

# **The Status of Human Capital and Entrepreneurial Potential**

## **The Case of Conventional Steel Band Organisations in Trinidad & Tobago**

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# Definition of Cultural Entrepreneur

- **Cultural Entrepreneurs are cultural change agents and resourceful visionaries who organize cultural, financial, social and human capital, to generate revenue from a cultural activity. Their innovative solutions result in economically sustainable cultural enterprises that enhance livelihoods and create cultural value and wealth for both creative producers and consumers of cultural services and products.**
- **Aageson, Thomas H. "Cultural Entrepreneurs: Producing Cultural Value and Wealth." The Cultures and Globalization Series: The Cultural Economy . Ed. Anheier, Helmut and Yudhishtir Raj Isar. London: Sage Publications, 2008. 92-107.**



# Background

- **Steelbands have been operating with economic challenges and limited certified training amongst their performing artistes, which in itself is a potential obstacle to competitive growth and development within a knowledge-based global economy.**
- **They have also been operating with limited self-sustaining activities and a great level of dependency on sponsorship**



# Purpose Statement

- **Examine the extent to which various skills that are relevant to the steelband art form actually exist among performing artistes within their organisation.**
- **These skills or “human capital” after examination, can be mobilized and developed to assist these organizations in becoming more efficient and economically viable, and hence, contribute to either avoiding or reducing an “income gap” or “productivity lag”.**



# Definition of Human Capital

**“The set of skills knowledge and capabilities organizations need to succeed in the new knowledge and technology economy”**

***Walker, J.W. (2001) ‘Human Capital: Beyond HR?’ HR. Human Resource Planning, Vol. 24, No.2, pp 4-5.***



# Rationale for the Study

- The development of skills required to survive in a highly competitive entertainment environment.
- The ability to secure lucrative contracts through marketing and advertising.
- The creation of an **enterprise** that earns higher proportions of foreign exchange.



# Rationale for the Study

- **The positioning of steel orchestras in the entertainment industry with high standards of service and professionalism.**
- **The enhancement of the image of the indigenous art form.**
- **The supply of expertise in order to meet the demand of international schools and organizations which require tutors and participants that are qualified in theory.**



# Research Questions

- **What proportions of various sources of funds contribute to cost coverage?**
- **Is there evidence of interdependence between **region** and human capital status?**
- **Is there evidence of interdependence between **sponsorship status** of a band and human capital status?**



# Research Questions

- Is there evidence of interdependence between **registration status** and human capital status?
- Is there evidence of interdependence between **size of stage** side membership and human capital status?
- Is there evidence of interdependence between a **band's age** and human capital status?

# Methodology

- **Unit of Analysis – Conventional Steel Bands in Trinidad & Trinidad**
- **Independent Variables:**

**The independent variables were based mainly on the various ways in which steelbands are classified:**

- **membership size**
- **registration status**
- **sponsorship status**
- **region of origin.**

# Methodology

- **Independent Variable Attributes**
  - **Sponsorship Status (Sponsored, unsponsored)**
  - **Region (North, South\Central, East, Tobago)**
  - **Registration Status (Small, Medium, Large)**
  - **Age ( 1 to 25 yrs, 26 to 50 yrs, 51 and over)**
  - **Size of Stage Side (Small -1 to 12 members, medium- 13 to 24 members, large - 25 members and over)**

# Methodology

## Dependent Variables

- **Human capital for steelband organizations was constructed along four main attributes:**
  - the number of persons certified in music theory (reading and writing only)
  - number of persons certified in musical arranging
  - number of persons certified in pan tuning
  - the number of persons certified in organizational management.

