Strategic management of tourism stakeholder relations: Bakgatla-ba-Kgafela

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"I (Lord Jesus) am the vine, you (Alpheaus) are the branch. If you remain in Me and I in you, you will bear much fruit; apart from Me you can do nothing."

John 15:16

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ABSTRACT

Strategically developed tourism will ultimately contribute towards the economic prosperity of not only regions or areas but also to the prosperity of a local populace, as well as to the attractiveness of a region or area in its entirety. Sustainable tourism development, particularly in a rural region, is seen as a vehicle for regional development in a developing country as it contributes towards eliminating regional disparities in particular between metropolitan centres and remote areas. Therefore, rural tourism has a major role to play in the rural environment, such as: job creation, farm diversification (tourism activities inside a farm), promotion of local crafts, foods and drinks, destination stewardship, and also community cohesion. Indeed, rural tourism complements a diverse economy and links other sectors (such as agriculture and mining) and preserves the natural resources and culture of a community. Rural tourism if strategically developed and managed can make a substantial positive contribution towards the prosperity of the rural community.

One of the most important tasks during strategy formulation is the management of the interface between the many (often competing) demands of an organisation's different stakeholders in relation to its strategic goals, and this also applies to the strategic management of tourism. The focus of this study is on the strategic management of tourism stakeholder relations in a rural setting and how it ought to be integrated into the economic, social, cultural, and local structure of a local community, specifically that of the Bakgatla-ba-Kgafela (BBK) in the North West province of South Africa. The strategic management of stakeholder relations within a rural tourism development context is very important to enhance the rural collective economy of a region, beautifying the rural appearance, strengthening the rural civilisation construction, increasing the income level of community members, reducing the urban-rural gap, and building a cohesive and harmonious community.

The primary objective of the study was to develop a strategic management framework for the community-group as stakeholders in pursuit of sustainable development of tourism, in particular for the rural area. Therefore, the framework was proposed after the collection of data from the respondents about their viewpoints on tourism in the BBK community and the level of importance placed on members of the community-group as stakeholders in the tourism development process. The successful formulation and implementation of a strategic plan at local level require a comprehensive and developmental approach which depends on effective cooperation between the Bakgatla-ba-Kgafela Traditional Authority (BBKTA), the local government – (the Moses Kotane Local Municipality (MKLM)), and the community-group. The members of the community-groups' viewpoints on tourism served as inputs for the strategic planning and formulation phase and that will contribute in the effective implementation of plans due to the support for tourism activities and programmes.

This study analysed the perception of tourism experts on the state of tourism development in the BBK community and the viewpoint of members of the community-group on tourism using a mixed method design. Tourism experts were interviewed and members of the community-group participated in a survey study. The survey was conducted in four villages near the BBKTA's administration offices based in Moruleng.

The quantitative data findings revealed that a somewhat low percentage of 39.0% of respondents mentioned that they do benefit from tourism and an overwhelming majority of 61.0% of the respondents stated that the community was not benefitting from tourism. What was very concerning from the result is that the majority of the respondents highlighted that they were not benefiting from tourism in the BBK community. Furthermore, the study indicated that a fairly high percentage of respondents (27.50%) were unemployed. The qualitative research findings revealed that a lack of stakeholder synergy and collaboration had hindered the effective planning for the sustainable development of rural tourism in the BBK community. In addition, bureaucracy from government has been mentioned as hindering the implementation of formulated strategies. The consultation, involvement and participation of tourism stakeholders in the decision-making phase of the tourism development process will undoubtedly assist in the effective implementation phase of projects without delays and disruptions from disgruntled individuals and parties, in particular the community-group.

The data triangulation section clearly highlighted that in some instances there are areas of agreements and divergence in terms of the findings from both the qualitative and the quantitative sets of data. For example, there was a divergence of findings when it came to the current state of tourism development in the BBK community.

Key words: Strategic management, Stakeholders, Relationship management, Rural tourism, Community.

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ACRONYMS

ANOVA	Analysis of Variance
BBK	Bakgatla-ba-Kgafela
BBKTA	Bakgatla-ba-Kgafela Traditional Authority
B&B	Bed & Breakfast
CBT	Community-Based Tourism
CPAs	Community Property Associations
CSR	Corporate Social Responsibility
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DMOs	Destination Marketing Organisations
DMO	Destination Management Organisation
DPLG	Department of Provincial and Local Government
DPME	Department of Planning, Monitor & Evaluation
DRDLR	Department of Rural Development and Land Reform
DTI	Department of Trade and Industry
EMG	Emergency Market Group
FSRTG	Financial Services Regulatory Task Group
GCIS	Government Communication Information System
GEM	Global Entrepreneurship Monitor
GDP	Gross Domestic Product
IDP	Integrated Development Plan
KPI	Key Performance Indicators
LDMO	Local Destination Management Organisation
LED	Local Economic Development
MEC	Members of Executive Council
MKAA	Moses Kotane Accomodation Association
MKLM	Moses Kotane Local Municipality
MTSF	Medium Term Strategic Framework
NDT	National Department of Tourism
NGOs	Non-Governmental Organisations
NPOs	Non-Profit Organisations
NTSS	National Tourism Sector Strategy
NWF	Non-Working Farm
NW	North West
NWPB	North West Parks Board
NWPG	North West Provincial Government
NWU	North-West University
OECD	Organisation for Economic Co-operation Development
PPP	Public-Private Partnership
PDMO	Provincial Destination Management Organisation
RTS	Rural Tourism Strategy
SALGA	South Africa Local Government Associate
SAT	South African Tourism
SBSC	Strategic Balance Scorecard
SD	Standard Deviation
SEDA	Small Enterprise Development Agency
SIT	Social Identity Theory
SME	Small Medium Enterprise
SMME	Small Medium Micro Enterprise
SPSS	Statistics Package for Social Science
SRU	Strategic Research Unit
STATSA	Statistics of South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TALC	Tourism Area Life Cycle

TEDP	Tourism Enterprise Development Programme
TIAA	Travel Industry Association of America
TVET	Technical and Vocational Education and Training
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
USA	United States of America
VFR	Visiting Friends Relatives
WCED	World Commission on Environment and Development
WEF	World Economic Forum
WTO	World Tourism Organisation
WTTC	World Travel & Tourism Council

CHAPTER 1

INTRODUCTION AND PRÉCISING

1.1 INTRODUCTION

Strategically developed tourism will contribute significantly towards the economic prosperity of not only regions or areas but also to the prosperity of a local populace, as well as to the attractiveness of a region or area in its entirety. Tourism has proved itself to be particularly relevant in developing countries because it has the potential to stimulate local socio-economic development through creating employment opportunities, wealth, and other economic empowerment opportunities. The importance of tourism in a rural setting increased remarkably in importance and continues to play a key role in the economic and social development of many countries.

The prospects of rural tourism development lie in the benefits it holds for poor communities. To increase income and build a harmonious society, specifically for previously marginalised groups in less-developed rural regions, the strategic development of tourism should be regarded as a significant driving force for poverty alleviation, sustainable development and environmental protection, according to Wang *et al.* (2013). Significant is the statement by Ackermann and Eden (2011) that one of the most important tasks during strategy formulation is the management of the interface between the many (often competing) demands of an organisation's different stakeholders in relation to its strategic goals, and this also applies to the strategic management of tourism.

The focus of this study is on the strategic management of tourism stakeholder relations in a rural setting and how it ought to be integrated into the economic, social, cultural, and local structure of a local community, specifically that of the Bakgatla-ba-Kgafela (BBK) in the North West province of South Africa.

Following is an elaboration of the introduction to this study to set the stage before defining the relevant key concepts used. This is followed by a presentation of the background to the study and the problem statement which motivated this study. The research objectives and questions are then discussed, as well as the significance and contribution of this study. An overview of the

method of research used follows, as well as the delimitation of this study. The chapter then terminates with a presentation of the structure of the study in its entirety.

1.2   DEFINITION OF CONCEPTS

An exploration of the main concepts used throughout this study are presented below.

Strategic management

The field of strategic management, as described by Harrington and Ottenbacher (2011), deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving the utilisation of resources to enhance the performance of organisations. Waligo *et al.* (2013) are more specific and state that strategic management is the "continuous planning, monitoring, analysis and assessment of all actions and activities necessary for organisations to meet goals and objectives".

Stakeholders

Stakeholders, as indicated by Presenza and Cipollina (2010), refers to any group or individual who can affect or be affected by the achievement of an organisation's objectives. Furthermore, Waligo *et al.* (2013) explain stakeholders from a tourism perspective as those groups or individuals who are associated with tourism development initiatives and therefore can affect or be affected by decisions and activities concerning such initiatives.

Relationship management

Mutual understanding between partners in a relationship is the ideal in building trust a fragile and difficult task (Chia, 2005; Gallicano, 2013). Corporate success, as suggested by Wilson (2001), in the 21st century will be based on the quality of relationships built, which means that managers need to be skilled relationship managers in order to maintain collaborative relationships with key stakeholders and thereby increase the potential to build trust and commitment.

Rural tourism

Rural tourism, as described by Rodrigues *et al.* (2010), is any form of tourism that showcases the rural life, art, culture and heritage at rural locations, thereby benefiting a local community economically and socially, as well as enabling interaction between tourists and locals for a more

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enriching tourism experience. Rural tourism, as explained by Personen and Komppula (2011), typically refers to tourism outside densely populated areas and tourism centres. At times the term farm tourism (agritourism) is used as a synonym to rural tourism; however, the two terms are interdependent on each other. Rural tourism is understood to be more or less synonymous with nature tourism or at least travelling in nature. Rural tourism is the best way of preserving nature, landscape and environment, specifically the state of human health, as mentioned by Sanagustin-Fons *et al.* (2011).

Community

The term community refers to "people who live within a geographically defined area and who have social and psychological ties with each other and with the place where they live" (Pitea & Sala, 2010). The expression community is described by Salazar (2012) as a mutually supportive, geographically specific, social unit such as a village or tribe where people identify themselves as community members and there is usually some form of communal decision making.

For the purpose of this study, the community is regarded as one of the stakeholder groups influencing tourism development and it is a unification of five sets of stakeholders, as advocated by Morison (2013). Thus, for the purpose of this study, reference will be made to community-group and this extends beyond what is generally regarded as a community – residents are only one of the five entities and this is discussed in detail in Chapter 2.

The above descriptions are provided to avert any confusion as to the precise meaning of terms as used in the context of this study.

1.3   BACKGROUND AND MOTIVATION

The focus of this study is on the strategic management of the stakeholder-relationship between an organisation and its community-group for the purpose of developing sustainable rural tourism and does not necessarily include all other stakeholders for any other developmental purposes.

Tourism is an economic sector, as resolved by Garcia-Buades and Diedrich (2008), that directly and indirectly contributes towards the performance of almost all industries, and also the development and prosperity of destinations. Tourism relies heavily on public utilities and

infrastructural support, as tourism planning and development would not be possible without for example airports, hotels, shopping malls, nature reserves and national parks, roads, electricity, and also water and sewerage (Harrill, 2004; Percoco, 2010; Benur & Bramwell, 2015). Tourism, thus, has become a developmental priority, especially from the point of view as a provincial strategic priority for the North West Provincial Government (NWPG, 2016) in South Africa. Despite wars, political turmoil, natural disasters, medical scares, terrorist attacks, economic and energy crises in various parts of the world, international trade in tourism has grown exponentially since the 1970s, as reported by Skanavis and Sakellari (2011).

Bonham and Mak (2014) recorded the following fact about tourism as a global industry: there were just 166 million international tourist arrivals worldwide in 1970. Noteworthy to countries and destinations dependent on tourism is that tourism's share of Gross Domestic Product (GDP) can exceed twice the world average by the year 2020, according to Barbe *et al.* (2016). Today, international tourism receipts, as noted by Athanasopoulos and Hyndman (2006), exceed $1billion per year in some 90 nations. Domestic tourism, however, does not bring foreign currency into a country but it facilitates the flow of currency from one province and/or region into another and thus contributes towards increased employment opportunities in a local area, the development of infrastructure, economic and social development in rural areas, increased tax revenues from economic activity, as well as providing an opportunity for local residents to explore local tourism attractions and interesting places (Gursoy *et al.*, 2010).

Tourism can diversify the economies of rural communities who are at times too reliant on, for example, only the agricultural sector, which can adversely be affected by the weather and market fluctuations (Sanagustin-Fons *et al.*, 2011). Tourism, as explained by Irshad (2010) and Phillips *et al.* (2013), can provide growth opportunities for rural areas that are not likely to attract large manufacturing organisations and at the same time integrate other key economic sectors such as that of agriculture, mining, and infrastructure development, and simultaneously preserve the culture of a local community.

The focus of this study is on a rural community, the Bakgatla-ba-Kgafela (BBK) and their well-being is managed by the Bakgatla-ba-Kgafela Traditional Authority (BBKTA), an organisation committed to promoting the socio-economic development of the BBK community and its region. More information on the Bakgatla-ba-Kgafela community is presented in the subsequent section.

1.3.1 BAKGATLA-BA-KGAFELA COMMUNITY

The Bakgatla-ba-Kgafela (BBK) occupies one of the largest communal areas in the North West. Their villages spread over a vast area of more than 32 villages in the Pilanesberg region, about 60 kilometers north of the town of Rustenburg, and fall under the Moses Kotane Local Municipality (MKLM). Traditional leaders in South Africa are referred to as 'Kgosi' and Kgosi Nyalala Pilane has been leading the estimated 350 000 BBK community since 6 April 1996. Kgosi Pilane manages the administrative and economic affairs of the BBK through the Bakgatla-Ba-Kgafela Traditional Authority (BBKTA), which operates from the administrative centre in Moruleng, one of the 32 BBK villages (Hamilton, 2012).

The BBKTA is committed to addressing its challenges and promoting the socio-economic development of the BBK community and the region. Under the leadership of Kgosi Pilane, the BBKTA has launched a number of initiatives to expand its involvement in the three key drivers of the provincial economy, namely mining, agriculture and tourism. The BBKTA has established through its endeavours valuable partnerships with the local community, the private sector and government on national, provincial, as well as local spheres to combat poverty, to create employment opportunities, supporting small business development, and promoting equitable economic development in the best interest of the community (Maxaluane, 2014).

The BBKTA needs to be cognisant of all the potential groups of stakeholders, since all can contribute in some way or another to the success of the BBK, and this includes tourism (Morrison, 2013). The strategic management of stakeholder relations in terms of rural tourism development, as explained by Bagautdinova *et al.* (2012), shapes the internal advantages, investment and economic developmental factors and increase the attractiveness of an area as a whole, and this also applies to the Pilanesberg region where the BBK community is located.

The strategic management of stakeholder relations within a rural tourism development context is very important to enhancing the rural collective economy of a region, beautifying the rural appearance, strengthening the rural civilisation construction, increasing the income level of community members, reducing the urban-rural gap, and building a cohesive and harmonious community (Byrd, 2007; Ndlovu *et al.,* 2010; McLaren & Heath, 2013). In addition to this, rural tourism development can contribute towards the development of other economic sectors, in particular agriculture and mining, and thus bring added wealth to these economic sectors and rural areas, as explained by Zhang (2012). This could then harness and preserve the culture of the BBK and open new ways to explore additional avenues for rural tourism development.

1.4 STATEMENT OF THE PROBLEM

The focus of this study is on tourism as one of the developmental initiatives of the BBK. Tourism has up to now played a secondary role in the development of the region. However, the BBKTA can generate more benefits for the BBK community through tourism as an economic sector, taking into consideration that tourism, as noted by Dimitrovski *et al.* (2012), ought to be embraced as a new economic driver for rural areas due to its contribution towards entrepreneurship opportunities and job creation. Tourism, as reported by Haven-Tang and Jones (2012), has emerged as a popular economic development strategy to offset the declines in agriculture and other related sectors in other parts of the world. The strategic development and management of tourism as a developmental sector can assist the BBKTA to capitalise on the benefits tourism has to offer and more importantly, contribute towards the socio-economic development of the entire region.

For tourism development to be successful, it must be planned and strategically managed in a sustainable manner. One main key to the success and implementation of sustainable tourism development in the community of the BBK is the support of stakeholders, particularly stakeholders within the community-group. The strategic management of stakeholder interaction and participation will enable the managing organisation (the BBKTA in this case) to incorporate not only the community's needs and opinions but also that of significant stakeholders when planning and implementing strategies to attain sustainable rural tourism development that will meet the needs of tourists and the host region, while protecting and enhancing opportunities for the future.

Thus, the strategic management of stakeholder relations, in particular within a community, is of paramount importance. Based on the background presented and the above discussion, the following problem statement is formulated for this study: **The BBKTA would be in a better position to strategically plan and manage the development of rural tourism in line with the sustainable guidelines of tourism development and stakeholder relations if they are knowledgeable about the perspectives of stakeholders within the community-group concerning rural tourism for developmental purposes.**

1.5 RESEARCH OBJECTIVES

Research objectives, as explained by Walliman (2008), are the steps that are intended to address the research problem. Upon reading the objectives a clear understanding should be

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obtained of what result should be attainable to successfully complete a research project (Leedy & Ormrod, 2010; Devlin, 2018). The objectives of this study are presented below.

1.5.1 PRIMARY OBJECTIVE

The primary objective of this study is:

- To devise a proposed framework for the strategic management of the community-group relations as stakeholders for the sustainable development of rural tourism.

1.5.2 SECONDARY OBJECTIVES

The secondary objectives for this study are:

- To obtain a demographic description of the research population.
- To determine the community-group's level of awareness concerning rural tourism development.
- To describe the community-group's attitude towards rural tourism development.
- To ascertain the community-group's perceived benefits of rural tourism development.
- To determine the community-group's level of involvement in rural tourism development programmes.
- To indicate the community-group's level of participation in rural tourism development.
- To establish the community-group's level of trust towards the BBKTA.
- To analyse the community-group's level of commitment towards the BBKTA.
- To determine to what degree the components of stakeholder relationships correlate with one another.

1.6 RESEARCH QUESTIONS

In line with the stated objectives, the following research questions seek to investigate the effectiveness of strategic management of stakeholders in relation to the development of sustainable rural tourism in the Bakgatla-ba-Kgafela (BBK) community. The research questions formulated for the purpose of this study are:

- What should be incorporated into the construction of a proposed framework for the strategic management of the community-group relations as stakeholders in the sustainable development of rural tourism for the BBK?
- Sub-questions:
  - ➢ What is the demographic description of the research population?
  - ➢ What is the community-group's level of awareness towards rural tourism development?
  - ➢ What is the community-group's attitude towards rural tourism development?
  - ➢ What are the perceived benefits of the community-group towards rural tourism development?
  - ➢ What is the community-group level of involvement in rural tourism development programmes?
  - ➢ What is the community-group's level of trust with the BBKTA?
  - ➢ What is the community-group's level of commitment with the BBKTA?
  - ➢ What is the community-group's level of participation that can be expected for rural tourism development?
  - ➢ To what degree do the identified factors of stakeholder relationships correlate with one another?

1.7   LITERATURE REVIEW

The following preliminary review of literature is part of the secondary data accessed for the purpose of this study and is also the theoretical foundation upon which this study is based.

Tourism is identified as one of the six pillars of growth in South Africa's New Growth Path and as a priority economic sector in the government's Medium-Term Strategic Framework (MTSF) 2011-2016 (Department of Planning, Monitoring & Evaluation (DPME), 2010). A comprehensive Rural Development Programme 2009-2012 (Department of Rural Development and Land Reform (DRDLR), 2009) singles out tourism as an effective non-agrarian activity capable of improving the standard of living for rural people. The National Industrial Policy Action Plan 2010/11-2012/13 (Department of Trade and Industry (DTI), 2010) also prioritises tourism development in rural areas because it is often "community based and located outside of traditional tourist areas", which encourages the geographic distribution of tourism benefits. Furthermore, entrenched in the National Tourism Sector Strategy (NTSS) is how tourism can

contribute towards the geographical distribution of tourists to rural areas throughout South Africa (National Department of Tourism (NDT), 2011).

Tourism can contribute immensely to poverty alleviation, job creation, preservation of arts and culture, and sustainable environmental management in the development of rural regions (National Department of Tourism, 2012a). Tourism, however, remains a popular non-traditional rural developmental policy framework (Irshad, 2010) throughout South Africa. Tourism and agriculture were initially identified as the economic potential pillars for rural development in South Africa (NDT, 2012a) and is in this regard, the NDT, in its endeavour and response to rural development, prepared the Rural Tourism Strategy (National Department of Tourism, 2012a). Sustainability and strategy, as asserted by Louw and Venter (2013), are considered to be inseparable. Therefore, sustainable tourism can be accomplished through an integrated system that incorporates other economic sectors such as agriculture, mining, retailing and manufacturing (Fons *et al.,* 2011). Sustainable tourism, as resolve by Dimitrovski *et al.* (2012), is thus acknowledged as a key component of rural development.

The pursuit of rural economic development through tourism is challenging because of the diversity of resources and stakeholders involved (Delmas & Toffel, 2008). However, host communities, as stated by Hurst and Niehm (2012), play an important role in tourism development as stakeholders and their involvement are critical to the success of sustainable rural tourism development. Adequate knowledge about tourism, as suggested by Cole (2006), Aref (2011a) and Hwang *et al.* (2011), empowers a host community and engages them in tourism development.

The strategic management of stakeholder relations will enable the BBKTA (the managing organisation in this case) to incorporate the community-group's needs and opinions when planning and implementing strategies to attain sustainable rural tourism development (Byrd, 2007; Perch-Nielsen *et al.,* 2010; Louw & Venter, 2013; Waligo *et al,* 2013; Konu, 2014). The perception and attitude of a community toward the impact of tourism are important planning and policy considerations for the development of sustainable rural tourism (Ko & Stewart, 2002). Figure 1.1 illustrates the conceptual framework devised for the purpose of this study and the sequence of importance is indicated by a bright background.

Figure 1.1: Conceptual framework – Strategic management of stakeholder relations
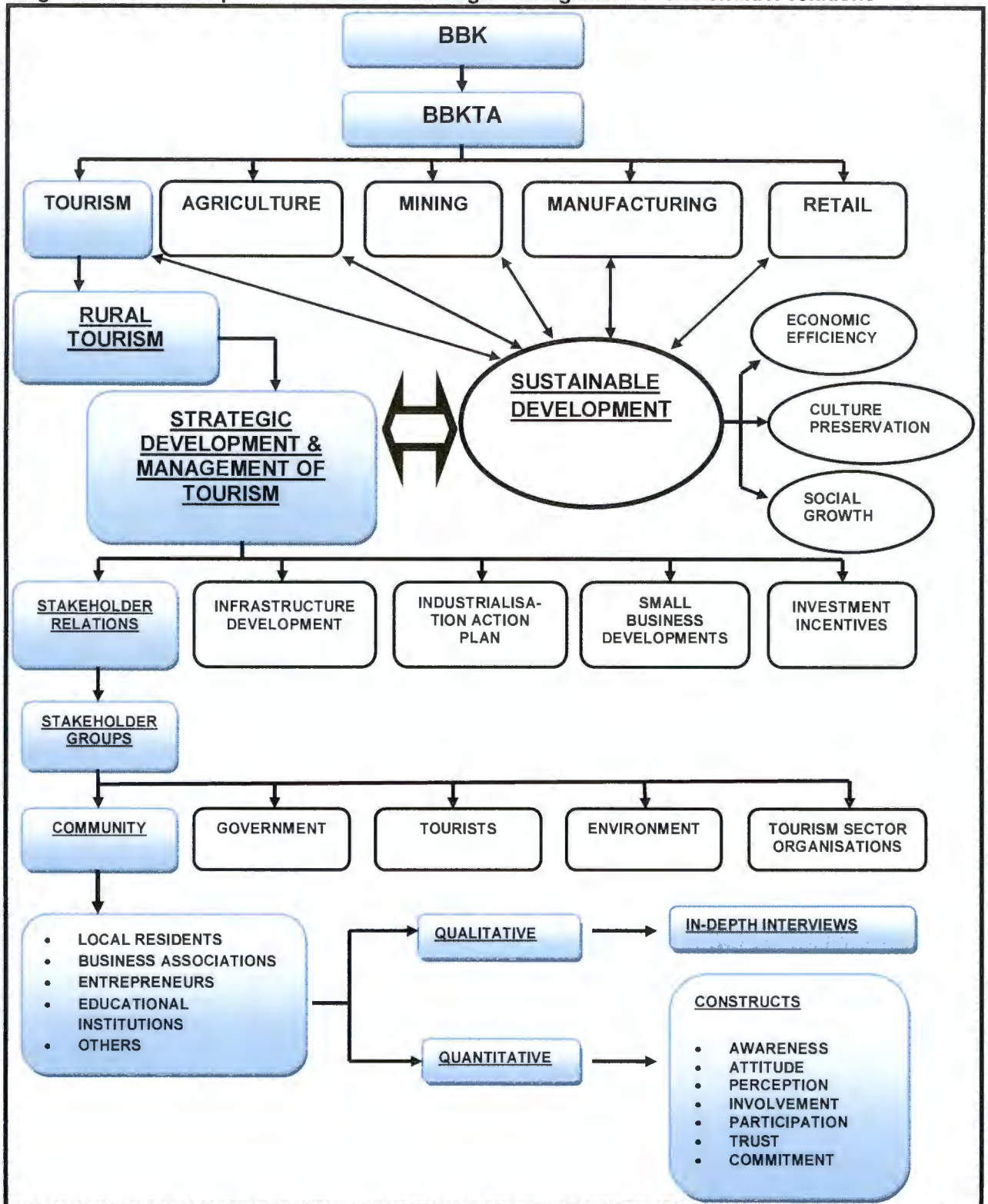
As mentioned previously, the BBKTA was formed to manage the economic affairs, activities and programs of the BBK community. The BBKTA is involved in and considers various economic and developmental opportunities and the BBKTA also explores tourism to some degree but has not yet developed tourism into its fullest potential. As a result, this hinders the realisation of the benefits of sustainable tourism development. Therefore, the BBKTA should strategically develop tourism to attain sustainable development growth that will meet the needs of tourists and the host community-group (Ivanovic, 2015) while enhancing opportunities for the future development of the BBK community.

1.8   THEORETICAL FRAMEWORK

A theoretical framework, as stated by Jabareen (2009) and Simon and Goes (2011), consists of concepts and, together with their definitions and reference to the relevant scholarly literature, existing theory that is used for a particular study. The theoretical framework must demonstrate an understanding of theories and concepts that are relevant to the topic of a research study and that relate to the broader areas of knowledge being considered (Vinz, 2015).

The theoretical framework, as proposed by Simon and Goes (2011), provides a well-supported rationale to conduct a study, and assists a reader in understanding the researcher's perspective. A good theoretical framework assures a reader that the type of investigation undertaken is not based solely on personal instinct or guesses, but rather informed by established theory and empirical facts obtained from credible studies, as mentioned by Jabareen (2009). This section presents an overview of the theoretical framework adopted to underpin this study.

1.8.1 STAKEHOLDER THEORY

A stakeholder in an organisation is any group or individual who can affect or is affected by the achievement of an organisation's objectives (Freeman, 1984; Burchell & Cook, 2006; Spitzeck & Hansen, 2010). From a corporate perspective, some stakeholders such as employees and customers, as explained by Jamali (2008), are critical for corporate survival as they provide the organisation with essential resources. This line of reasoning is usually referred to as the instrumental stakeholder theory and provides a basic rationale for the question of why

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stakeholder concerns should be considered in the way in which an organisation is directed and controlled, as established by Presenza & Cipollina (2010).

This instrumental stakeholder theory holds that an organisation needs to pay attention to only those stakeholders who can affect the value of the organisation (Lozano, 2005; Palazzo & Sherer, 2006; Burchell & Cook, 2008). From an instrumental perspective, according to Presenza and Cipollina (2011) and Fanti and Buccella (2017), stakeholder governance needs to give a voice to powerful stakeholders in order to secure their contribution to the success of an organisation. This line of thought usually conceptualises stakeholder dialogue strategically and is oriented around the needs of an organisation, such as risk management or the realisation of development opportunities (Ulrich, 2008; Taghian *et al.*, 2015).

There are two other perspectives on stakeholder theory: (1) a descriptive and (2) a normative view (Garriga & Mele, 2004; Letza *et al.*, 2004; Lozano, 2005; Palazzo & Sherer, 2006; Ulrich, 2008). The descriptive stakeholder approach identifies and classifies the different constituents of an organisation without assigning any value statements regarding the legitimacy of their power (Lozano, 2005). The normative stakeholder theory goes further and grants stakeholder claims intrinsic value due to the moral rights of any individual affected by corporate conduct. Central questions of normative stakeholder theory consider rights and duties of the actors involved and how a just balance of concerns of different stakeholders can be achieved (Lozano, 2005; Burchell & Cook, 2008; Ulrich, 2008; Brown & Grayson, 2009).

There are two important dimensions of stakeholder governance: (1) power and (2) scope, as highlighted in Figure 1.2. Power refers to the level of influence stakeholders are granted in corporate decision making (Burchell & Cook, 2006; Burchell & Cook, 2008; Jamali, 2008; Fanti & Buccella, 2017) and scope refers to the breadth of power in corporate decision making and usually spans along the line of deciding on isolated local issues to decisions affecting the general business model of an organisation (Jamali, 2008; Chinyio & Olomolaiye, 2010; Presenza & Cipollina, 2010; Anarboldi & Spiller, 2011).

Ackermann and Eden (2011) have noted that working with a considerable number of stakeholders can be a bewilderingly complex task for managers. Among many stakeholder management researchers, Ackermann and Eden (2011) identified the dimensions of power and scope as being significant and suggested the use of a 'Power/Scope Grid' to assist in balancing the need to take a broad definition of stakeholders whilst yielding manageable numbers.

Figure 1.2:   The power/scope grid of stakeholder governance
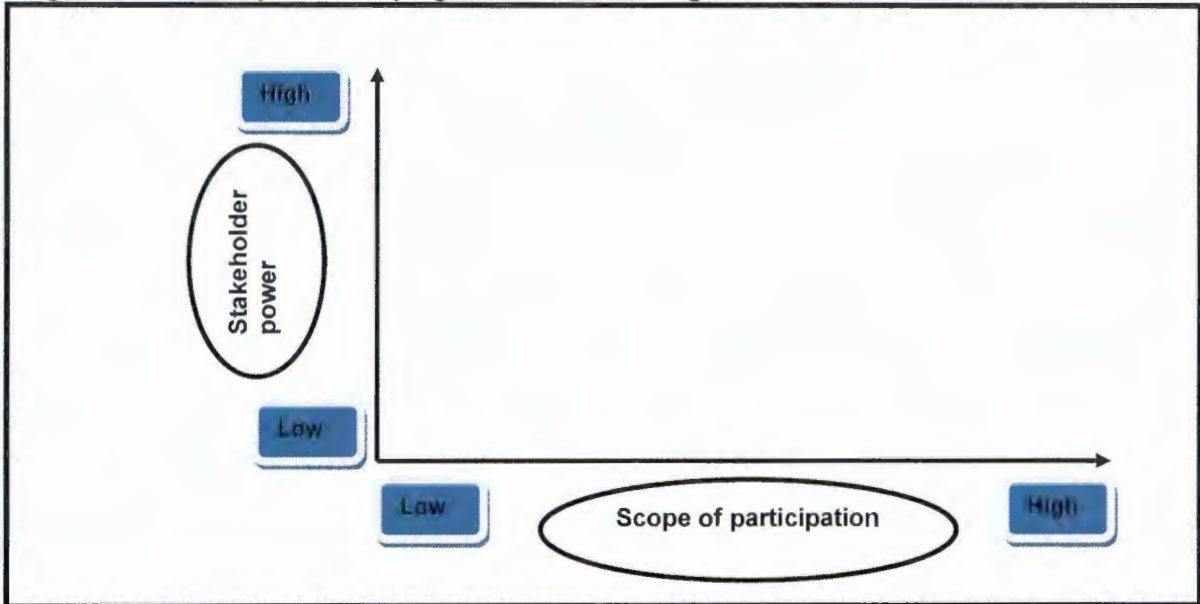
There is considerable opportunity for further development of stakeholder theories through the cycles of theory in practice and practice into theory, as mentioned by Ackermann and Eden (2011). The better utilisation of methods and strategies by the BBKTA in managing the diverse needs of stakeholders could assist the organisation to attain sustainable rural development for the BBK community.

1.9   RESEARCH METHODS

A well-designed research plan forms the basis of a research process (Cooper & Schindler, 2011) and research is described as a practical activity that intends to unravel things in a systematic way. Research, as defined by Coldwell and Herbst (2004), Creswell *et al.* (2016) and Devlin (2018), is a process of designing, gathering, analysing and reporting information to uncover opportunities and reduce the risks of decision making.

Research methods, as advocated by Rajasekar *et al.* (2013), are various procedures, schemes and algorithms used in research. All methods used by a researcher during a research study are termed as research methods. These are essentially planned, scientific and value-neutral. Methods of data collection, as explained by O'Leary (2013), include interviewing, surveying, observation, and unobtrusive methods, while methods of analysing data comprise quantitative

and qualitative strategies. Data for the purpose of research are classified into two categories: (1) secondary and (2) primary data.

Secondary data research was undertaken in order to lay the theoretical foundation upon which this study is based. The secondary data sources accessed for this study included reports, journals, policy documents, academic research journals, dissertations, theses, statistics and legislation in order to provide a better understanding of the concept of sustainable rural tourism, and to obtain a clear view of how the strategic management of stakeholder relations can aid the sustainable development of rural tourism for the BBK community.

Primary data is data initiated specifically for the purpose of a proposed study and was extracted in the form of perceptions from a sampled population (Churchill *et al.,* 2010). The mixed method approach was followed to obtain the required primary data and these are quantitative and qualitative research. Qualitative research, as indicated by Leedy and Ormrod (2010), Stringer (2014), Ivankova (2015) and Devlin (2018), is more subjective than quantitative research and uses different methods for collecting information. For the purpose of this study, individual in-depth interviews were conducted to obtain qualitative data and a survey instrument was used for the quantitative component (Leedy & Ormrod, 2010). Although quantitative and qualitative research approaches differ in their research questions and data collection, both can be applied to study the same research problem because the quantitative approach seeks to determine relationships between variables, and the qualitative approach seeks an in-depth understanding of individuals. This method used is known as a mixed method approach and is discussed in greater length in the research methods chapter.

Based on the empirical nature of this study, which is basically the science of reality, observation and testing of existing theories on how strategic management of the community-group as stakeholder both contribute towards the development of sustainable rural tourism. Positivism philosophy was applied in this study because positivism philosophy assists in solving problem statements and also to create the starting point for a research approach, which is adopted in the research process, thereby providing justification for the research methodology (Ritchie & Lewis, 2003; Harrison & Reilly, 2011). According to Noor (2008), positivism is based on the natural science model of dealing with facts, and is more closely associated with quantitative analysis. On the other hand, post-positivism deals with understanding the subjectivity of social phenomena, and requires a qualitative approach. Positivism and post-positivism will be discussed further in Chapter 4.

There are two major classes to which sampling methods belong: (1) probability sampling and (2) non-probability sampling. The former sampling method, as indicated by Stringer (2014), Cresswell *et al.* (2016) and Saunders *et al.* (2016), means that each element in the population has a known, non-zero probability of being selected, and subsequently the selection of an element is completely random, whereas, the non-probability sampling method, as mentioned by Bernard and Ryan (2010) and Devlin (2018), does not make use of a random selection of population elements. A core characteristic of the non-probability sampling technique, as proposed by Ivankova (2015), is that samples are selected based on the subjective judgement of the researcher, rather than random selection. A non-probability sampling method was preferred for this study and the sampling process for both the qualitative and quantitative approaches are discussed in detail in Chapter 4 and include the sampling size.

The qualitative data obtained through in-depth interviews were analysed through description, categorisation, unitising data, and the recognition of relationships and the development of themes so as to identify similarities in the data and to relate it to the literature in order to obtain threads and draw conclusions (Saunders *et al.*, 2007). The application of this method was in line with the descriptions of McCartney *et al.* (2008) and San Martin and Del Bosque (2008). A survey was undertaken to obtain the quantitative data needed and the data extracted was analysed using the Statistical Package for Social Science (SPSS) for the purpose of this study.

Completed questionnaires were coded and the data was captured unto a spreadsheet for analysis purposes. According to Creswell *et al.* (2016), the coding process enables retrieving and collecting all data associated with some thematic idea so that the sorted bits (meaning units) can be examined together and different cases compared in that respect. Statistical methods were used with the sole aim of addressing the research objectives. The statistical methods utilised consist of descriptive and inferential statistics.

A convergent parallel mixed methods design was used for the purpose of this study based on the empirical nature of the study whereby the quantitative and qualitative data collected were analysed and then compared through the use of the triangulation method, as explained by Creswell (2008) and Hesse-Biber (2017). Often the purpose of triangulation in a specific context is to obtain confirmation of findings through convergence of different perspectives, as mentioned by Jack and Raturi (2006). The qualitative and quantitative methods in this study complemented

each other, providing richness and detailed findings that would not have been possible from using one method alone.

1.10 SIGNIFICANCE OF THE STUDY

It is important to bring stakeholders together to co-operate rather than to compete against one another. This task may be challenging as stakeholders may have conflicting interests and diverging time frames for deriving benefits from rural tourism just for themselves.

The strategic management of stakeholders, as elaborated upon by McLaren and Heath (2013), will assist in establishing a partnership and collaboration between stakeholder groups, in particular the BBKTA and the community-group to attain the mutual benefits derivable from rural tourism. Stakeholder collaboration is essential and critical because if issues and concerns are not addressed, it could impede collaboration at a later stage in the process. Therefore, stakeholder collaboration is the main component that can ensure that there is the development of sustainable rural tourism that will sustain the benefits for future generations through sustainable economic growth, social growth, and preserving the culture of the BBK community-group. Thus, the strategic management of stakeholders is fundamental to the sustainable socio-economic development of the BBK community-group. This could create and stabilise employment opportunities, as pointed out by Simkova (2007), which in turn will contribute towards prosperity and uplifting the standard of living for all in the community.

Formal research is thus needed on the stakeholder groups in a local community and its strategic management through the integration and synergy of key drivers towards sustainable rural tourism development, which subsequently should inject growth into a local rural economy.

1.11 DELIMITATION OF THE STUDY

This study seeks to examine the strategic management of the community-group stakeholder partnerships in the development of sustainable rural tourism. This study was conducted amongst the Bakgatla-ba-Kgafela, located in the Pilanesberg region in South Africa.

Questionnaires were distributed to the community-group in four villages closest to the BBKTA offices in Moruleng. The community-group included (1) local residents, (2) educational institutions, (3) business entrepreneurs, (4) business associations, and also (5) relevant others

such as the local municipality, for the reason that they are primary stakeholders who are knowledgeable about the region and the future expectations of the BBK. In-depth interviews were conducted with representatives from the following institutions: (1) Bakgatla-ba-Kgafela Traditional Authority (BBKTA), (2) Moses Kotane Local Municipality (MKLM), (3) North West Parks Board (NWPB), (4) Orbit Technical and Vocational Education and Training (TVET) college (Mankwe campus), and lastly the (5) Moses Kotane Accomodation Association (MKAA) for more enriching inputs. The respondents included stakeholder experts in the field of tourism who are deemed appropriate as they are knowledgeable about rural tourism development in the BBK community and included: senior officials of the BBKTA, the local economic development officers of the MKLM, a senior official from the NWPB, a senior official from the Mankwe TVET college, and a senior member from the MKAA.

Because the BBK occupies one of the largest communal areas in the North West and its villages spread over a vast area of more than thirty-two villages in the Pilanesberg region, this study could for all practical purposes not include all the residents in thirty-two villages and the study is inclusive of four villages, and furthermore, not all staff of the BBKTA, the MKLM, Mankwe TVET College, the NWPB or Business association could be included due to time and financial constraints, as well as for logistical reasons.

This study is further delimited to the community-group and does not include stakeholders from any other groups due to the scope of this study, as well as due to time and financial constraints.

