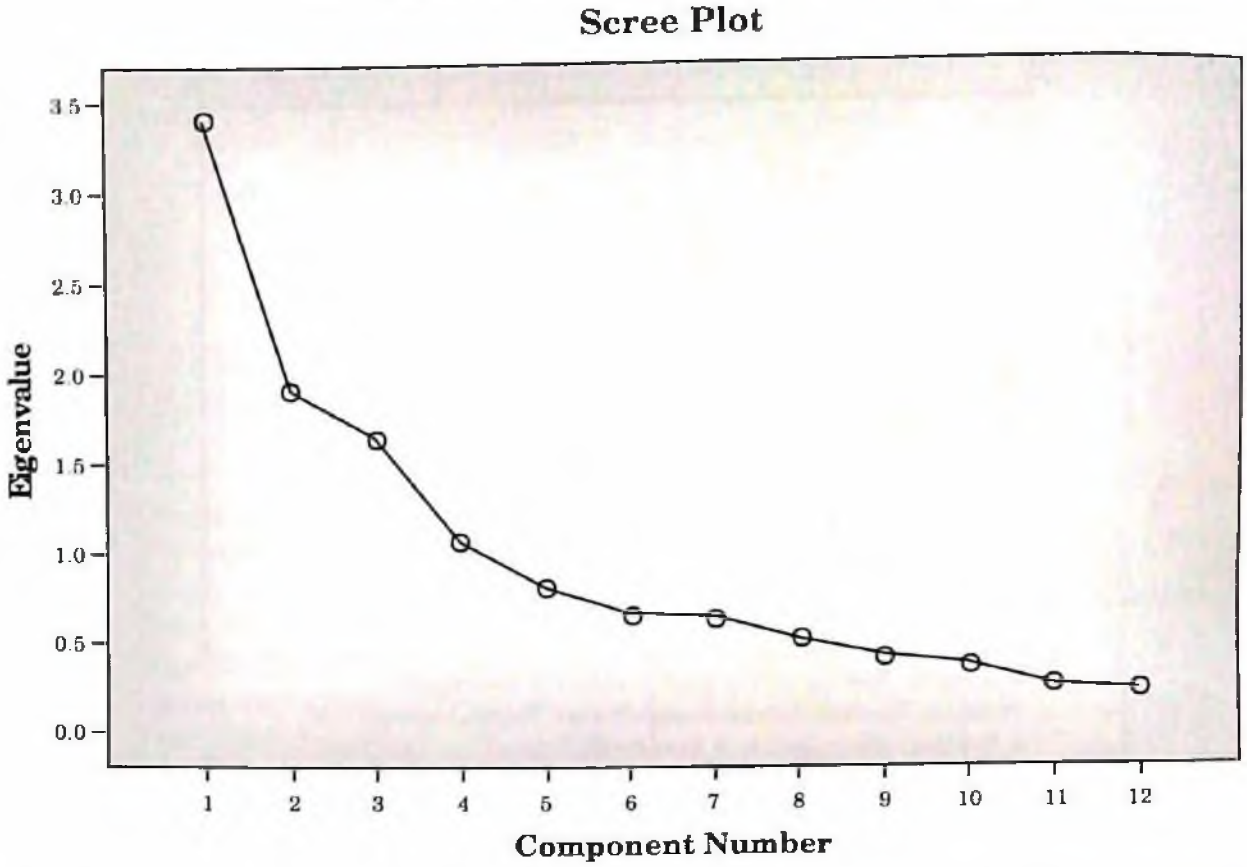


Diagram 2, Cattell's scree plot show the first four component numbers can be extracted. After the first four components the scree falls freely. Thus fifth component onwards till the end all the components have to be rejected. This also matches with the Kaiser normalization as the first four components possess Eigen values more than 1.0 and can be considered and the rest are all less than 1.0 and Kaiser Normalization automatically rejects them.