# Methodology

## Dependent Variables

- **These dimensions of human capital were then classified into three levels:**
  - **Category 1: No persons with skill - zero capital**
  - **Category 2: 1-2 persons with skill**
  - **Category 3: 3 or more persons with skill**



# Methodology

## Sample Design

- **Bands were stratified according to region proportionate to size.**
- **Within each region, bands were stratified according to their registration status ( small-medium - large).**
- **The required sample size to derive estimates within a 5% margin of error from a population of 156 is 112 under a simple random sample design.**

# Methodology

## Allocation of Sampling Units

Registration Status	Representative Proportion From Eastern Region	Representative Proportion From Northern Region	Representative Proportion From S\Central Region	Representative Proportion From Tobago Region
Small	70% (24)	72% (28)	68% (17)	53% (7)
Medium	22% (8)	10% (4)	20% (5)	32% (4)
Large	8% (3)	18% (7)	12% (3)	15% (2)



# Methodology

## Data Collection Method

- **The questionnaire was administered via direct personal interviews.**
- **The respondent was the individual deemed to be knowledgeable about the qualifications of the performing members. In the majority of cases this was the leader or captain of the band.**



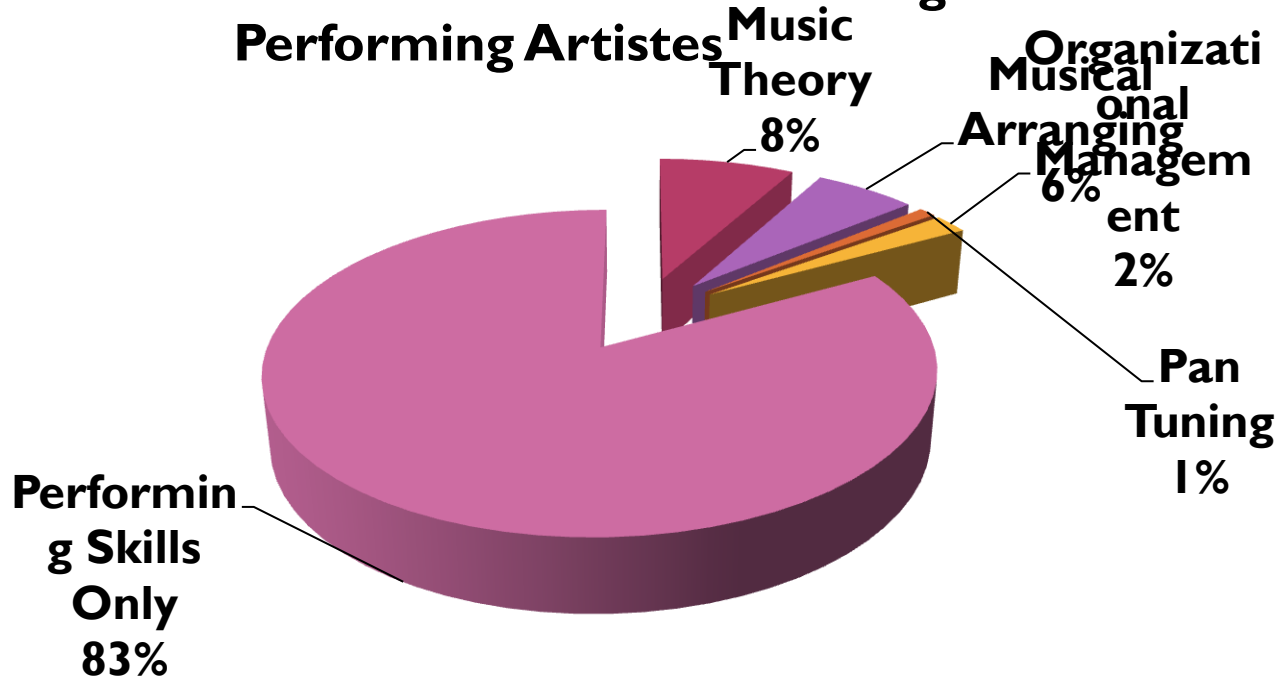
# Methodology

## Methods of Data Analysis

- **The analysis was conducted using mainly nominal and ordinal levels of measurement.**
- **Using SPSS, cross-tabulations and chi-squared based measures were applied in order to determine whether there was evidence of interdependence between variables.**

# Findings

## Distribution of Certified Skills Among Performing Artists



# Findings

## Distribution of Skills Among Steel Orchestras

Type of Certified Skill	Percentage of Bands with Skills
Music Theory	50%
Musical Arranging	56%
Pan Tuning	24%
Organisational Management	21%