1.12 STUDY EXPOSITION

The nature of this study encompasses various disciplines and also requires extensive discussions in order to fully comprehend the underlying theory relevant to this study and it was therefore necessary to divide this study into different chapters. Following is an overview of the content of every chapter.

Chapter 1   Introduction and précising

This chapter introduces the research topic, the strategic management of stakeholder relationships for rural tourism development. This chapter further presents the problem statement which is then followed by an explanation of the research objectives, a synopsis of the literature and the research method followed for the purpose of this study.

Chapter 2   Strategic management: stakeholder relations

This chapter explores the nature of strategic management in terms of tourism stakeholder relations and partnerships. This literature review serves as secondary information to provide meaningful insight and knowledge about the strategic management of stakeholders since a main component of the strategic management process is to manage and integrate the relationships and interests of stakeholders, especially that of the community-group as in this specific case, in a way that will ensure the long-term success and development of sustainable rural tourism.

Chapter 3   Management perspective of tourism development and relationship management

The concept of rural tourism and its sustainable development is dealt with in this chapter. This literature review provides meaningful knowledge about rural tourism and how rural tourism could enable rural people to share in the benefits of tourism development, thus promoting more balanced and sustainable forms of development. The integration of culture and social factors into that of a local economy, partnerships and cooperation between all stakeholders and an amalgamation with other economic sectors, are all tools that should be incorporated and implemented for achieving the development of sustainable rural tourism. Furthermore, sustainable rural tourism can be achieved through building and managing relationships with the different stakeholders of an organisation.

Chapter 4   Research method

Chapter 4 explores research methods and its application to this specific study. Incorporated is a full explanation of the process followed for collecting data and the two measuring instruments used for replication purposes. The research process is a scientific formula designed for the collection, analyses and interpretation of data in order to provide meaningful insight in terms of how community stakeholders view their role as partners, together with that of the BBKTA in the development of sustainable rural tourism.

Chapter 5   Results presentation

This chapter presents the research results in the form of discussions, figures and tables after the data has been statistically analysed. The results are compared to detect concurrences and

contradictions and the results are presented and interpreted without being biased, misleading, or intentionally misrepresented.

Chapter 6   Conclusion and recommendations

The last chapter summarises the theoretical and empirical findings of the study where recommendations are formulated, based on the results and interpretation of the findings in the previous chapter. The objectives indicated in Chapter 1 form the basis of the last chapter and the study then terminates with a final conclusion.

CHAPTER 2

STRATEGIC MANAGEMENT: A STAKEHOLDER RELATION APPROACH

2.1 INTRODUCTION

The environment within which strategic managers have to function consists of two opposite environments, the internal and the external environments. The variables of the internal environment are directly under the control of managers, but this does not apply to the external environment. However, the variables from the external environment call for strategic management and this requires a totally different set of skills. Added to this is the fact that organisations need to be steered towards realising organisational objectives within the conformant of an organisation's vision and mission. To enable organisations to achieve this endeavour, the strategic management of resources in today's constant evolving environment is pivotal.

Tourism development has the potential to permeate every aspect of and in a community, both positively and negatively. Organisations, governments, professionals, and scholars involved in tourism development recognise the need and the necessity for stakeholders to be included and involved in the tourism development process. One of the most important tasks during strategy formulation is the management of the interface between the many and often competing demands of an organisation's different stakeholders in relation to its strategic goals.

The focus of this chapter is on the strategic management of tourism stakeholder relations and deals with how organisations can manage their stakeholders in ways that meet their strategic goals. This chapter deals with: (1) the concept of strategic management in the form of a synopsis of the steps involved in the strategic management process and is followed by (2) an elaboration on stakeholder relations and its management. The chapter then incorporates a presentation on (3) the different tourism stakeholders that need to be included into the strategic management of tourism development. The layout of this chapter is graphically depicted in Figure 2.1.

Figure 2.1   Strategic Management: A stakeholder relations approach
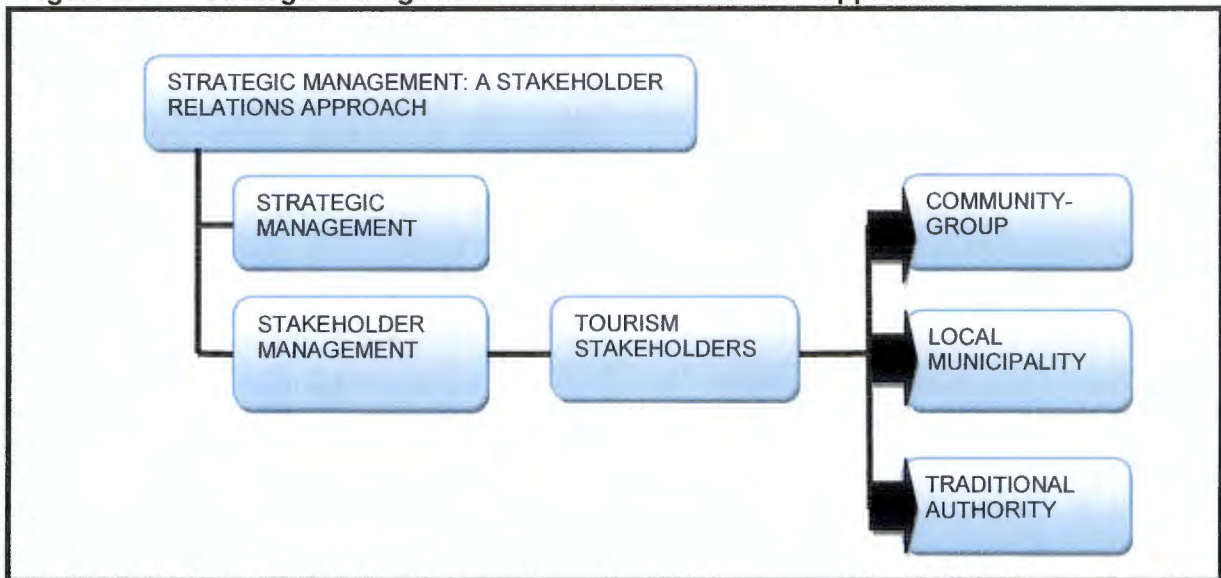
2.2   STRATEGIC MANAGEMENT

The term strategic management is often used frantically and it is important to distinguish what exactly is meant by this term. Managing an organisation in the competitive landscape of the twenty-first century is a highly complex task, and has an impact on organisational leadership, strategies, and organisational structure. Among the reasons for the heightened complexity are increasingly competitive business practices, the inclination towards strategic flexibility to accommodate change, the emergence of networked organisations, and the concern for sustainability and business ethics in the global arena (Mosia & Veldsman, 2004; Kazmi, 2008b; Hitt *et al.*, 2009; Louw & Venter, 2013). The subsequent synopsis of strategic management is presented in general and it should be noted that these principles are applied within the context of stakeholder management.

The development of a strategy, as established by Pearce and Robinson (2007), Emello (2010) and Louw and Venter (2010), is influenced by the extra-organisational practices of an organisation, such as how it manages its stakeholders and its wider social fields (how it is done), and the intra-organisational practices of people in the organisation and their activities carried out (what is done). There is a reciprocal relationship between intra- and extra-organisational strategic activities, as asserted by Speculand (2009). However, this relationship is influenced by what people do (their activities) because the activities carried out by people influence the way in which strategies are implemented.

Strategy is concerned with long-term direction and sustainable success and the following section presents the essence of the phrase strategy.

2.2.1 THE ESSENCE OF STRATEGY

The concept of strategy is derived from the Greek word '*strategos*', meaning 'a general'. Strategos, in turn, is derived from '*stratos*' (the army) and '*agein*' (to lead). Strategy was originally associated with the military, the art of leading the army as per the first formal article on strategy. However, it was only in the twentieth century that the concept of strategy gained importance in the business world (Hitt *et al.,* 2009; Allio, 2011; Louw & Venter, 2013).

Strategy, as explained by Louw and Venter (2013), can be regarded as a game plan indicating the choices a manager needs to make, for example about how to:

- Attract and meet customer needs (Parnell, 2010).
- Compete successfully (Anwar & Hasnu, 2016).
- Develop necessary dynamic capabilities (Marx, 2015).
- Grow the organisation (Parnell, 2010; Anwar & Hasnu, 2016).
- Manage the organisational architecture (Mathur & Pillania, 2014).
- Manage stakeholder relationships (Parnell, 2010; Dandira, 2012).
- Achieve performance targets by implementing strategy successfully (Dobni *et al.,* 2016).

Strategy can also be viewed as the direction and scope of an organisation over the long-term, as resolved by Calandro (2014), which achieves advantage for an organisation through its configuration of resources within a changing environment and to fulfil stakeholder expectations. Furthermore, Gebczynska (2016) and Herstein *et al.* (2017) suggest that strategy should be reflected in specific plans and schedules, the execution which is to be assigned to different departments, processes and individual working positions.

A strategy, as mentioned by Hitt *et al.* (2009), Douglas and Samuel (2011) and Amadeo (2014), is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain competitive advantage. Understanding how to exploit a competitive advantage is important for organisations seeking to earn above average returns in order to provide value to their stakeholders, as explained by Beneke (2010) and Louw and Venter (2010). Organisations without a competitive advantage, or who are not competing in an

attractive industry earn, at best, only average returns (Hitt *et al.,* 2009). As stated by Danielle (2006), mastering the elements of strategy, as clarified by Danielle (2006) and Greenland and Kwansah-Aidoo (2012), is essential for developing a winning strategy in the markets of tomorrow, and creating valuable sources of competitive advantage.

Within this conception of strategy, the role of the strategist is to identify elements between different events and objects of situations in such a way that it will make sense to the strategist and all other members of the organisation (Grazzini, 2013). Strategists assist an organisation to gather, analyse and organise information. The nature of strategy, as indicated by Mintzeberg, (1994), Davis (1996), Louw and Venter (2010) and Savolainen (2016), is illustrated in Figure 2.2 as the five Ps of strategy.

Figure 2.2:   The five Ps of strategy
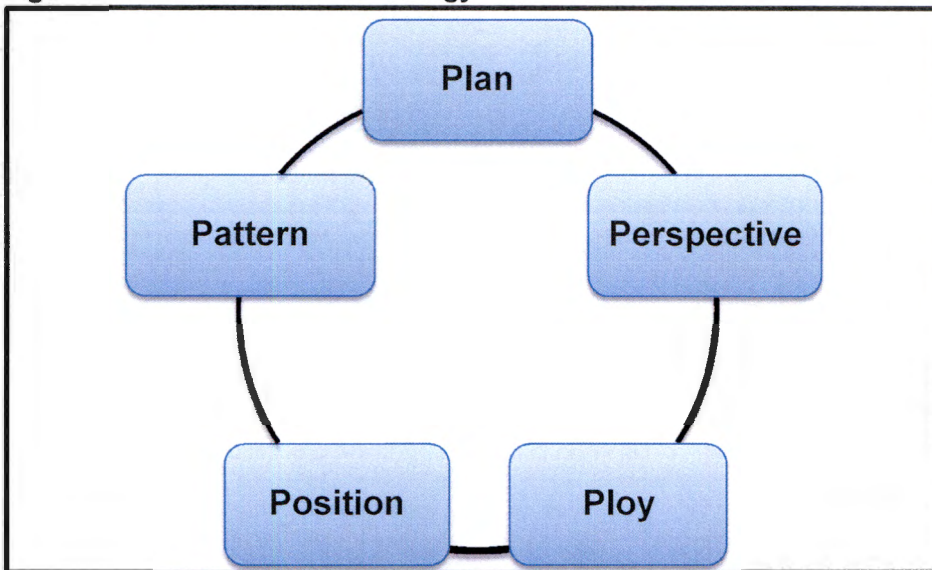
Source: compiled from Mintzeberg (1994); Louw & Venter (2013)

The five Ps of strategy are:

- **Strategy as a Plan** – provides overall direction and a course of action. As a plan, strategy formulation is a formal process of conception implemented through organisational layers, structure and control systems.
- **Strategy as a Perspective** – strategy looks inside the organisation – inside the mindset of the collective strategists, and upwards toward the strategic purpose, intent, and direction of the organisation.
- **Strategy as a Ploy** – a specific manoeuvre to outwit a competitor.

- **Strategy as a Position** – strategy looks downwards (meeting stakeholder needs) and outwards, towards the external competitive market.
- **Strategy as a Pattern** – concerns consistent behaviour over time:
  - ➤ Intended strategy – it looks ahead, as a pattern, and the strategies evolve out of their past.
  - ➤ Emergent strategy – unplanned responses to unforeseen circumstances.

Business strategies may include geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint ventures, as explained by Alizon *et al.* (2010), and an organisation can thus not operate effectively without a strategy (Hanlan *et al.*, 2006; Wilson *et al.*, 2008; George, 2014). A strategy may have been developed explicitly through a planning process, as proposed by Schlager and Maas (2013), or it may have evolved implicitly through the operations of various functional departments – but, in order to function effectively in the marketplace, an organisation should have answers to the following questions:

- What business are we in?
- What products and services will we offer?
- To whom?
- At what prices?
- On what terms?
- Who are our competitors?
- Who are our stakeholders?
- On what basis will we compete?

Organisations asking these key questions and finding answers are likely to have a strategy in place (Katsioloudes, 2006; Pfahl, 2010; Louw & Venter, 2013). A strategy, as stated by Gebczynska (2016), should be reflected in specific plans and schedules and the execution of which is to be assigned to different departments, processes and individual working positions.

Top management of an organisation is accountable for the formulation of an organisation's strategy and need to attend to the management of stakeholders to ensure the strategy's robustness, according to Ackerman and Eden (2011), Nies and Natter (2010) and Sheth (2011). By anticipating and managing stakeholder reaction to organisational strategies as formulated by Byrd and Gustke (2011), actions can be put in place that can either capitalise on potential

positive responses or reduce negative responses. Stakeholders are likely to have a powerful effect on the feasibility of an organisation achieving its strategic goals and contributing towards ensuring the organisation's long-term viability and sustainable competitive advantage, as asserted by Waligo *et al.* (2013).

The theory of the knowledge-based view of an organisation was presented by Grant (1996) some time ago and this is still relevant today. This theory contends that knowledge is the most strategic source of an organisation for competitive advantage, because it cannot be imitated easily. An organisation that utilises its knowledge assets more effectively would outperform those who do not do so, as indicated by Shujahat *et al.* (2017). Thus, knowledge is recognised by Nies and Natter (2010) and Schlager and Maas (2013) as a source of competitive advantage for an organisation, a process referred to as strategic management.

The nature of strategic management will now be deliberated for the sake of laying the foundation for the comprehensive discussion of the strategic management of stakeholder relations.

2.2.2 NATURE OF STRATEGIC MANAGEMENT

Strategic management as a process has been described by numerous scholars and following is a synthesis of its description. Table 2.1 presents different descriptions of the phrase strategic management.

The following synthesis is derived from these descriptions. Hitt *et al.* and Ehlers and Lazenby indicate similarities in their descriptions of strategic management and describe strategic management as the integration of functions and coordination of resources to formulate strategies that will enable an organisation to gain a competitive advantage and earn a positive return on investment, and Ehlers and Lazenby further place emphasise on the importance of gaining a competitive advantage as this will add value to an organisation's stakeholders. Louw and Venter and Goranczewski and Puciato indicate similarities in their descriptions of strategic management by describing strategic management as identifying the long-term objectives of an organisation and allocating resources needed to meet those objectives. Thompson and Martin, and Harrington and Ottenbacher shift the focus of their explanation of strategic management to it being a principle that utilises resources to enhance the performance of an organisation in the external environment.

A strategic planning and management approach, as mentioned by Morrison (2013), can provide a valuable step-by-step systematic framework to assist management to manage the resources and better inform stakeholders of the benefits that can be derived from the development of a region or destination (Beeton, 2006; Morrison, 2013; Berndt & Tait, 2014).

Table 2.1:   Strategic management described

Author	Description
Thompson & Martin (2005)	To survive you have to learn to fight by the rules of the game. The rules of the business game have changed in response to economic, technological and social dislocation and require a new approach to market combat. Companies that will survive and prosper will be those which recognise the new rules of the market-place and adopt end-game strategies which reflect the combative nature of the market.
Hitt *et al.* (2009)	A full set of commitments, decisions, and actions required for an organisation to achieve strategic competitiveness and earn above-average returns.
Ehlers & Lazenby (2010)	The process whereby all the organisational functions and resources are integrated and coordinated to implement formulated strategies which are aligned with the environment, in order to achieve the long-term goals of the organisation and therefore gain a competitive advantage through adding value for stakeholders.
Goranczewski & Puciato (2010)	Strategic decisions have long-term implications and concern the entire organisation, are described as identifying long-term objectives and conditions for development, and making decisions on the allocation of resources needed to meet objectives.
Louw & Venter (2010)	Strategic management is concerned with the overall effectiveness and choice of direction in a dynamic, complex, and ambiguous environment.
Harrington & Ottenbacher (2011)	Strategic management deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving the utilisation of resources to enhance the performance of firms in their external environment.
Carroll & Buchholtz (2015)	Strategic management incorporates environmental, ethical, and social concerns, with the realisation that the long-term viability of an organisation is linked inextricably with its impact on the economy, society, and the environment.

The strategic management approach can also assist identifying how effectively to engage with stakeholders (Hanlan *et al.*, 2006; Fuller, 2010). Ehlers and Lazenby (2010) and Harrington and Ottenbacher (2011) apply to this study as it explores the strategic management of resources, in particular the management of its stakeholders to enable an organisation to achieve the sustainable tourism development of a local destination.

A layout of the systematised approach to strategic management, as derived by Johnson and Scholes (2002), is followed and the reasons why are:

- It can provide a structured means of analysing and thinking about complex strategic problems.
- It can encourage a longer-term solution to problems and challenges that might have occurred.
- It can be used as a means of control by regularly reviewing performance and progress against agreed objectives or a previously agreed upon strategic direction.
- It can be a useful means of coordination, for example by bringing together the interests of various stakeholders within an organisation's overall strategy.
- Strategic management can also help to communicate intended strategy to stakeholders.
- It can be used as a way to involve stakeholders in strategy development, therefore perhaps assisting in creating ownership of the strategy.
- Managing the system may provide a sense of security and logic for an organisation and, in particular, management who proactively need to determine future strategy and exercising control over the fortune of a destination.

The strategic management of stakeholder relations, as construed by Byrd (2007) and Morrison (2013), is essential for the attainment of sustainable rural tourism of a destination, and moreover, an organisation must take a leadership and coordinative role of different stakeholders to ensure that the strategic management process accomplishes its set deliverables. Furthermore, some time ago Berman *et al.* (1999) said that treating stakeholders in a positive way is ultimately seen as shaping the organisation strategy and impacting positively on financial performance, and this is still valid today.

Strategic management is a short- and a long-term process, involving both plans and actions reflecting the immediate realities of the business environment whilst providing stimulus for innovation, adaptation, and change (Hanlan *et al.*, 2006; Beneke, 2010; Douglas & Samuel, 2011; Amadeo, 2014; Herstein *et al.*, 2017). The subsequent discussion only presents an overview of the general strategic management process and the major components of the model are illustrated from the principal themes of the subsequent discussion.

The steps of the strategic management model differ amongst authors and scholars and following is a synthesis of the steps as indicated in academic literature. Hill and Jones (1998), Miller (1998), and also Pearce and Robinson (2011) indicate the sequence of the strategic management process as: (1) company mission, (2) internal analysis, (3) external environment, (4) long-term objectives, (5) generic grand strategies, (6) short-term objectives, (7) action plans,

(8) functional tactics, (9) policies to empower action, (10) restructuring, reengineering, and refocusing the organisation, and lastly, (11) strategic control and evaluation.

The strategic management process, as proposed by Hough *et al.* (2011), differs with other authors as it commences with (1) developing a strategic vision followed by (2) setting objectives and setting activities and programmes to achieve each objective, followed by (3) crafting a strategy to achieve the objectives and vision, through (4) implementing and executing a strategy, and (5) monitoring developments, evaluating performance, and making corrective adjustments. This process is supported by Dandira (2011) who suggests that the strategic management process commences with: (1) vision of the organisation, then converts it into (2) mission with specific performance objectives, followed by (3) the strategy formulation to achieve the targeted performance, and ending with (4) the strategy implementation.

Furthermore, as indicated by Parnell (2014), the strategic management process starts with (1) external analysis of the environment for opportunities and threats, followed by (2) internal analysis of the strengths and weaknesses within an organisation, then followed by (3) strategy formulation, (4) strategy implementation, and (5) strategy control. Whereas, compared to Louw and Venter (2013) the process begins with (1) strategy, stakeholders, and strategic direction, and this is followed by (2) strategic analysis, (3) strategy development and formulation, followed by (4) strategy implementation, and (5) strategy performance and control. The vision and mission serves as the initiator or starting point as it assist to provide organisation stakeholders with an understanding to what the organisation wants to realise and this argument is supported by Hill and Jones (1998), Miller (1998), Hough *et al.* (2011), and also Pearce and Robinson (2011).

For the purpose of this study, the strategic management process consists of six steps and these steps are illustrated in Figure 2.3. The six steps of strategic management are:

Step 1 – *Vision and Mission* statements of an organisation must reflect the aims and scope of the organisation.

Step 2 – *Strategic goals and objectives* are targets set for an organisation to achieve within a specific time frame.

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Figure 2.3:   Strategic management process
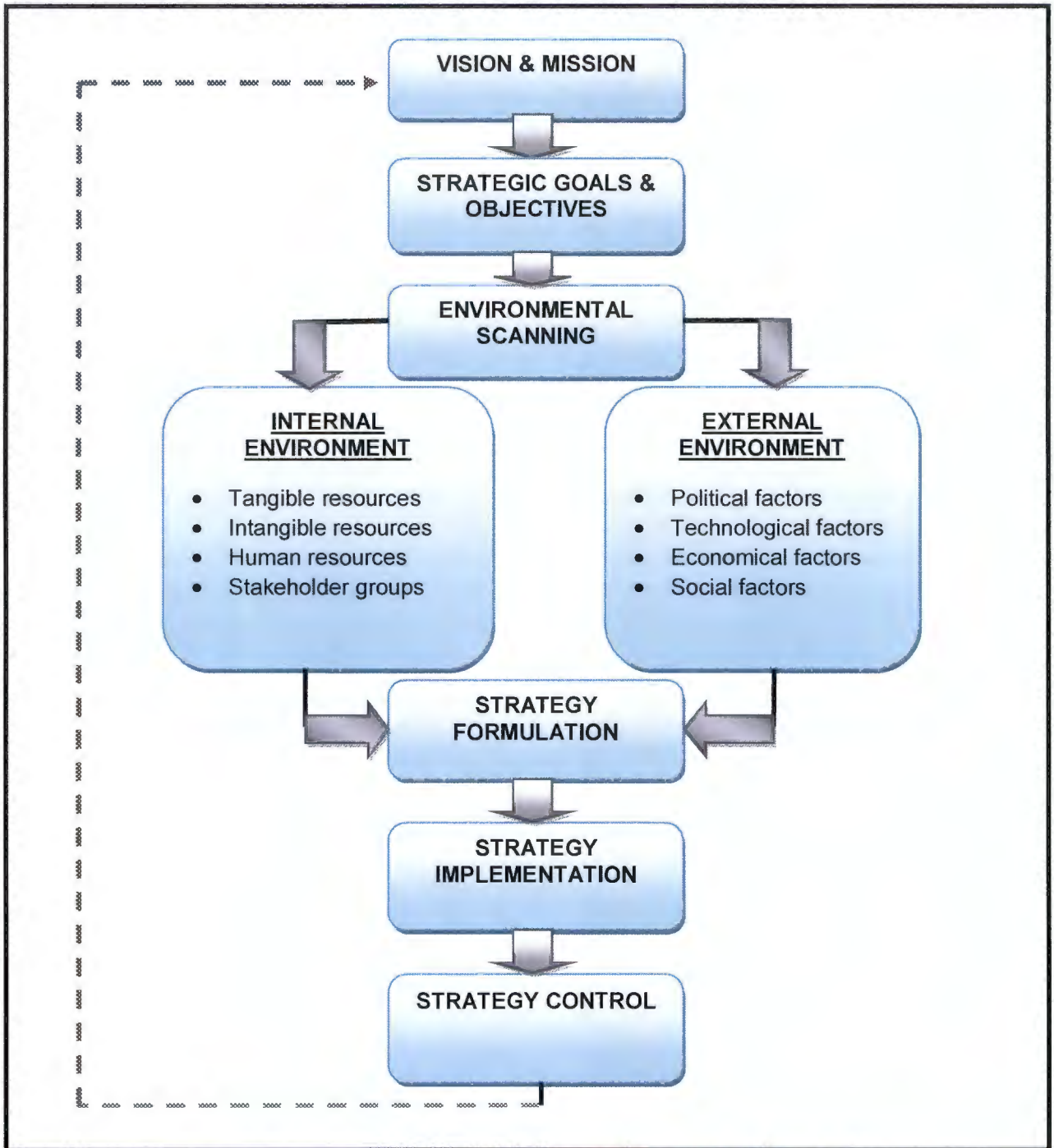
Source: compiled from Hill & Jones (1998); Dandira (2011); Louw & Venter (2013); Parnell (2014)

Step 3 – *Environmental scanning* is the organisation scanning (1) internally for strengths and weaknesses and (2) externally for opportunities and threats.

Step 4 – *Strategy Formulation* is building and sustaining competitive advantage by matching the organisation's strengths and weaknesses with the environment's opportunities and threats.

Step 5 – *Strategy Implementation* involves implementing the strategies that have been developed.

Step 6 – *Strategy Control* is measuring success and taking corrective action when strategies are not producing desired outcomes, and setting criteria to evaluate strategic options.

The strategic management process for this study commences with the (1) vision and mission statement, followed by (2) strategic goals and objectives, then (3) environmental scanning, followed by (4) strategy formulation, and this is followed by (5) strategy implementation and (6) strategy control and evaluation, as demonstrated in Figure 2.3. However, as emphasised by Dandira (2011), Louw and Venter (2013) and Berndt and Tait (2014), strategic management is an ongoing process, as indicated by the steps in Figure 2.3, as nothing is final and all prior actions and decisions are subject to modification at any time. This process consists of four major and ever present tasks and these are:

- Developing a concept of the business and forming a vision of where the organisation intends to be heading.
- Converting the mission into specific performance objectives.
- Crafting a strategy to achieve the targeted performance.
- Implementing and executing the chosen strategy efficiently and effectively.

Creating an organisation's vision and mission statement is regarded as the first step in the strategic management process and developing a vision and mission is crucial to the success of any organisation, and in this case any community. However, the above tasks explain management's aspiration for an organisation in a concise manner, assist management to focus on what is really important, and provide a basis for developing other aspects of the organisation's strategic plan. It is thus important to further deliberate on the vision and mission statements.

2.2.3 VISION AND MISSION STATEMENTS (STEP ONE)

The vision and mission statements established by David (2011), Khalifa (2012) and Reverte (2012) are overwhelmingly accepted as an indispensable part of the strategic management process for organisations of all types, be it the public sector, not-for-profit, private, for profit, a multinational or a small and medium scale organisation. Vision and mission statements, according to Kantabutra and Avery (2010), impact on strategy and most aspects of organisational performance. Most organisations have a vision and mission as a day-to-day operations guide, used for building a common and a shared sense of purpose and also serving as conduit through which employees' focus is shaped (Darbi, 2012).

Vision and mission statements are regarded as an important medium for conveying organisational values and emphasizing uniqueness and differences, as mentioned by Kurland *et al.* (2010). These statements are often indicated on corporate websites and almost all other mediums of communication, and should be accessible to all stakeholders at all times. Porter and Kramer (2006), Sangle (2010) and Louw and Venter (2013) contend that a vision and mission statement can contribute to edifying the brand personality of an organisation as it is imperative to invest in its long-term brand equity. For this reason, it is essential to analyse an organisation's self-presentation with regard to how it develops its vision and mission statement that is intended to communicate its tactical and strategic goals and objectives to its stakeholders.

Managers are advised to distinguish between the vision and the mission statements, because these phenomenons imply different aspects of strategic management (Louw & Venter, 2013; Berndt & Tait, 2014; George, 2014). The vision and mission differ but are complementary, similar to two sides of the same coin, and are two important elements in providing strategic direction. The meaning of a vision statement will now be further elaborated upon.

2.2.3.1   Vision statement

Since organisations are influenced by ceaselessly changing environmental factors, there is a need to continuously adjust the strategic course amongst and around numerous opportunities and threats (Raman, 2006; Bagautdinova *et al.*, 2012; Reihanian *et al.* 2012). Strategic management is described by Dandira (2011) as a process by which leaders of an organisation determine where the organisation intends to be in future and how it will get there, and this

process leads to a development of the vision for an organisation. Effective strategic management, as emphasised by Khalifa (2012), Morali and Searcy (2013) and Mansi (2015), is instrumental to high performance and improved financial returns to grow in dynamic environments and this can be accomplished through a well-crafted vision. The vision indicates, as pointed out by Van der Walt *et al.* (2004), the ideal direction or guiding philosophy and future position of an organisation.

An organisation's future is determined by its vision, as professed by Eigles (2003), Freeman (2010), Gautam and Singh (2010) and Kantabutra and Avery (2010), and the necessary priorities, procedures and operations (strategies) to achieve that vision should then be established. This is a statement of the hopes, aspirations and wishes of the organisation. Included are measurable goals that are realistic and attainable, but also challenging. There is an emphasis on long-term goals and strategies rather than short-term (such as annual) objectives (Barnett & McCormick, 2003; Millett, 2011; Louw & Venter, 2013; Morrison, 2013).

Many organisations, as established by Kantabutra and Avery (2010), do have a vision statement, but it is questionable how effective these visions are. A vision is a starting point of any organisational transformation process and should underpin business strategy. But, senior managers, as argued by Darbi (2012), have often been developing vision statements while being unaware of the empirical evidence of how to construct an effective vision. This is particularly important in a geographically dispersed organisation where employees down the line must share the same vision.

Vision formulation, as debated above and expressed by Rahimnia *et al.* (2011), is the point of departure for the strategic management process along with the formulation of a mission, which will be discussed in the ensuing section. Millett (2011) asserts that it is the vision which identifies the route for further movement towards ideals. It is necessary for management to formulate a vision that distinguishes an organisation from others (Eigels, 2003; Robbins & Coulter, 2003; Dhasen, 2015; Mansi *et al.*, 2017) and this would not be achieved unless all related attributes are included in the vision. Therefore, quantitative methods are required for a vision to be evaluated and comparable with best practices, in particular within the tourism sector where this can be seen as a multiple attribute decision-making problem in which decision makers always need to express their preferences on alternatives or on attributes of the options which can help formulate the vision or select the most desirable one (Eigels, 2003; Rahimnia *et al,* 2011).

A vision should focus on an organisation's strategy, as suggested by Louw and Venter (2013), and is thus acknowledged as the root for continued success. Furthermore, Morrison (2013) explains that a vision should play a vital role in determining an organisation's market potential and then position the organisation within the marketplace. A shared vision plays an important role in translating envisaged end-results into a mission with consistent messages for consumers, employees, investors and stakeholders, who all need to be aligned with the organisation's operating practices (Van der Walt *et al.*, 2004).

2.2.3.2   Mission statement

The mission statement of an organisation represents the broadest level of goals and describes the purpose of an organisation, or its reason for existing. A mission is a vehicle that maintain direction and to achieve its position in the market, as explained by Van der Walt *et al.* (2004).

The mission, as resolved by Babnik *et al.* (2014), should stimulate individuals inside an organisation to think and act on a continuous basis. It will only have meaning if it serves as a driving force for strategic decisions. The mission describes an organisation in terms of the consumer needs it wants to satisfy, the goods it supplies, or the markets currently pursued or intended to be pursueded (Van der Walt *et al.*, 2004; Dhanesh, 2015; Mansi *et al.*, 2017). As a formal document that articulates an organisation's distinct and enduring purpose, mission statements have become popular and are today an acknowledged management tool. It has even been said that mission statements appear to have evolved into a prerequisite for operating an organisation (Desmidt *et al.*, 2011).

Commonly accepted, as explained by Van Nimwegen *et al.* (2008) and Powers (2012), is the idea that a mission statement should address an organisation's vision, values, and philosophy, either as separate statements or alternatively integrated into the mission statement itself. It appears useful for organisations to develop a separate slogan (or motto) in order to simplify communication with stakeholders.

One essential element, as indicated by Desmidt *et al.* (2011), is that the development of a mission statement generates organisational benefits which should ultimately result in improved (financial) performance. Frequently cited benefits include:

- Providing a sense of an organisation's direction and purpose. Mission statements are a starting point of every strategic initiative. Only a clear definition of an organisation's purpose makes it possible to formulate realistic and coherent goals (Bart *et al.*, 2001) and choose between strategies (Kemp & Dwyer, 2003).
- Focusing the allocation of organisational resources. By providing a common direction that transcends individual, departmental and transitory needs, the mission statement acts as a strategic framework for allocating organisational resources (Bartkus *et al.*, 2000) and facilitate organisational decision-making processes.
- Communicating effectively with important internal and external stakeholders. The mission statement can be an effective vehicle for communicating with internal and external stakeholders (Bartkus *et al.*, 2000; Goranczewski & Puciato, 2010), it enables clarifying the organisation's goals, and an organisation can persuade stakeholders to provide the essential (tangible and intangible) resources needed to sustain the organisation's activities (Sanchez & Heene, 2004), specifically relevant to rural tourism, where Traditional Authorities and other bodies have to seek ways and methods of communicating their plans and strategies to their stakeholders, the community-group in particular, if it has to do with the strategic development of a region.
- Describing the values of an organisation that will guide and inspire organisational members. The mission statement serves as a focal point for individuals to identify with an organisation's purpose and direction (Collins & Porras, 1995; David *et al.*, 2014). The resultant shared 'sense of mission' hereby acts as a cultural control and coordinating mechanism focusing employee efforts on the achievement of strategic goals (Campbell & Young, 1991; Desmidt *et al.*, 2011). This can assist the BBK community-group to unite and galvanise around a common goal, being the development of sustainable rural tourism.

The natural role and importance of mission statements, as mentioned by David *et al.* (2014), have been examined for over three decades in management literature. However, mission statements have received far less attention in strategic management literature despite its perceived importance in strategic management. This void in strategic management literature is surprising given that mission statements could be used in formulating and implementing sustainable strategy development.

With regard to motivating employees, as analysed by Powers (2012), a good mission statement induces employees to control their own behaviour with less formal mechanisms. To a larger extent, Van Nimwegen *et al.* (2008) assert that a mission statement appeals more to the heart

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than heads of employees, whereby greater commitment follows. With regard to communicating with other stakeholders, mission statements are widely seen as necessary in assisting an organisation in forming its brand identity, purpose and direction (Thorpe *et al.*, 2005; Vandijck *et al.*, 2007; Van Nimwegen *et al.*, 2008; Louw & Venter, 2013). These are important instruments by which organisations convey essential values to its stakeholders.

A mission is essentially an organisation's statement of purpose and strategic management is a process of developing objectives, strategies and tactics to achieve the vision and mission of an organisation (Kantabutra & Avery, 2010). Having stated a vision and mission that is founded on a community-orientated definition of an organisation and having articulated some key values, the organisation (the BBKTA as in this case) can then take the next step in the strategic management process. Following is a deliberation of the second phase of the strategic management process, namely strategic objectives and goals, as illustrated in Figure 2.3.

2.2.4 STRATEGIC GOALS AND OBJECTIVES (STEP TWO)

A goal, as described by Hill and Jones (1998), Bryson *et al.* (2009) and Poister *et al.* (2013), is a desired future state an organisation attempts to realise, and Macmillan and Tampoe (2000) and Sangle (2010) mentioned that a goal is to realise the strategic intent of an organisation. Furthermore, Macmillan and Tampoe (2000) explained that the objectives of an organisation should not only be financial but importantly it should be a set of measures that relate to the fundamental nature of an organisation in meeting stakeholder needs, and this is supported by Louw and Venter (2013).

The challenge of stakeholder management, as stated by Carrol and Buchholtz (2015), is to see to it that while an organisation's primary stakeholders achieve their objectives, other stakeholders are dealt with ethically and are also relatively satisfied, whilst at the same time, an organisation's profitability must be ensured. Management's second-best alternative then is to meet the goals of its primary stakeholders, keeping in mind the important role of maximising wealth (Pitta *et al.*, 1999; Rossouw & Van Vuuren, 2013). Without economic sustainability, all other stakeholders' interests become unresolved.

An organisation's employees and stakeholders, as observed by Acur *et al.* (2003), Porter and Kramer (2006), David (2011) and Reverte (2012), will only commit to a strategy if they believe in it. And in order to believe in a strategy, stakeholders should be convinced that they will achieve

their aspired goals as a result of pursuing a prescribed strategy. Liu *et al.* (2008) contend that it is essential that the cause and effect relationship between strategic actions and goals are clear and furthermore stress that an organisation should ensure that the strategic objectives and action plans are related to each other.

While all organisations employ various strategies to achieve objectives, goals and objectives are not always stated explicitly to allow for close monitoring to distinguish whether goals and objectives are achieved (Akinboade & Braimoh, 2009; Petrevska, 2011). Furthermore, goals and objectives, as explained by Basili *et al.* (2010) and Mansi *et al.* (2017), should be translated into lower, middle and upper levels of the organisational structure, as explained by Basili *et al.* (2010). Carroll and Buchholtz (2015) analysed that these levels range from the broadest or highest levels (where missions, visions, goals and objectives, and decisions entailing higher risks and characterised by longer time horizons, more subjective values, and greater uncertainty), to lower levels (where planning is done for specific functional areas and are characterised by shorter time horizons, less complex information needs, and where there is less uncertainty).

The three strategy levels are: (1) corporate-level strategy, (2) business-level strategy, and (3) functional-level strategy, as clarified by Slack and Lewis (2011) and Carrol and Buchholtz (2015), and these levels are depicted in Figure 2.4, which also indicates the feedback loops between the different levels.

Figure 2.4:   The hierarchy of strategy levels
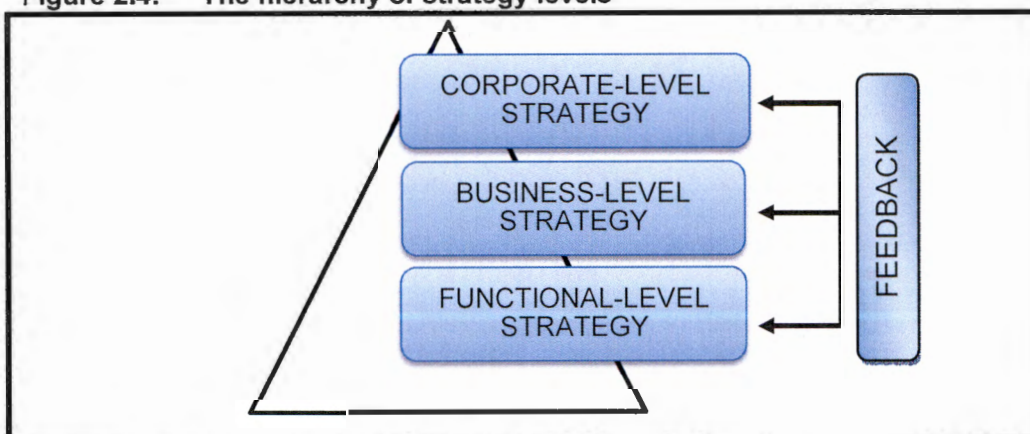
Source: Slack & Lewis (2011); Carrol & Buchholtz (2015)

The corporate-level strategy relates to the product/market choice and an overaching strategy level that poses questions to 'What is the role of the organisation in the community?' and 'What

does this organisation stand for?', as also indicated by Nandakumar *et al.* (2010). The business-level strategy describes how an organisation will deploy its resources to achieve its strategic goals and objectives. The functional-level strategy addresses the question 'How should an organisation integrate its various sub-functional activities and manage the diverse needs of its stakeholders?', as dealt by Hill and Jones (2012) and Carrol and Buchholtz (2015).