Table 5 Rotated Component Matrix (a)

	Component			
	1	2	3	4
Venture life span		.655		
Venture success rate		.846		
Product uniqueness				.841
Customized product			.746	
Customer satisfaction			.869	
Marketing thrust		.579	.509	
Tourism development	.544	.501		
Benefit to society	.655	.534		
Contribution to economic growth	.816			
Professionalism in services	.592			-.403
Use of technology	.700			
Training standards	.753			

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.
Source: SPSS output of Primary Data

Table 5 show the result of rotated component matrix of Principal component analysis with varimax and Kaiser Normalization. The first component extracted a number of variables all with Eigen values more than 0 .5 and thus can be selected. The variables Tourism development, Benefit to society, Contribution to economic growth, Professionalism in services, Use of technology, and Training standards can all be classified in the common group of **Professionalism performance**. Component two also extracted a number of variables all with Eigen value more than 0.5 as Venture life span, Venture success rate, Marketing thrust, Tourism development and Benefit to society all of these that can be put under common bracket of **Business development performance**. The third component Customer satisfaction, and Marketing thrust all of these can be grouped as **Marketing performance** and the fourth component of Product Uniqueness can also fall within marketing performance.

The overall strongest factors found are Use of technology, Training standards, and Customized product all with Eigen values more than 0.7 and can be marked as 'good'. Whereas 'very good' tag can be given to Contribution to economic growth, Venture success rate, Customer satisfaction, and Product uniqueness, all with Eigen values more than 0.8. Thus it can be established the later mentioned factors play a dominant role as Entrepreneurial units' performance.

Table 6 Rotated Component Matrix (a)

	Component		
	1	2	3
Venture life span		.643	
Venture success rate		.853	
Product uniqueness			.545
Customized product			.820
Customer satisfaction			.795
Marketing thrust		.533	.454
Tourism development	.513	.543	
Benefit to society	.622	.577	
Contribution to economic growth	.804		
Professionalism in services	.600		
Use of technology	.65		
Training standards	.764		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 5 iterations.
Source: SPSS output of Primary Data

Table 6 show the Principal Component Analysis of 12 variables of Entrepreneurial Units performance on three components as a part of the rotation principal to test the consistency of the results. The same tests as previous work have been applied. Component one extracted variables as Tourism development, Benefit to society, Contribution to economic growth, Professionalism in services, Use of technology and Training standards all of these can be put in the common bracket of Professionalism performance. Component two extracted the variables Venture life span, Venture success rate, Marketing thrust, Tourism development and Benefit to society, all of these can be placed as Business Development performance, group. The third component extracted variables as Product Uniqueness, Customized product, Customer satisfaction and Marketing thrust, all of these can be clearly taken as Marketing performance. Thus it can be seen both the tables 5 and 6 show three major groups as Professional performance, Business Development performance and Marketing performance to show there is consistency in the results. The strongest factors are Training standards and Customer satisfaction with Eigen values more than 0.7 that can be considered to be good and Contribution to economic growth, Venture success rate, and Customized product can be considered as very good as these have Eigen values more than 0.8. There is also a similarity of the strongest factors present between Table 5 and Table 6. These factors as 'Contribution to economic growth' and 'Venture success rate' show the very good grade in both rotation results and thus can be expressed to be outstanding factors for entrepreneurship.

Table 7 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.670
Bartlett's Test of Sphericity	Approx. Chi-Square	215.423
	df	55
	Sig.	.000

Source: SPSS output of Primary Data.

Table 7 shows the result of KMO and Bartlett's Test of the eleven variables of Business Environment as expressed by 100 entrepreneur respondents. KMO measure of Sampling Adequacy has a score of 0.670 that is more than 0.5 and is good enough to show sample size of 100 is adequate to give reliable results. Bartlett Test of sphericity shows approx Chi Square of 215.423 and significance of 0.000. These shows the null hypotheses of variables not being related to each other can be rejected. Results show the variables are related to each other and there seem to be a definite pattern among them.