# Findings

- **Varying levels of human capital, both present and prospective were independent of the age of a band.**
- **Size and region had some impact, while sponsorship and registration status had a greater impact on the existence of various skills.**



# Regional Differences in Human Capital

- **Bands from the east were more likely than those of other regions to have three or more persons certified in arranging.**
- **Bands from south\central were more likely than those from other regions to have one to two persons with certified arranging skills.**
- **Overall, the data revealed that more certified arrangers are needed within bands for the area of Tobago.**



# Band Size Differences in Human Capital

- **Bands with large stage sides were more likely than bands with small and medium stage sides to have, one to two persons, as well as three or more persons pursuing management courses.**



# Registration Differences in Human Capital

- **The evidence provided showed that there was a level of interdependence between registration status and present certified music theory skills.**
- **Registration status also impacted three areas of future human capital. These were certified music theory, arranging and management skills.**



# Registration Differences in Human Capital

- **Bands registered as medium and large were more likely than bands registered as small to have performing members pursuing music theory courses.**
- **Bands registered as large had a higher percentage of 3 or more persons with prospective skills.**



# Registration Differences in Human Capital

- **Bands registered as large were more likely to have one to two, as well as three or more members pursuing arranging skills.**
- **Bands registered as large also had a predominantly higher proportion of three or more persons pursuing management skills.**



# Sponsorship Differences in Human Capital

- **Bands that were sponsored were more likely to have one to two, as well as three or more persons with present certified music theory skills.**
- **Performers with present and prospective certified management skills were more likely to be found in sponsored bands.**



# Contribution of Fund Raising & Paid Performances

- **The data pertaining to fund raising activities and paid performances reveal that these activities in the majority of cases contributed to small proportions of bands' overall expenses.**
- **A relatively small proportion of bands had records of a high level of self-sustainability**



# Contribution of Fund Raising & Paid Performances

- **A minor 14.3% of bands were able to cover between 81% to 100% of their expenses from paid performances.**
- **With regard to fund raising only 15.1% of bands were able to cover between 81% to 100% of their expenses from this source.**
- **This is an indication that cost outruns internally generated income in the majority of cases.**



# Contribution of Sponsorship

- **A sizeable proportion of expenses are in a large number of cases covered by proceeds from sponsors.**
- **Approximately 44% of bands with sponsors applied this source of funds to cover 61-80% of their expenses.**



# Contribution of Sponsorship

- **It demonstrates that sponsorship plays a vital role in the operations of some steelbands.**
- **This observation raises the question as to whether the same bands are capable of mobilizing equivalent financial resources to replace current proceedings should such funding be eradicated.**



# Recommendations

- **The establishment of a research department within the Ministry of Culture and well as the steelband governing body (Pan-Trinbago) to monitor and evaluate activities of steel orchestras such as training activities and fund-raising ventures.**



# Recommendations

- **The establishment of a vibrant marketing unit within government structures which would liaise with international consulates, entertainment promoters, tour operators, universities and colleges to secure teaching and performing contracts.**

# Recommendations

- **The establishment of an Institution of Steelband Management the portfolio of which, would include the following;**
  - **Increase the proportion of bands that have members with formal management training**
  - **Assist bands with financial development in the area fund-raising and contract negotiations.**



# Recommendations

- **Studies should be conducted to examine the percentage of the local entertainment industry market share that steelbands actually hold.**
- **An investigation into the factors which influence local promoters to include steelband ensembles in their events would also be useful for strategic event planning.**

# Recommendations

- **The operations of steel orchestras, conventional, traditional and junior, contribute to a wide scope of economic activities through the consumption of goods and services.**
  - chrome-plating,
  - screen-printing,
  - transport,
  - catering,
  - instrument production and servicing,
  - the construction of stands and racks.
- **With the value of these services quantified through research it may open avenues for the establishment of a profitable industry within the cultural entity.**



# **The End**

# **Thank You**