An organisation's goals and objectives are put together into a comprehensive strategic management plan for the organisation. The concept of strategic management indicates that goals and objectives should conform to an organisation's mission and vision statements, whereby it ought to reflect the direction the organisation wishes to take. The strategic plan of an organisation involves matching its business objectives and its available resources (Faulkner, 1992; Nandakumar *et al.*, 2010; Avci *et al.*, 2011; Krykova & Makeeva, 2013; Louw & Venter, 2013; Morrison, 2013). The objectives, aims and goals of an organisation are then translated into an operational plan and must be put into action for it to be meaningful. The use of resources has to support the goals agreed upon and these agreements will determine the priorities for the allocation of scarce resources (Hannagan, 2002).

The strategies of organisations, as interpreted by Nandakumar *et al.* (2010), should describe ways on how they will pursue its goals and objectives, given the threats and opportunities in the external environment versus its resources and capabilities as per the internal environment. The setting of strategic goals and objectives, as described by Carrol and Buchholtz (2015), involves understanding the role of a particular organisation in society and its relationship with other social institutions, and this is specifically very relevant to rural tourism development. Important questions that need to be considered are:

- What is the role of the organisation in society?
- How do our stakeholders perceive the organisation?
- What principles or values does the organisation represent?
- What obligation does the organisation have to society, including to the world?
- What are the broad implications for the current mix of business and the allocation of resources?

Organisations then need to address these questions intentionally, specifically and cohesively in such a way that the organisation's public policy is articulated and that it is transparent to its stakeholders.

The strategic goals and objectives are intended to accomplish the vision and mission of an organisation (Karami, 2001; Johnson *et al.*, 2008; Wilson *et al.*, 2008; Darbi, 2012). The continuous and ongoing process of engaging and establishing a synergy partnership with the stakeholders of an organisation will be incorporated into the goals and objectives an organisation sets to achieve. This specifically applies to the development of tourism in a rural setting that will contribute towards the socio-economic prosperity of a community, specifically through the creation of direct employment that will deter local residents from relocating to urban areas seeking for employment opportunities. This step of the strategic management process is then followed by the third step, as illustrated in Figure 2.3, which is environmental scanning.

2.2.5 ENVIRONMENTAL SCANNING (STEP THREE)

As the business environment changes, it affects an organisation which then needs to adjust its strategies accordingly, as mentioned by Lynch (2006) and Dhanesh (2015). Prescriptive strategies enable management to anticipate how the business environment is likely to change in future so that management can provide for meeting the future needs of the organisation.

Organisations utilise environmental scanning to gather insight about the present situation or condition of the environment (Babatune & Adebisi, 2012) and to determine whether or not to enter new markets. Proper planning, as advised by Alniack *et al.* (2011), must be put in place to ensure that the business environment is conducive enough and ready in order for management to place an organisation into the best possible position in the market.

The purpose of environmental scanning is to identify the strategic factors – external and internal, that will determine the future of an organisation (Beal, 2000; Howell & Shea, 2001; Kumar *et al.*, 2001; Garg *et al.*, 2003; McGee & Sawyerr, 2003; Suh *et al.*, 2004). As a way of managing organisational strategies, managers have to keep abreast with all relevant internal and external factors, as illustrated in Figure 2.5, for the purpose of achieving organisational strategic goals and objectives. Environmental scanning, as advocated by Sheth (2011) and Louw and Venter (2013), is conducted to determine the future direction of an organisation, its purpose, allocation of resources, and on how to interact with its stakeholders (and on how to manage stakeholders with often conflicting needs).

Figure 2.5:   The role of environmental scanning

EXTERNAL ENVIRONMENT

- POLITICAL FACTORS
- ECONOMICAL FACTORS
- SOCIAL FACTORS
- TECHNOLOGICAL FACTORS

INTERNAL ENVIRONMENT

- TANGIBLE ASSETS
- INTANGIBLE ASSETS
- HUMAN RESOURCES
- STAKEHOLDERS

STRATEGIC DIRECTION
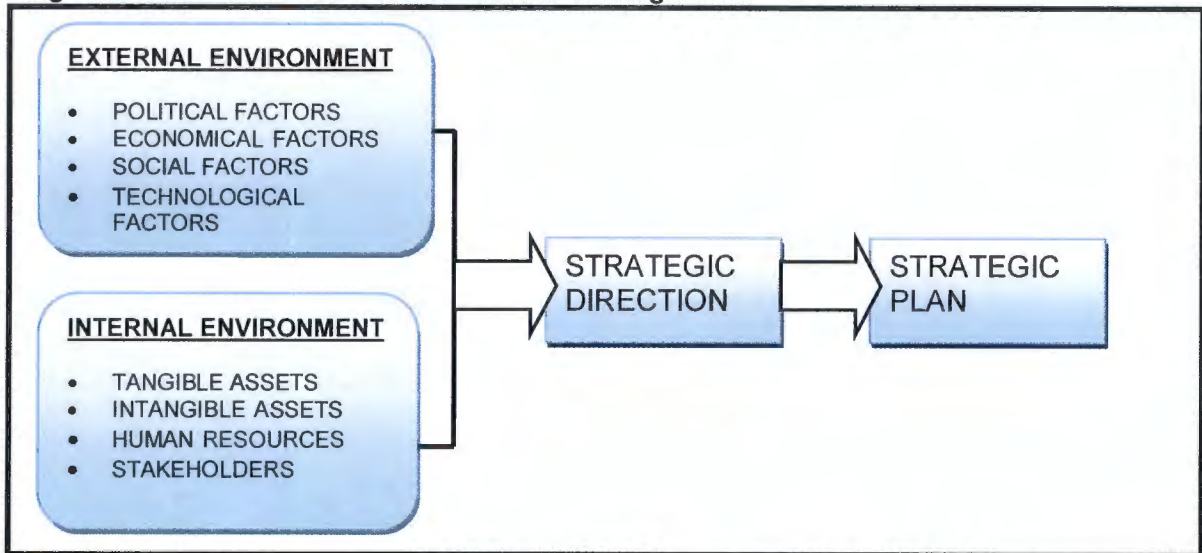
STRATEGIC PLAN

Source: compiled from Rossouw *et al.* (2007); Louw & Venter (2013)

Scanning of the internal and external environment is an important part of the strategic planning process, as indicated by Babatunde and Adebisi (2012). A business operates within an environment and an environment is categorised into (1) internal (strengths and weaknesses) and (2) external (opportunities and threats) to an organisation. Such an analysis of the strategic environment is referred to as the SWOT analysis, an acronym for **S**trengths, **W**eaknesses, **O**pportunities and Threats (Robbins & Coultar, 1996; Rossouw *et al.,* 2007; Rao & Krishna, 2009; Goranczewski & Puciato, 2010; Babatunde & Adebisi, 2012; Louw & Venter, 2013). A SWOT analysis, as indicated by Mitchell *et al.* (2011), provides information that is helpful in matching an organisation's resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection.

The quality of intelligence is directly related to the investment in obtaining intelligence from internal and external information sources, as explained by Haase and Franco (2011), which are in line with the strategic direction decided upon. It is also related to the use of integrating mechanisms in the form of people, processes, and technology to add value to the intelligence for the sake of decision-makers (Julien *et al.,* 1999; May *et al.*, 2000; Danneels, 2008; Liao *et al.,* 2008). This is not necessarily a cheap and easy option, but research and experience have shown that organisations willing to invest have the opportunity to develop a competitive advantage (Louw & Venter, 2010).

An organisation is an open system; all its strategic decisions have a direct impact on the various stakeholders involved in especially the tourism sector. A strategic decision-maker of an organisation needs to consider its stakeholders when formulating strategies in order to align intent with those of the community, according to Dwyer *et al.* (2009) and Baggio and Cooper (2010). The environmental scanning component requires the collection of information on trends, events, and issues that occur in the business environment and this information is then fed into the other steps of the strategic management process (Strandholm & Kumar, 2003; Lester & Parnell, 2008). Although the tasks or steps are often discussed sequentially, they are in fact interactive and do not always occur in a neatly ordered pattern or sequence (Carroll & Buchholtz, 2015).

There are two reasons, assessed by Allison and Kaye (2005), as to why organisations collect information and scan the business environment and incorporate the results into the strategic planning phase and these are:

- Information – obtaining information on internal and external perspectives that will assist management to make better strategic decisions because insights on additional opportunities or threats could affect the operations of an organisation (Louw & Venter, 2013). Stakeholders' expectations, according to Byrd (2007), can also inform an organisation regarding unmet or growing needs in a community (for example, a community member interviewed might reveal an expectation/hope not previously considered by an organisation).
- Relationship building – by engaging with and consulting internal and external stakeholders on their needs and wants within the context of the business environment can assist management to achieve its set of strategic goals and objectives (Berndt & Tait, 2014). For example, if an organisation does not have a good relationship with the community-group it is operating in it could conduct meetings to remedy the situation (Beeton, 2006).

Stakeholders, as mentioned by Hannagan (2002), are involved in the effects of strategic management because the actions and development of an organisation can result in possible change in stakeholders' circumstances in one way or another. The mission and the objectives of an organisation have to be developed taking into account the interests of the organisation's stakeholders. In addition to this, all stakeholders interested in an organisation may want to influence the future direction of such an organisation (Byrd, 2007; Rossouw & Van Vuuren, 2013). However, as a word of warning, some of these interests may be in conflict and management should be concerned with attempts to resolve any such differences. In doing so,

prior to the formulation of strategies, the different expectations of stakeholders should be factored in for decision making, as reflected in Table 2.2.

Table 2.2:   Stakeholder expectations

STAKEHOLDER	EXPECTATIONS
Community	Employment and improved quality of life
Creditors	Interest, creditworthiness, prompts payment
Customers	Supply of goods and services, quality
Employees	Salary, stability, job satisfaction
Government	Taxes, employment, economic growth
Managers	Salary, benefits, power and control
Shareholders	Financial return

Source: Hannagan (2002)

Some of these conflicting interests and changes in the business environment, as substantiated by Cheng-Hau *et al.* (2012), may have many facets: increased competition due to globalisation, different tourist attitude and behaviour, socio-economic impact on the community, accelerating rates of innovation, and new regulations and policies among others. In all these aspects, as stated by Haase and Franco (2011), an organisation needs to be able to acquire, analyse and comprehend information related to the current state and future evolution of the business environment within which the organisation is embedded.

An organisation's ability to anticipate external change and to incorporate this information in its strategy formulation is important to ensure its survival and growth (Choo, 2001) as this process of gathering intelligence will enable an organisation to craft strategies to gain a competitive advantage over other destination organisations or areas. Strategy formulation, as illustrated in Figure 2.3, is the fourth step in the strategic management process and is expounded in the subsequent section.

2.2.6   STRATEGY FORMULATION (STEP FOUR)

Strategy formulation is the intellectual or thinking phase of strategic management, whilst implementation is the phase where these thoughts are operationalised and turned into action (the implementation phase is conceptualised in the ensuing section). Strategy formulation is a process of selecting/deciding upon the most appropriate course of action for the realisation of

organisational goals and objectives, and thereby achieving an organisation's vision and mission (Gimbert *et al.*, 2010; Terpend *et al.*, 2011; Poister *et al.*, 2013).

Strategy formulation is a comprehensive step that plays a fundamental role in the strategic management process, as observed by Struwig and Smith (2002). Strategy formulation, according to Hunger and Wheelen (1993), Terpend *et al.* (2011) and Bisbe and Malagueno (2012), is the development of long range plans for the effective management of environmental opportunities and threats in the light of an organisation's strengths and weaknesses. This point is maintained by Hill and Jones (1998) and Poister *et al.* (2013) who explain strategy formulation as the task of selecting an appropriate strategy after analysing the organisation's external and internal environment.

Strategy formulation is described by Pearce and Robinson (2011) as executives defining the business or industry an organisation is in, the ends it seeks, and the means needed to be able to accomplish those ends, and this also applies to any rural community or tourism destination. The approach of strategic formulation is an improvement over that of the traditional long-range planning view (Richardson, 1996; Katsoulakos & Katsoulakos, 2007).

An organisation and the environment within which it operates are not closed systems because they influence each other, as explained by Ehlers and Lazenby (2007) and Cheng-Hua *et al.* (2012) maintain that an organisation cannot be successful if it is not in step with its business environment. The fact that an organisation interacts with its environment means that it is acting as an open system and will both affect and be affected by the business environment. This also applies to the external opportunities and threats as discussed in phase three of the strategic management process.

Strategy formulation, as explained by Thompson *et al.* (2007), is a process by which an organisation chooses the most appropriate courses of action to achieve its defined goals. Strategy formulation is an essential step in the process for the success of any organisation because it provides a framework for the actions needed to achieve anticipated results. Strategy formulation forces an organisation to take a closer look at the changing environment and to be prepared for possible changes that may occur, or even enable an organisation to instigate change if desired. The scope of this study entails stakeholder relations which necessitates taking a closer look at this context.

2.2.6.1 Strategy formulation within a stakeholder context

It was asserted before the turn of the century by Polonsky (1995) that in the development of organisational strategies, organisations must realise that they are responsible to numerous internal and external stakeholders and this is still valid today. Each stakeholder group has a different set of expectations related to an organisation's performance (Polonsky *et al.*, 2002; Payne *et al.*, 2005; Ezeuduji, 2015).

Byrd (2007) iterated that different expectations may cause conflict to arise between an organisation and its stakeholders. It is imperative to recognise stakeholders when managing tourism for sustainability and to take account of stakeholders' different perspectives on issues. Stakeholders should not only be recipients of plans; but, must be active participants in the planning process (Byrd & Gustke, 2011; Waligo *et al.*, 2013) because the process of involving stakeholders in the development phase of strategies has proven to be beneficial and very cost effective for an organisation, as stated by Byrd (2007) after conducting extensive research in this field.

However, for any strategic activities to be effective, in particular the development of a strategy, management should assess stakeholders' interests in order to identify what is important to them (Berman *et al.*, 1999; Thabrew *et al.*, 2009; Harrison *et al.*, 2012), specifically the stakeholders in the community within which an organisation operates. Stakeholder orientation requires that organisations actively monitor and engage with the stakeholder environment, as explained by Ferrell *et al.* (2010). The evaluating of environmental forces has been identified as important to strategy development (Hambrick, 1982; Louw & Venter, 2013) and organisations that are more effective in understanding these forces are better able to develop strategies and thus improve organisational performance (Beal, 2000; Haase & Franco, 2011).

Research has suggested that managers should also consider how stakeholders view their actions when developing activities that have a societal influence (Zink, 2005; Miles *et al.*, 2006). The effectiveness of managerial action is, therefore, dependent on how well managers understand stakeholders' interests and influence and how appropriately they respond to it (Miles *et al.*, 2006; Wing-Hung Lo *et al.*, 2010; Svenssen *et al.*, 2016). As a result, management should, prior to designing and implementing strategy, undertake marketing research and environmental scanning activities to understand the views of their stakeholders who they believe are important, as recommended by Berman *et al.* (1999). A tool that can be used in this regard is corporate social responsibility (CSR), that not only focuses on sustainable profits for an

organisation but focuses on providing benefits for the community and protecting the environment (Triple bottom line to sustainability) (Porter & Kramer, 2006; Raman, 2006; Gautam & Singh, 2010; Sangle, 2010; Reverte, 2012).

Corporate social responsibility (CSR) concerns the voluntary actions taken by organisations to benefit social and environmental causes and is communicated to an organisation's key stakeholders. CSR activities have been found to influence corporate reputation, and in turn, it has been found to increase business performance (Ackerman, 1975; McGuire *et al.,* 1988; Menon, 1997; Weaver *et al.,* 1999; Baron, 2001; Garriga & Mele, 2004; Siegel & Vitaliano, 2007; Turker, 2009). Organisations adopt CSR to enable them to be perceived as being socially responsible, and to gain community and other stakeholder support, as deduced by Golob and Bartlett (2007).

Understanding the approaches used to monitor stakeholders, such as a stakeholders' orientation or environmental scanning, is important for understanding the wider business environment in which strategic decisions are made and implemented, as asserted by Taghian *et al.* (2015). The development of a rural tourism strategy requires thorough stakeholder consultation, involvement and participation processes to be adopted by the BBKTA as this will ensure that the implementation phase is carried out efficiently. Now only can strategy implementation, the fifth step in the strategic management process, be considered and this step will now be dealt with in detail in the succeeding section.

2.2.7 STRATEGY IMPLEMENTATION (STEP FIVE)

Organisations do not exist in isolation but form part of a broader environment characterised by rapid change. Organisations need to keep up with the changing environment to succeed and to be sustainable, as noted by Louw and Venter (2013). Added to this is the responsibility of organisations to keep abreast with the changing needs and interests of stakeholders.

Managers, as suggested by Freeman and McVea (2001), must formulate and implement processes which will satisfy all those people or groups who might have a stake in an organisation. The central task in this process is to manage and integrate relationships and the interest of stakeholder groups in a way that will ensure the long-term success of an organisation (Beeton, 2006; Nunkoo & Ramkisson, 2011; Rossouw & Van Vuuren, 2013), in particular the

community-group who might have a greater interest in the operations of an organisation, such as the BBKTA.

Strategy implementation is a series of interventions concerning organisational structures, key personnel actions, and control systems designed to control performance in order to reach desired ends (Smit *et al.*, 2000; Ehlers & Lazenby, 2010). Mosia and Veldsman (2004) and Pitt and Koufopoulos (2012) describe strategy implementation as rational and systematic frames that emphasise the role of careful strategic planning and control, treating implementation as a logical extension of strategy formulation as an organisation works towards its critical aims and objectives.

Strategies, as ascertained by Coulson-Thomas (2013), are often easier to formulate than to implement. Today's strategic leaders, as explained by Speculand (2014), need both the ability to craft appropriate strategies and the skills to implement it. There is, however, a precarious skills gap among managers they have been taught how to craft strategy, but not how to implement it, irrespective of the implementation barriers that might be encountered (Coulson-Thomas, 2013).

2.2.7.1   Barriers to strategy implementation

The most important aspect when implementing strategy is top management's commitment to the strategic direction itself, and this undoubtedly is a prerequisite for strategy implementation, as mentioned by Raps (2005). Therefore, top management must demonstrate their willingness to devote energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all organisational members involved.

As debated by Raps (2005), Garg *et al.* (2015) and Schoemaker and Krupp (2015), the barriers to implementing a strategy range from delay to outright rejection. However, this psychological point of view is often downplayed during discussion of implementing issues even though it is becoming more obvious that strategy implementation consists, for the most part, of psychological aspects. With a separation of ownership and control and distinction between direction and management, some managers and their teams appear almost exclusively concerned with reviewing and formulating strategies (Fama & Jensen, 1983; Rossouw & Van Vuuren, 2011). Yet, some stakeholders are primarily concerned with results rather than rhetoric and paper plans. How noble aspirations might be, it is outcomes people and stakeholders want

to see, smell, taste and feel (Allio, 2005; Couson-Thomas, 2013) and this is what is important to them.

A nicely drafted plan, prepared through a sophisticated process by a team of accomplished management consultants or a group of top managers, is hardly likely to fail by itself (Grant, 2005; Kazmi, 2008a; Leornadi, 2015). Pretorius (2016) warns that failure usually occurs approximately during the implementation phase of the strategic management planning process. Yet, strategy formulation hogs most of the attention of management and strategy thinkers while strategy implementation is sidelined (Kazmi, 2008b). Mistakes made in the implementation phase, as proposed by Kaleta (2013), are then the reason why a decided majority of strategies come to an end on office shelves, which undermines the very essence of strategic management.

The implementation is too complex a process to be represented by a linear model that projects the implementation process of something that is rational and systematic, as explained by Okumus (2003). Managers are advised to follow a holistic approach to consider formulation and implementation as intertwined rather than standalone (Mosakowski, 1997; Leornadi, 2015; Pretorius, 2016). Strikingly, as pointed out by Miller (2002), organisations fail to implement a hefty majority of about 70 per cent of their new strategies, and this argument is supported by Kaleta (2013) who stated that 60 up to 90 per cent of strategies created are not implemented at all. However, as indicated in another a study, Mankins and Steele (2005) identified a figure that is a bit less alarming, that 40 per cent of the value anticipated in strategic planning is never realised. Evidence keeps piling up of how barriers to strategy implementation make it so difficult for organisations to achieve sustained success. Bridging the gap between strategy formulation and implementation has since long been experienced as challenging (Kazmi, 2008a; Leornadi, 2015; Pretorius, 2016).

Hrebiniak (2006) and Speculand (2014) point to some general, overarching issues that impede strategy implementation. Among this is the fact that managers are often trained to plan and not execute strategies and that top management is reluctant to soil their hands in the messy tasks of implementation, and that formulation and implementation are interdependent yet being done by two different groups of managers. Hrebiniak's own empirical finding listed the following major obstacles:

- An inability to manage change.
- Poor or vague strategy.

- Not having guidelines or a model to guide implementation efforts.
- Poor or inadequate information sharing.
- Unclear responsibility and accountability.
- Working against the organisational power structure.

Every strategy requires that it should first be designed and then implemented. The strategy implementation phase is problematic as noted above, and it usually creates the most serious difficulties stemming from emerging doubts, being consequential of the complexity of a given problem (Gebczynska, 2010; Fenton & Langely, 2011; Pustkowski *et al.,* 2014).

In practice, it appears as if there is an unseen force forestalling formulated strategies from reaching implementation, contends Pretorius (2016). Additionally, it often seems that those tasked with implementation do not believe in the strategy (there is no performance consensus) and they pursue their own 'strategic' activities that keep the organisation afloat. Stiles and Taylor (2001) point out that the implementation of strategies is an important aspect of top management, and they should ensure that their strategic intentions are realised (Brauer & Schmidt, 2008). This might require looking beyond the formulation of strategies and placing greater concern on implementation (Siciliano, 2002, Leornadi, 2015; Pretorius, 2016).

By changing the way management views and practises strategy implementation, senior executives can effectively transform change barriers into gateways for successful execution. Strategy implementation, or execution, is the action phase of strategic management (Baumgartner & Ebner, 2010; Louw & Venter, 2013). The process of implementing a chosen strategy (or strategies) forces change within an organisation which needs to be managed, and a strategic leader is of critical importance in terms of managing change within an organisation, according to Louw and Venter (2013).

2.2.7.2 Strategic leadership and managing change

Simply providing strategic direction when the future is uncertain may not ensure corporate survival (Louw & Venter, 2013; George, 2014; Radomska; 2014). Requirements and priorities may change long before longer-term initiatives have an impact. More agile, flexible and affordable ways of enabling the people of an organisation to cope with challenges and seize opportunities are required (Coulson-Thomas, 2013; Radomska, 2014).

Implementation almost always creates the need to manage change in complex organisational contexts, as indicated by Gebczynska (2016). Many of these areas of change, as analysed by Huber (2011), are behavioural in nature and therefore are multifaceted and messy in nature. For instance, transformational leadership style is required to deal with change in an organisation, as a leader should implement strategies that will accommodate cultural change brought about by the facilitation of new strategy implementation, as there are intricate (sensitive) matters that call for careful handling (Kazmi, 2008b; Radomska, 2014; Leornadi, 2015). Transformational leadership is a style of leadership where a leader works together with subordinates in a coordinated way to identify with change and inspire subordinates to recognise and comprehend the need for and expected benefits of change in an organisation.

Schoemaker and Krupp (2015) established that rather than hope for appropriate response to occur; specific steps may need to be taken to enable desired change. Performance support helps people to implement policies and to succeed. Built-in controls can give them greater freedom while reducing risk and ensuring compliance. Leadership drives strategic change, as asserted by Ehlers and Lazenby (2007), and strong leadership is perhaps the most important 'tool' that a strategist can have in the implementation toolkit – to give direction and purpose to integrated strategic direction, formulation, implementation, and control.

Leadership is important in strategy implementation, as Cameron (2008) concluded, as it is only through effective strategic leadership that organisations are able to follow and use the strategic management process successfully. According to Thompson and Martin (2010), the success of a strategic leader in managing both the direct and indirect aspects influences the effectiveness of:

- The implementation of strategies and strategic changes which are determined through the planning and visionary modes of strategy creation.
- The ability of an organisation and its managers to respond to changes in the business environment and adapt in line with perceived opportunities and threats.

An organisation, as recommended by Amason (2011), must stay fit to be in line with its environment, and the environment will inevitably change, because change on the part of an organisation is inevitable. As such, change is often avoided, put off, or even delayed until the need becomes so great that a revolution takes place.

In terms of leadership to successfully implement strategies, Speculand (2014) recommend the following to organisational management:

- Focus on both crafting and implementing strategy – paying equal attention to both.
- Oversee and stay committed to implementation – constantly be involved in sharing information, communicating with employees and checking the current status often.
- Adopt and amend the strategy implementation as required – whatever agreed to in the boardroom rarely happens in implementation, so adjustments must be done.
- Create the right condition for implementation – set up a culture that supports the execution of the strategy.
- Follow up – to achieve successful implementation, follow up is the number one best practice for managers to focus on.

Strategic implementation is an action phase that translates formulated plans and strategies into action required to accomplish goals and objectives (Fenton & Langely, 2011; Pustkowski *et al.,* 2014; Leornadi, 2015; Gebczynska, 2016). A stakeholder relations management approach reflecting the realisation of the interests and influence of stakeholders or groups, both within and outside the organisation, takes into consideration the evaluation of threats and opportunities for change in the external environment, strategic planning and the selection of strategic options, and the successful implementing and management of change (Lindeberg & Crosby, 1981; Mason & Mitroff, 1981; Byrd, 2007; Byrd & Gustke, 2011).

The last phase in the strategic management process, as illustrated in Figure 2.3, is strategy control and this is deliberated in the succeeding section.

2.2.8 STRATEGY CONTROL (STEP SIX)

Strategy control results may lead to modification or changes in the choice of strategy, or to changes in how the strategy is being implemented, as explained by Ehlers and Lazenby (2007). Strategic control is expressed by Rao and Krishna (2009) as the tracking of a strategy as it is being implemented, detecting problems or changes in its underlying premises, and making necessary adjustments where and when necessary. Strategy control "is an ongoing dialogue or journey, resulting in evolving strategy formulation that has to take into cognisance the changing factors in the external environment, rather than a destination", as per Oosthuizen (2005). Strategic control is expounded by Poskela and Martinsuo (2009) as performance targets that may need raising or lowering in the light of past experience and future prospects and this might result in strategies needing to be modified because of shifts in the long-term direction and/or

because new objectives need to be set, or because of changing conditions in the business environment.

Strategic controls are non-quantitative and often ill-defined, and strategists then resort to financial controls, as assessed by Garrison *et al.* (2007). Trends in the return on investment, return on assets, cash flow, risk, or even economic value added all enable management to monitor progress, particularly against competitors. The best control measure recommended is the Strategic Balance Scorecard.

2.2.8.1   The Strategic Balance Scorecard

The Strategic Balance Scorecard (SBSC) is a widely acclaimed strategic performance tool (Littler *et al.,* 2000; Kaplan & Norton, 2001; Davis & Albright, 2004; Garrison *et al.,* 2007; De Carlo *et al.,* 2008; Louw & Venter, 2013). Strategy-focused organisations have transformed the Strategic Balance Scorecard from a performance management tool into a strategic tool, as explained by Hung-Yi (2012). In the Strategic Balance Scorecards, value-creating processes and critical roles for intangible assets are clearly portrayed in the correct context of how those intangibles create value, thus providing a measurement and management framework for knowledge-based strategies (Kaplan & Norton, 2001).

Future expectations are outlined in the SBSC in terms of performance measures. The integrated approach of the SBSC requires drawing strategy maps that link different performance targets into a mutually supportive casual chain that supports strategic objectives (Bhagwat & Sharma, 2007; Chen *et al.* 2008; Aranda & Arellano, 2010; Louw & Venter, 2013). The SBSC provides an opportunity to move beyond the use of financial measures as a basis for strategic control. The four pillars of the Strategic Balance Scorecard, according to Garrison *et al.* (2007), are illustrated in Figure 2.6 and this translates an organisation's vision and strategy into quantifiable objectives and measures.

Figure 2.6:   Strategic balance scorecard – A tool for strategic control
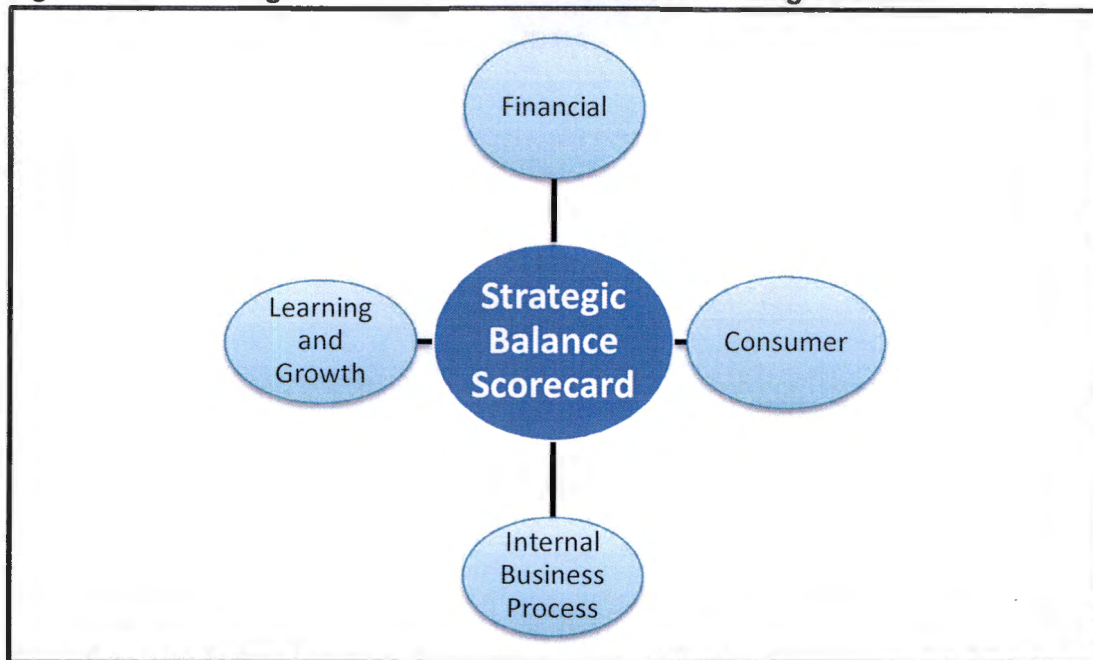
Source: compiled from Garrison *et al.* (2007:448); Louw & Venter (2013)

A synopsis of the four pillars of the Strategic Balance Scorecard is presented below.

- Financial

The financial pillar measures whether an organisation's strategy and its execution are contributing to creating shareholder value. The strategy for growth, profitability and risk is viewed from the perspective of shareholders (Hung-Yi, 2012; Louw & Venter, 2013).

- Consumers

The customers pillar includes measures such as consumer satisfaction, consumer retention, and new consumer acquisition. The strategy for creating value and differentiation is viewed from the perspective of consumers (Garrison *et al.*, 2007; Rossouw & Van Vuuren, 2013).

- Internal business process

This pillar evaluates the process an organisation uses to deliver its products or services to its consumers. The internal business processes prioritise and create consumer and shareholder satisfaction (Kaplan & Norton, 2001; Louw & Venter, 2013).

- Learning and growth

The focus of this pillar is on learning and adopting new methods on how an organisation can improve its operations that will result in satisfying consumer needs better than rivals. The priority is to create a climate that supports organisational change, innovation and growth (Davis & Albright, 2004; Garrison *et al.,* 2007).

Managers applying the Strategic Balance Scorecard (BSC), as mentioned by De Carlo (2008), are endowed with a comprehensive view of a competitiveness indicator (increase in sales and widening of the customer portfolio) and financial indicators (growth in turnover, increase in self-financing circuits, balancing debt ratios and the creation of investment resources), which significantly increase an organisation's precision in assessing the achievement of strategic goals, and in re-orienting strategic action.

Key performance indicators (KPIs) are measures that are directly related to an organisation's strategy, and are critical for its successful strategy execution (Garrison *et al.,* 2007; Louw & Venter, 2013). KPIs identified from the Strategic Balance Scorecard Framework, as established by Hung-Yi (2012), bring about a forward-thinking outlook towards organisational performance assessment. KPIs assist organisations to focus on their core performance areas, as indicated in Table 2.3. Hung-Yi (2012) proposes that the Strategic Balance Scorecard Framework evaluates the respective strengths and weaknesses of an organisation from the identified KPIs within each of the four perspectives (pillars). The final outcome should be increased financial performance. Organisations have to ensure they set effective and efficient KPIs that will meet stakeholders' expectations in terms of specific expected results.

Strategy control is the sixth and last phase of the strategic management process and this ends with feedback provided as input into the formulation and implementation phase of the next strategic management process (Kirsch, 2004; Poskela, 2007; Poskela & Martinsuo, 2009; Louw & Venter, 2013). Feedback, as indicated by Hung-Yi (2012), is the adjustments an organisation makes in order to align itself with its business environment, and it will also improve the likelihood of successful strategy implementation.

The strategic management of stakeholder relations for sustainable tourism within a destination is essential, and moreover, an organisation (such as the BBKTA) should take leadership and a coordinative role of different stakeholders to ensure that the strategic management process accomplishes its set of desired deliverables. Research, according to Hitt *et al.* (2009), suggests

Table 2.3   KPI measures within the balanced scorecard perspective

Perspective	KPI measures
Financial	Cash flow management Cost reduction Profit margin improvement Turnover
Customer	Customer complaints in terms of defect and failure rates Increased customer satisfaction Market share New product development On-time delivery
Internal processes	Cost reduction measures Efficient work flow Improved employee skills Improved supply chain management Increased productivity Increased quality Increased yield rates Reduced cycle time Waste reduction
Learning and growth	Increased employee satisfaction Increase in technological leadership Increased rates of improvement Investment in research and development New product development cycle times Number of people trained Number of new products/services Reduction of employee resignation Strengthening employee potential

Source: compiled from Louw & Venter (2013)

that organisations which effectively manage stakeholder relationships outperform those that do not. Stakeholder relations can, therefore, be managed to be a source of competitive advantage. The strategic management of stakeholders will lead to the development of sustainable rural tourism that has the potential to direct the fair distribution of tourism benefits among all stakeholders and particularly to a higher share of tourism revenues for the community-group (local residents, business associations, local entrepreneurs, education institutions, and significant others).

The discussion now turns the focus on Stakeholder Management, the second main section of this chapter as illustrated in Figure 2.1.

2.3   STAKEHOLDER MANAGEMENT

The topic of stakeholder management has been receiving greater attention in recent years in the field of strategic management theories (Woosman & Norman, 2010; Verbeke & Tung, 2013). Categorically stated by Spitzcek and Hansen (2010), organisations should realise the significance of how they ought to initiate and facilitate respectful, honest and productive multilateral communication with their stakeholders if they are to achieve their long-term goals. Because of the financial, physical and environmental effects organisations can have on individuals and communities, it is important that organisations actually identify and communicate with those who might have a legitimate stake in them and who might be affected by the operations of the organisation (Letza et al., 2004; Foster & Jonker, 2005; Lozano, 2005; Brown & Grayson, 2009; Castello & Lozano, 2009; Noland & Phillips, 2010; Spitzcek & Hansen, 2010).

The success of business strategy, as reaffirmed by Waligo et al. (2013), is largely dependent on activating stakeholder cooperation. Stakeholder theorists agree that identifying stakeholders, their relative importance, and ways of managing them are central to the process of a business strategy (Clarkson, 1995; Mitchell et al., 1997; Frooman, 1999; Jawar & McLaughlin, 2001; Friedman & Miles, 2006). Stakeholder theory falls under the auspices of management theory because it recommends structures, practices and attitudes that constitute stakeholder management (Donaldson & Preston, 1995; Steurer et al., 2005). Stakeholder management is an important concept for the sustainable development of rural tourism due to its many benefits for a community through improving their standard of living, providing incentives for taking care of the environment through conserving the natural and cultural resources, and lastly satisfying the needs of tourists.

One of the tasks of stakeholder management, as emphasised by Ramachandra and Mansor (2014), is interpreting the nature of stakeholders' expectations and weighing the appropriateness of expectations against the values and mission of an organisation, executives' professional norms, and the organisation's own interpretation of the public good. Balser and McClusky (2005) passed a remark stating that consequently, management of non-profit organisations should have some discretion in how they manage stakeholder relations.

Non-profit organisations (NPOs) face various types of accountability, including fiduciary, legal, professional, and an obligation to preserve and serve the public good (Chisolm, 1995; Hammack, 1995; Kearns, 1996; Bai, 2013). Consequently, NPOs are subject to the expectations of not only formal authorities but also stakeholders, such as the community, media,

environmental agencies and many more (Kearns, 1996; Rossouw & Van Vuuren, 2013). While some form of accountability translate into clear expectations for non-profit activity, for example submitting annual tax and income returns, and also preserving and serving the public good in many ways (Mansbridge, 1998; Bai, 2013).

Stakeholder management is an important discipline a successful organisation utilises to gather support from others. If correctly applied, stakeholder management involves individuals and groups or organisations and this also applies to tourism in South Africa (National Department of Tourism (NDT), 2011). Stakeholder management could be used effectively to assist organisations with project success where many others without relationship management failed in the past. The benefits of using a stakeholder-based approach, as presented by Ditlev-Simonsen and Wenstop (2013), are:

- By communicating with stakeholders early and often, management can ensure that there is transparency and that stakeholders fully comprehend the benefits associated with a specific project and/or organisation.
- Management can anticipate what other stakeholders' reactions to projects might be, and incorporate it into an organisation's plans to gather stakeholder support.
- Gaining support from powerful stakeholders can assist management to gather more resources, as this will aid projects and enable the organisation to be successful.

Stakeholder management presents the necessity for management to actively manage relationships with its specific stakeholders and stakeholder groups (Carmin *et al.,* 2003; Nicodemus, 2004; Aas *et al.,* 2005; Kruja & Hasaj, 2010; Ramachandra & Mansor, 2014; Waligo *et al.,* 2014). Managerial decisions and actions are the key factors that influence organisational-stakeholder relationships (Phillips *et al.,* 2010a) and coordination of the multiple relationships involved creates better business opportunities through the establishment of trust (Freeman *et al.,* 2010). Hence, leadership that incorporates the collective interest of organisational stakeholders is a positive influence on business performance (Garcia-Morales *et al.,* 2012).

A tourism perspective of the nature of stakeholder relations now follows.

2.3.1 NATURE OF STAKEHOLDER RELATIONS: A TOURISM PERSPECTIVE

The strategic management of stakeholders, as recorded by Balser and McClusky (2005), entails not merely responding to stakeholders but guiding stakeholders' expectations and their evaluation of an organisation (the Bakgatla-ba-Kgafela Traditional Authority (BBKTA) and who also act as destination management or marketing organisation as in this case). By influencing expectations so that they are aligned with the values, mission and capabilities of an organisation will enhance the likelihood of an organisation being perceived as responsive to stakeholder needs and the public interest, and therefore as an effective organisation, as mentioned by Ditley-Simonsen and Wenstop (2013). It is imperative to recognise stakeholders for managing tourism sustainably and to take account of their different perspectives on issues (Bramwell *et al.*, 1996; Hardy & Beeton, 2001; Dodds, 2007). Stakeholders should not only be recipients of sustainable tourism plans but should be active participants in the planning process (Southgate & Sharpley, 2002; Byrd, 2003; Byrd, 2007; Freeman, 2010; Mansi, 2015).