Diagram 3. Source SPSS output of Primary Data

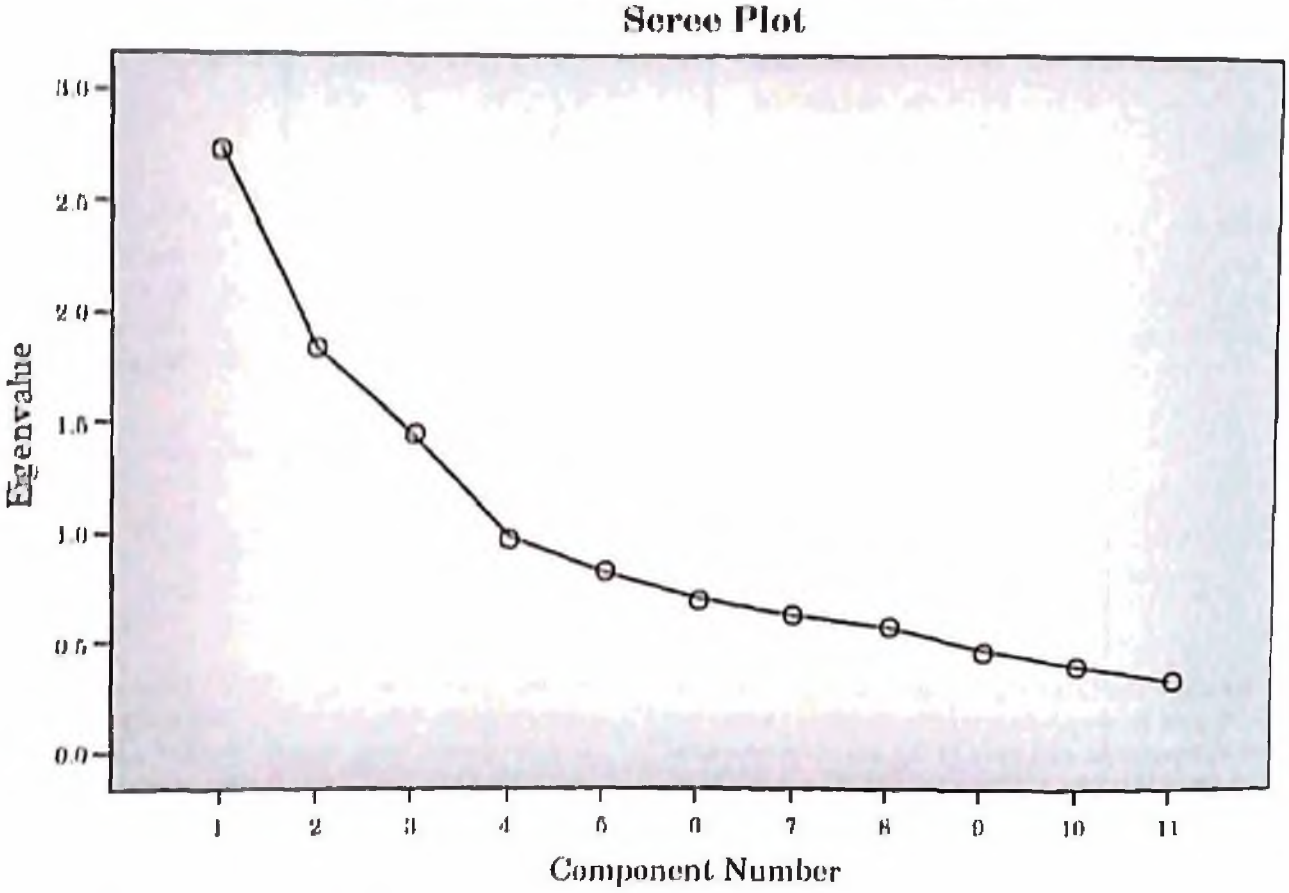


Diagram 3 Show Catell's Scree Plot where the first four component numbers are extracted. The diagram shows the Scree falls freely after the fourth component. The components number 5 to 11 can be rejected. Components 1 to 4 also posses Eigen value more than 1.0 and meet Kaiser Normalization. So four components can be tested from both aspects.

Table 8 Rotated Component Matrix (a)

	Component			
	1	2	3	4
Post liberalization policies		.806		
Government incentives		.799		
Financial institutions' aid		.635		
Economic recession setback			.690	
Industrial / commercial growth			.753	
Tourism infrastructure	.681			
Income level of tourists	.526		.549	
Tourism friendly culture	.799			
Civic facilities	.636			.401
Law & order situation	.772			
Availability of educated manpower				.871

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 5 iterations.
Source: SPSS output of Primary Data

Table 8 shows the results of Rotated Component Matrix of Principal Component Analysis using varimax with Kaiser Normalization. The first component extracted shows variables as Tourism infrastructure, Income level of tourists, Tourism friendly culture, Civic facilities, Law & Order situation and all these can be grouped as **Tourism friendly environment**. The second component extracted variables as Post liberalization policies, Government incentives and Financial institutions' aid all these can be grouped under **Government administration environment**. The third component extracted variables as Economic recession setback, Industrial / commercial growth and Income level of tourists and these can be clearly grouped as **Economic environment**. The fourth component extracted one strong variable, Availability of educated manpower that can be considered as **Social Environment**. Civic facilities could have been within social environment also but with Eigen value less than 0.5 it could not be considered and so rejected.