The term stakeholder has been described by numerous academics and Table 2.4 presents a selection of some of the different descriptions of the term. The following synthesis is derived

Table 2.4:   The term 'stakeholder' described

Author(s)	Description
Freeman (1984)	Any group or individual who can affect or is affected by the achievement of an organisation's objectives.
Savage *et al.* (1991)	Groups or individuals who have an interest in the actions of an organisation and the ability to influence it.
Carroll (1993)	Those groups or individuals with whom an organisation interacts or has interdependencies and any individual or group who can affect or is affected by the actions, decisions, policies or goals of the organisation.
Clarkson (1995)	Stakeholders are risk-bearers: They have financial or human capital at risk and therefore have something to lose or gain depending on the organisation's behaviour.
Brugha & Varvasovszky (2000)	Parties that are in a position to influence the wellbeing of an organisation or the achievement of its objectives.
Louw & Venter (2013)	Persons or groups that have, or claim, ownership, rights, or in an organisation and its activities, past, present, or future. Such claimed rights or interests are the result of transactions with, or actions taken by, the organisation, and may be legal or moral, individual or collective.
Morrison (2013)	Groups and individuals that have a direct or indirect interest in the management of a destination for tourism.
Ezeuduji (2015)	A group or individual that affects or is being affected by an organisation's strategies and policies.

from these descriptions: Ezeuduji, Savage *et al.*, Carol and Freeman indicate similarities in their descriptions of the term stakeholder and they describe it as any group or individual who can affect or is affected by the achievement of an organisation's objectives. Louw and Venter and Clarkson indicate similarities in their description and indicate that stakeholders are individuals or groups who have ownership and rights in the activities of an organisation, whereby Morrison describes stakeholders as a group and individuals that have direct and indirect interests in the management of a destination for tourism. This study adopted the description of Morrison (2013) and Louw and Venter (2013) as this study explored the identification of stakeholders and the strategic management of stakeholder relations for the development of sustainable tourism in a rural setting, in particular the community-group as stakeholders. The Bakgatla-ba-Kgafela (BBK) community has a claim and ownership in the operations of the Bakgatla-ba-Kgafela Traditional Authority (BBKTA), as they are the official beneficiaries of the organisation.

The core assumptions of stakeholder theory, according to Jones and Wicks (1999), Savage *et al.* (2004) and Phillips *et al.* (2010a) are:

- Organisations engage in relationships with many groups that either influence or are influenced by them.
- The theory focuses on these relationships in terms of processes and results for the organisation and stakeholder.
- The interests of all legitimate stakeholders are of intrinsic value and no single set of interests prevail over all others.
- The theory focuses on managerial decision making.
- The theory identifies how stakeholders seek to influence organisational decision making processes so that they become consistent with their needs and priorities.
- Regarding the organisations themselves, they should strive to understand, reconcile and balance the various participant interests.

Within this broad theoretical context, diverse stakeholder groups are examined in terms of how they interact with an organisation. Organisations respond to multiple stakeholders for different reasons and in various ways (Berrone *et al.,* 2007; Anarboldi & Spiller, 2011; Taghian *et al.*, 2015; Fanti & Buccella, 2017). Those with a moral claim on the actions of an organisation are its stakeholders, namely consumers, employees, government, the community, as well as other actors in society (Kaler, 2006). These actors forge enduring and ongoing ties of strategic importance, as stated by Verbeke and Tung (2013) and Fanti and Buccella (2017), with an

organisation and can contribute to its competitive advantage in the long term. However, if stakeholders' involvement negatively affects an organisation's operations, this can be detrimental to an organisation's performance and profits (Letza *et al.*, 2004; Jamali, 2008; O'Higgins, 2010), and the converse is just as true.

To facilitate managing stakeholder relations, a power/interest grid was developed and is presented in Figure 2.7.

Figure 2.7   Outline stakeholder power-interest grid

	SUBJECTS	PLAYERS
HIGH	Low power High interest Management could encourage coalition to increase power & convert them into players	High power High interest Significant stakeholder who deserve sustained management attention
LOW	**CROWD** Low power Low interest Can be seen as potential rather than actual stakeholders	**CONTEXT SETTERS** High power Low interest Can influence future overall context

INTEREST

LOW   POWER   HIGH

Source: Compiled from Spitzeck & Hansen (2010); Ackerman & Eden (2011)

The four quadrants of the grid can be seen as defining four categories of stakeholders, as referred to by Bryson (2004). Stakeholders in the upper categories, as indicated by Ackermann and Eden (2011) are those with the most stakes (most interest) in the organisation. However, comparing the view of Wolfe and Putler (2002) with that of Ackermann and Eden (2011), it is further indicated that these stakeholders might have the biggest stake in an organisation but they vary in terms of the degree of power. Those to the right-hand side of the grid enjoy more power to affect organisational strategies but, may or may not actually be concerned about its activities (Hillman & Keim, 2001; Sheehan & Ritchie, 2005; Sheehan *et al.,* 2007; Ackerman &

Eden, 2011; Byrd & Gustke, 2011), for example, a local community where an organisation conducts its operations.

Thus, 'players' are those interested stakeholders who also have a high degree of power to support (or to sabotage) organisational strategies, whereas 'subjects', while interested, usually have less influence (Ackermann & Eden, 2011). The lower categories can perhaps be seen more as 'potential' stakeholders, who have not (yet) displayed much interest in the organisation, as highlighted by Hillman and Keim (2001). The 'context setters', as indicated by Bryson (2004) and Taghian *et al.* (2015), may have a high degree of power over the future of an organisation, particularly in terms of influencing the future context within which its strategies will need to operate – while the last quadrant, 'the crowd', exhibits neither interest in nor power to influence strategy outcomes (Bryson, 2004; Sheehan & Ritchie, 2005; Ackermann & Eden, 2011).

The active support of stakeholders from top management, as construed by Cooke-Davies (2005), Lozano (2005) and Jamali (2008), is a critical factor in creating successful outcomes for organisational activities. This is supported by Bourne (2009) who stated that successful managers not only understand this concept, but, they are also willing to do whatever is necessary to ensure that their stakeholders understand and fulfil this support role, especially 'players' that have high interest and high power in the operations of an organisation (Pinto, 2000). For the purpose of this study, the community-group is clustered into the category 'Players' as they are the internal and primary stakeholders of the Bakgatla-ba-Kgafela Traditional Authority (BBKTA). The community-group and its possible impact on an organisation, more in particular a Traditional Authority, will be discussed in greater length later on in this chapter.

It is for the purpose of this study important to fully comprehend exactly who can be regarded as a stakeholder for identifying the stakeholders of an organisation for strategic relationship building purposes.

2.3.2 STAKEHOLDER IDENTIFICATION AND CLASSIFICATION

Tourism development has the potential to impact every aspect in a community, both positively and negatively (Byrd, 2007). Aware of these potentials, organisations, government, professionals, and academic involved in tourism development recognise the need and right of stakeholders to be included and involved in the tourism development process (Tosun, 2000;

Mitchell & Reid, 2001; Aas *et al.,* 2005; Byrd, 2007). Many scholars take the stance that stakeholder inclusion and support are essential for the success of tourism development in a community (Hassan, 2000; De Lopez, 2001; Cottrell, 2001; Davis & Marais, 2004; Byrd, 2007; Byrd & Gustke, 2007; Byrd *et al.,* 2008). The World Tourism Organisation (WTO) (2004) indicated that a necessary element of sustainable tourism development is the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building.

Balser and McClusky (2005) counsel that to attempt including all stakeholders may be difficult or impossible to accomplish. In reality, certain stakeholders will participate while others will not participate in the planning process. However, if planners can identify which stakeholder groups should and which are or are not actively participating in the process, then planners can identify some of the non-participants and endeavour to get them involved by making the process more inclusive to ultimately increase the chances of success, as suggested by Byrd *et al.* (2008) and David (2011). The first step thus is to identify stakeholders and to categorise them into groups (Byrd & Gustke, 2011).

The point of departure for stakeholder management involves identifying and classifying stakeholders, and facilitating both initial and subsequent engagement with them in a timely, planned and coordinated manner. This engagement involves identifying different categories of stakeholders; gathering intelligence about them; predicting their behaviour; and developing and implementing a strategy for managing these stakeholders (Sheehan & Ritchie, 2005; Chinyio & Olomolaiye, 2010; Ackerman & Eden, 2011; Ramachandra & Mansor, 2014).

Polonsky (1996), Post *et al.* (2002), Neville *et al.* (2004), Mantere (2005), Almaza *et al.* (2009), Bosse *et al.* (2009), King *et al.* (2010) and Shrivastava and Berger (2010) all mention that this management approach takes place across three levels: the identification of stakeholders; the development of a process that recognises their respective needs and interests; and, establishing and building a relationship with them. All of this takes place within an overall process structured in accordance with organisational objectives. In turn, stakeholders hold expectations, experience the effects of the relationship with the organisation, evaluate the results obtained and act according to their evaluation which leads to either strengthening or otherwise terminating their links.

Stakeholder involvement begins with the identification of different stakeholder groups in the tourism environment (tourists, tourism sector organisations, the community, environmental and

governmental) and determining which of these should be considered as key stakeholders (Carmin *et al.*, 2003; Aas *et al.*, 2005; Byrd & Gutske, 2007). Identification can be achieved through methods such as segmentation and decision trees (Byrd & Gustke, 2007). Segmentation is commonly used in marketing and is the dividing of a population (for example the community-group) into groups based on specific identifiable characteristics (local residents, business associations, business entrepreneurs, educational institutions, and others).

Segments, as explained by Kotler *et al.* (2003), should have three characteristics. The first is that groups should be able to be measured by variables such as the size and interests of the segment. Secondly, the segment needs to be substantial, meaning the size of the segment must be large enough to justify the cost of contacting them. The final characteristic is action ability, or the effective designing of strategies.

Segment identification through decision trees is measurable in that decision trees use multiple variables to develop groups and each group is identifiable (Lee *et al.*, 2007). Accessibility, as examined by Byrd and Gustke (2011), is achieved because analysis identifies multiple characteristics of each group, giving planners the ability to distinguish the multiple stakeholder groups. Each node on the decision tree can be used as a stakeholder group; therefore the size of the group is only dependent on the planners' needs and resources. Finally, the decision tree eliminates much of the bias that exists in other forms of segmentation (Bourne & Walker, 2005; *Lee et al.*, 2007; Byrd & Gustke, 2011).

Managers, as mentioned by Mitchell *et al.* (1997) and Ackerman and Eden (2011), who do not prioritise and classify stakeholders according to their interests do not realise the importance of stakeholders. In addition, stakeholder identification and classification need to be updated to incorporate the domain of sustainability (Garvare & Johansson, 2010; Kumar *et al.*, 2016), particularly, as several regular industrial and institutional pressures have come into play with respect to managing stakeholder relationships in the light of sustainability (Henriques & Sharma, 2005).

Existing research, as reported by Aaltonen *et al.* (2008), does point to senior management paying attention to stakeholders in accordance with their credibility in terms of power, legitimacy and urgency. There are some more restrictive definitions that attempt to specify the pragmatic reality in which managers simply cannot take into consideration all the demands, real and potential, and which correspondingly set out a series of priorities for managerial attention (Friedman & Miles, 2006; Aaltonen *et al.*, 2008; Garvare & Johansson, 2010; Clifton & Amran,

2011). Within this perspective, a theory of stakeholder relevance is needed so as to explain to whom and to what managers really should pay attention to. To resolve this question, Mitchell *et al.* (1997) proposed a model incorporating the following three factors:

- Power
- Urgency
- Legitimacy

The model includes, according to Friedman and Miles (2006), stakeholder powers of negotiation, their relational legitimacy with the organisation, and the urgency in attending to stakeholder requirements, as shown in Table 2.5.

Table 2.5:   Typology of stakeholder salience model

Type of stakeholders	Classification
Latent stakeholders (possessing single attribute)	• Dormant stakeholder: Possesses power and lacks legitimacy and urgency. • Discretionary stakeholder: Possesses legitimacy and lacks power and urgency. • Demanding stakeholder: Possesses urgency and lacks power and legitimacy.
Expectant stakeholders (possessing two attributes)	• Dominant stakeholder: Possesses power and legitimacy but lacks urgency. • Dangerous stakeholder: Possesses power and urgency but lacks legitimacy. • Dependent stakeholder: Possesses legitimacy and urgency but lacks power.
Definitive stakeholders (possessing three attributes)	• Possess all three attributes, i.e. power, legitimacy and urgency.
Non-stakeholders	• Possess none of the three attributes, i.e. power, legitimacy and urgency.

Source: Mitchell *et al.* (1997)

As highlighted in Table 2.5, if stakeholders possess a single attribute, they are considered latent stakeholders; these can further be broken down into dormant, discretion and demanding, as mentioned by Mitchell *et al.* (1997), Clifton and Amran (2011) and Crane and Ruebottom (2011). Stakeholders who possess two attributes are known as expectant stakeholders, and can be dominant, dangerous or dependent. Finally, stakeholders who possess all three attributes are called definitive stakeholders. Groups that do not possess any of the above attributes are in fact non-stakeholders, as they do not receive any priority from management (Alniacik *et al.*, 2011; Kumar *et al.*, 2016).

Different kinds of stakeholders can be identified by their possession of one or more of the following attributes, as proposed by Mitchell *et al.* (1997): the power to influence an organisation, the legitimacy of a claim on an organisation, and the urgency of a claim, as highlighted in Table 2.5. In line with Matilainen and Lahdesmaki (2014), a stakeholder is considered to have power in so far as it has or can gain access to coercive means (based on physical resources of force, violence, or restraint), or normative means (based on symbolic resources), in order to impose its will on a relationship (Mitchell *et al.,* 1997; Matilainen & Lahdesmaki, 2014).

Legitimacy has been described as the generalised perception that the actions of an organisation are desirable or appropriate within some socially constructed system of norms, values, beliefs and definitions (Suchman, 1995). Matilainen and Lahdesmaki (2014) assert that although these two notions are sometimes conflated in different stakeholder descriptions, powerful stakeholders are not necessarily legitimate, nor do legitimate stakeholders necessarily have power over an organisation.

According to the above stakeholder identification and classification scheme, managers will assign high priority to stakeholders who possess all three attributes, and comparatively less priority to those who possess two attributes – the least priority will be assigned to those with a single attribute (Mitchell *et al.,* 1997; Friedman & Miles, 2006; Crane & Ruebottom, 2011). Moreover, managers, as derived by Aaltonen *et al.* (2008), do not assign any priority to stakeholders who do not possess any of the attributes. However, the approach is comprehensive, and it triggers the idea of identifying and prioritising stakeholders.

There are diverse sets of stakeholders that are characterised by a complex web of interests and demands on an organisation and following is a delineation of the complex nature of the different types of stakeholders of an organisation.

2.3.2.1 Types of stakeholders of an organisation

Managing expectations and gaining support of the different types of stakeholders are depended on understanding which category they fall into and the impact they might have on the performance of an organisation. As in the case of this study, the organisation is within the field of Traditional Authorities of South Africa, institutions that have the primary mandate of managing the economic affairs on behalf of a community (Department of Rural Development and Land

Reform (DRDLR), 2009). The mandate of such institutions in South Africa includes the development of tourism strategies, programmes and projects as an initiative for the development of rural regions that will bring along socio-economic benefits for the community-group.

Stakeholders of an organisation can be grouped into those that are internal (employees and shareholders) and external (government and suppliers) (Aas *et al.*, 2005; Bourne, 2010; Louw & Venter, 2013). The BBKTA when in the process of developing a strategy, should involve both. The difference between these two sets of stakeholders, as contended by Reed *et al.* (2009) and Ditlev-Simonsen and Wenstop (2013), is that internal stakeholders are groups/individuals that are part of the organisation and that external stakeholders are groups/individuals that are not part of an organisation.

- **Internal stakeholders** – Internal stakeholders, as explained by Bourne (2009), Reed *et al.* (2009) and Rossouw and Van Vuuren (2013), are individuals or entities that have a vested interest in the success of an organisation, such as management, employees, community groups, and also private investors, and stakeholders who participate in the co-ordination, funding and publication of a strategy that contributes towards the development of a specific region.
- **External stakeholders** – External stakeholders, as explicated by Louw and Venter (2013) and Waligo *et al.* (2013), are individuals, groups, or entities that are not within an organisation itself but are affected by its performance, such as local government, environmental agencies, tourists and the destination management organisation. These are stakeholders who engage in contributing their views and experiences in addressing issues that could impede on the development of a region.

Doh and Guay (2006) and Enquist *et al.* (2006) point out that internal stakeholders are fundamentally primary stakeholders and generally have a significant influence on the operations of the organisation, and furthermore, they reveal that internal stakeholders are definitive stakeholders possessing all three attributes (power, legitimacy and urgency), as revealed in Table 2.5.

Within the broader theoretical context, Mainardes *et al.* (2012) further explain that stakeholders should be grouped into two groups, and these groups are:

- **Primary stakeholders** – Primary stakeholders, as expressed by Chinyio and Olomlaiye (2010), are stakeholders internal or external, who bear some form of risk as a result of having invested something of value in an organisation in the form of capital, human, or financial in nature. Clarkson (1995) and Anarboldi and Spiller (2011) said that primary stakeholder groups typically are comprised of shareholders and investors, employees, customers, and suppliers, together with what is defined as the public stakeholder groups: government and communities that provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due. Primary stakeholders typically have a formal, official, or contractual relationship with an organisation, as clarified by Mainardes *et al.* (2012) and Matilainen and Lahdesmaki (2014).

- **Secondary stakeholders** – These stakeholders are individuals or groups, internal or external, who influence or are influenced by an organisation, but who are not essential for an organisation's survival, as explained by Chinyio and Olomolaiye (2010). They are indirectly affected, either positively or negatively, by the efforts and actions of an organisation (for example, the media), as mentioned by McCabe *et al.* (2012). Matilaine and Lahdesmaki (2014) specify that secondary stakeholders are those groups or individuals that represent other interest groups within the business environment.

Primary and secondary stakeholders can also vary in terms of different projects and parties involved. Stakeholder types can thus vary depending on the nature and scope of a project – thus the importance of the strategic management of stakeholders and classification of stakeholders. Primarily for the purpose of this study, the BBKTA as an organisation manages resources on behalf of the community-group that is amongst the Traditional Authority's primary stakeholders.

To obtain successful outcomes, management must know how to work within an organisation's cultural, economic and political environment to ensure that important relationships with stakeholders are established and managed and thus endeavour that all stakeholders have their needs met (Pinto, 1998; Post & Suater-Sachs, 2002; Bourne & Walker, 2003). The views about the importance of stakeholders when combined, provide a broad platform on who stakeholders are and how best to engage them to increase an organisation's chances of success (Bourne, 2010), or as in this case, the successful sustainable development of rural tourism in the BBK community.

Stakeholders are central to the successful delivery of an organisation's strategic goals and objectives. The identification of stakeholder groups and the management of their expectations and needs will lead to a higher level of commitment and support from stakeholders. The management of an organisation should firstly understand their stakeholders' perspective of the organisation's operations/projects prior to managing their expectations and needs. The succeeding section examines the key components of the management of stakeholder relations.

2.3.2.2   Components of stakeholder relations management

Understanding stakeholders' point of view of an organisation's operations, in this study the management of tourism, is the first phase in the process of sustainable development. Identifying key components of stakeholder relations management is fundamental to the design and implementation of policies and actions in the overall management of strategies and policy governance (Jennings, 2004; Marin *et al.*, 2009; Gon *et al.*, 2016).

Various authors and scholars, as indicated in Table 2.6, addressed the essential components of stakeholder relations management in the field of strategic management. The five components indicated in Table 2.6 are mentioned as essential in the management of stakeholder relations and these are as follows: (1) awareness, (2) attitude, (3) involvement, (4) perception, and (5) participation. All of the components indicated are important in the case of managing stakeholders, with the primary objective of developing sustainable rural tourism. In the case of BBKTA's management, an understanding of the community-group's awareness, attitude, and perception, towards the sustainable development of tourism in the region, and moreover, the measurement of their willingness to get involved and to participate in tourism initiatives, are vital for strategic management. This will assist management to gather market insights and intelligence on how to establish and improve relationships with each and every stakeholder in the community-group, which ultimately would extend beyond the successful development of sustainable rural tourism.

The survival and continuing profitability of an organisation, as assessed by Clarkson (1995) and Thabrew *et al.* (2009), depend upon its ability to fulfil its economic and social purposes (for example: the traditional authority's obligatory duty is to ensure the prosperity of the community it represents), which are to create and distribute wealth or value sufficiently to ensure the optimisation of resources to the benefit of the primary stakeholders, being the community-group

as part of the BBKTA organisation's stakeholder system, and this should ideally also be applied to all stakeholders in other economic sectors as illustrated in Figure 1.1.

The five components are described by numerous scholars as essential for the management of stakeholder relations by an organisation. These components are subsequently expressed in more detail.

Table 2.6:   Components of stakeholder relations management

Authors	Essential components				
	Awareness	Attitude	Involvement	Perception	Participation
Bierle & Konisky (2000)			√		
Byrd (2007)	√	√	√	√	√
Byrd et al. (2008)	√	√			
Byrd & Gustke (2004)	√	√		√	√
Choi & Sirakaya (2006)		√	√		√
Fyall & Garrod (2005)	√		√	√	
Ladkin & Bertamini (2002)			√	√	
Kivita & Saarinen (2016)			√	√	
Morrison (2013)	√	√	√		√
Sebele (2010)			√		√
This study	√	√	√	√	√

- **Awareness**

The ability to make better than chance-level, forced-choice decisions concerning either the identity or the presence of the primes (Merickle, 1984), in the case of this study the subject is tourism. Relatedly, Funk (2008) is of the view that awareness is a process that creates outcomes of knowledge and the realisation that tourism does exist. Awareness processing represents a number of inputs, processes, and outputs that can shape decision-making. Antimova et al. (2011) and Van Niekerk and Saayman (2013) established that awareness is knowledge that something exists, or the understanding of a situation or subject at the present time based on information or experience.

Tourism awareness and education, as remarked by Byrd and Gutske (2004), Byrd et al. (2008), Byrd (2007), Warde (2005) and Van Niekerk and Saayman (2013), play a very important role in a developing country such as South Africa and can be used to stimulate job opportunities for its residents. Awareness equips the community-group with an understanding of the economic, social, and environmental benefits of tourism development, and in particular sustainable tourism development, according to Verbeck and Mommaas (2008), McKercher and Prideaux (2011) and Antimova et al. (2012). A number of educational, training and tourism awareness programs and tools have in many countries created the hope to accomplish the development of tourism, as mentioned by Van Niekerk and Saayman (2013).

The South African Government's White Paper on Tourism (Department of Environtmental Affairs and Tourism (DEAT), 1996) points out that South Africa does have real potential for increasing its tourism industry. To triple tourism's contribution to the national income, or at least to double it, it has been argued that creating tourism awareness amongst all South Africans will mobilise them to be involved and participate in the development of tourism. One-way of creating tourism awareness in South Africa was to introduce tourism as a secondary school subject an awareness tool that was also used by the National Tourism Development Authority in Ireland (Failte Ireland, 2008). The goal of tourism, as explained by Gram (2007) and Kim and Lehto (2013), in secondary schools was to familiarise learners (part of the community-group) with the concept of tourism and to trigger interest in tourism as a field of study, and then eventually to choose a career in tourism.

- **Attitude**

Attitude consists of knowledge, feelings and proposed behaviour. An attitude is a tendency to behave in a consistent manner towards a given stimulus. In other words, people tend to react the same way every time towards something about which they have an attitude to (Blythe, 2013). Despite the growing awareness of rural tourism's profitability potential and leisure growth in recent years, as explained by Brida et al. (2010), very little investigation has been conducted on stakeholder's attitude towards rural tourism besides the importance of stakeholders involvement in rural development and governance.

Stakeholders' attitudes, in particular that of the community-group, can have a pronounced influence on the successful development of current and future programs, as resolved by Harrill (2004) and Wang et al. (2010). The community-group as stakeholders is dealt with in greater length in section 2.3.3.1. For the purpose of destination development, it is important for planners

to understand both the community-group's attitude towards and their evaluation of the impacts of tourism. Based on the social identity theory (SIT), professed by Palmer *et al.* (2013), people tend to classify themselves into in-groups and out-groups based on certain criteria, such as ethnicity. In addition, people tend to favour in-group members, which are known as in-group favouritism. A more inclusive social identity shared by interacting parties can generate a mutually positive attitude, as appraised by Woosnam (2011), Yu *et al.* (2011) and Latkova and Vogt (2012). Thus, social identity similarities between tourists and the community-group, as described by Palmer *et al.* (2013), may likely affect not only the attitude and treatment of the latter towards the former but also the general attitude toward tourism development.

There are a number of factors that influence residents' attitude towards tourism. Some of these involve the distance of residents' homes from the main tourism destination, the type of tourism, the length of residents' stay in the community, and residents' demographic characteristics. Generally, a positive attitude towards tourism is associated with gender, employment, level of income, level of education, and the place where people live (for example, urban and rural areas) (Allen *et al.*, 1993; Inbakaran & Jackson, 2006; Wang *et al.* 2010; Ye *et al.* 2014; Gon *et al.*, 2016).

- **Involvement**

Stakeholders' involvement, as pointed out by Michael *et al.* (2013) and Talo *et al.* (2013) in developmental projects, in particular tourism projects, can be observed from two concepts: being involved in the decision making process and sharing in tourism benefits. Tuffrey (1997) indicates that involvement encompasses a variety of approaches whereby public service bodies empower stakeholders to consider and express their views in the development of a region or destination, and to be involved in the decision-making process. The community-group's involvement as stakeholders and their public participation in developmental scenarios in the rural areas have been highlighted since the late 1990s (Edwards *et al.*, 1997; Cici-Sain *et al.*, 1998; Milligan & O'riordan, 2007; Nunkoo & Ramkissoon, 2010).

Some form of tourism awareness tool, as explained by Van Niekerk and Saayman (2013), is needed to develop tourism awareness in the stakeholder groups, in particular the members of the community, to get more involved in tourism development programmes and initiatives. The involvement of stakeholders in tourism, as mentioned by Franch *et al.* (2010), determines the strength of the tie between social and economic dimensions of relationships, meaning between

informal (based mainly on trust) and formal relationships (established by institutional agreement).

• Perception

Perception is the keystone of building knowledge, not just about products but about everything else in the world, although it is common to refer to perception as if it were somehow different from the truth. However, this is not the case: perception may differ between individuals, but for each person his/her own perception is the whole truth. This is sometimes difficult to remember, as explained by Joubert (2010), but in fact, our whole experience of the world happens inside our heads, filtered by our senses and moderated by our previous experiences.

It is important to understand how stakeholders, especially those in the community-group, perceive tourism to gain, firstly, an understanding of the behaviour and concerns of locals, and a better comprehension of local agreement's initiatives and support for tourism development strategies, policies and actions, as ascertained by Harrill (2004). The majority of local residents, as highlighted by Gon *et al.* (2016), perceive that there are more benefits compared to costs from rural tourism development, and believe that tourism attracts investment and tourists arrivals, improve a destinations' image (for example, through infrastructure development), and also contribute towards the growth of community development.

The perceived impacts of tourism by stakeholders, as assessed by Choi and Sirakaya (2005), Guan *et al.* (2011) and Ye *et al.* (2014), partly determine the success of tourism development. These perceived impacts are classified into three categories:

  ➤ Economic impacts – involve improving the local economy, creating job opportunities.
  ➤ Socio-cultural impacts – include an increase in the availability of recreational activities, increase in the number of traffic accidents, promotion of cultural exchange and loss of tranquillity in an area.
  ➤ Environmental impacts – these include improving infrastructure development, enhancing the protection of the natural environment, as well as preventing damage to natural surroundings and the destruction of the local ecosystem.

• Participation

Participation is a process in which stakeholders influence and share control of development initiative decisions and resources which affect them, as explained by Michael *et al.* (2013). The

improvement of communication between stakeholders will contribute substantially to facilitating better decision-making and sustainable development (Aref, 2011b). Without participation, there would be no partnership, no development and no programme. In the case of this study, lack of community participation in decision-making to implement tourism development can lead to failure in the development of the community (Aref, 2011b).

The participation of the community-group as stakeholder in particular is important for the realisation of sustainable development of rural tourism within a specific region/community. According to Saaren et al. (2014), stakeholder participation is an essential element in the decision making process, more so when strategic decisions are being considered for the development of a region/community.

The balance associated with the tangible and intangible benefits of tourism development, as provided by Marin et al. (2009), Lee (2013) and Gon et al. (2016), is unachievable without stakeholder involvement, support and participation. Therefore, stakeholders' participation, specifically the community-group, is central in the management planning process of rural tourism development (Lee, 2013). Therefore, as revealed by Sharpley (2014), the more stakeholders perceive tourism as potentially having a positive economic impact on the region/community, the more likely they will be to participate in tourism development. Choi and Sirakaya (2005), Jayawardena et al. (2008), Sharma et al. (2009), Guan et al. (2011), Hao et al. (2011) and Chow (2012) explained that stakeholders' participation, moreso that of residents for further development in tourism, is positively related to the personal benefits and perceived positive impacts of tourism and negatively related to its perceived impacts.

The purpose of this study is to contribute to the body of knowledge as to how the strategic management of stakeholder relations can aid the development of sustainable rural tourism, in particular, the community-group as stakeholder.

2.3.3 TOURISM STAKEHOLDERS

Refering back to the early contribution of tourism planners, the concept of 'stakeholder' is acknowledged as of increasing importance in tourism (Jamal & Getz, 1995; Ladkin & Bertramini, 2002; Mowfath & Munt, 2003; Hall, 2007; Currie et al., 2009; Waligo et al., 2013). The organisational structure of a destination is perceived as a network of multiple interdependent stakeholders (Cooper et al., 2009; d'Angella & Go, 2009) upon which the quality of a tourist's

experience rests (March & Wilkinson, 2009; Hawkins & Boholanowicz, 2011). Sustainable tourism signifies a condition of tourism based on the principles of sustainable development, taking into account current and future stakeholders (Waligo *et al.,* 2013).

Freeman (1984) claimed that outdated management approaches failed to take account of a wide range of groups who can affect or are affected by an organisation. Hence, contrary to traditional management which concentrates mostly on internal stakeholders (Savage *et al.,* 1991; Palmer, 1996; Sautter & Leisen, 1999), stakeholder management attends to stakeholders who are internal and external to or interfaced with an organisation (Polonsky & Scott, 2005; Pforr, 2006; Presenza & Cipollina, 2010). As an example, local residents are required to welcome tourists when they visit their region (Berman *et al.*, 1999; Thabrew *et al.,* 2009).

There are many forms of partnerships and some only involve the private sector. However, developing tourism will often require the involvement of government as it has control over essential resources such as public land (beaches, mountains, national parks, and lakes) and also takes responsibility for activities such as regional economic development, planning, securing of borders, and social and environmental protection. The Public-Private Partnership (PPP) brings together stakeholders with different objectives and skills, and also resources in a formal or informal voluntary partnership to improve the attractiveness of a regional destination, its productivity, associated market efficiency, and the overall management of tourism (World Tourism Organisation (WTO), 2015).

The role of government is to monitor and evaluate the socio-economic impacts of the development of tourism, in particular local government, as indicated by Morrison (2013). Tourists also do have a major stake in the outcome, as they are the consumers of tourism products and services. However, there will be many other stakeholders that can be incorporated into the category of tourism stakeholders for an organisation, in this case the BBKTA. Stakeholders all have their specific functions and roles in tourism development and the main stakeholders are:

- National government (National Department of Tourism) – responsible for policy formulation.
- Provincial government (Department of Tourism, in this case the North West province) – custodians of the implementation of objectives and strategies from national government.
- Destination Marketing Organisations (North West Tourism Board) – responsible for marketing the North West province as a destination, or the BBKTA is an institution responsible for managing and marketing tourism development in the BBK community.

- Non-profit organisations (Tourism Associations) – these may source initial funding, conduct research and foster capacity building.
- Tour operators – responsible for sourcing tourists, through combining tourism and travel components to create tourism experiences and packages.

The above are only a few examples of many legitimate stakeholders in sustainable tourism development, each with diverse demands and responsibilities. The core part of the strategic management process should focus on continuous communication with indentified tourism stakeholder groups, in particular the community-group, seeing that they have a direct interest as mentioned by Morrison (2013). In this case it is the operation of the BBKTA as a community organisation, which should and could also function as the destination management and marketing organisation. The stakeholder groups in tourism for strategic management purposes consists of five groups, as illustrated in Figure 2.8. The focus of this study is on the community-group.

Figure 2.8:   Strategic management: tourism stakeholder approach
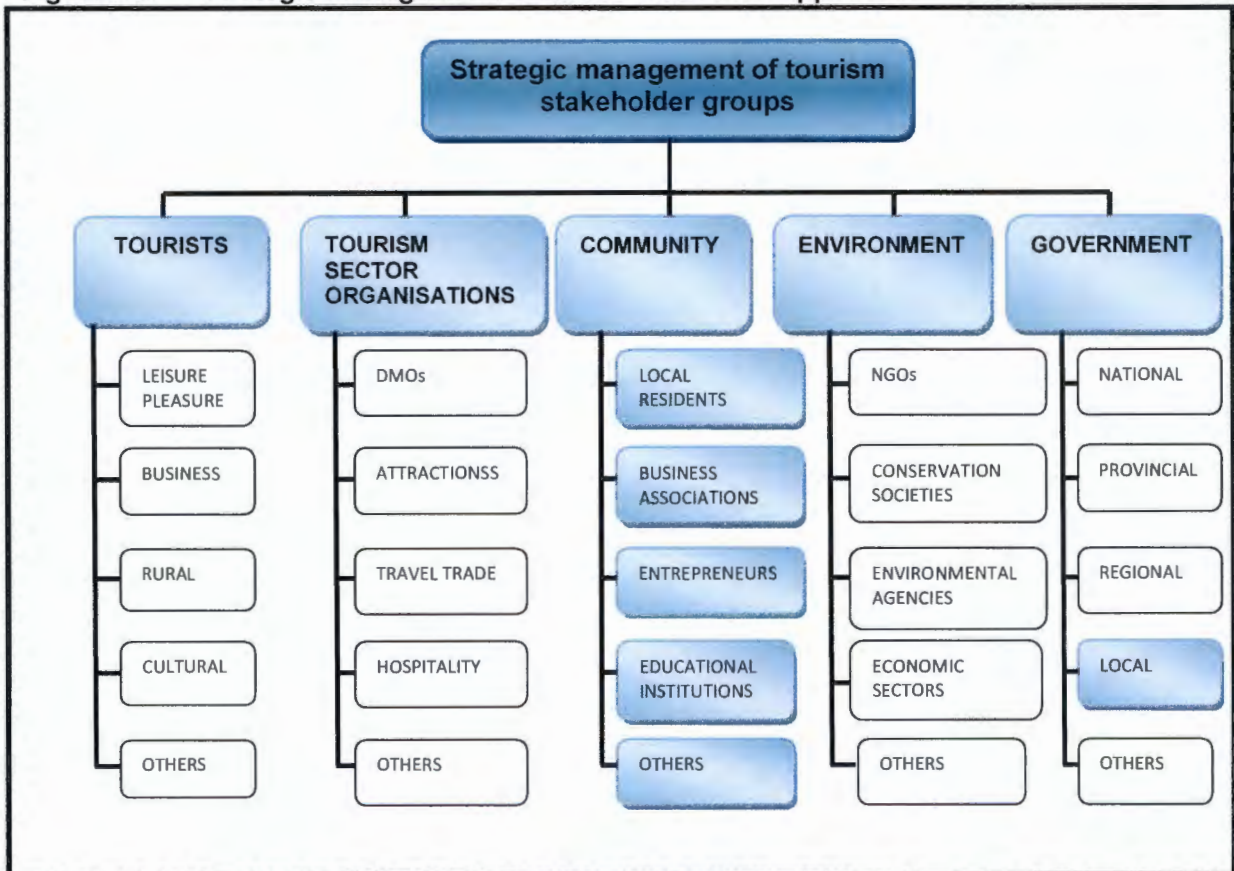
Source: adapted from Kruja & Hasaj (2010); Morrison (2013); Ramachandra & Mansor (2014)

However, the community-group is relevant to other economic sectors as well, for example: agriculture, mining, manufacturing and retailing. The community-group includes: local residents, business associations, entrepreneurs, educational institutions, and also others, and these are dealt with in more detail later on in this chapter. Stakeholders hold expectations, as confirmed by Mainardes *et al.* (2012), because they experience the effects of a relationship with an organisation, they evaluate results obtained, and they act according to their evaluations in order to strengthen or otherwise terminate their association with an organisation.

Consultation, involvement and participation are also needed, especially when strategic decisions are being made about tourism development in a specific region. Morrison (2013) outlines these three terms as follows:

(1) Consultation: asking for opinions and viewpoints on options, alternative strategies or programmes of action.
(2) Involvement: working together with others to formulate options and strategies.
(3) Participation: facilitating stakeholders to formulate options and strategies.

Many countries and regions have created strategies that aim at highlighting the social responsibility of the tourism sector and its benefits by sharing capacity at local and regional level. This has sparked various participatory planning and community-based tourism and natural resource management strategies, all programmes and projects which emphasise the need for organisational sustainability and local participation (Aref, 2011a; Kivita & Saarinen, 2016). By involving stakeholders, specifically the community-group, the benefits of tourism are expected to trickle-down to the local level where tourism activities and the effect of its impact actually take place (Kivita & Saarinen, 2016).

Stakeholder involvement for strategic management purposes has multiple outcomes, depending on the process used and the stakeholders involved. The outcomes of involvement include:

• Stakeholders are informed and educated about developments in the region (Beierle, 1998; Simrell & Feltey, 1998; Byrd, 2007).
• Stakeholders' values and opinions are incorporated in the decision making process (Beierle, 1998; Carmin *et al.,* 2003; Byrd, 2007).
• The quality and legitimacy of decisions are improved (Beierle, 1998; Fiorino, 1990; Byrd, 2007).
• New ideas are generated (Fiorino, 1990; Steelman, 2001; Carmin *et al.,* 2003).

- There is an increase in trust and cooperation between all parties (Beierle, 1998; Simrell & Feltey, 1998; Carmin *et al.*, 2003).
- There is a reduction in conflict and lawsuits (Beierle, 1998; Simrell & Feltey, 1998; Steelman, 2001; Carmin *et al.*, 2003; Byrd, 2007).
- A cost effective process is possible (Beierle, 1998; Byrd, 2007).
- The promotion of shared responsibility (Carmin *et al.*, 2003).

The strategic management of stakeholders is a process and even if an organisation cannot resolve a particular issue the process should be able to aid organisations to understand the goals and perspectives of others by fostering communication, collaboration and relationship building (Beierle & Konisky, 2000). Relationship management will be further deliberated in Chapter 3 of this study. Stakeholder collaboration represents a widely accepted approach to solving problems associated with a lack of understanding and also the often few shared common goals between the many stakeholders involved in specifically tourism development (Jamal & Getz, 1995; Hall, 2000; Ladkin & Bertramini, 2002; Fyall & Garrod, 2005).

Stakeholders' participation is often regarded as an essential tool if tourism is to make a substantial contribution to sustainable tourism development (Sebele, 2010). Great effort has been made to develop indicators for sustainable tourism development (Choi & Sirakaya, 2006) and several indicators can be used for stakeholder participation in a community. Within each of these indicators, sub-indicators can be developed for specific communities. These indicators are:

- Stakeholder knowledge (Simmons, 1994; Byrd *et al.*, 2008; Choi & Sirakaya, 2006).
- Perceived impacts of tourism development (Byrd & Gutske, 2004).
- Support for tourism development (Fleischer & Felsenstein, 2000; Sirakaya *et al.* 2002; Byrd & Gutske, 2004).
- Resident Population Demographics (Potgieter & Litheko, 2016).
- Host community attitudes toward tourism development (Martin, 1995; Choi & Sirakaya, 2006).
- Resident involvement in tourism development (Martin, 1995; Choi & Sirakaya, 2006).
- Local resident participation in planning (Martin, 1995; Choi & Sirakaya, 2006).
- Availability of a resident advisory board (Martin, 1995; Choi & Sirakaya, 2006).

With the indicators and methods presented above, planners and developers of tourism can incorporate stakeholder involvement and participation into their planning and, in turn, develop a more sustainable product for all stakeholders (Byrd, 2007). In particular, the involvement and participation of the community-group in the planning and development phase of a strategy will enable the implementation of the strategy to be carried out effectively. The support and involvement of stakeholders are vital components for the sustainable development of rural tourism and this necessitates an in-depth exploration of stakeholders and its components.

2.3.3.1   Community as a stakeholder group

As a response to the increasing alienation of individuals experienced due to the impersonal effects of globalism and what has been coined by Ritzer (1993) as the homogenisation of culture and societies, Beeton (2007) asserts that there has been a desire to return to the community.

Community is a term that is often used by politicians, social commentators, religious leaders, academic and media reporters. However, it is rarely precisely defined – rather it seems to be a given that all know what is meant by the term. This is a problem, as communities can be defined in many ways. The word community is derived from the Latin word 'communitas', which refers to the very spirit of community, or an unstructured community in which people are equal (Sankaran & Demangeot, 2005; Beeton, 2006; McShane, 2006; Laine *et al.*, 2014).

The term community has been described by numerous academics and Table 2.7 presents a selection of some of the different descriptions of the term community. The following synthesis is derived from these descriptions. Pitea and Sala and Lee indicate similarities in their descriptions of the term community and they describe a community as people in social and cultural interaction within a specific geographical area. Aref *et al.* and Hampton indicate similarities in their descriptions and indicate that a community consists of residents contained within geographical boundaries, who share government, with resources or industry established in an area. Pike describes a community as a group of people living in the same place and having similar characteristics. This study adopted the description of Hampton and intends to explore stakeholder relations in the community-group (local residents, business associations, business entrepreneurs, educational institutions, and others), as depicted in Figure 2.9. The BBK is located within the geographical boundaries of Pilanesberg in the North West, South Africa and

Table 2.7: The term 'Community' described

Author(s)	Description
Hampton (2003)	A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
Aref *et al.* (2009)	Residents contained by geographical boundaries, local zoning, or politics; the ethnicity of its residents or the resources or industry established in an area.
Pike (2009)	A group of people living in the same place or having particular characteristics in common.
Pitea and Sala (2010)	People who live within a geographically defined area and who have social and psychological ties with each other with the place where they live.
Lee (2012)	Persons in social and cultural interaction within a geographical area and having one or more additional common ties.
Salazar (2012)	As a mutually supportive, geographically specific, social unit such as a village or tribe where people identify themselves as community members and there is usually some form of communal decision making.
Mann (2014)	Group of people who have something in common and who are actively engaged with one another in a benign fashion, and such sentiments may be used rhetorically to generate some kind of shared identity where it was only latent.

shares the government of this area with its own resources. The BBKTA is committed to addressing the challenges and promoting socio-economic development of the community-group as tourism stakeholders in the region, as outlined in the Bakgatla-ba-Kgafela Traditional Administration (BBKTA) Master Plan 2035 (2015).

Figure 2.9: Community-group
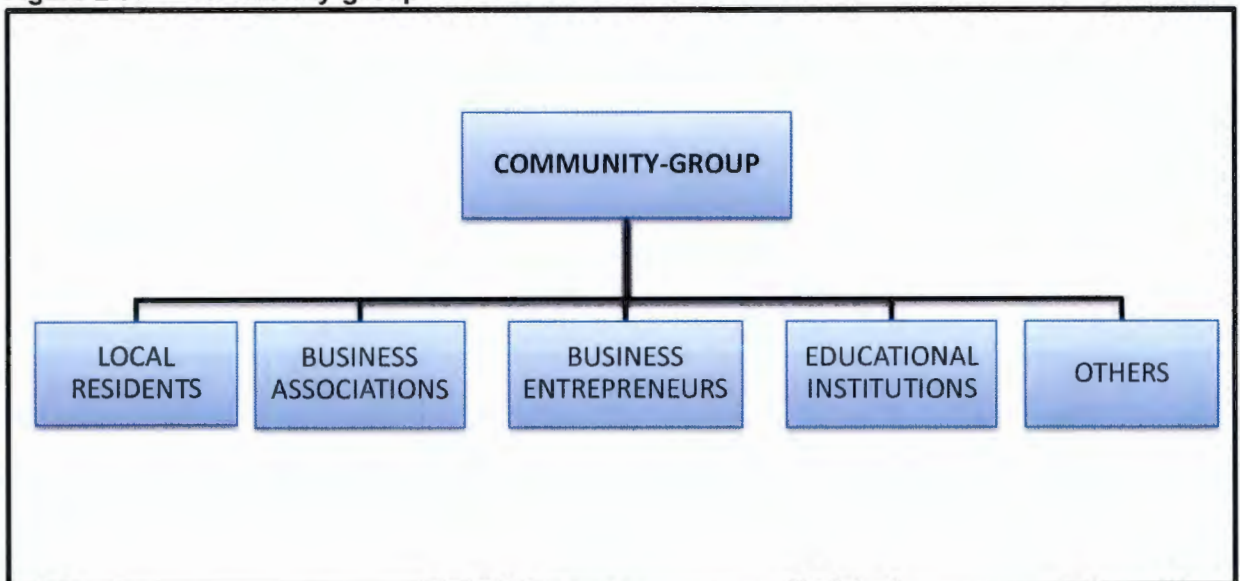
Source: Morrison (2013); Ramachandra & Mansor (2014)

A synopsis of the stakeholder components of the community-group is presented below:

- **Local residents** – the lifestyle of local residents may influence the structural changes within the tourism sector occurring as a result of the ongoing development of tourism, such as changes in the local economy, social changes, cultural changes, and environmental changes (Manyara & Jones, 2007; Simpson, 2008; Lee, 2012). A community, as explained by Fallon & Kriwoken (2003), who plans and uses tourism as an alternative means of strengthening its economic development ought to develop sustainable tourism that meets the needs and demands of local residents. The development of sustainable tourism, as deduced by Nicholas *et al.* (2009), is difficult without the support and participation of local residents.

- **Business associations** – business associations are institutions that combine role players who can and could operate within the tourism sector with a common goal of contributing towards the sustainable development of tourism development in a specific destination, and furthermore, their purpose should be to integrate their function to fulfil the needs of tourists. Individual businesses, as indicated by Zach (2012), are the drives of innovative development of a destination. Tourism, as urged by Waayers *et al.* (2012), is government-led, private sector driven and community based. However, private tourism businesses are stakeholders that benefit economically when tourists visit a destination. Furthermore, Waayers *et al.* (2012) and Komppula (2014) state that the collaboration of business associations with Destination Management Organisations (DMOs) is instrumental in marketing and promoting a tourism destination and providing tourists with memorable experiences.

- **Business entrepreneurs** – business entrepreneurship, referring to new venture development and small business, contributes towards destination development by creating competition, cooperation, specialisation, innovation, investment, growth, risk-taking, productivity and so forth, according to Ritchie and Crouch (2003). The Small Enterprise Development Agency (SEDA) (2016) reported that business entrepreneurs have been earmarked as key drivers for economic growth, innovation and job creation, specifically in rural regions. In South Africa, government recognised the importance of this segment of business activity to such an extent that the new Ministry of Small Business Development was established in 2014. Business entrepreneurs in the tourism industry are fundamental to the sustainable development of tourism in a destinaton, in particular in a rural destination. As reflected in the National Tourism Sector Strategy (NTSS) 2016 – 2026, the National

deparment of tourism introduced the Tourism Enterprise Development Programme (TEDP) that provides training and support for emerging and existing tourism businesses to ensure their sustainability in the tourism sector. The programme includes an incubator programme, which was launched in 2016 at Pilanesberg, North West province, South Africa. (NDT, 2017).

- **Educational institutions** – education itself is a cohesive force in society, as well as an essential strategy to facilitate localisation and empowering local residents with skills development, as explained by Cheng (2003). Furthermore, government expects educational institutions to meet social demands and help the country to increase future competitiveness, as clarified by Tukamushaba and Okech (2011). Higher educational institutions have great potential, and arguably, a strong obligation to lead critical inquiry into the most pressing problems of human society (Corcoran & Wals, 2004; Fullan & Scott, 2009; Pedersen, 2016). One way of creating tourism awareness in a tourism destination, as proposed by Van Niekerk and Saayman (2013), is to introduce tourism as a high school subject. The goal of tourism in high schools is to familiarise students with the concept of tourism and trigger interest in the study field and probably as a career.

- **Others** – stakeholders such as national, provincial, and local government are essential in establishing a conducive environment for all tourism stakeholders to contribute towards the development of sustainable rural tourism. The latter is particularly vital for local destination development. Local government, as stated by Kamppula (2014), has an essential role in destination development, such as strategic level decisions for example, land usage and zoning policies, and investment in infrastructure also creates opportunities for entrepreneurs to develop their businesses. The 'others' component can also be other groups/individuals/organisations depending on the area studied, and the local municipality was included for the purpose of this study. The role of local government in tourism development will be discussed in the subsequent section.

Tourism development results in several economic and social benefits for destinations (Andereck *et al.,* 2005; Kwan & Vogt, 2010). However, growth of the tourism sector is also accompanied by several costs, affecting the lives of the host community-group (Andereck *et al.,* 2005; Nunkoo & Ramkissoon, 2011). The success of sustainable tourism development depends on the active support of the community-group as stakeholders (Gursoy & Rutherford, 2004), without which the sustainability of tourism is threatened. The community-group as stakeholders should be the focal point of the tourism decision making process (Choi & Sirakaya, 2005). It is thus important

for planners to consider information about the impacts of tourism from the community-group perspective when planning the development of tourism, as recommended by Nunkoo and Ramkissoon (2011).

Community development during the 1950s and 1960s was introduced as an approach to rural development. The rationale behind community development was to educate and to remove the stigma of charity by involving the community-group as a fully fledged partner in decision-making, (for example, involving business associations and business entrepreneurs in the decision making process) (Cartley, 1999, Baggio, 2010; Sebele, 2010). However, this approach was found to have flaws and in the late 1960s it was realised that rural development was hindered by top-down approaches to development and hence the adoption of an approach that calls for the more active involvement of locals in developmental issues, as explained by Sebele (2010).

A lack of proficiency on the part of the community-group in personal business relations, business planning, management and operational skills may still affect tourism development adversely (McKercher & Robbins, 1998). The community-group, nevertheless, may want to be drivers rather than objects of their own rural tourism development, to be able to have some degree of control over the rural tourism sector. Rural tourism as an activity, as counselled by McLaren and Heath (2012), lends itself to small local business entrepreneurs to render unique and authentic rural experiences through their services and products. Furthermore, it opens up economic opportunities for local people to start or to be employed by small business enterprises.

In general, sustainable rural development encourages locals to embark on initiatives that will lead to their own socio-economic development, as well as that of their environment (Yang *et al.*, 2013). Community-based tourism is dealt with in Chapter 3 where it is indicated how this component of tourism can contribute towards the development of sustainable tourism in a rural setting.

2.3.3.2   Local government

The successful formulation and implementation of a strategic plan at local level requires a comprehensive and developmental approach which depends on effective cooperation, according to Ivanovic (2015). In this case it is between the BBKTA, local government and all their stakeholder groups to enable sustainable development of their rural region.

Local government is not the focus of this study but, however, local government is an extremely important stakeholder for sustainable development because national, provincial and local government are primary institutions that establish tourism policies and practices needed to develop and promote a destination. Local government in the South African context is the sphere of government that interacts closest with communities and is responsible for the services and infrastructure essential for a community's well-being, and is furthermore tasked with facilitating the growth and development of communities in a manner that enhances community participation and accountability (Department Provincial and Local Government (DPLG), 1998; DPLG, 2007).

The developmental role of local government in South Africa has been incentivised since 1998 where the planning of initiatives for Local Economic Development (LED) represents only one of the core functions of contemporary local government in South Africa (Nel & Rogerson, 2005). In maximizing the impact of tourism expansion for local communities, a critical role was assumed by the South Africa local government through the design of tourism plans, marketing, the provision of support infrastructure, and the management of tourism growth (Rogerson, 2013a).

The National Tourism Sector Strategy (NTSS) emphasizes the central role of local government as a partner or stakeholder in developing and promoting the tourism sector and achieving the desired outcome of the national tourism policy (NDT, 2011). Over the last five years, national government has launched several important programmes and initiatives to strengthen the contribution of local government in tourism planning. In particular, increasing attention is devoted to strengthen the capacity of local government to intervene in tourism development and in certain instances, to kick-start local economies through tourism development (Van Schalkwyk, 2013).

The North West is divided into four district municipalities for local government purposes, which in turn are sub-divided into 19 local municipalities, as depicted in Figure 2.10. The focus of this study is on the strategic management of tourism stakeholders in the development of sustainable rural tourism in the BBK community with villages spread over a vast area of more than 35 farms in the Pilanesberg/Mogwase region. The BBK community is located in the Bojanala district and the BBK's borders are demarcated within the jurisdiction of the Moses Kotane Local Municipality (MKLM) (MKLM, 2014) and the names of the villages are listed in Table 2.8.