Among the outstanding factors having the highest Eigen values are Tourism Friendly Culture, Law and order situation, Government incentives, Industrial & commercial growth all having 'good' rating with Eigen values more than 0.7. Others coming under 'very good' rating and Eigen values more than 0.8 are Post liberalization policies and Availibity of educated manpower. The later mentioned factors are short listed prominent features of Business Environment of Tourism.

Table 9 Rotated Component Matrix (a)

	Component		
	1	2	3
Post liberali zation policies			.790
Government incentives			.797
Financial institutions' aid		.503	.624
Economic recession setback		.719	
Industrial / commercial growth		.665	
Tourism infrastructure	.697		
Income level of tourists	.518	.415	
Tourism friendly culture	.794		
Civic facilities	.670		
Law & order situation	.757		
Availability of educated manpower		.433	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged i n 5 iterations.
Source : SPSS output of Primary Data.

Table 9 shows all the previous tests being repeated with three components with the same 11 variables of Business Environment of tourism. The first extracted component has variables as Tourism infrastructure, Income level of tourists, Tourism friendly culture, Civic facilities and Law & Order situation. All of these variables can be grouped as **Tourism friendly environment.** The second component extracted variables as Financial institution's aid, Economic recession setback, Industrial & commercial growth, all of these can be grouped as **Economic environment**. The two more variables of the second component bear Eigen values less than 0.5 and are thus rejected. The third component extracted variables as Post liberalization policies, Government incentives, and Financial institutions aid, all of these can have a common group of **Government administration environment**. Both the tables 8 and 9 show the presence of the three overall groups as Tourism friendly environment, Economic environment and Government administration environment, thereby showing consistency and can be stated to be main environment factors for tourism.

Summary of Findings, Suggestions and Conclusion:

Findings

- The result of **Entrepreneurs' Qualities** emerged in order of priority as 1) Personal Abilities, 2) Social Abilities and 3) Business Abilities. The **Personal Abilities** of the tourism entrepreneurs were found to be of primary importance in successfully managing ventures. The entrepreneurs displayed profit making ability, innovation ability and self-motivation in this category. In the **Social Abilities** category, trade knowledge level, social responsibility and quality consciousness, were outstanding aspects. The **Business Abilities** of the entrepreneurs had display of business operating skills, customer relations, and employee relation ability. These entrepreneurial qualities were considered to make effective entrepreneurs. The respondents opined, risk taking ability as singularly the strongest quality an entrepreneur should possess.

- The finding of **Venture Performance** factors generated the following in order of importance: 1) Professionalism in performance, 2) Business Development Performance, 3) Marketing Performance. Tourism ventures in Bangalore exhibited under **Professionalism in Performance** activities as tourism development, benefit to society, contribution to economic growth, use of technology and training standards. **Business Development Performance** had aspects like venture life span, venture success rate, tourism development, benefit to society and marketing thrust that were expressed by the respondents. The strongest aspects individually responsible for venture success were found to be, contribution to economic growth, venture success rate, customer satisfaction and product uniqueness.

The result on **Business Environment** produced aspects in order of importance as 1) Tourism Friendly Environment, 2) Government Administrative Environment, 3) Economic Environment, and 4) Social Environment. **Tourism Friendly Environment** included aspects as tourism infrastructure, income level of tourists, tourism friendly culture, civic facilities and law and order situation. **Government Administrative Environment** covered post liberalization policy, government incentives, and financial institution aid – all supported by respondents as important aspect for entrepreneurship. **Economic Environment** displayed economic recession setback, industrial and commercial growth, and income level of tourists, as prominent components. **Social Environment** generated one aspect as, availability of educated manpower. The strongest aspects individually responsible were found to be post liberalization policies and availability of educated manpower.

Suggestions

The various important factors found and presented above can be shared by all active tourism entrepreneurs in form of travel agents, tour operators, hotel owners, tourist entertainment providers, foreign exchange brokers, tourist transportation owners and the like. The results are also shared by the academia that can disseminate the knowledge or offer leads for further research. Various government and private entrepreneurship development cells can also get inputs for their programs.

Conclusion

Tourism happens to the largest and fastest growing industry as on today. With the advent of the globalization culture, travel and home away form home have become common phenomenon. This has given rise to a huge demand for investing in tourism activities. Youngsters and trade – experienced professionals are venturing in tourism and making neat fortunes for themselves and also contributing to the national economy. The efforts made to do this study, are intended to add some contribution to all those who are venturing in the trade or working to increase the knowledge base.

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