Figure 2.10:   Districts of the North West province


```
                        NWP GOVERNMENT

  1.                  2.                   3.                  4.
  NGAKA MODIRI        DR KENNETH KAUNDA    BOJANALA DISTRICT   DR RUTH SEGOMOTSI
  MOLEMA DISTRICT     DISTRICT                                 MOMPATI DISTICT

  MAHIKENG LOCAL      VENTERSDORP LOCAL    MORETELE LOCAL      NALEDI LOCAL
  MUNICIPALITY        MUNICIAPLITY         MUNICIPALITY        MUNICIPALITY

  RATLOU LOCAL        TLOKWE LOCAL         RUSTENBURG          MAMUSA LOCAL
  MUNICIPALITY        MUNICIPALITY         LOCAL               MUNICIPALITY
                                           MUNICIPALITY

  TSWAING LOCAL       MATLOSANA LOCAL      MADIBENG LOCAL      GREATER TAUNG
  MUNICIPALITY        MUNICIPALITY         MUNICIPALITY        LOCAL MUNICIPALITY

  DITSOBOTLA LOCAL    MAQUASSI HILLS LOCAL KGETLENGRIVIER      KAGISANO-MOLOPO
  MUNICIPALITY        MUNICIPALITY         LOCAL               LOCAL MUNICIPALITY
                                           MUNICIPALITY

  RAMOTSHERE MOILOA                        MOSES KOTANE        LEKWA-TEEMANE
  LOCAL MUNICIPALITY                       LOCAL               LOCAL MUNICIPALITY
                                           MUNICIPALITY
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Source: compiled from NWPG (2014)

Table 2.8:   BBK registered villages

Dikgabong, Lekutu, Disake, Ga-Ramosidi, Lerome, Mabele-a-Podi, Manamakgateng, Manamela, Mankaipaya, Mapaputle, Marapalalo, Maretlwana, Moruleng, Mogwase, Monono, Maologane, Mopyane, Motlhabe, Ngweding, Ramoga, Legogole, Magalane, Sefikile, Ramoshibibitswana, Magong, Ntswanalemetsing, Lesetlheng, Mositwana, Legogole, Matlametlo, Mokgalwaneng, Dwarsberg, Kraalhoek, Legkraal, Segakwaneng, Mabodisa, Phuting, Welgeval, Sandfontein.

MKLM is classified as rural with communal tenure. Such a municipality has at most one or two small towns in its area. It is one of the five local municipalities constituting the Bojanala Platinum District Municipality (BPDM), number 3 as indicated in Figure 2.10. The BPDM, as illustrated in Figure 2.11, covers an area of approximately 18 333 square kilometres (BPDM, 2017),

Figure 2.11: Bojanala Platinum District Municipality demarcation area
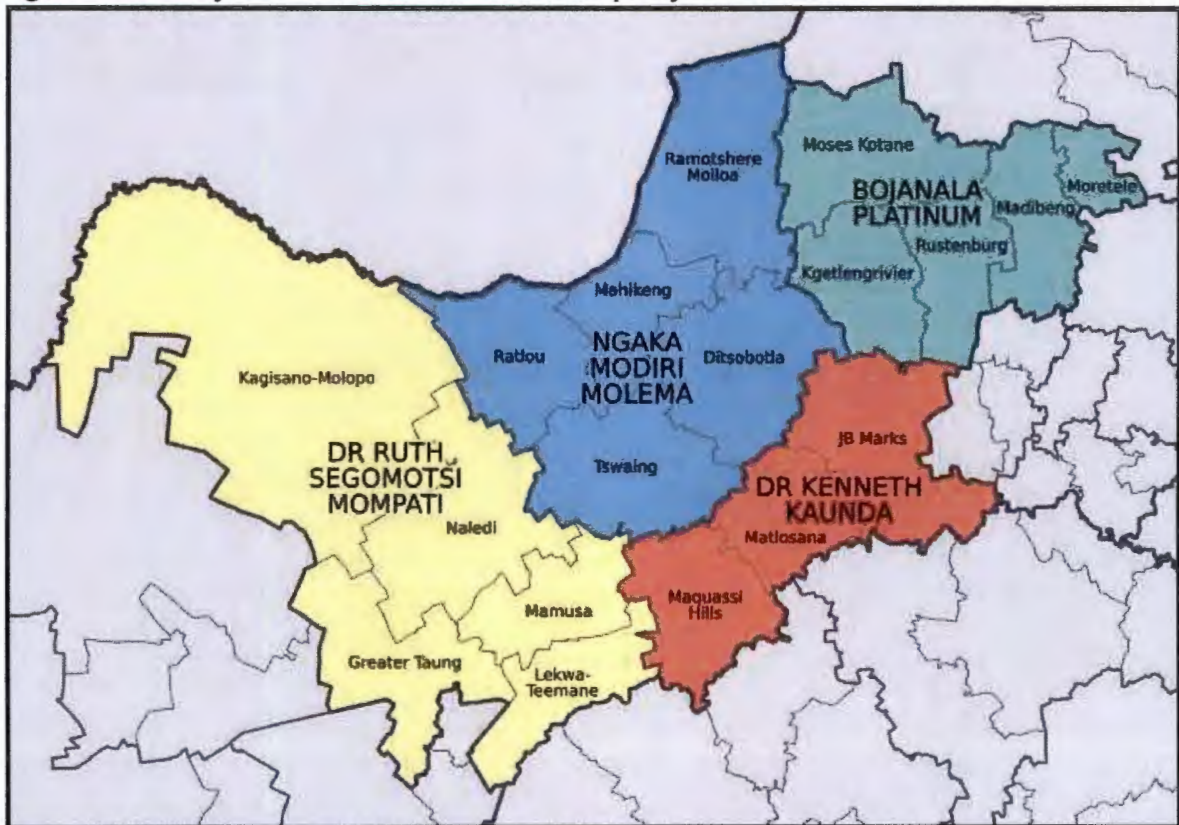
Source: Bojanala Platinum District Municipality (2017)

and the MKLM covers an area of approximately 5220 square kilometres that is mostly rural in nature, comprising of 107 villages and two formal towns, Mogwase and Madikwe (MKLM, 2014), as illustrated in Figure 2.12. The MKLM explicitly expresses its sentiment that communities have the right to be informed of decisions of the municipal council affecting their rights and property (MKLM, 2014). The Municipality thus facilitates maximum participation of its communities in the development of the Integrated Development Plan (IDP). The goal of the IDP is to enhance service delivery aimed at improving the quality of life for all people who reside within the municipality and to build strong relationships with stakeholders, such as traditional authorities (MKLM, 2014).

Ivanovic (2015) warns that a controversial concern is that the effectiveness of local government in implementing municipal IDPs and providing service delivery is often frustrated by traditional authorities. The ownership and distribution of large portions of land in South Africa today still remain within the governance of traditional leaders and not with that of local authorities and,

Figure 2.12:   Moses Kotane Local Municipality demarcation area
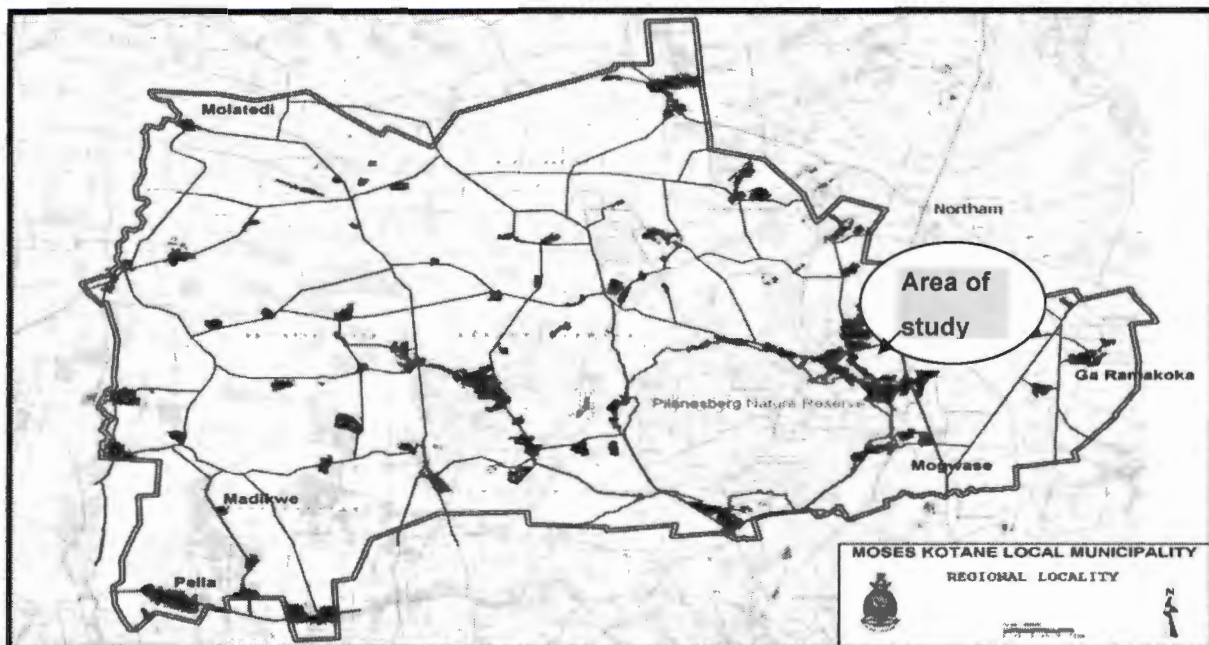
Source: Moses Kotane Local Municipality (2014)

many traditional leaders are reluctant to release control for prospective developmental purposes. This is in contradiction to the Constitution of South Africa which clearly states that in the new democratic dispensation, traditional authorities as public office bearers should not be regarded as the fourth sphere of government. This poses a challenge for local government when it comes to implementing and enforcing policies, plans and strategies at a local municipal level, in particular, with the development of land (Sefala, 2007; Khunou, 2011).

The National Department of Tourism concedes in the National Tourism Sector Strategy (NTSS) that current efforts of national, provincial and local government in product development in rural areas were to date largely unsuccessful (NDT, 2011). This is due to a sequential reproduction of the same products and experiences by neighbouring municipalities, as well as "poor quality, poor management and the lack of maintenance of cultural and heritage attractions" (NDT, 2011). However, traditional authorities do have the power to either hinder sustainable rural tourism development. Unfortunately, under the auspices of traditional authorities, authentic tourism experiences are often hampered and this then cause damage to the image of South Africa as a tourism destination (Ivanovic & Saayman, 2013a, 2013b; Ivanovic, 2014).

The Rural Tourism Strategy (RTS) recognises that some prime tourism locations are governed by traditional leaders who are entrusted to take decisions on behalf of rural constituencies

(NDT, 2012a) and the Rural Tourism Strategy contains an outright warning to tribal authorities in this regard. While exercising their powers and performing their duties under customary law, tribal authorities shall support the policies of national government, regional councils and local authority (municipal councils) and should refrain from any act which undermines the authority of these institutions (NDT, 2012a). Arguably, the most important national objective of tourism as a tool of poverty alleviation and job creation through community-led development in some rural areas is hindered by an ongoing conflict between local government and tribal authorities.

The BBKTA strategic investment in roads, water and sanitation bulk infrastructure in recent years has given rise to several major developments in Moruleng and some of its major projects are listed in Table 2.9. The BBKTA strategic management process should ideally reflect and be consistent with the goals and objectives of the Moses Kotane Local Municipality (MKLM), seeing that the BBK community is located within the municipality's demarcation area,

Table 2.9: Major development projects in Moruleng – BBKTA

Project name	Description
Moruleng Cultural Precinct	Tourist visitor attraction showcasing Bakgatla culture.
Malapong Extension	Fully serviced stands for 21 households reallocated for the Moruleng Mall development.
Moruleng Mall	Regional shopping centre with 30 000 square meters GLA and home to 80 stores.
Moruleng Reservoir	15 mega litre reservoir designed to service Moruleng City.
Moruleng Sewer Ponds	Phase 1 sewage ponds designed to service Moruleng City.
Moruleng Bulk	Bulk water and sanitation networks developed along Moruleng Boulevard.
Moruleng Stadium	20 000 seater multi-purpose stadium.
Moruleng Boulevard	Double dual carriageway boulevard with associated water, sanitation and storm water.
BBKTA Head Office	Administrative head quarters of the Bakgatla-ba-Kgafela.

Source: Maxaulane (2014); BBKTA (2015)

and the MKLM should be regarded as: (1) a primary stakeholder; and (2) a strategic partner in service delivery to the community. The primary mandate of local government is the allocation of public resources in the most effective and efficient manner as to provide a framework for community, economic and environmentally sustainable development at local level for the people, as proclaimed by the Moses Kotane Local Municipality (MKLM, 2014).

A closer perspective will be taken at traditional authorities in the South African context – the traditional authorities are major stakeholders in the development of rural tourism development and this is in association with the BBK and BBKTA discussion as per paragraph 1.3.1.

2.3.3.3 Traditional authorities and leaders in a South African context

Infrastructure development, poverty alleviation and job creation remain the foremost development imperatives for the South African Government (Department of Trade and Industry (DTI), 2010; Department of Economic Development (DED), 2010). Historically, the areas where the worst absolute levels of poverty are recorded consist of 20.2% of the population living in extreme poverty (below the food poverty line) and a further 45.5% who live in moderate poverty (sacrificing food for non-food items) which coincide with the boundaries of the ten respective homelands set up by government pre-1994 (Statistics South Africa (StatsSA), 2012; Millstein, 2014; Rogerson, 2014) which were under the administrative rule of tribal authorities.

Many authors contend that having sole authority over land ownership and land distribution put tribal authorities in a powerful position in post-1994 negotiations with the new government and ultimately prevented their disbandment in the new democratic dispensation (Oomen, 2005; Khunou, 2011; Knoetze, 2014). The institution, status and roles of traditional leadership, according to customary law (Government Communication Information System (GCIS), 2014), are recognised in the Constitution of the Republic of South Africa (1996, Chapter 12, Section 211).

In achieving effective cooperative, interactive and development governance at local level, tribal chiefs are recognised as public office bearers, as explained by Maxaulane (2014), and are expected to play a critical role in governmental strategic objectives (Knoetze, 2014). This is relevant, in particularly in rural development for poverty alleviation and job creation, preservation of arts and culture, sustainable environmental management, and most importantly tourism (Department of Provincial and Local Government (DPLG), 2003).

Despite the fact that a complicity of some chiefs acting as an effective administrative arm of the 'apartheid' regime (Jacobs, 2000) resulted in a decline of their popular legitimacy and deterioration of their authority (Butler, 2002), evidence exists that the system of tribal authority has survived the 'apartheid' system (Boonzaaier, 2012) and remains largely intact in South Africa when compared to earlier sources pre-1994 (Hartma et al., 1993). Out of South Africa's

population of approximately 55 million in the mid 2000s, more than 17 million people (33% of residents in 708 traditional communities) pledged their alliance to traditional leaders (Oomen, 2005). The results of South Africa's census of 2011 (StatsSA, 2012) reiterate the widespread influence of tribal authorities in rural communities in six of the nine South African provinces (Eastern Cape, Free State, KwaZulu-Natal, Limpopo, Mpumalanga and North West).

South African traditional authorities comprise of 11 kings and one queen, 829 senior traditional leaders, 5 311 chiefs, and 7 399 recognised headmen/headwomen (Johnston, 2014). These authorities are organised in the national and provincial Houses of Traditional Leaders established by Act 10 of 1997 and respective provincial legislation. The Constitution of the Republic of South Africa (Chapter 12 Section 219(a)) classifies traditional leaders as persons holding public office with specific duties and whose salaries, allowances and benefits are determined according to the Payment of Traditional Leaders Act of 1995 (No. 29 of 1995) and section 5 of the Remuneration of Public Office Bearers (No. 20 of 1998).

The specific roles and functions of tribal authorities in achieving national development objectives related to each of the three spheres of the South African Government (national, provincial and local) are specified in the White Paper on Traditional Leadership and Governance (DPLG, 2003). Apart from their traditional duties (the well-being of communities, land use and land tenure, agriculture, health, wealth distribution, community development, traditions, culture and customs, and conflict resolutions) (DPLG, 2003), they are assigned critical roles in assisting government in implementing rural development strategies and service delivery at the local level (GCIS, 2014).

The principle of community-based sustainable rural tourism development for poverty alleviation and job creation was delineated in the first National Tourism Strategy and the White Paper on the Development and Promotion of Tourism in South Africa (Department of Environmental Affairs and Tourism (DEAT), 1996). Community-based tourism development and its pro-poor focus remain the main themes of the National Tourism Sector Strategy (NTSS) (National Department of Tourism (NDT), 2011).

In order to maximise the impacts of tourism expansion, as explained by Rogerson (2013b) for local communities, a critical role must be assumed by tribal authorities through an integrative partnership with key role players, such as the South African local government and the community-group, in the strategic management of sustainable tourism growth in a rural setting.

The collaborative functioning of the BBKTA, local government and the stakeholders in the community-group is critical for the development of sustainable rural tourism and should ultimately bring socio-economic benefits for all stakeholders.

2.4   SUMMARY

This chapter explored the concept of strategic management within the context of stakeholder relations. An organisation needs to strategically manage its resources if it wants to achieve its objectives and goals. The strategic management process aims to provide direction and scope for an organisation over the long-term, to achieve the objectives of an organisation through the configuration of resources within a changing environment, and to fulfil stakeholder expectations. Organisations need to strategically interact and manage relationships with stakeholders as this will assist with responding to complex social and environmental challenges.

Stakeholder collaboration, involvement and participation in rural tourism initiatives are important, especially when strategic decisions are taken with regard to the development of rural tourism. The strategic management of tourism stakeholders, in particular the community-group will contribute towards the sustainable development of tourism in the rural region of the BBK community. Community participation in tourism ensures that there is a sustainability and better opportunity for local people to gain from tourism taking place in a given region. It was shown that creating an inclusive approach to decision making is vital, as this encourages members of a community to participate and furthermore, interact positively with tourists to create a pleasant tourism destination and memorable experiences.

The inclusion of all stakeholders in the community-group in tourism planning will ultimately lead to the development of sustainable tourism that is resilient to potential from both the internal and the external environments. The strategic management of tourism stakeholders will undoubtedly enable the BBKTA to plan and realise the sustainable development of rural tourism, as this will be aided through managing relationships amongst stakeholders and to gain the trust and commitment from all groups of stakeholders.

The focus of the following chapter is on management's perspective of developing sustainable tourism through relationship management.

CHAPTER 3

MANAGEMENT PERSPECTIVE OF TOURISM DEVELOPMENT AND RELATIONSHIP MANAGEMENT

3.1   INTRODUCTION

Rural tourism development holds the promise of contributing towards the resurgence of social and economic benefits in a region, and at the same time improving the livelihood of a local community. Rural tourism can be an enabler towards the prosperity of rural communities by creating jobs, minimising both the poverty level and inequality that exist within South Africa.

The success of tourism development in a rural setting depends on securing the support and active participation of stakeholders, in particular the community-group, as they are regarded as one of the primary beneficiaries of any benefits realised from such an endeavour. It is important for planners to consider information, as explained by Nunkoo and Ramkisson (2011), about the impacts of tourism from a local community perspective when planning the development of tourism. Relationship building and managing it within the community-group is an integral part of the development of sustainable rural tourism – because the process of empowering the community-group is just as important as the actual outcome, as outlined by Beeton (2006). Some time ago Murphy (1985) stated that to achieve successful sustainable tourism development, community leaders and developers need to view tourism as a "community industry", enabling residents to be actively involved in determining and planning the development and future of tourism in a rural setting and this is still very relevant today.

The focus of this chapter is on sustainable rural tourism development through relationship management and presents: (1) a discussion on tourism development, in particular sustainable tourism development in a rural setting, followed by (2) the importance of rural tourism and the almagamation of other tourism activities that contribute to sustainable development, and then lastly (3) a discussion of the concept of relationship management with its main characteristics, and in particular its role and contribution to sustainable rural development. The layout of this chapter is depicted in Figure 3.1.

3.2   TOURISM DEVELOPMENT IN A RURAL SETTING

Tourism has been embraced as a new economic driver in numerous rural areas due to associated entrepreneurship opportunities and its ability to attract foreign direct investment, to generate jobs, and because tourism supports the growth of the local economy (Wilson, et al., 2001; Hurst & Niehm, 2012).

Figure 3.1   Sustainable rural tourism development: Relationship management
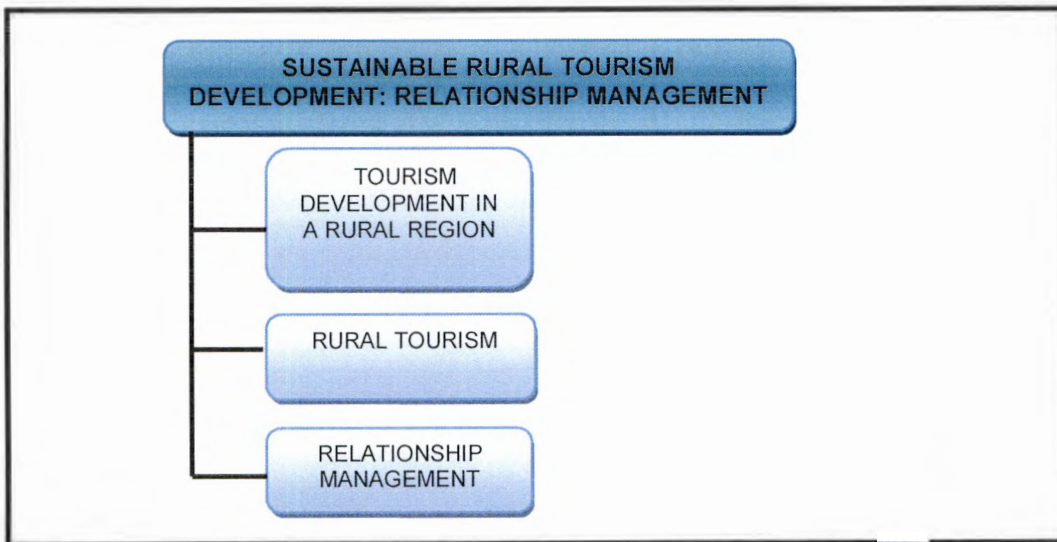
Tourism can also aid the transition of a rural community and its business sector by providing more diverse economic and community development options (Davis & Marais, 2004). Some positive aspects regarding the development of the tourism activity, as presented by Borma (2014), can lead to maintaining peace in the world, educating nations, environmental protection, and the protection of historical and traditional structures. In addition, tourism can substantially contribute toward:

- Growth employment, while accelerating socio-economic development.
- The increase in living standards, more in particular communities living in remote areas.
- The improvement of national and international law.
- The development of national conscience.
- Educating community members about the importance of protecting and conserving natural and cultural resources.

Thus, for tourism development to be successful and beneficial for a community, it must be planned and managed responsibly (Inskeep, 1991; Martin, 1995; Butler *et al.,* 1998; Yuksel *et al.,* 1999; Southgate & Sharpley, 2002; De Oliveira, 2003). Similarly, communities that use or plan to use tourism as an economic development tool to diversify their economy must develop policies for the sustainable development of the community (Yuksel *et al.,* 1999; Pucako & Ratz, 2000; Southgate & Sharpley, 2002; De Oliveira, 2003; Kruja & Hasaj, 2010).

Gunn (1994) and Kruja and Hasaj (2010) propose that one main key to the success and implementation of sustainable tourism development in a community is the support of stakeholders (for example: local residents, business associations, local entrepreneurs, learning institutions, local government) and various others as previously discussed in Chapter 2. The subsequent section elaborates on the intrinsic nature of tourism development.

3.2.1 NATURE OF TOURISM DEVELOPMENT

Tourism attracts investment and this leads to the provision of infrastructure, services and facilities that cater to both visitors and residents alike. Tourism relies heavily on public utilities and infrastructural support and tourism planning and development would not be possible without for example airports, hotels, shopping malls, nature reserves and national parks, roads, electricity, and also water and sewerage (Gallernt *et al.,* 2005; Rogerson & Zoleka, 2005; McIntyre *et al.,* 2006; Bigano *et al.,* 2007; Skanvis & Sakellari, 2011).

Tourism is a relatively new industry that has grown rapidly to become one of the world's largest providers of employment and contributes 9.1 per cent to the world gross domestic product (Valdez *et al.,* 2010; World Travel & Tourism Council (WTTC), 2011; Barbe, 2015). Fennel (2015) accentuates that tourism recorded an average annual increase of 6.6 per cent over the last half century, with international travel rising from 25 million in 1950 to over 700 million by 2002. In 2012, the number of tourists crossing international borders reached 1.035 billion, up from 995 million in 2011 (United Nations World Tourism Organisation (UNWTO), 2013). Ezeuduji and Rid (2011) reported that tourism's contribution to Gambia's Gross Domestic Product (GDP), Gambia being one of the smallest nations in West Africa, was projected to increase from an estimated 13% in 2004 to around 18% by 2020. The Emerging Market Group (EMG) projected that employment generated by Gambia's tourism is to increase from an

estimated 16 000 jobs in 2004 to around 35 000 jobs in 2020, as explained by Rid *et al.* (2014). This level of economic impact makes tourism economically significant to the Gambia nation.

In the United States (US), tourism is one of the nation's largest employers, generating 7.3 million direct travel-related jobs (Travel Industry Association of America (TIA), 2006). Tourism is the largest retailing industry segment in the US, with an average spending of 1.6 billion dollars a day by domestic and international travellers in the US alone. Tourism products, as debated by Ferreira and Estevao (2009), can only be consumed within a certain locality, meaning that the revenue generated by the tourism sector is kept within that tourist receiving destination. Furthermore, Sharpley and Telfer (2002) and Hannifah *et al.* (2013) explain that tourism – if conducted in a sustainable way can provide an alternative for local or national development by improving income levels, employment and tax revenues in the tourist receiving area.

Tourism has become a global industry with increasing impacts on regional and local development. Many regions and countries in sub-Sahara Africa increasingly perceive tourism as a strategy by which to attract foreign direct investment and to create employment. Similarly, tourism as a development tool has received significant prominence in South African policy discourse recently, perhaps even more forcefully than in the past 15 years (Rogerson & Zoleka, 2005; Swartbroke & Horne, 2007; Rogerson & Visser, 2011; Visser & Hoogendoorn, 2011). According to Visser and Hoogendoorn (2012), following the 2009 elections, the South African national government instituted significant changes in government to support tourism. This included the establishment of a stand-alone Ministry of Tourism, which points to acknowledging that tourism has grown in stature and requires dedicated support from government (Viljoen & Henama, 2017). Tourism is a major agent of change, as stated by Beeton (2005), who mentioned furthermore that tourism can contribute immensely to the socio-economic needs of a community, such as creating employment opportunities and improving the standard of living.

To set the scene, it is imperative to be conversant of the meaning of the term 'tourism' and Table 3.1 presents different descriptions of tourism in this regard. The following synthesis is derived from these descriptions. Raveendran, Wit *et al.* and Perch-Nielsen *et al.* indicate similarities in their description of tourism and they explain tourism as persons travelling to and staying in places outside their usual environment for leisure or business purpose, whilst Yang and Wong and Dwyer *et al.* show similarities in their descriptions as they describe tourism as a competitive industry that requires adapting constantly to consumers' needs and wants to ensure that the needs are fully satisfied. Eugenio-Martin *et al.* state that tourism is an activity that is

serviced by a number of other industries, such as hospitality and transportation, and that it is supported by the private and public sector and wants to ensure that consumer needs are fully satisfied. Eugenio-Martin *et al.* state that tourism is an activity that is serviced by a number of other industries, such as hospitality and transportation, and that it is supported by the private

Table 3.1:   Description of tourism

Source	Description
Dwyer *et al.* (2004)	The temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs.
Raveendran (2004)	All activities of persons travelling to and staying in places for not more than one consecutive year for leisure, business and other purposes.
Beeton (2006)	An industry which uses the community as a resource, sells it as a product and, in the process, affects the lives of everyone.
Swartbrooke & Horner (2007)	The short-term movement of people to places some distance from their normal place or residence to indulge in pleasurable activities.
Eugenio-Martin *et al.* (2010)	An activity which is serviced by a number of other industries such as hospitality and transportation, and supported by the private and public sector.
Perch-Nielsen *et al.* (2010)	The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.
Yang & Wong (2012)	A dynamic and competitive industry that requires the ability to adapt constantly to customers' changing needs and desires, as the customer's satisfaction, safety and enjoyment are particularly the focus of tourism businesses.
Witt *et al.* (2013)	The temporary movement of people to destinations outside their normal places of work and residence and the activities undertaken during the time spent at those destinations.
George (2014)	This encompasses everything from the planning of the trip, the travel to the place, the stay itself, the return and the reminiscences about it afterwards. It includes the activities that the traveller undertakes as part of the trip, the purchase made, and the interactions that occur between host and guest.
Fennell (2015)	Free spontaneous activity; synonymous with recreation. An activity done for its own sake, rather than for economic gain.

and public sectors. Swartbroke and Horner describe tourism as the short term movement of people to places some distance from their normal place or residence to indulge in pleasurable activities.

Yang and Wong and Beeton's description of tourism was adapted for the purpose of this study as it is in line with this study, as this study sought to explore the community-group as one of the

stakeholders in rural tourism development in a community setting. The effective integration of community perspectives is one indispensable element in order to optimise results for the community-group, environment and tourists (Gossling, 2003; Baldacchino, 2006; Douglas, 2006; Tsaur & Wang, 2007). The tourism economic sector is important to South Africa's economy due to its importance in the nation's foreign exchange, economic growth and employment generation, as explained by Omar *et al.* (2013).

Tourist areas, as pointed out by Almeida and Correira (2010), are dynamic over time. The changes in tourist areas are brought about by a variety of factors such as changes in the preferences and needs of visitors, the gradual degradation and possible replacement of physical facilities and changes of the original natural and cultural attractions which are cause for the initial popularity of an area. However, the overarching idea is to create sustainable tourism development that will benefit all stakeholders. The succeeding section will examine the Tourism Area Life Cycle (TALC) model as key to the concept of sustainability.

3.2.2 TOURISM AREA LIFE CYCLE (TALC) MODEL

Understanding the variables that moderate and determine tourism satisfaction is extremely important in a highly competitive context with informed and demanding tourists. An essential condition for the success of any destination is a crucial aid to competitiveness (Devesa *et al.*, 2009). Thus, it is imperative that destinations keep abreast with the ever changing needs of tourists to ensure that there is sustainable growth within the tourism sector.

Tourism destinations are evolving at a rapid pace to accommodate the changing needs and wants of tourists with the primary objective of developing a sustainable tourism destination. In some other cases, as purposively suggested by Franch *et al.* (2008), concentrating on the productive systems of goods and services linked to tourism and in others creating local production networks in industry, local handicrafts, agriculture and services, can benefit from the high level of consumption of these products by tourists. However, some threats can compromise the evolution of the life cycle of main destinations. These threats can be divided into two categories, as stated by Smeral (1998), Pomfret (2004) Weiermair (2006) and Pechlaner and Volgger (2015), and these are:

- Endogenous factors – difficulties in establishing collaborative relationships between tourism stakeholders, the lack of strategic objectives to drive sustainable development, ineffective policies to manage tourism development and manage environmental resources.

- Exogenous factors – these include in particular the increase in competition among destinations and changes in the motivations of tourists.

The Tourism Area Life Cycle model (also known as the tourism destination life cycle model), as purposively suggested by George (2014), is a framework that provides for an understanding of how destinations and their key markets evolve, and how the internal dynamic forces (such as stakeholder preferences and needs) evolve with the changing environment. TALC, as proposed by Omar *et al.* (2013) and George (2014), will assist destination managers and marketers to identify where the destination is positioned within the life cycle at a given point in time and what the implications could be if measures are not taken. The S-shaped model, as noted by Butler (2011), proposes that tourism destinations experience seven stages of development, as shown in Figure 3.2.

Figure 3.2:   The destination TALC Model
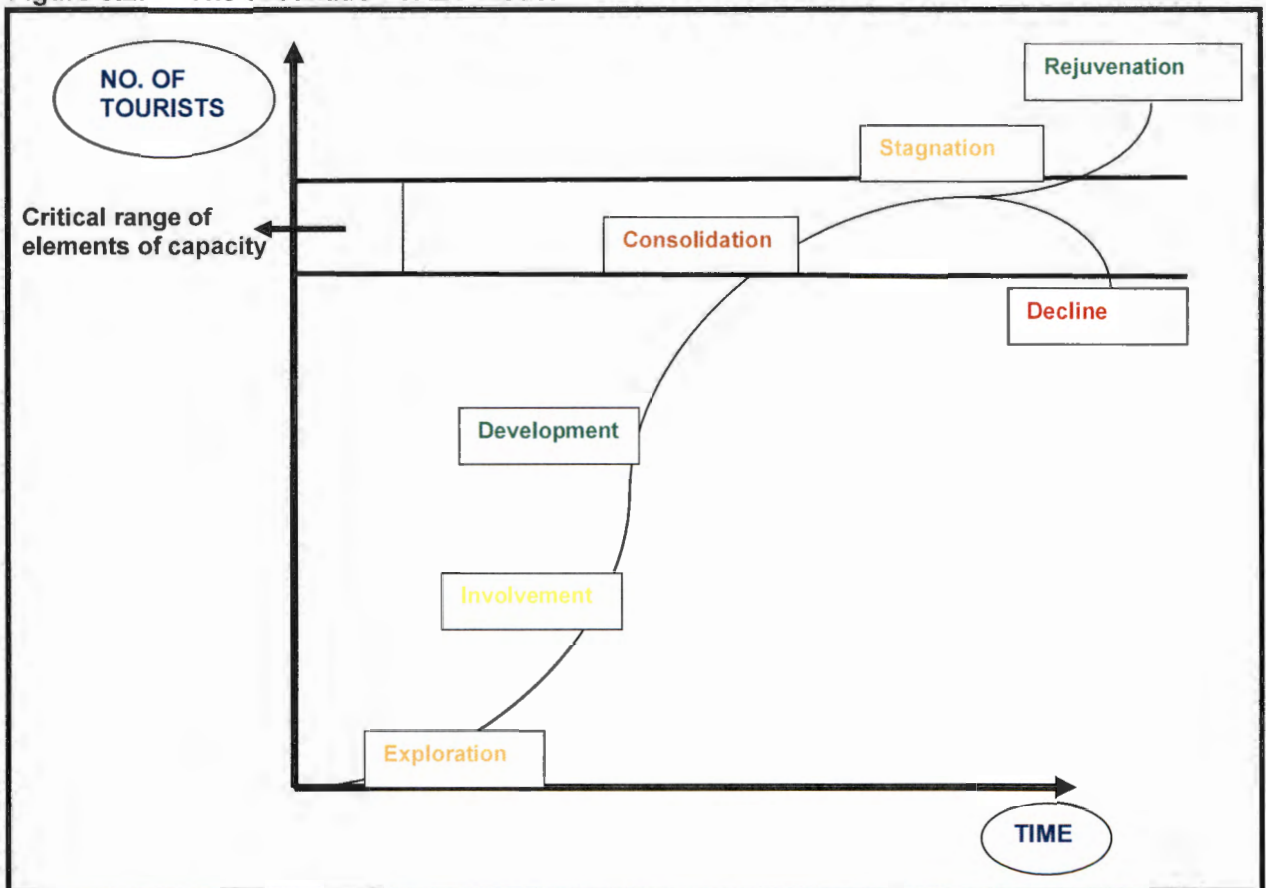
Source: adapted from Butler (2011); George (2014); Omar *et al.* (2014); Fennell (2015)

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Each one of these seven stages will now be briefly delineated.

- **Exploration stage**

In the exploration stage, a small number of tourists visit a destination. This is the stage when a resort or destination is discovered by independent travellers or explorer-type tours. Commercial development of tourism is minimal. There are no large airports or vast tourism infrastructure. The tourism industry in these areas is virtually non-existent, as described by George (2014).

- **Involvement stage**

The transition from exploration to involvement stage is triggered by several factors. It may include entrepreneurial activity (for example, starting up of guest houses, restaurants, hiking trails or tour operating businesses) and word-of-mouth recommendations on social media websites. Government and other tourism agencies are pressurised to provide transport and other facilities for tourists, as mentioned by Omar *et al.* (2014). This might be justified due to sufficient tourism revenue for the provision of local infrastructure.

- **Development stage**

Butler (2011) explains that destinations during the development stage of the tourism area life cycle are transformed from relatively unknown, quite or undiscovered destinations into fully fledged or developed areas. The appearance of the destination begins to change as new facilities (for example, a large convention centre) are build and developed. Small hotels give way to multinational corporations, and agricultural land is replaced by golf courses, resorts and theme parks.

- **Consolidation stage**

The consolidation stage is marked by a decline in the rate of increase in tourist arrivals (George, 2014). The destination now has lost its exclusivity and uniqueness, and joins the ranks of many other similar destinations.

- **Stagnation stage**

At this stage (sometimes referred to as the saturation stage), tourist arrivals to the destination reach capacity. The destination may no longer be fashionable and relies heavily on repeat visitors. This may prompt price wars between various stakeholders at the tourism destination.

The stagnated rate has resulted in a lack of investment and less attention in being paid to the upkeeping of infrastructure (Weiemair, 2006; George, 2014).

- **Decline stage**

Most destinations eventually enter the decline stage of the tourism area life cycle. The characteristics of this stage are similar to those of the traditional product life cycle, as the destination loses visitors to more exciting and now competing destinations. Repeat visitors are no longer satisfied with the available destination and new competitor destinations emerge. The destination now becomes more reliant on day excursionists and weekend visitors. During the decline stage, many of the existing tourism developments and facilities may be converted into other businesses, for example, hotels are converted into retirement homes, as mentioned by George (2014).

- **Rejuvenation stage**

Destinations differ from consumer products in that they have a chance of being rejuvenated, as explained by Morrison (2013) and George (2014). Destination rejuvenation requires proactive strategies (such as product development strategies) with public-private partnerships (PPP). At the rejuvenation stage, destination management and marketers have two options for reviving the offering: (1) leading with product offering or (2) leading with the market. In the case of product led rejuvenation, investment is with the purpose of satisfying the needs and wants of the existing market, and alternatively with the ambition of attracting new markets. In the case of market-led rejuvenation, products are developed or improved (product modifications, new product offerings, attractions, resorts and accommodation providers) according to the needs and preferences of the market (market-driven). Efforts are made to reposition and market the destination based on these improvements, for example, the inception of new rides at a theme park to revitalise the market.

The TALC model exhibits that tourism areas undergo six phases of progression (Franch *et al.*, 2008; Almeida & Correira, 2010; Omar *et al.*, 2013; George, 2014), as illustrated in Figure 3.2, and it is imperative that a destination organisation determine where the destination is positioned within its life cycle as this will enable management to design strategies to create tourism growth and ensure sustainable performance. The exploration, involvement and development stages of the model are characterised by accelerated growth rates, whereas the consolidation stage is characterised by a gradual decline in growth rate, as noted by George (2014).

In the stagnation stage, visitor arrivals are peaking, thereafter the cycle ends with a post-stagnation phase, comprising two alternatives, either decline or rejuvenation (Omar *et al.,* 2013). Decline results from a market that continues to become smaller as well as the inability of a destination to compete with newer attractions. However, if the countermeasures of planning, management and development are adopted, such as restructuring tourist attractions, enhancing the environment or repositioning the destination within an overall market, then the decline may be offset and varying degrees of rejuvenation can be stimulated (Douglas, 1997; Butler, 2011).

For a destination to attain sustainable rural tourism development, Morrison (2013) proposes that there is a need for destination organisations to invest in the development of products with the involvement of communities in the decision-making process. The development of a product development strategy, as depicted in Figure 3.3, will enable the Bakgatla-ba-Kgafela Traditional Authority (BBKTA) to understand the existing market needs and wants, and deliver modified or new products to existing markets with the anticipation of unlocking new markets.

Figure 3.3:   Product development strategy model
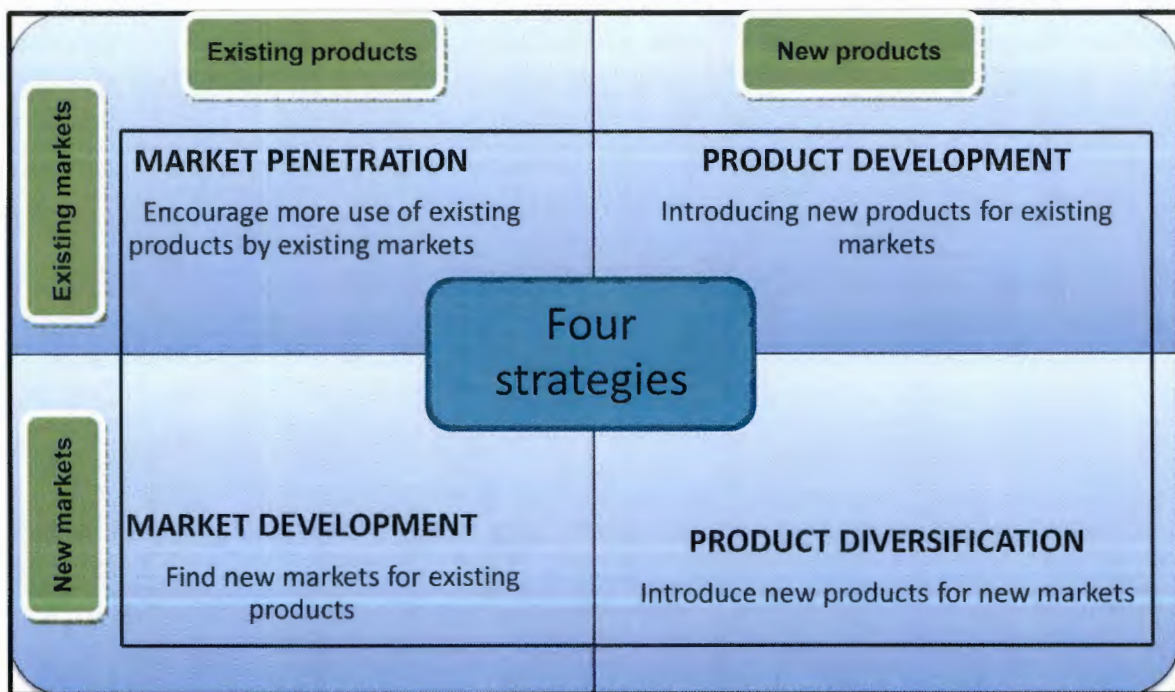
Source: adapted from Morrison (2013): George (2015)

Louw and Venter (2013), Morrison (2013) and George (2015) present the product development strategy model with four development opportunities in a two-by-two matrix, consisting of four quadrants and these are:

- Market penetration – this is a strategy that involves modifying existing products to satisfy a higher volume of the existing market, its focus is on maintaining market share in existing markets with its existing products. Market penetration is the least risky of the four strategies since no long-term changes are being made to physical products (George, 2014).

- Market development – the second form of growth strategy is market development and Morrison (2013) indicates that this is seeking to explore new markets with the aim of meeting their needs with current products. This strategy is an option in a situation where there are limited opportunities in the current market. A market development option in this case is to develop new uses for an existing product. Market development is not a particularly risky strategy since it is merely the adding of new target markets.

- Product development – product development is where organisations deliver modified or new products to existing markets. Product development usually involves substantial research and development budgets and can be a costly strategy. This is a more risky strategy than the first two, since new product development is required (for example, a positive return on investment will be expected), as explained by Latkova and Vogt (2012) and Benur and Bramwell (2015).

- Product diversification – this kind of strategy is introducing new products in a new market. An organisation that has made large investments in research and development will often follow the product diversification strategy (Louw & Venter, 2013). This is a very risky strategy to follow although an organisation that innovates can stay ahead of competitors by introducing new products ahead of competitors.

The introduction of new products or the investment in marketing activities will strengthen the competitiveness level of a destination management organisation (DMO) and it will also enable the development of sustainable rural tourism for the benefit of all stakeholders involved.

Sustainable rural tourism development, as Sharma (2004) maintains, is seen as a vehicle for regional development in a developing country as it contributes towards eliminating regional disparities in particular between metropolitan centres and remote areas. On this basis, there are different types of tourism a community can consider to offer to obtain sustainable development and this justifies being examined in more detail in the following section.

3.2.3 DIFFERENT TYPES OF TOURISM

Tourism is a significant economic sector around the world and it makes a substantial contribution in developed and developing countries (Beeton, 2006; Valdez *et al.*, 2010; Visser & Hoogendoorn, 2011; Rogerson & Visser, 2011; UNWTO, 2013; Fennell, 2015). Fennell (2015) mentions that tourism, as one of the world's largest industries, is associated with many of the prime sectors of the world's economy. This statement is supported by the UNWTO (2016) who reported that tourism currently comprises of 30 per cent of all global service exports.

In South Africa in 2016, more than 10 million international tourists arrived, a 13 per cent increase compared to 2015. This was well over the global average growth rate for the period (Sunday Times, 2017). South African Tourism (SAT) (2017) further mentioned that it was estimated that about 1.2 billion international tourists travelled the world in 2016, representing a growth of 3.9 per cent from 2015. However, a major concern is that domestic tourism in South Africa declined between 2013 and 2015 with the total number of day trips from 54.4 million in 2013 to 48 million in 2014 to 44 million in 2015, as reported by South African Statistics (STATSA) (2016).

Tourism is divided into two main groups and these are: international and domestic tourism. *International tourism* (incoming and outbound) refers to people who cross international borders to travel to countries other than their usual country of residence, whilst *domestic tourism* refers to people travelling within their own country (Bamberry & Wickramasekara, 2012; Magableh & Kharabsheh, 2013; Witt *et al.*, 2013). The main advantage of international tourism, according to Skanvis and Sakellari (2011), is that these tourists bring cash into a country to pay for goods and services. International tourists, as noted by Hamilton and Tol (2007), bring additional revenue for both the private and public sector, and the circulation of additional funds contributes towards an improved standard of living for local residents by creating employment and supporting small and medium sized enterprises, such as guest houses, tour operators, restaurants, and shops.

Domestic tourism, as explained by Rogerson and Zoleka (2005), Bigano *et al.* (2007) and Skanvis and Sakellari (2011), does not bring foreign currency into a country but it moves currency from one province and/or region into another and thus contributes towards increased employment opportunities in a local area, the development of infrastructure, development in

rural areas, increased tax revenues from economic activity, as well as providing an opportunity for local residents to explore local tourism attractions and interesting places.

Domestic tourism offers significant economic, social and cultural benefits for tourism in a country, according to Morrison (2013). Some of the benefits listed by Morrison (2013) attributed to domestic tourism are presented below and where applicable they have been supplemented with additional sources:

- Enhancement of national pride

Local residents could become better 'tourism ambassadors' for their own regions and/or countries if they have travelled and experienced their own country more extensively (Bigano *et al.,* 2007; Skanvis & Sakellari, 2011).

- Greater appreciation of environmental conservation and local culture

Better educated local people are able to develop a deeper awareness of the natural and cultural resources of their countries (Skanvis & Sakellari, 2011).

- Greater geographic spread of tourism

This refers to dispersing travellers across and deeper into a destination and stretching the tourism activity and attractions beyond the borders of main cities (Bamberry & Wickramasekara, 2012; Magableh & Kharabsheh, 2013).

- Hard currency retention

Beneficial to domestic destinations is the retaining of hard currency that would otherwise leave a region/country in the form of outbound travel expenditure in foreign markets (Skanvis & Sakellari, 2011).

- Increased employment

Domestic tourism generates employment opportunities for local people in the tourism sector (both direct and indirect) as a result of greater and ongoing tourism activity (Blackstock, 2005; Gallernt *et al.,* 2005; Rogerson & Zoleka, 2005; Bigano *et al.,* 2007; Rogerson & Visser, 2011; Skanvis & Sakellari, 2011).

- Leisure-time experiences

Domestic tourism enables domestic residents who have disposable income to participate in productive and satisfying experiences during their leisure time (Skanvis & Sakellari, 2011).

- Lower carbon footprint

Travelling domestically may have a lower carbon footprint than travelling to other parts of the world (Rogerson & Zoleka, 2005).

- Reduction of seasonality

Creating year-round tourism activity lessens the valleys and troughs in seasonality curves, enabling tourism operators to operate for extended periods of time (Morrison, 2013).

- Social and cultural benefits

Providing social and cultural benefits to residents who might otherwise not be able to experience the cultural and natural richness of their own country, according to Rogerson and Visser (2011).

- Wealth redistribution

Domestic tourism, as mentioned by Rogerson and Zoleka (2005), enables the redistribution of wealth within a country's boundaries. For example, people from cities go to rural and poorer areas of a country and spend money in these more economically deprived regions.

However, many studies focus on international tourism and do in general not distinguish between the two types of tourism, according to Bigano *et al.* (2007), who also suggest three reasons why analysts focus on international tourism rather than domestic tourism:

- Foreign holidays capture the imagination.
- International tourism brings foreign direct currency and foreign income into a destination country.
- International tourists are readily counted as they pass through different transit and customs bottlenecks.

Domestic tourism has largely been an under-researched aspect of tourism economies in the developing world for a number of years (Ghimire, 1997) and Keyser (2002) explain that this research gap is linked also to the fact that domestic tourism is more difficult to track than international tourism, as it occurs within the country of residence and thus does not involve the crossing of international borders at entry points into a country where visitors can be counted.

The term tourism is a collective word and encompasses a variety of types of tourism, each one to unite its area of uniqueness and nature and a compendium of some of the different types of tourism is presented in Table 3.2. It should be noted that this list is not an all-inclusive and conclusive list of all subtypes of tourism as new terms are coined on an almost continuous basis. For the purpose of this study, the focus is primarily on two subtypes of tourism, being (1) rural tourism and (2) community-based tourism with the purpose of the development of sustainable tourism within a rural region that encourages stakeholder involvement and participation, specifically the community-group. The vision is for tourism to contribute towards an

integrated system that incorporates the economic, cultural, social, and human resources and local structures of a region in pursuance of sustainable rural development. The reason why the compendium of tourism types is included is because many of these types can be considered for rural tourism development.

Table 3.2:   **Different subtypes of tourism**

Subtype	Description	Author(s)
Adventure tourism	Any domestic or international trip that includes at least two of the following three aspects: physical activity, interaction with nature and cultural learning.	Morrison (2013)
Agri-tourism	Agri-tourism is the crossroads of tourism and agriculture: when the public visits working farms, ranches or wineries to buy products, enjoy entertainment, participate in activities, shop in a country store, eat a meal or make overnight stays. Activities of hospitality performed by agricultural entrepreneurs and their family members that must remain connected and complementary to farming activities.	McGehee (2007); Morrison (2013)
Backpacker tourism	A person that spends one or more nights in either backpacker or hostel accommodation.	Ooi & Laing (2010)
Business tourism	Travel associated with attendance at meetings, conferences incentives and exhibitions, unlike leisure tourism, which is business-to-consumer activity, business tourism is business-to-business activity.	Hankinson (2005)
Casino gaming	While destinations, such as Monte Carlo, have always been associated with casinos, other destinations have drawn more attention recently.	Morrison (2013)
Community-based tourism	Centres on the development of the host community in planning and maintaining tourism development in order to create a more sustainable industry.	Blackstock (2005)
Cruise tourism	The average length of a cruise is around 7 days and passengers are very satisfied after experiencing this type of tourism and it is an important source of demand for destinations in the Caribbean and other maritime regions.	Morrison (2013)
Culinary tourism	Any tourism experience in which one learns about, appreciates and consumes food and drink that reflects the local, regional, or national cuisine, heritage, culture, tradition or culinary techniques.	Morrison (2013)

Cultural tourism	Cultural tourism is visiting museums and archaeological sites, and is an increasing segment of tourism demand that can reduce seasonality. The data provided by the Italian Statistics Office show that, in 2005 in Italy, cultural tourism, defined as the registered number of tourists in art cities, scored in terms of arrivals the highest market share (33.5% of the total), better than sun-and-sea tourism (22.8%).	Cuccia & Rizzo (2011)
Dark tourism	The act of travelling to tourist sites associated with death, suffering or the seemingly macabre such as the Sharpeville massacre that took place in South Africa in the 1960s when South African Police shot and killed protestors outside the Sharpeville police station. Dark tourism as a cultural representation of particular death has been referred to as a contemporary mediating institution between the living and the dead.	Stone (2012)
Eco-tourism	Low impact nature tourism which contributes to the maintenance of species and habitats either directly through a contribution to conservation and indirectly by providing revenue to the local community sufficient for local people to value, and therefore protect their wildlife heritage area as a source of income.	Fennell (2015)
Educational tourism	A tourism experience that aims to provide structured learning through active and engaged intellectual praxis and a tourism experience for the identified target group with the sole aim of establishing business partners in future.	Pitman *et al.* (2010)
Excursionist	A short trip or outing to some place, usually for leisure, business, sport, etc., with the intention of a prompt return usually within a day not involving staying a night.	Oh & Schuett (2010)
Farm tourism	Rural tourism conducted on working farms where the working environment forms part of the product from the perspective of the consumer.	Clarke (1999); Ollenburg (2007)
Health tourism	A commercial phenomena of industrial society which involves a person travelling overnight away from the normal home environment for the express benefit of maintaining or improving health, and supply and promotion of facilities and destinations which seek to provide such benefits.	Hall (2011)
Hedonistic tourism	The type of traveller that only seeks pleasure. These types of tourists are travelling for recreation and fun activities only instead of business.	Hosany & Gilbert (2010)
Heritage tourism	Whether it be an object, monument, inherited skill or symbolic representation, must be considered as an identity marker and distinguished feature of	Park (2010)

	a social group. Heritage tourism can therefore play a crucial role in providing certain "ritualised circumstances" through which shared social memory can be effectively inscribed and collectively communicated within specific heritage settings. Heritage tourism enables people to conceive, imagine and confirm their belonging to a nation.	
Industrial tourism	People visiting the sites or buildings of existing or former industries.	Morrison (2013)
Leisure tourism	Tourism for a purpose other than business. One visiting another place for their own entertainment or other benefit, such as taking a holiday at Hartbeespoort Dam and going on a boat cruise.	Zheng & Zhang (2013)
Local community tourism	A community that plans and uses tourism as an alternative means of strengthening its economic development that develops sustainable tourism to meet the needs and demands of its residents. The development of sustainable tourism is difficult without the support and participation of community residents.	Lee (2012)
Medical tourism	Individuals travelling often great distances to access health-care services that are otherwise not available due to high costs, long waiting lists or limited health-care capacity in the country or region of origin.	Hall (2011)
Mining tourism	Many former mining areas have now lost their industrial function and are now turning to tourism for regional revitalisation and community economic development. The transformation process of these industries, and in some cases derelict, mining sites and geological attractions to tourism products that are nowadays commonly marketed.	Conlin & Jolliffe (2010)
Nature-based tourism	To cover activities that people do while on holiday and which focus on engagement with nature and usually includes an overnight stay. Typically this means travelling to and staying overnight in locations close to protected areas, forests, lakes, or sea or the country site and participating in activities compatible with the location's natural qualities.	Fredman & Tyrvainen (2011)
Religious tourism	Whereby religion is a powerful motivating force for travel and source of tourist attractions such as the Muslim population worldwide, results in mass movements of travellers to and within Saudi Arabia during the Hajj season and many Christians visiting Jerusalem.	Henderson (2011)
Rural tourism	Tourists frequently look for a special relationship with their hosts as a means of getting to know	Kastenholz & Lima (2011) & Loureiro

	their way of life, simultaneously enjoying genuine hospitality and getting to know the authentic cultural context of the host community.	(2014)
Scenic tourism	A scenic route, tourist road, tourist route, or scenic byway is a specially designated road or waterway that travels through an area of natural or cultural beauty.	Jacobsen & Denstadli (2011)
Shopping tourism	Shopping as the principal purpose and reason for a trip. When people travel to places like the malls of America, malls in Paris and Dubai.	Morrison (2013)
Social tourism	The relationship and phenomena in the field of tourism resulting from participating in travel by economically weak or otherwise disadvantaged elements in society. This category aim to offer tourism experiences that are already accessible to a majority of persons to groups who are excluded from them, usually for financial or health reasons.	Minnaert et al. (2011)
Special interest tourism	A niche market acting like activity tourism, but it differs in that it involves little or no physical exertion. Nevertheless, the types of interest are diverse, some of the most popular being: painting, gastronomy, both learning to cook and enjoying gourmet meals in restaurants, military history and visiting battlefields, visiting gardens, attending music festivals. etc.	Swabrooke & Horner (2007)
Sport tourism	Travelling outside of the customer's usual environment for either passive or active involvement in sport where sport is the prime motivational reason for travel. Sports tourism is a multi-billion dollar business, one of the fastest growing areas of the $ 4.5 trillion global travel and tourism industry.	Klaus & Maklan (2011)
Urban tourism	The town and cities with melting pots of national culture, art, music and magnificent architecture and urban design. It is the concentration and quality of activities and attributes that put certain towns and cities on the tourism map.	Edward et al. (2008)
Visiting Friends and Relatives (VFR)	Travellers whose main purpose of travel is family-related, and who are therefore distinct from tourist, business, or long-term travellers such as missionaries or other volunteers.	Barnett et al. (2010)
Volunteerism tourism	Those individuals who, for various reasons, volunteer in an organised way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society.	Ooi & Laing (2010)
Wine tourism	Visitations to vineyards, wineries, wine festivals and wine shows for whom grape wine tasting and experiencing the attributes of a grape wine region are the prime motivation factors for visitors'	Quadri-Felitti & Fiore (2012)

	example being the vineyards situated in the Western Cape, South Africa.	

Combinations of different sub-types of tourism are critical for the development of sustainable tourism in any particular region, especially in the case of the BBKTA where a combination of, for example, cultural tourism, volunteerism tourism and mining tourism could unlock further opportunities for the region. Rural areas in many countries have faced the pressures of economic transition over the past decades. Traditionally, strong primary industries such as fishing, agriculture, forestry, and mining have declined dramatically and many places have viewed and are viewing tourism and related industries as replacements for traditional rural livelihoods (Ronningen, 2010; Phillips *et al.*, 2013).

Rural tourism forms the second main section of this chapter, as illustrated in Figure 3.1, and is discussed in greater length in the ensuing section.

3.3   RURAL TOURISM

Tourism activity and consequently the benefits derived from tourism are unevenly distributed in South Africa with three of the nine provinces, namely KwaZulu-Natal, Gauteng and the Eastern Cape, capturing an average of 63 percent of the total nights spent away from home by domestic tourists, and Gauteng and the Western Cape also captured 67 percent of nights spent in South Africa by international tourists in the 2009-2010 period (NDT, 2011). Tourism is furthermore concentrated in the traditional tourism nodes in cities and along the coast, and very little reaches rural areas. One of the objectives of the National Tourism Sector Strategy (NTSS), which was launched in 2011 by the National Department of Tourism (NDT), is to improve the geographic spread of tourism by increasing the number of bed-nights spent in rural areas. A Rural Tourism Strategy 2012 was developed for this effect (NDT, 2012a).

Rural tourism lately deserves and is getting increasing interest from tourism researchers and practitioners as a result of the recognition of both its potential for enhancing rural development and of market trends making rural areas stand out as spaces particularly apt to accommodate new tourism and market demands, as indicated by Kastenholz and Lima (2011). The National Department of Tourism (2012a) in South Africa resolved that prime tourism attractions are not only located within the borders of cities but rather in rural areas. In some of these deprived

areas can be found prime heritage sites and a range of other major tourism attractions and/or activities.

The demands for tourism attractions located in rural areas are associated with the search for the authentic, a nostalgically embellished past, the perfect integration of man in nature, outdoor activities in natural contexts, scenic beauty and relaxation in a calm and peaceful environment, located far away from busy cities, as established by Kastenholz *et al.* (1999), Ribeiro and Marques (2002), Roberts and Hall (2004), Frochot (2005), Kastenholz and Sparrer (2009) and Lane (2009). Although rural areas have always attracted tourists, Sharpley (2002) argued that rural tourism remained, on a relatively small scale, a passive activity and traditionally, rural areas were predominantly associated with agriculture until the mid-20th century.

Rural tourism, as ascertained by Haven-Tang and Jones (2012), can make a significant contribution to the rural economy and to the wider tourism industry. Therefore, rural tourism has a major role to play in the rural environment, such as job creation, farm diversification (tourism activities inside a farm), promotion of local crafts, food and drinks, destination stewardship, and also community cohesion. Indeed, rural tourism complements a diverse economy and links other sectors (such as agriculture and mining) and preserving the natural resources and culture of a community. Rural tourism, if strategically developed and managed, can undoubedtly make a substantial positive contribution towards the prosperity of rural communities (Sanagustin-Fons *et al.,* 2011; Haven-Tong & Jones, 2012; Hwang *et al.,* 2012; Phillips *et al.,* 2013).

Furthermore, due to the inherent qualities many rural communities possess, such attributes as personalised attention and genuine interaction with the tourist. For example, enthusiasm for sharing their local culture/heritage, and overall authenticity of character, the demand of rural tourism and associated retail venues has increased in many instances in recent years, as indicated by Gartner (2004) and Hurst and Niehm (2012). Based on the valuable contribution sustainable rural tourism can make to the development of rural communities, the nature of rural tourism will now be further deliberated.

3.3.1 NATURE OF RURAL TOURISM

Rural tourism, as explained by Personen and Komppula (2010), is often located in the remote countryside, far away from neighbours. Villages and services (shops, restaurants, etc.) are often a distance of several kilometres from each other. Most common is a holiday in a self-catering

cottage, but accommodations in Bed-and-Breakfast (B&B) establishments are often available with half board or full board holidays with versatile services. Table 3.3, presents a description of the concept 'rural tourism' by different authors.

The following synthesis is derived from the descriptions of 'rural tourism' as stated in Table 3.3. The description of rural tourism by different authors deduces that rural tourism is tourism

Table 3.3: **Description of rural tourism**

Source	Description
Tsaur *et al.* (2006)	Tourist activities carried out in a rural environment, made up of an integrated leisure supply, aimed at a demand whose motivation is its contact with autochthonous surroundings and which is inter-related with local society.
Polo & Fria (2010)	Rural tourism occurs in the countryside or in a rural zone. It is the type of tourism that is lodged in the habitat of the farming area or in low impact accommodation within the region (rural dwellings, rural B&B, hotels, lodges, etc.)
Rodriquez *et al.* (2010)	Any form of tourism that showcases the rural life, arts, culture and heritage at rural locations, thereby benefiting a local community economically and socially, as well as enabling interaction between tourists and locals for a more enriching tourism experience.
Ronningen (2010)	Rural tourism should ideally be located in rural areas and should be functionally rural and rural in scale, it should furthermore, comprise small scale enterprises owned by local family units, that the services should relate to local history, including traditional ways of living and agrarian economies, and that the activities should take place in relatively natural setting.
Dimitrovski *et al.* (2012)	Rural tourism is based in areas which are rural in all aspects and furthermore includes small companies owned by local families, thereby connecting the tourist to local production.
Rathone (2012)	To benefit the local community through entrepreneurial opportunities, income generations, employment opportunities, conservation and development of rural arts and crafts, investment for infrastructure development and preservation of the environment and heritage.
Sgroi *et al.* (2014)	Rural tourism acts as an important role in modifying rural communities in their environmental, economic, social and cultural structures, processes and dynamics.

activities that showcase arts and crafts, culture, local history, heritage, attractions that primarily occur in a rural location, to the benefit of a local community. Furthermore, the phrase 'rural tourism' as indicated in Table 3.3, signifies that tourism activities conducted in a rural region have far reaching benefits for a local community who can contribute towards their socio-economic objectives through investment in infrastructure development and the preservation of

the environment. Rodriquez *et al.* (2010) justify that rural tourism development will enable interaction between tourists and locals for a more enriching tourism experience. Sustainable tourism, as maintained by Dimitrovski (2012), is seen as a key component of rural development.

Some of the ways, as indicated by Akama and Kieti (2007), in which tourism can contribute towards sustainable rural development in developing nations include: (1) creation of opportunities for self- and local employment; (2) encouraging collaboration amongst public and private sectors, non-governmental organisations, and local communities; (3) enhancing socio-cultural effects of tourism; (4) enabling local access to infrastructure and services which are provided for tourists; (5) supporting local communities' participation; and (6) fostering institutional capacity-building to enable the active participation of local community members.

A number of years ago Lane (1994) already advocated that rural tourism should integrate the families living in rural areas and their attractions, and added to this is the fact that the community-group largely determines a tourist's experience through tourist-host interaction (Otto & Ritchie, 1996). Apart from the physical resources of a destination, the attitudes, behaviours and skills of local residents and business entrepreneurs are also very important, especially to create competitive tourism supplies and experiences (Hogstrom *et al.*, 2010).

The social dimension of a tourist's experience is particularly relevant in rural tourism, where interest in regional culture, the way of life of local communities and interaction with hosts are most important (Kastenholtz & Sparrer, 2009). Encounters between visitors and a host community are identified as a crucial element of a tourist's experience in Carmichael's study (2005) of wine tourism, and as the most memorable aspects of tourism experiences in Morgan and Xu's (2009) research. This is confirmed by previous research results that suggested that international travellers are by nature high in novelty seeking (Chang *et al.*, 2006) and are keenly interested in culturally authentic experiences of a host community (Wang, 1999).

Rural tourism encompasses a range of different activities including farm/agritourism, ecotourism, cultural tourism, heritage tourism, wine tourism, adventure tourism and many more (Sharpley & Craven, 2001; Woods, 2007; Lane, 2009; Haven-Tang & Jones, 2012, Viljoen & Henama, 2017), as illustrated in Figure 3.4, and these different components of rural tourism activities will be discussed briefly. There are many other components of tourism that are directly linked to rural tourism, but for the sake of this study, only the six illustrated in Figure 3.4 (agritourism, ecotourism, wine tourism, cultural tourism, and adventure tourism) will be dealt with. Lane (2009) suggested that no longer is rural tourism just an extra source of income for

farmers, as it is now a diverse activity which directly and indirectly supports a range of rural activities, industries, businesses, and furthermore, outstrips the economic value of agriculture to the rural economy. The nature and scale of rural tourism, as indicated by Haven-Tang and Jones (2012), have been transformed and it is now a significant vehicle for economic diversification and social regeneration.

Figure 3.4:   Rural tourism activities

However, the amalgamation of rural tourism with other activities of tourism and economic sectors is essential for the development of sustainable rural development, more so the development of sustainable tourism that will yield benefits for all stakeholders involved. The success of small-business entrepreneurs, who are essential to rural tourism competitiveness (Ryan, 2011; Komppula, 2014), rests on their ability to deliver satisfying experiences (Hallak *et al.*, 2012; Mihailovic & Moric, 2012). As destination stakeholders, these entrepreneurs must share a common vision and be tightly intertwined to create a series of complementary tourism experiences (Ritchie & Crouch, 2003; Dissart & Marcouiller, 2012) that lead to satisfying and affirmative consumer evaluation (Christensen, 2009; Zomerdijk & Voss, 2010).

Following is an elaboration on the different components of rural tourism activities as per Figure 3.4.

- **Agritourism**

In developed economies, agriculture is increasingly considered in a systematic approach, able to produce food commodities and to meet the needs of consumers, providing both public goods (such as biodiversity and agricultural landscape) and services (such as tourism energy and educational services) and foods with specific attributes (typical products), as mentioned by Gray (2000) and Ageron *et al.* (2012).

The general conception is that a working farm is the key defining characteristic of agritourism and that tourism in this case is a complementary income stream for farm households, as highlighted by Iakovidou (1997), Gladstone and Morris (2000), Sonnino (2004) and Kizos and Losifides, (2007). Phillip *et al.* (2010b) contend that by definition 'Non-Working Farm' (NWF) agritourism could actually be identified as generic rural tourism. In the majority of cases, NWF agritourism is realised through agricultural heritage or imagery (for example: accommodation in a converted farm house) or where agricultural practices past or present form part of the tourism product (for example: sheep shearing demonstrations). Other examples of NWF agritourism include farm heritage attractions and tourism activities based on converted farms (for example: horse riding) (Phillips *et al.,* 2010b).

Agritourism, according to Che *et al.* (2005), is another means of consumptive use of farmland that may help to preserve farms. Agritourism has increasingly been proposed as a means for economic diversification and is also beneficial for agricultural regions undergoing restructuring, as well as a means to satisfy increased demand for amenities in rural areas. Barbieri and Mshenga (2008) state that governments, economies, and community development agencies throughout the world are searching for ways to promote sustainable rural development through locally created wealth and diversify profitable enterprises that are less affected by the cyclical nature of the economy. It is further mentioned that agritourism is one way for accomplishing this, since it is incremental, uses existing resources, is unobtrusive, and is typically environmentally friendly.

Agritourism also has other benefits that extend beyond a farm, including strengthening local networks, culture and traditions (Ventura & Milone, 2000) and providing economic gains to local businesses because visitors usually engage in recreational and shopping activities in

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surrounding communities (Fleischer & Pizam, 1997; Busby & Rendle, 2000). Agritourism further contributes towards developing local communities in socio-cultural ways (such as by repopulation and improving public services) and protecting and improving the natural and built environment, as mentioned by Sharpley (2002). Agritourism development, as suggested by Wicks and Merrett (2003), can be successfully integrated into local economies, environments and rural lifestyles without a significant negative disruption of local culture and traditions and the natural environment.

- **Ecotourism**

Ecotourism as a tourism market, as affirmed by Fennel (2015), is considered to be one of the fastest growing segments of tourism on a world-wide scale and this type of tourism does have close ties with rural tourism. It is estimated that ecotourism is increasing by 25 to 30 percent a year (UNWTO, 2012) and most tourism forecasters predict ecotourism to grow further over the coming years because it is driven by consumer concerns over environmental and climate changes (Ketema, 2015; Jamrozy & Lawonk, 2017).

The eco-tourism concept is based on the idea that all players within a tourism destination should work together in order to enhance a destination's competitiveness, as explained by Hawkins (2004). This includes identifying the elements that make up the destination, beginning with the reasons why tourists will travel to an area, the services available to them, and the activities supporting tourist services, as shown in Figure 3.5. The focus is on meeting three concurrent goals which must be addressed using sustainable principles and practices: (1) biodiversity conservation by protecting natural and cultural resources; (2) poverty reduction through small and medium size enterprise (SME) development, job creation, and social equity measures; and (3) business viability through access to capital, return on investment and profitability (Hawkins, 2004; Fennel, 2015).

However, ecotourism has become a doorway to the global economy for many rural and indigenous communities, as indicated by Ketema (2015). This statement is supported by Fennel (2015) who mentioned that local residents, lodges, hiking trails and interpretive activities for visitors are gaining a foothold in capitalist markets and bringing returns directly to local and rural communities. For better or for worse, these returns have profound effects on the environment, wildlife, cultural traditions and the common pool of resources (Noela & Lisa, 2007; Lane, 2009; Fennel, 2015; Ketema, 2015). Drumm *et al.* (2004) also avowed that ecotourism has the

potential to reduce the threats posed by conventional tourism to natural areas and to the people who live in and around such areas via income generation for conservation, local enterprise

Figure 3.5:   Protected areas eco-tourism framework
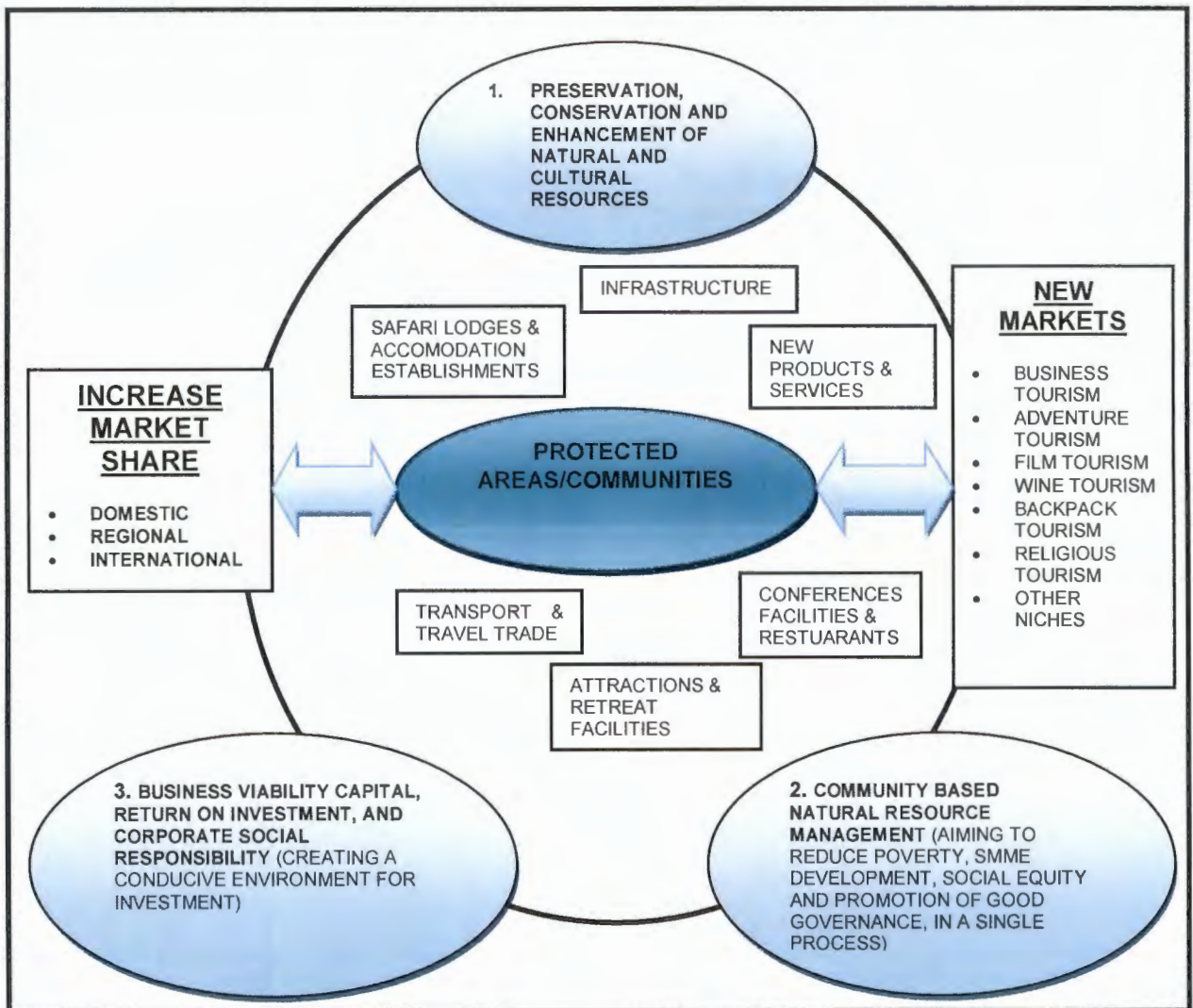
Source: adapted from Hawkins (2004)

development and creating employment opportunities, an enabling cultural exchange, environmental education, protected area justification and visitor appreciation.

Ecotourism, affirmed by Jamrozy and Lawonk (2017), needs to provide positive experiences and deliver memorable interpretative experiences to visitors by helping to raise sensitivity for the political, environmental and social climates of host communities. Adeleke (2015) states that

South Africa is a major player in Africa's tourism, capturing about 17 percent (SRU, 2014) of the 55.8 million international arrivals in 2013 (UNWTO, 2014). Despite the practices and policies of the past, the new South Africa widely and innovatively embraces ecotourism, especially that of protected areas (Honey, 2008; Adeleke, 2015; Fennel, 2015).

In South Africa, more than elsewhere in the world, ecotourism is acknowledged as synonymous with local community involvement, profit sharing and empowerment through tourism projects and conservation programmes (Pinsof & Sanhaji, 2009; Boonzaaier, 2012; Adeleke, 2015). The total foreign direct spending in South Africa was calculated at about R70 billion in 2013 while tourism's contribution to the gross domestic product (GDP) was more than R90 billion in the same year (Strategic Research Unit (SRU), 2014). A substantial portion of the money generated by ecotourism goes directly to communities where hotels/lodges are located and this contributes towards reducing poverty among locals (Pinsof & Sanhaji, 2009). In addition to this, Adeleke (2015) signified that ecotourism is generally recognised as a key driver of job creation and economic growth, particularly in rural areas where many protected areas are also situated.

- **Wine tourism**

The twenty-first century tourist is searching for new and exciting forms of experiences as an alternative to the more commonplace 'sun and sand' varieties, according to Wearing (2002). Wine tourism is among these new types of tourism and wine tourism has emerged as an important area of tourism in many countries (Hall & Mitchell, 2000; O'Neil *et al.*, 2002; McKercher & Chan, 2005; Yuan *et al.*, 2005). Wine tourism should be related to the travelling experience (Jago *et al.*, 2000) and could provide additional motivation for taking a tour (Macionis & Cambourne, 1998; Fennel, 2015).

A wine tourism landscape, as indicated by Quadric-Felitti and Fione (2016), should be inclusive of cultural, environmental and societal elements to the viticulture landscape, capturing the central sensory appeal of the esthetical experience. Wine tourists are fundamentally motivated by the esthetical experience or the enrichment through unique environs such as the wine country (Alant & Bruwer, 2004; Carmichael, 2005; Bruwer & Alant, 2009). Proposed as an esthetic experience, the evaluative consumption of wine taking place in a winery tasting room involves all the senses (Charters & Pettigrew, 2005) of a consumer.

Tasting and purchasing wine have been identified as motivation for visiting a particular region (Alant & Bruwer, 2004; Dawson *et al.*, 2011). It is the difference of place (Bruwer, 2003) that

draws tourists to wine regions and signifies the escapist realm in which visitors are engrossed in a different time or place. While tourists may gaze at the wine tourism landscape (esthetical experience), they may also actively engage in wine country recreation (escapist experience), abundant in the natural and rural setting of wine regions, as mentioned by Marza-Navarro and Pedraja-Iglesias (2012). Wine tourism can assist in the stimulation of a region's economy through the creation of employment opportunities for the local community, particularly in rural areas.

- **Adventure tourism**

There is a strong demand for adventure activities while on holiday (Williams & Soutar, 2009; Buckley *et al.*, 2014). Various adventure tourism products (and destinations), as pinpointed by Williams *et al.* (2017), have emerged to meet this growing demand, ranging from 'hard' adventure experiences which usually include a physical or mental challenge in a remote area (for example: the climbing of Magaliesberg mountain and abseiling in Kgaswane Mountain Reserve in the North West province, South Africa), to 'softer' adventure tour experiences which are less physically demanding, available to a wider tourism audience and more accessible (for example: four-wheel drive safaris and hot air ballooning in the Pilanesberg National Park). All adventure consumers generally seek some degree of physical activity, challenge, novelty, escapism, and emotional thrills from their experiences (Buckley, 2007).

South Africa is fast becoming recognised as an adventure tourism destination. The country's 3 000 km of coastline and numerous mountain ranges make it ideal for adventure tourism, as described by George (2014). In addition, the wide open spaces and a warm climate lend itself to outdoor activities. Certain areas of South Africa, such as the North West province and Mpumalanga to mention a few, promote themselves as being particularly suitable for adventure tourism (George, 2014).

- **Cultural tourism**

Rural communities face the challenge of continuous economic development (George, 2010). Where primary traditional industries such as fishing and farming are in decline, tourism often becomes another tool to assist in creating jobs and to raise the standard of living. Kline *et al.* (2016) support the notion that tourism is a suitable tool to stimulate a country's economy and that it can be supplemented through the development of local resources, culture and heritage.

Cultural tourism, constituting of tourists visiting rural areas to experience local culture, has the potential to benefit host communities and to provide motivation for them to care for and maintain their cultural heritage (Liu, 2006; Sdrali & Chazapi, 2007; Karmakar, 2011). Local communities' involvement and cooperation with tour operators, property owners, and policy makers are said to be crucial for the success of cultural tourism activities (Sdrali & Chazapi, 2007).

Cultural heritage and attractions, in many developed countries, are becoming a major driving force for further growth of tourism's market share and the diversity of culture is an essential asset for a region to develop and sustain. The integration of alternative sources (such as culture, and in particular their embracing the culture of local people) may assist to sustain local economies and to encourage local development. Actually, many tourists seek rural destinations which offer pleasant experiences related to the natural environment, historic heritage, and cultural patterns (MacDonald & Jolliffe, 2003) of a community.

The concepts of culture, rural and tourism are multidimensional and interrelated (Smith & Costello, 2009). However, George (2010) and Sher (2011) both consider culture to include family patterns, social customs, museums, monuments, historical structures, and land marks. Smith and Costello (2009) state that culture includes wilderness areas, valued landscapes, natural history, buildings, and artefacts as part of their description. Tourists visit such areas, which predominantly are situated in rural areas, to be informed about the culture of people, and to experience their customs, natural landscape, and historical landmarks, as explained by Sher (2011). The National Department of Tourism (2012b) reported that the trends in heritage and cultural tourism are increasingly showing that tourists are seeking authentic and memorable experiences through meaningful interaction with local people and culture.

Cultural tourism constitutes tourists visiting rural areas to experience local culture and has the potential to benefit host communities and to provide a motivation for hosts to care for and maintain their cultural heritage. Local communities' involvement and cooperation with destination management organisations and role players are crucial for the success of cultural tourism activities, as this will ensure that activities are well packaged to optimise the value they provide to clients (Sdrali & Chazapi, 2007; Ezeuduji & Rid, 2011).

- **Heritage tourism**

Heritage tourism is viewed as part of cultural tourism and is regarded as one of the oldest and notably widespread types of tourism globally. Records of ancient history show that Egyptians,

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Romans and other medieval aristocrats travelled to experience and appreciate places of significant cultural and historical value (Viljoen & Henama, 2017).

There have been many debates around the interpretation of the word 'heritage'. Today the most commonly accepted definition among scholars is reference to the present day use of the past (Graham *et al.*, 2000; Ashworth, 2003). Jamal and Kim (2005) contend that since the notion of heritage is integrally related to the past (historically), it can be argued that heritage tourism is intrinsically about life, existence, belonging and change – from the past into the present and future – it involves a per-formative act of appropriating, interpreting, and communicating aspects of the past through performance, storied texts, physical sites and material artefacts.

As a form of tourism, as described by Viljoen and Henama (2017), heritage tourism also includes visits to sites or areas of particular historical importance. This can consist of urban or built environments, dwellings associated with well-known individuals, monuments, rural and natural landscapes and specific locations or places of cultural significance where historical events may have occurred. Heritage tourism, due to its scope and the significant value the global market places on it, is regarded as one of the most important types of tourism as it attracts hundreds of millions of visitors every year (Timothy & Boyd, 2006).

In South Africa, the National Department of Tourism has developed a heritage tourism strategy in 2011, reflecting the acknowledgement of the importance of heritage tourism and providing a framework for both the integration of heritage and culture into the tourism main stream. Policy developments supporting tourism at local level have increasingly embraced heritage tourism with many heritage attractions being promoted as anchor destinations for local economic development (LED) initiatives, as compiled by Okech (2010), Addo (2011), Dantas and Mather (2011), Rivett-Carnac (2011) and Rogerson (2013).

The combinations of these types of rural tourism will undoubtedly facilitate sustainable development in a specific region, as shown in Figure 3.4. Note that there are numerous other components of tourism activities that could contribute towards the sustainability of rural tourism; however, for the sake of this study, only the five as mentioned in Figure 3.4, were discussed.

The focus of the subsequent section is on community based tourism and on how it can contribute towards the sustainable development of rural tourism.

3.3.2 SUSTAINABLE RURAL TOURISM DEVELOPMENT – A COMMUNITY PERSPECTIVE

The challenge of sustainable tourism development is to convert the positive impacts of tourism into benefits, and then to enhance and channel the benefits into the right direction, in particular towards the socio-economic empowerment of the community-group while avoiding or mitigating any negative impacts that are associated with sustainable tourism development.

Host communities play a pivotal role in tourism development and their commitment and involvement are critical to the success of sustainable tourism (Gursoy *et al.,* 2002; Teye *et al.,* 2002; Cole, 2006; Tosun, 2006). Previous studies investigating the participation of destination residents in tourism development recorded that their willingness to engage in tourism activities and their behaviour toward tourists in their area are strong predictors of tourism sustainability (Jurowski & Gursoy, 2004; Weaver & Lawton, 2006; Saufi *et al.,* 2014; Potgieter & Litheko, 2016).

3.3.2.1 Nature of sustainable tourism development – rural region

Sustainable development is envisaged as the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and important life support systems within a community. Sustainable tourism development, as emphasised by Kimbu (2012), is seen as a tool that contributes to the improvement of the quality of life of a local community in a rural setting, while at the same time meeting the demands of the tourism industry and tourists, as well as protecting natural resources and the environment. Furthermore, the United Nations World Tourism Organisation (UNWTO) (2016) describes sustainable tourism development as meeting the needs of tourists and the host region while protecting and enhancing opportunities for the future.

The UNWTO's conceptualisation of sustainable tourism development addresses six main principles: (1) a high level of tourist satisfaction, (2) optimal use of environmental resources, (3) respecting the socio-cultural authenticity of host communities, (4) providing socio-economic benefits to all stakeholders, (5) constant monitoring of impacts, and (6) informed participation of all relevant stakeholders and strong political leadership (Kruja & Hasaj, 2010). These six principles are depicted in Figure 3.6.

Figure 3.6:   Conceptualisation of sustainable tourism development
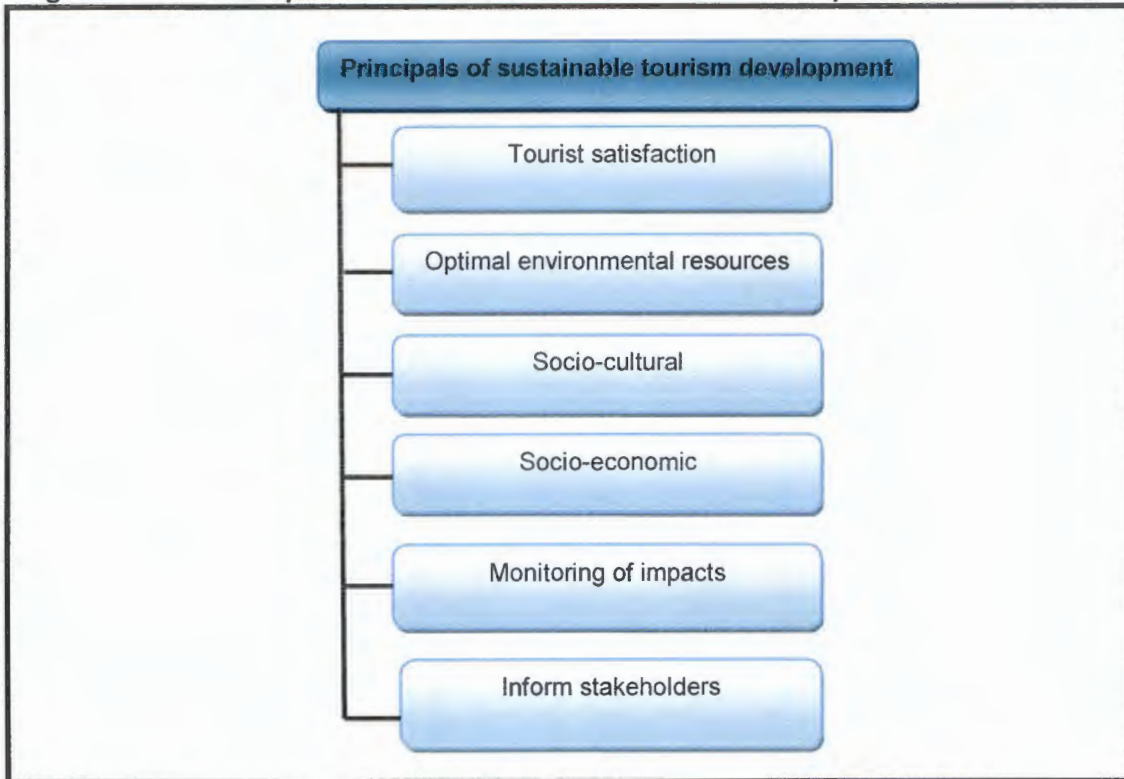
Source: Kruja & Hasaj (2010)

Sustainability has been realised over a number of years as an important topic and concept in relation to tourism planning and development (Inskeep, 1991; Yuksel *et al.,* 1999; Southgate & Sharpley, 2002). According to Wall (1997) and Bramwell and Lane (2011), sustainable tourism has been useful in encouraging dialogue between individuals with different perspectives about tourism and its economic, social and environmental dimensions. Steurer *et al.* (2005) further ascertain that sustainable development should be embedded in meeting the needs of the current generation without compromising the ability of future generations meeting their needs and aspirations. Tourism's inherent nature has positive effects on a community, the economy, and the environment. Some time ago, Inskeep (1991) and Gunn (1994) stated that there is no other form of development that has so many far-reaching tentacles as does tourism. McCool (1995) and Choi and Sirakaya (2006) furthered this idea indicating that, if tourism development was planned improperly it could destroy the very resources that form the very foundation of tourism in a community (for example: economic, environmental and social), and this is still relevant today.

The concept of sustainable development was made famous by the Brundtland Report (World Commission on Environment and Development (WCED), 1987) promoting community participation and called for the protection and improvement of the quality of life of communities influenced by tourism development (Mearns, 2003; Milne & Ewing, 2004; Tosun, 2006). Moreover, more emphasis is placed on issues of sustainability, social equity and environmental responsibility, thereby ensuring that development provides opportunities for people of different income and skills, promotes a better quality of life for all, and most importantly, protects the environment (Roseland, 2005; Tosun, 2006; Baggio, 2010).

The lifestyle of a community's residents may influence the structural changes within the tourism sector occurring as a result of the ongoing development of tourism, such as changes in the local economy (Manyara & Jones, 2007; Simpson, 2008), social changes (Bull & Lovell, 2007; Simpson, 2008), and also cultural changes (Yoon *et al.,* 2001; Simpson, 2008; Lee *et al.,* 2010). Puacko and Ratz (2000) and Lee (2012) describe that a community who plans and uses tourism as an alternative means of strengthening its economic development must develop sustainable tourism to meet the needs and demands of its residents. The development of sustainable tourism is difficult without the support and participation of a community's residents (Fallon & Kriwoken, 2003; Gursoy & Rutherford, 2004; Nicholas *et al.,* 2009) and the support of residents is a critical factor for ongoing community development.

Tourism in rural areas does not always yield expected results and direct benefits for the local people. Motivation to participate in tourism and all its facets requires local people's active involvement as a stakeholder as it is critical to integrate residents successfully, local business entrepreneurs and business associations as the local community-group into the sustainable development of rural tourism. Some researchers suggest that local communities who need economic development would readily embrace tourism (King *et al.,* 1992; Harahambopoulos & Pizam, 1994; Lindberg & Johnson, 1997; Smith & Krannich, 1998). Lepp (2008), however, also categorically stated that a rural community can react with distress towards new tourism development. It was also mentioned by Manyara and Jones (2007) that community-based tourism may foster a new form of colonialism, depending on whether resource control is firmly in the hands of foreign investors and to that effect not benefitting small business enterprises within the community at all.

3.3.2.2   Community-based tourism

The success of community-based tourism (CBT) centres on the involvement of a host community in the planning and maintaining of tourism development, as pointed out by Blackstock (2005), for tourism to be a sustainable sector. Tourism as a sector is dependent on the community-group's involvement, through their role as employees or local entrepreneurs, and resident goodwill towards tourists (Gunn & Var, 2002; Altinary, 2007; Sanchez- Canizares & Castillo- Canalejo, 2014).

Tourism planning and implementation, as indicated by Manyara and Jones (2007), should incorporate residents' values and visions, whilst Sanchez-Canizares and Castillo-Canalejo (2014) confer that healthy, thriving communities are the touchstone for a successful tourism sector, as indicated by Gunn and Var (2002), Okazaki (2008) and Lacher and Nepal (2010). Zorn and Farthing (2007) explicate the community-tourism sector imperatives and conclude that local control of tourism is a win-win situation for most rural communities. Pearce *et al.* (1996) said that 'resident responsive tourism' is the watch-forward of tomorrow that could lead to the community being ambassadors for the preservation of natural resources through their participation in decision making of developments

The main objective of CBT is to integrate tourism services (such as accommodation, catering, complementary offerings and tourism management) as a complement to and in connection with other systems (such as education, health care or the environment) and develop projects by and for the community-group to enable them to interact directly with visitors (Dola & Mijan, 2006; Cioce *et al.*, 2007). Self-management and direct control by a local community over decisions to develop tourism initiatives is another fundamental aspect of this type of tourism (Teye *et al.*, 2002; Okazaki, 2008; Schubert *et al.*, 2011).

It has been reported, especially in less developed countries, that the frequent lack of democratic processes in many cases and the lack of capacity and self-esteem (due to often low educational levels of residents) sometimes mean that local residents are excluded from participating in planning and decision-making process, as reported by Dola and Mijan (2006) and Kibicho (2008). This however, should be counteracted at all times. Thus, it is in less developed countries, as professed by Manyara and Jones (2007), where the local population must play a significant role, because they are the ones who should receive the benefits seeing that they will be the ones to suffer any negative impacts severely. Thus, participation is not only imperative but also a necessary requisite for the sustainability of rural tourism, whose greatest exponent

must be the community-group as stakeholder (Teye *et al.,* 2002; Altinay, 2007; Lacher & Nepal, 2010; Sanchez-Canizares & Castillo-Canalejo, 2014).

There are three main reasons, according to Lacher and Nepal (2010), which justify involving the community-group in tourism planning and management and these are:

- It aids local residents in adapting to change.
- It opens their minds.
- It involves them in the tourism product.

The benefits, put forth by Manyara and Jones (2007), of CBT include the potential economic impact on a community, socio-economic-development and the sustainable diversification of lifestyles. The positive impact associated with inclusivity of tourism planning and management, as mentioned by Kibicho (2008), is to: minimise conflict between tourism stakeholders; build synergies; and, also the exchange of knowledge and skills among members of the community.

Local community tourism, according to Aref (2011a), plays an important role in fostering community support for tourism development and may enhance its long-term sustainability as a broad basis for the strategic planning of tourism development. Developing a sense of community contributes to participation by enabling people to feel connected and motivated to live in harmony and work together towards common goals (Kangas *et al.,* 2006; De Meo *et al.,* 2011; Paletto *et al.,* 2016). Community involvement and participation can be seen as a way to build the capacity of local people in terms of developmental activities in their region. Tourism developers often encourage a sense of community belonging and pride among residents as a way of including them to contribute towards their own tourism development. CBT ultimately is a symbolic or mutual relationship where the tourist is not given central priority but becomes an equal part of the tourism system, as explained by Wearing and McDonald (2002) and Salzar (2011).

Moreover, the integration of community stakeholders in decision making towards the development of tourism in a specific region would assist in developing sustainable tourism that could have far-reaching benefits for stakeholders involved in tourism, such as employment for the local community, development of infrastructure, preservation of natural resources, and a positive interaction between hosts and tourists to create a memorable experience.

Sustainable rural tourism, as explained by Ferrari *et al.* (2010), is a complex concept and it requires that tourism activity should be studied from an integrated point of view, as depicted in

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Figure 3.7. Sustainable rural tourism development should be viewed from three different perspective: (1) Economy, (2) Environment, and (3) Social factors. This approach is called the Triple-Bottom-Line approach to facilitate the sustainability of rural tourism development. Morrison (2013) advocated that the Triple-Bottom-Line approach to tourism development should aim for a balance between the economy, society and the environment. This is particularly important in the rural tourism context because is highly dependent on natural resources.

Figure 3.7:   Sustainable rural tourism
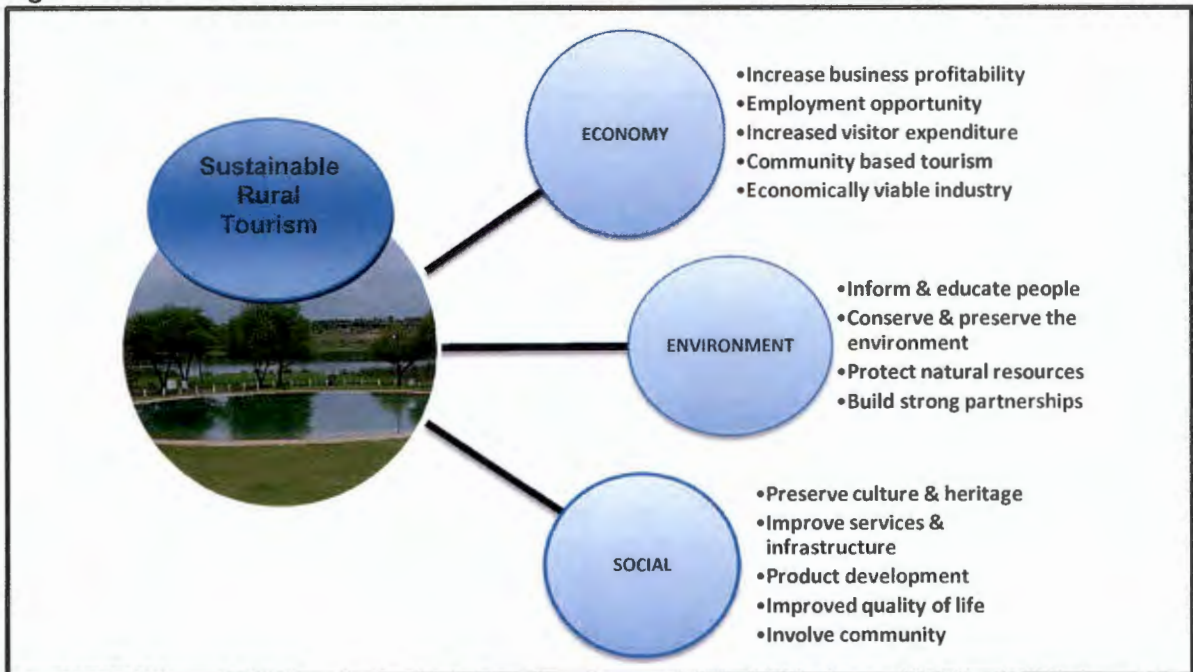
Source: Vogt & Latkova (2012); Morrison (2013)

Sustainable rural tourism development, in general, encourages locals to embark on initiatives that will lead to their own socio-economic development, as well as that of the environment (Department Rural Development and Land Reform (DRDLR), 2009). Locals in Gambia (a country based on the western side of Africa) are in partnership with some non-governmental organisations (NGOs) and have started organising themselves and offer rural tourism products and services to generate more income for the local community. However, careful consideration of the link between destination tourism development's internal environment (factors which local rural tourism stakeholders can control or influence) and external environment (factors which local rural tourism stakeholders cannot control or influence) is needed to ensure that the management of this development is more balanced and strategically orientated, especially at its

initial stage (Ezeuduji & Wolfgang, 2011), and this is in concurrence with the third step of the strategic management process as discussed in Chapter 2

Tourism has become an increasingly important sector for many governments and regions pursuing socio-economic development and employment creation, such as in the region of the BBK community. The growing tourism demand is regarded as highly beneficial as evolving tourism can create direct and indirect income and employment for a host community, which emphasises community involvement and community-based tourism initiatives in many countries (Sinclair & Stabler, 1997; Binns & Nel, 1999; Saarinen & Rogerson, 2014). According to Wang and Pfisher (2008), tourism is associated with economic, environmental, and socio-cultural benefits which can contribute towards revitalising communities and the enhancement of residents' quality of life (Andereck & Vogt, 2000; Kuvan & Akan, 2005).

The mitigation of economic difficulties, as suggested by Vogt and Latkova (2012), can be realised as many rural communities adopt tourism as a new economic development strategy and it is only through the sustainable development of tourism that benefits will be realised on the rural level. Another component that can contribute to sustainable rural tourism development is through relationship management, making organisations more effective by building and managing relationships with stakeholders, in particular with those in a local community. Relationship management is being discussed in more detail in the succeeding section which forms the last main topic of discussion in this chapter, as shown in Figure 3.1.

3.4   RELATIONSHIP MANAGEMENT

Relationship management, as explained by Phillips (2006), plays a vital role in an organisation by acting upon its wider intangible and tangible assets to meet corporate values and enhancing objectives in this case, contributing towards the development of sustainable rural tourism for the region were the Bakgatla-ba-Kgafela (BBK) community is located.

A fundamental principle of relationship management is to frequently communicate and interact with stakeholders. This exercise is a type of internal marketing and public relations activity for an organisation, the BBKTA in this case. However, it is much more than this (Morrison, 2013). Stakeholders and stakeholder groups, as explained by Louw and Venter (2013), and particularly a community-group, are embedded in a web of relationships. Therefore, it is important to analyse, evaluate, improve and sustain the quality of the relationships an organisation develops,

as explained by Holmlund-Rytkonen and Tornroos (1997), Bengtsson and Kock (2000), Ritter *et al.* (2003), Leppelt *et al.* (2013) and George (2014).

Relationship management is not an entirely new concept. In fact, it has taken on many forms to address specific organisational constituencies (tourists, partners, community, service providers, government, employees, etc). Relationship management has borrowed concepts and tools from relationship marketing and became a formal approach to understanding, defining, and supporting a broad spectrum of inter-business activities related to providing and consuming knowledge and services via networks, as explained by Zou *et al.* (2014). In a competitive business environment, good relationships are becoming more and more important and more integral to an organisation's success, hence the relationship-based management philosophy has expanded its field of application (Zineldin, 2004; Smyth & Pryke, 2008; Cheung & Rowlison, 2011).

The nature of relationship management within the context of rural tourism development is elaborated in the following section.

3.4.1 NATURE OF RELATIONSHIP MANAGEMENT

Relations management is all about developing effective relationships between organisations and groups (also referred to as stakeholders) that are important to them, including the media, tourists, investors, community leaders and members, activist groups and government agencies (Lattimore, *et al.*, 2009). Relations management has been described by numerous scholars and following is a synthesis of the description. Table 3.4 presents different descriptions of relationship management over a period of time.

From a management perspective, according to Skinner *et al.* (2011), organisations have to be sensitive and come into contact with both internal and external stakeholders, whose collective views constitute stakeholder opinion. This study will adopt the description of Skinner as it is related to the primary nature of this study, as it seeks to understand the community-group as stakeholder in the development of rural tourism within the Bakgatla-ba-Kgafela community.

Hendrix and Hayes (2007) mentioned that relationship management, as a management function encompasses the following and it has been supplemented with additional sources where applicable.

Table 3.4:   Relationship management described

Author(s)	Description
Brody (1988)	Relationship management refers to the process through which organisations seek to achieve an accommodation with stakeholder groups over issues of mutual concern.
Gummerson (2005)	Life is a network of relationships, and so is a business. No individual or businesses exist in isolation, especially in the modern world of interconnected information and communication technologies.
Hendrix & Hayes (2007)	Helps the complex, pluralistic society to reach decisions and functions more effectively by contributing to mutual understanding among groups and institutions.
Lattimore *et al.* (2009)	Is a leadership and management function that helps achieve organisational objectives, defines philosophy, and facilitates organisational change.
Gordon (2011)	Is developing relationships to help to communicate about an organisation, an issue, a person, or a product. It means identifying anticipated outcomes in order to know how to communicate effectively with groups of people, at varying times, often through the media but also through events, individuals, and groups.
Skinner *et al.* (2011)	Is an art and social science that analyses trends, predicting their consequences, counselling organisations' leaders, and implementing a planned program of action which will serve both the organisation and the stakeholders' interests.
Gregory (2012)	It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its stakeholders.
Skinner *et al.* (2013)	Relationship management helps an organisation and its stakeholders to adapt mutually to each other.

- Anticipating, analysing, and interpreting public opinion, attitudes, and issues that might impact, for good or ill, the operations and plans of an organisation (Skinner *et al.*, 2011).

- In a modern democracy, every organisation survives ultimately only by public consent (Skinner *et al.*, 2011).

- Counselling management at all levels in an organisation with regard to policy decisions, courses of action, and communication, taking into account their stakeholder ramifications and the organisation's social or citizenship responsibilities (Gregory, 2012).

- Researching, conducting, and evaluating, on a continuing basis, programs of action and communication to achieve informed stakeholder understanding necessary for the success of an organisation's aims (Hendrix & Hayes, 2007; Lattimore *et al.*, 2009; Skinner *et al.*, 2011).

- Planning and implementing organisational efforts to influence or change public policy (Gregory, 2012).

Relationship management and the management of relationships, as mentioned by Phillips (2006), is an area of management that enthuses the public relation industry. Public relations practitioners are of the opinion that they can change relationships between organisations and their publics in a managed fashion. Relationship management plays an integrative role both within an organisation and the community an organisation is operating within and this includes

external stakeholders, such as Destination Management Organisations, Provincial Tourism Authorities, tour operators, and many more (Hendrix & Hayes, 2007).

One of the most important audiences an organisation has is its community, the home of its offices and operations, as stated by Beeton (2006). Maintaining good relations with the community usually entails management and employees becoming involved in and contributing towards local organisations and activities. In addition, an organisation may communicate with the community in other ways, such as the distribution of memorandums and/or written letter as a form of communication or meeting with community leaders. Often, community relations activities involve face-to-face interaction between an organisation and its publics, and this is in most cases one of the most powerful forms of influencing attitudes (Beeton, 2006; Hendrix & Hayes, 2007).

Interaction between the community-group and an organisation increases the learning relationship between parties and this should be continued to be improved over a period of time over the long-term, as mentioned by Berndt and Tait (2014). Relationship outcomes, according to Gallicano (2013), are the consequences that alter the environment and secure, maintain, and/or adjust goals within and outside an organisation. Furthermore, Johnston *et al.* (2012) contend that as part of a strategic relationship between two parties it is working closely together in a long-term relationship with mutual benefits in mind, in the hope to assess the nature of the relationship and how they might together develop and manage relationships in the hope of strengthening their connections. Many relationship studies outlined the essential ingredients of a relationship and these are indicated in Table 3.5. From the six ingredients indicated in Table 3.5, trust and commitment are noted as the most common denominators for relationship building and management and relationships can be successfully developed as the community-group is more likely to be transparent and with their engagement with the BBKTA. To build trust and commitment, BBKTA needs to know and understand itself and the community-group thoroughly.

Table 3.5: Ingredients of relationships

Authors	Essential Ingredients					
	Trust	Commitment	Satisfaction	Control mutuality	Scope	Power
Pechlaner & Volgger (2015)	√	√				
Berndt & Tait (2014)	√	√				
Leppelt et al. (2013)	√				√	√
Rossouw & van Vuuren (2011)	√	√				
Kang & Yong (2010)	√	√	√	√		
Waters (2008)	√	√	√	√		
Phillips (2006)	√			√		
Chia (2005)	√	√				
Ki & Hon (2002)	√	√	√	√		
This study	√	√				

The success of a business relationship, as noted by Berndt and Tait (2014), lies in the development and growth of trust and commitment among stakeholders. Specifically applicable to this study is establishing trust and commitment between the Bakgatla-ba-Kgafela Traditional Authority and the community-group it serves, as well as the Moses Kotane Local Municipality. In addition to trust and commitment, stakeholders also need to have shared goals and mutual benefits to be able to build a successful relationship.

3.4.2 ESSENTIAL INGREDIENTS OF A RELATIONSHIP

In order to build successful community-group relationships, relationship trust and committment are essential. Interactions between stakeholders lacking these elements do not develop into relationships (Berndt & Tait, 2014). The Commitment-Trust Theory of Relationship Marketing explains that relationships exist through the retention of trust and commitment. Thus, when both trust and commitment are present – not just one or the other – then only are outcomes produced that promote efficiency, productivity and effectiveness, according to Wu et al. (2010). It is thus necessary to at this time devote more attention to trust and commitment.

(1) Trust

Trust is generally regarded as an expression of confidence between parties in an exchange where neither party will be harmed or put at risk by either party's actions (Won-Moo *et al.*, 2011; Berndt & Tait, 2016). Thus, trust is the willingness to rely on an exchange partner in whom one has confidence, according to Johnston and Grayston (2005). In addition, Rossouw and Van Vuuren (2011) describe trust as an optimistic disposition displayed by a person pursuing a goal and taking the risk of relying on another person or party for attaining that goal. Trust is thus the cornerstone in terms of constructing a long-term business relationship and partnership. Trust refers to the depth and assurance of feelings based on inconclusive evidence (Doney & Cannon, 1997; Wu *et al.*, 2010). Uncertainty and risk are necessary conditions to reveal the value of trust (Moorman *et al.*, 1993). Moreover, trust is also demonstrated by the confidence of the benevolence of trustees, ability, integrity, and predictability in uncertain circumstances (Gefen, 2000). These factors have a significant impact on how trustworthy an organisation is perceived to be by its stakeholders and are explained as follows:

- Benevolence – this refers to a trustor's perceptions of a trustee's efforts, as well as the willingness to achieve some value that is desirable in a relationship without rewards (McKnight & Chervany, 2002; Rossouw & Van Vuuren, 2011).
- Ability – this refers to the perceived competence level of individuals and/or organisations to perform some intended behaviour (McKnight & Chervany, 2002).
- Integrity – refers to righteous behaviour. Within a virtual environment, integrity implies the compliance with commonly accepted values, principles and rules (Chia, 2005).
- Predictability – refering to a trustor's belief that a trustee will adhere to a promised transaction, as well as interaction policies and guidelines (McKnight & Chervany, 2002).

According to Rossouw and Van Vuuren (2011), there are a number of compelling reasons for addressing trust and these are:

- Distrust is expensive for an organisation.
- Trust facilitates co-operation between stakeholders.
- Trust promotes loyalty amongst stakeholders.
- Trust is a foundation for an ethical organisation.
- Commitment is build on trust.

Building trust needs to be on the agenda of any organisation so that every partner involved anticipate that it is important to build a sustainable relationship between stakeholders, as advocated by Chia (2005). This is the premiere of sound relationship management where agreement and disagreement is accepted as part of a normal relationship and where transparency of communication exchange allows for the development of trusting relationships (Johnston & Grayston, 2005).

(2) Commitment

Trust manifests the confidence a trustworthy party is associated with and contains valuable qualities such as ability, integrity, predictability and benevolence (McKnight & Chervany, 2002). Relationship commitment is build on trust, as described by Morgan and Hunt (1994). Commitment is described by Lin (2008) as an exchange where partners believe that an ongoing relationship with one another is important as to warrant maximum effort at maintaining the relationship. Relationship commitment exists, as indicated by Jian and Jeffers (2006), only when relationship parties consider the relationship as important, beneficial, and valuable. When a committed partner wants to retain a relationship, important behaviour attribute including high motivation and loyalty, will be needed (Jian & Jeffers, 2006; Phillips, 2006; Lin, 2008; Wilson *et al.*, 2008; Berndt & Tait, 2014).

The shared values regarding appropriate behaviours, goals, and policies are important antecedents to both trust and commitment, because it increase the perceived ability of partners to predict the other's intention and behaviour (Jion & Jeffers, 2006). Moorman *et al.* (1993) believe that when parties exchange common values, they are more likely to maintain a social relationship. Satisfaction is a positive affective state resulting from the appraisal of all aspects of community services and interaction (Doney & Cannon, 1997; Chia, 2005; Chiu *et al,* 2005; Johnston & Grayston, 2005). Satisfaction with the interaction that begins at the outset of a relationship tends to lead to the development of trust and a continuous relationship (Lambert, 2010).

Trust and commitment are both integral elements within the context of relationship management with stakeholders, in particular the community-group. Managing relationships enable an organisation to reduce uncertainty and furthermore motivates stakeholder participation and commitment to any programmes and projects initiated.

Relationships should be planned and managed strategically. If the management of organisations begins to understand the components (trust and commitment) and the importance of involvement of the community-group through this planning process, it will start to place the relationship at the centre of the organisation and link organisational strategies and capabilities to improving its relationships with other tourism stakeholders such as tourists, Destination Management Organisations, private tourism establishments, and many more.

3.5 SUMMARY

The sustainable development of rural tourism is largely dependent on the involvement and participation of a local community in the entire process, as they are the primary benefactors of any benefits that are extracted from sustained development, such as job creation, market exposure for their products and services, and an improved standard of living. However, the community forms the first line to be negatively impacted should tourism be improperly planned, and it could damage the very resources forming the foundation of community development.

The integration of different types of tourism that have close links with rural tourism, such as ecotourism, will assist in creating sustainable rural development through expanding tourism offerings, product diversification and infrastructure development within a rural setting. Community-based tourism that is informed by a community development ethos could provide an important tool for communities who wish to ensure that tourism enhances rather than destroys their communities.

The bottom-up approach in terms of decision-making by organisations, the empowering ethos of community development, would be a significant advancement of inclusive rural tourism development that empowers a community and all stakeholders involved. Understanding the relationship between local participation and local power structures (such as community, tribal authority, and local government) are key aspects of developing sustainable rural tourism.

The subsequent chapter discusses the research methods followed for this study, and will describe how the key components of managing stakeholder relations were measured with an aim of developing sustainable tourism development in a rural region.

CHAPTER 4

RESEARCH METHOD

4.1 INTRODUCTION

Research method guides the execution of scientific research, and this chapter presents the research method of this study. The previous chapters presented the theoretical and conceptual frameworks upon which this study is based within the context of the strategic management of stakeholder relations in a rural tourism setting as foundation for the empirical research component of this study.

The aim of this study is to gather knowledge on how the strategic management of stakeholders can contribute towards the development of sustainable rural tourism. The basis of rural tourism lies in the importance of local stakeholders' support and their capacity to manage relationships in pursuance of creating sustainable rural development. The essence of a research method framework chosen is an instrument employed to obtain and analyse relevant data (Thomas, 2006).

The focus of this chapter is on the research process followed and is illustrated in Figure 4.1 and represents the techniques used in order to adhere to the objectives of this study. This chapter commences with (1) the research philosophy explaining the way in which data about a phenomenon should be gathered, analysed and used, and then (2) delineating the research design clearly and succinctly. This is followed by (3) the methodology essential for explaining specific methods and describing the research strategy and techniques used for the purpose of this study. This is followed by (4) standardising of the measuring instrument, reliability and validity is also justified. Lastly, (5) the ethical considerations are dealt with, as well as the specific procedures implemented to counter the limitations as and where possible.

A well-designed research process is essential as it outlines the phases that need to be undertaken to ensure research goals and objectives are achieved. In order to achieve the objectives of this study, literature was used as a guide to establish the most suitable design for this study. The literature presented in the previous chapters (Chapter 2 and 3) enabled devising a framework for the strategic management of the community-group as stakeholders in the development of sustainable tourism in a rural setting. The primary research objective

conceptualised for the study is to propose a framework for the strategic management of stakeholder relations in the community-group in pursuit of sustainable development of rural tourism.

Figure 4.1:   Research process
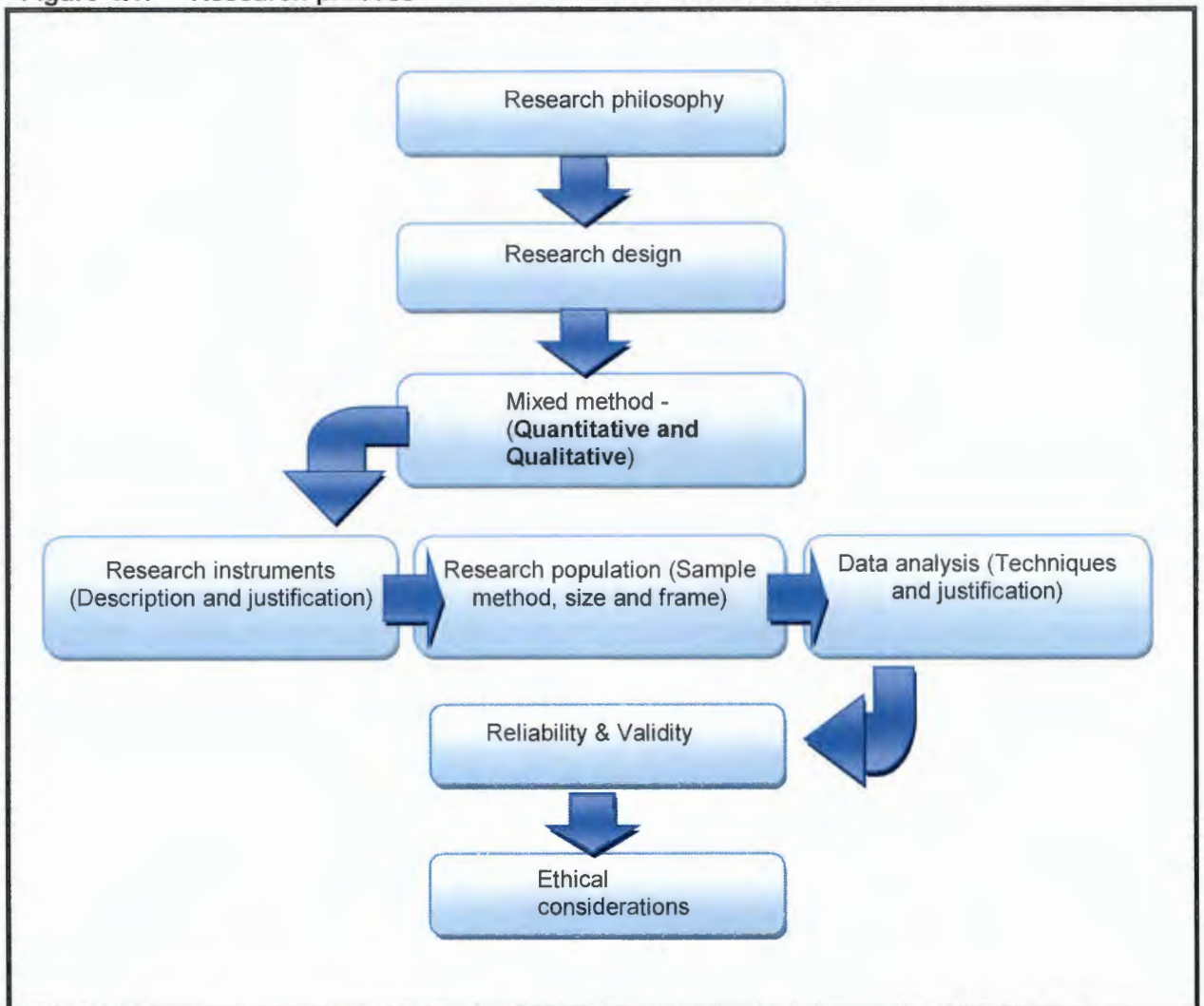
Source: adapted from Tustin *et al.* (2005); Harrison and Reilly (2011); Creswell *et al.* (2016)

In order to achieve the main objective, the community-group's perception and role as stakeholders within the context of tourism development was investigated for this study.

The difficulty in conducting research today is heightened by the disjointed classification of research philosophies such as epistemology, ontology and axiology, more specifically within the

realms of the mixed method approach as reflected in Figure 4.2, and they will be dealt with in more detail in the following section.

Figure 4.2: **Research onion**
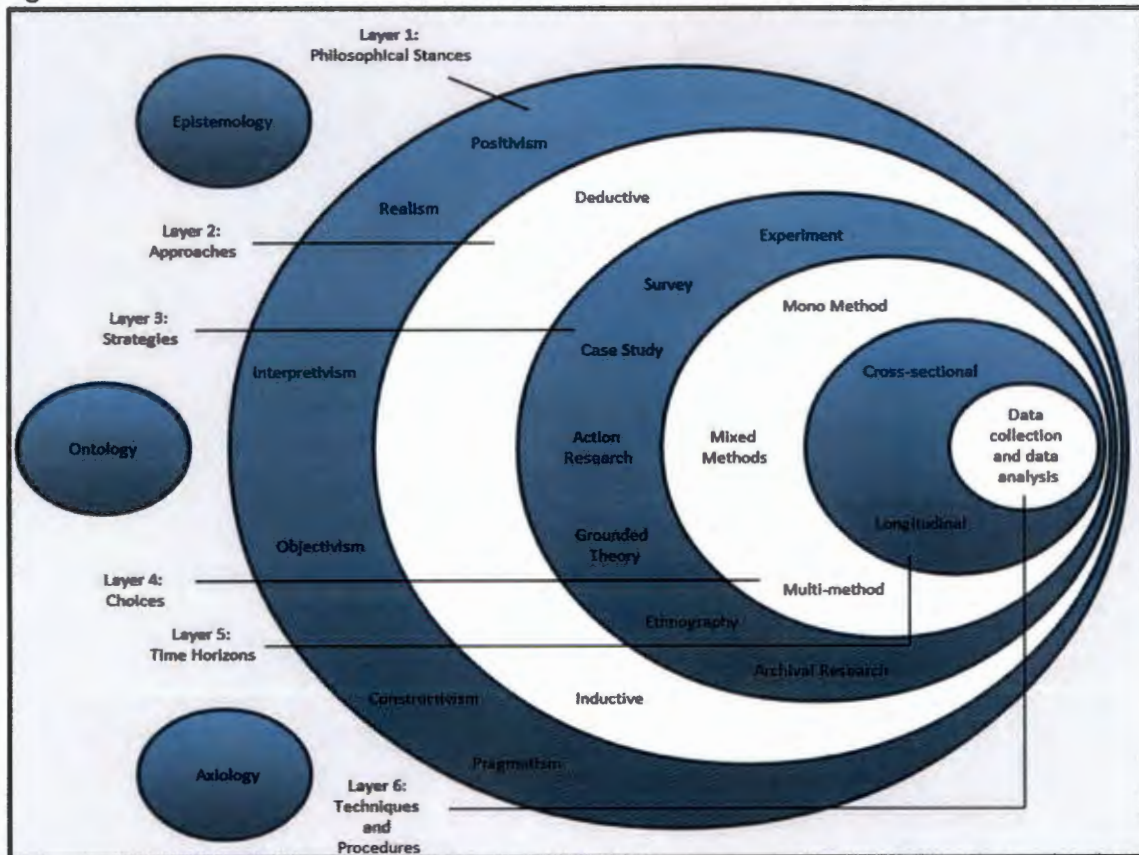
Source: Saunders *et al.* (2009); May (2011); Saunders *et al.* (2016)

Proponents of research philosophies such as Guba & Lincolin (1994), Suanders *et al.*, (2009) and May (2011) all engaged and displayed their knowledge in what appeared and got interpreted as paradigm wars. There are currently three major research paradigms in the social and behavioural sciences, namely quantitative, qualitative and mixed research. The quantitative research paradigm relies primarily on the collection of quantitative data whereas the qualititative research paradigm relies on the collection of qualitative data. The mixed research paradigm mixes quantitative and qualitative methods characteristics (Zikmund & Babin, 2010; Quinlan, 2011; Bryman *et al.*, 2014; Maree & Pietersen, 2014). The different methods will be explained further in the chapter. The research onion reflects the different layers that need to be undertaken to derive at the findings of a research project. Thus, understanding and selecting a philosophy is an important step in planning and executing research

4.2   RESEARCH PHILOSOPHY

The way in which research is conducted is conceived of concerning the research philosophy subscribed to, the research strategy employed, and the research instruments utilised in pursuit of a research goal and objectives, with the quest to discover a solution for a specific problem (Makansi & Acheampong, 2012).

Philosophy is the idea that there are different views of the world and this incorporates the processes that operate within the world (Johnson & Onwuegbuzie, 2004; Mingers, 2004; Scott, 2007). Philosophy, as professed by Kvale and Brinkman (2009), Stake (2010), Rubin and Rubin (2012) and Padilla-Diaz (2015), is concerned with views about how the world works and, as an academic subject, focuses, primarily, on reality, knowledge and existence. In relation to a study, it is important to realise how a reality is perceived. The perception of reality, according to Bernard (2006), is how knowledge is gained of the world and how to act within it.

A thorough review of the literature, philosophies and research methods, such as that presented by Saunders *et al.* (2009) and Will *et al.* (1997), clearly indicate an overlapping evolutionary process. The evidence ranges from the original presentation, description and categorisation outlined amongst other major philosophical advocates (Guba & Lincolm, 1989; Guba, 1990) to recent philosophical scholars (Ritichie & Lewis, 2003; Saunders *et al.*, 2009; Creswell *et al.*, 2016). For example, the description and classification of ontology and epistemology of Ritchie and Lewis (2003) is different to that of Saunders *et al.* (2009).

The description of Ritchie and Lewis (2003) of the ontological perspective includes realism, materialism, critical realism and relativism; and the epistemological perspective includes positivism and interpretivism. Saunders *et al.* (2009) and Guba and Lincoln (1994) indicate a perspective that views philosophies (i.e. positivism, realism, interpretivism, and pragmatism) from an ontological, epistemological, and axiological stance. These three elements are described below:

- **Ontological** – refers to ways of constructing reality, showing how things are and how things work (McKinney, 2011; Creswell, 2014).
- **Epistemology** – Is the different forms of knowledge of reality and the nature of relationships that exist between an inquirer and inquired (Cameron & Molina-Azorin, 2011; Bryman *et al.*, 2014).

- **Axiology** - refers to the role of values and ethics within the research process (Saunders *et al.* 2016).

The term epistemology (what is known to be true) as opposed to doxology (what is believed to be true) encompasses the various philosophies of research approach. The purpose of science, then, is the process of transforming things believed into things known: doxa to episteme (Hesse-Biber, 2017). Whereas Bernard and Ryan (2010) and Marshall and Rossman (2016) argue that ontological assumptions concern the nature of reality, epistemology relates to how things can be known – how truths or facts or physical laws, if they do exist, can be discovered and disclosed. Whereas, Saunders *et al.* (2016) resolve that axiology incorporates questions about how researchers deal with both their own values and those of research participants.

Ritchie and Lewis (2003) claim that epistemology is concerned with the ways of knowing and learning about the social world, and focuses on questions such as: how can we know about reality, and what is the basis of our knowledge? Botterill and Platenkamp (2012) suggest that epistemology views the world as having multiple, contextualised 'realities', rather than objective, universal truths, then an appropriate way to gain knowledge would be for a researcher to interact with those being studied, in an attempt to reveal their attitude and behaviour in relation to whatever is being studied. Those who consider themselves to be positivist researchers, according to Mason (2014), argue that to find out what happens in the real and independent world requires impartial, value-free, logical, and scientific research. Positivism is the belief that the real world, which is made up of social phenomena, exists independently of whoever is looking at it. This real world can be considered as objective and independent of the observer of that world (O'Leary, 2004; Morse & Niehaus, 2009; Marshall & Rossman, 2016). There are five major philosophies in business and management, as shown in Table 4.1: positivism, critical realism, interpretivism, postmodernism and pragmatism.

This study adopted the positivism philosophy with the aim of solving the research problem of the study which is as follows: the BBKTA would be in a better position to strategically plan and manage the development of rural tourism in line with the sustainable guidelines of tourism development and stakeholder relations if they are knowledgeable about the perspective of

Table 4.1: Five major research philosophies

Research philosophy	Description
1) Positivism	Positivism relates to the philosophical stance of the natural scientist and entails working with an observable social reality to produce law-like generalisation.
2) Critical realism	The philosophy focuses on explaining what the researcher observes and experience, in terms of the underlying structures of reality that shape the observable events.
3) Interpretivism	Interpretivism emphasises that humans are different from physical phenomena because they create meanings.
4) Postmodernism	Emphasis that role of language and of power relations, seeking to question accepted ways of thinking and give voice to alternative marginalised views.
5) Pragmatism	Strives to reconcile objectivism and subjectivism, facts and values, accurate and rigorous knowledge and different contextualised experiences. Reality matters to pragmatists as practical effects of ideas, and knowledge is valued for enabling actions to be carried out successfully.

Source: Saunders *et al.* (2016)

stakeholders in their community-group concerning the value of rural tourism development. For the purpose of this study, positivism will now be dealt with in greater length.

4.2.1 POSITIVISM

Positivists believe that reality is stable and can be observed and described from an objective viewpoint without interfering with the phenomena being studied (Makansi & Acheampong, 2012), this is embedded in the first layer of the research onion, as reflected in Figure 4.2, and forms the philosophical stance taken for the purpose of this study. Ihantola and Kihn (2011) and Kelemen and Rumens (2012) advocate that positivism is concerned with uncovering truths and presenting it by empirical means. At the ontological level, positivists assume that reality is objectively given and is measurable using properties which are independent of a researcher and the instruments used; in other words, knowledge is objective and quantifiable (Kelemem & Rumens, 2012).

Positivism places faith in quantification, as justified by Creswell *et al.* (2016), and is based on the idea that using correct techniques will provide answers and it is also concerned to some extent with prediction and with control. Thus, the positivist focuses on experimental and quantitative methods that have been superseded or complemented to some extent by an interest in using qualitative methods to gather broader information outside of readily measured

variables. For the purpose of this study, the first component was qualitative in nature and the second component quantitative.

Positivists, as indicated by Ivankova (2015) and Creswell *et al.* (2016), argue that the scientific method produces precise, verifiable, systematic and theoretical answers to a research question. They also suggest that the use of the scientific method provides answers that are neutral and technical and can thus be universalised and generalised to all historical and cultural contexts. Contrary to this, Marshall and Rossman (2016) recorded that qualitative researchers argue that precise, systematic and theoretical answers to complex human problems are not possible. Hesse-Biber (2017) highlights that positivist researchers believe that research methods and data should mirror reality.

Positivism, as resolved by Stake (2010) and Padilla-Diaz (2015), is an approach of almost all natural scientists. Perhaps surprisingly, as mentioned by Mason (2014), it is also the dominant approach in the study of business and management. This means that it is also the major approach for research in the field of tourism. Those who use a positivist approach to conduct research in the field of tourism believe that the behaviour of those involved is a logical and rational way with self-interest being the key motivation, as stated by Brotherton (2008). Those who use the positivist research approach also believe that events can be explained by cause and effect 'laws'. These laws are considered to be universal and, although the context in which the laws exist may be different, the laws will still apply (Denzin, 1997; Krippendorff, 2013; Beins, 2014).

The post-positivist approach was adopted for this study for the qualitative component to complement the quantitative component in order to produce more enriching data. Post-positivism does not reject quantitative methodology, but rather it is more cautious concerning strong and one-sided interpretations regarding the extensive use of quantitative data and methods. The succeeding section explores post-positivism as a philosophical approach in more detail.

4.2.2 POST-POSITIVISM

Post-positivist researchers, as indicated by Makansi and Acheampong (2012), believe that positivist research methods predominantly mirror the representational ideology of positivist researchers. Where a positivist researcher might strive to discover objectively the truth hidden in

a subject's mind, post-positivists strive to disrupt the predictability that can occur in traditional interviews (Bernard & Ryan, 2010; Marshall & Rossman, 2016; Hesse-Biber, 2017). Rather than an interviewee providing prepared responses to standard questions designed to be unbiased and neutral, post-positivist researchers strive to engage in social construction of a narrative with its participants. In this way, a researcher strives to activate respondents' stock of knowledge (Khakee, 2003).

Researchers working within a post-positivist paradigm follow a critical realist ontology – the crux of critical realism being that all knowledge is fallible, but not equally fallible (Yin, 2008; Hales, 2011; Oppong, 2013; Devlin, 2018) – in which they believe that reality does not exist but can never be perfectly understood. Objectivity is recognised as an ideal that can never be achieved, and research is conducted with a greater awareness of subjectivity. In line with this, Hesse-Biber (2017) state that post-positivism posits that the social world is patterned and causal relationships can be discovered and tested via reliable research strategies. Seale (1999) and Rossman and Marshall (2016) suggest that post-positivism is a useful paradigm for researchers who maintain an interest in some aspects of positivism such as quantification, yet wish to incorporate interpretivists' concerns around subjectivity and meaning, and who are interested in the pragmatic combination of qualitative and quantitative methods, such as in mixed method research, as is the case with this study.

Post-positivism approaches, as explained by Ivankova (2015) and Rossman and Marshall (2016), assume that reality is multifaceted, subjective and mentally constructed by individuals. However, post-positivists caution that constructed reality does not exist in a vacuum, but is influenced by context (for example: culture, gender, and many more) and post-positivism claims that objective reality as proposed by positivist philosophy and can only be seen as one aspect or dimension of reality (Creswell *et al.*, 2016; Hesse-Biber, 2017).

Post-positivism research principles, as explained by Hamati-Ataya (2012), emphasise meaning and the creation of new knowledge, and are able to support committed social movements. That is, movements that inspire to change the world and contribute towards social justice. Post-positivism research has the following characteristics:

- Research is broad rather than specialised – many different things can qualify as research.
- Theory and practice cannot be kept separate. Researchers cannot afford to ignore theory for the sake of 'just the facts'.

- The researcher's motivation for and commitment to research are central and crucial to an organisation.
- The idea that research is concerned only with correct techniques for collecting and categorising information is now inadequate.

Both positivism and post-positivism were used in this study as the former was more associated with the quantitative component and the latter dealt with understanding the subjectivity of the social phenomena that is more qualitative in nature. The mixed method of research was used for this study and this method involves using both the qualitative and quantitative research methods in the process of a study, data collection and analysis. This method will be elaborated upon later on in this chapter. Research design is elaborated in the subsequent section.

4.3 RESEARCH DESIGN

Research design, as derived by Devlin (2018), is a plan to be followed to realise the research objectives. It represents the master plan that specifies the methods and procedures for collecting and analysing required information, as mentioned by Tustin *et al.* (2005), Teddie and Yu (2007), Stringer (2014) and Devlin (2018). Research design is important as it ensures that the evidence obtained enables answering the initial research question as unambiguously as possible (Webb, 2002; Wilkinson & Birmingham, 2003; Bryman, 2006; Freshwater, 2007; McDaniel & Gates, 2007; Morgan, 2007; Bradley, 2010; Aaker *et al.*, 2011; Silver *et al.*, 2013; Malhotra, 2015). Research design is also said to be the single most important factor that determines whether the findings of a study can be regarded and accepted as reliable and valid (Light *et al.*, 1999; Creswell *et al.*, 2016).

This study is descriptive in nature. Within a descriptive research design the aim is to describe some group of people or phenomena or other entities, as mentioned by Bernard and Ryan (2010). Descriptive research, as explained by Devlin (2018), can serve a variety of research objectives; but, descriptive studies tend to be primarily concerned with finding answers to 'what' questions, such as: what is the community-group perception of tourism development? Veal (2011) and Rossman and Rallis (2017) establish that descriptive research is commonly used in the field of tourism, in particular in the management of tourism because of the changing nature of the phenomenon or problem being studied, as in the case of the Bakgatla-ba-Kgafela Traditional Authority in their endeavour to strategically manage sustainable rural tourism

development. Descriptive research is a collective process used to organise and gather data in a meaningful way. This serves to enhance the understanding of the properties of data, according to Ivankova (2015). Creswell *et al.* (2016) explicate that descriptive research can be divided into two ways for presenting or describing data: graphical ways and numerical ways, and as well as that there are different data types (quantitative and qualitative data) requiring different ways to describe its properties.

This research study used the inductive approach to increase the validity of the findings. An inductive research approach provides a mechanism for understanding non-obvious issues in societies or communities (Thomas, 2006a; Elo & Kyngas, 2008; Mswell, 2012). The inductive approach is embodied in the second layer of the research onion, as depicted in Figure 2.2, and was decided upon based on the primary and secondary research objectives. The main difference between inductive and deductive approaches to research, as described by Bernard and Ryan (2010) and Marshall and Rossman (2016), is that whilst the deductive approach is aimed at theory, the inductive approach is concerned with the generation of new theory emerging from the data. The deductive approach normally begins with a hypothesis, whilst the inductive approach usually utilises research questions to narrow the scope of a study, as explained by Elo and Kyngas (2008).

Researchers who use an inductive approach are interested in gaining detailed and in-depth comments from participants, according to Mason (2014), and it is then hoped that the data will reveal a social construct or a number of constructs of reality, different perceptions, or subjective statements of a topic or an issue. The mixed methods research is growing in its applications across social, behavioural, health and management sciences (Ivankova & Kawamura, 2010). The mixed method, as explained by Ivankova (2015), has become a popular research approach due to its ability to address a research problem more comprehensively. Subsequently is an elaboration of the mixed method in the research process of this study, as shown in Figure 4.1.

4.4 MIXED METHOD

Since both quantitative and qualitative methods have their own sets of limitations and biases and because single methodologies can result in biases, using multi methods thus do pave the way for more credible and reliable information (Decrop, 1999; Stake, 2010; Rubin & Rubin, 2012; Padilla-Diaz, 2015) and this led to the conception of the mixed method of research. Mixed

methods research is relatively new and builds on both quantitative and qualitative approaches (Tashakkori & Creswell, 2008; Teddie & Tashakkori, 2009; Creswell *et al.*, 2011; Creswell *et al.*, 2016). Quantitative survey data and individual qualitative interview data were obtained for this study. In mixed methods research, as justified by Patton (2014), knowledge is then constructed about real-world issues based on the philosophy of pragmatism that places more emphasis on finding answers to research questions than on the methods used.

Teddie and Tashakkori (2009), Hales (2011) and Johnson and Christensen (2012) resolve that mixed methods research resides in the idea that all methods have bias and weaknesses and the collection of both quantitative and qualitative data neutralises the weaknesses of each form of data collection. In order to achieve the objectives set for this study, the flexibility provided by using a multiple strategy was deemed to be the most suitable approach (Maree, 2012). The mixed methods research design is widely used by tourism researchers and Table 4.2 depicts a selection of different researchers in tourism who used a mixed method design with great success, depending on the problem investigated. The studies tabled below are relevant to this study because they all investigated the perception of communities about the impact and awareness of tourism development and its strategic management.

Table 4.2: Mixed Method studies

Author	Study title	Where the study was conducted	Objective/aim of the study
Hausse (2001)	Stakeholder perceptions of tourism development in Marahu/New Zealand: a role for a participatory approach	New Zealand	To explore the integration of community perceptions into the planning process.
Andereck *et al.* (2005)	Residents' perception of community tourism impacts	Canada	To investigate residents' perception of tourism impact on a community.
Kernel (2005)	Creating and implementing a model for sustainable development in tourism enterprises	Denmark	To analyse how a project on sustainable tourism development in Mid- and North Jutland, Denmark, has engaged in an incremental change process towards sustainable tourism.
Kruja & Hasaj (2010)	Comparisons of stakeholders' perception of sustainable tourism development and its impacts in Shkodra region	Albania	To discover if there are the differences in perceptions of sustainable development and principles in the Shkodra region.
Van Breugel (2013)	Community-based tourism: local	Thailand	To explore in what way the community are involved in CBT projects on both the

	participation and perceived impacts – a comparative study between two communities in Thailand		individual and community level.
Lekaota (2014)	Perception on local communities' role and awareness in rural tourism development: a case study from Lesotho	Lesotho	To examine the perceptions of local communities' roles amongst local communities, local authorities, nature reserve managers, tourism officers, conservation committee forum members and environmental/conservation officers.
Litheko (2018) [This study]	The strategic management of tourism stakeholders for the development of sustainable rural tourism: case study of BBK	South Africa	To devise a conceptual framework for the strategic management of the community-group as stakeholders in the sustainable development of rural tourism.

Source: Lekaota (2014)

Although a mixed method design is considered by many tourism researchers as ideal, there are limitations attached to a mixed methods design (Bryman, 2006; Ivankova et al., 2006; Yin, 2006; Teddie & Yu, 2007). A mixed method researcher can decide to devote equal priority to both qualitative and quantitative approaches, or alternatively, could decide to emphasise either the qualitative or the quantitative approach more (Lekaota, 2014). This study devoted more emphasis to the quantitative than on the qualitative.

The other challenge of the mixed method is that research participants may prefer either qualitative or quantitative research, while some readers tend to believe that more effort is needed to collect and process qualitative data (Bryman, 2006; Ivankova, 2015; Marshall & Rossman, 2016). On the other hand, it is also possible that, because qualitative research involves more writing to clarify the themes identified, some readers may deem such an approach as having more substance than the use of numbers and calculations. Another study might express a different priority through the length of discussions, such as the inclusion of extensive discussions about qualitative data collection with minimal information about the quantitative instruments used in a study (Clark & Creswell, 2008).

The mixed method approach used in this study enabled making informed decisions with regards to the data collected and presented as findings on the community-group level of awareness and attitude towards tourism development in the region. Furthermore, findings were revealed on the

level of trust and commitment towards the BBKTA as an administrator for promoting equitable economic development in the best interest of the community-group. Mixed method data was collected within the demarcated geographic region of the BBKTA, as depicted in Figure 4.3.

Figure 4.3: Bakgatla-ba-Kgafela geographical region in South Africa

Source: Mnwana (2014)

The objective of collecting data using a mixed method approach in this geographical area was to collect data from the BBK community, BBKTA officials, the North West Parks Board (NWPB), the Technical Vocational Education and Training (TVET) Orbit college, the Moses Kotane Accomodation Association (MKAA) and also the Moses Kotane Local Municipality. In particular, representatives targeted were those tasked with the duties of local economic development from the local government perspective. Data was collected in particular to obtain the perceptions with regard to the community-group's role, attitude, awareness, knowledge, involvement, participation, trust and commitment towards tourism development. The involvement and participation of the community-group in decision-making towards rural tourism development is a critical element for all forms and types of sustainable development.

For the purpose of this study, a convergent parallel mixed methods design was used, based on the empirical nature of this study whereby the quantitative and qualitative data collected was analysed and then compared and interpreted, as illustrated in Figure 4.4. Creswell (2008) and Hesse-Biber (2017) indicated that a convergent parallel mixed method is a form of mixed methods design in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem.

Figure 4.4:   Empirical research process
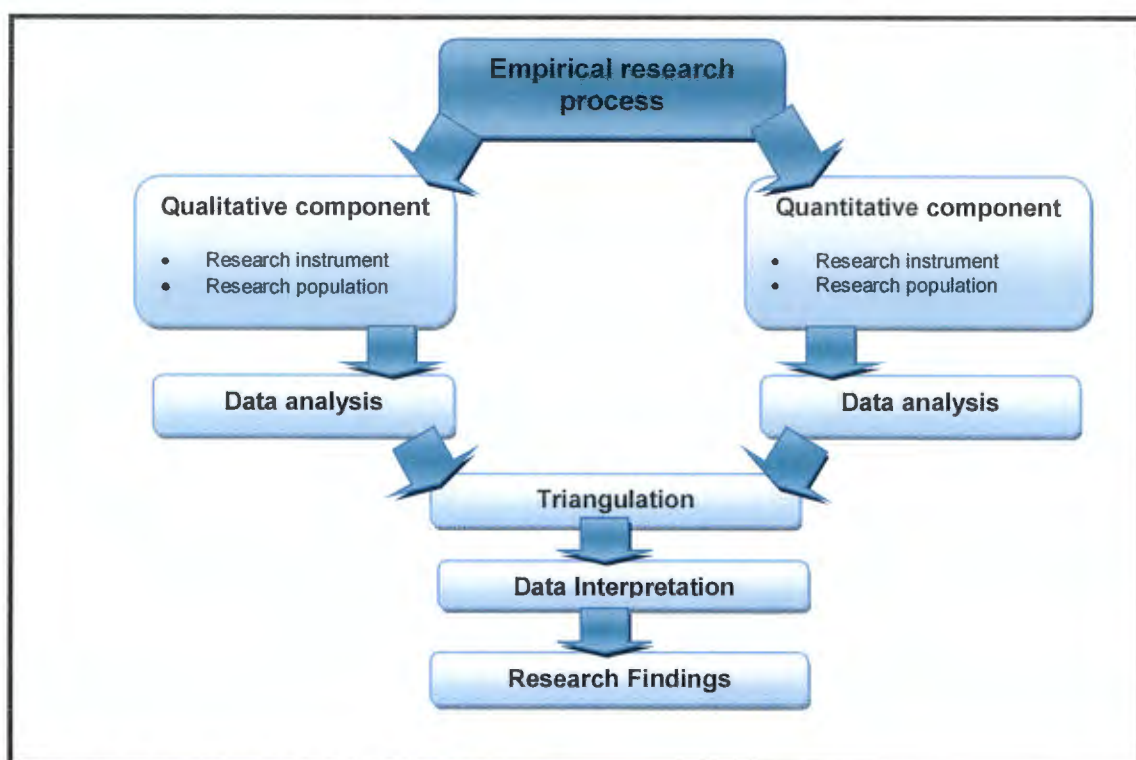
Source: adapted from Muhoho-Minni (2016)

The rationale for conducting a convergent parallel mixed method is that its primary focus is on the collection, analysing and comparing of data from both the quantitative and qualitative components in a single study. Its central premise is that the use of quantitative and qualitative approaches in combination provides for a better understanding of a phenomenon, and furthermore, comprehensible interpretations of findings of the research study. This study firstly outlines the qualitative process to reveal the method used to collect and analyse this data, and this is then followed by outlining the quantitative process, as highlighted in Figure 4.4. Triangulation or the combination of data will be discussed later on in this chapter.

Sagor (2005) describes triangulation as multiple data sources that enhance the credibility of research findings and results. Joubert (2005) maintains that the richness of data collected during a study will become apparent only when analysed from an intergrative perspective. Data and information obtained should result in something new. Creswell's (1994) overview of the analysis plan presents a basic visual representation of relationships among concepts.The interpretation of the findings is extensively dealt with in Chapter 5.

For this study, the mixed method was used for collecting and analysing data, integrating the findings and drawing inferences through the use of both the qualitative and quantitative approaches (Leedy & Omrod, 2005; Tashakkori & Creswell, 2007). Creswell and Clark (2007) and Creswell *et al.* (2016) further point out that mixed method research enables a better understanding of the research problem to be achieved. A comparison between the information obtained from the quantitative and qualitative research facilitated the identification of research and literature gaps: specifically gaps existing in the strategic management of the stakeholder relationships of the Bakgatla-ba-Kgafela Traditional Authority in their endeavour to be more inclusive when making decisions regarding the development of sustainable rural tourism.

Data collected is referred to as empirical evidence, as stated by Marshall and Rossman (2016), then thereafter the evidence is subjected to qualitative and quantitative analysis in order to answer empirical questions. Bernard and Ryan (2010) and Ivankova (2015) indicated the quantifying of evidence and making sense of evidence in the qualitative method assists in answering empirical questions. The first component in the empirical research process, as reflected in Figure 4.4, is qualitative in nature and an exposition on the qualitative method of data collection subsequently follows.

4.5   QUALITATIVE COMPONENT – DATA COLLECTION PROCESS

It is important to recognise that there is no one single accepted way of doing qualitative research. This does not mean that anything goes, but that every single piece of qualitative research must be informed by certain philosophical, methodological and technical criteria that make it scientific (Seidman, 2006; Patton, 2015; Creswell *et al.*, 2016; Marshall & Rossman, 2016; Hesse-Biber, 2017). Indeed, how researchers conduct qualitative research depends upon a range of factors. Ritchie and Lewis (2003) mention aspects such as researchers' beliefs about

the nature of the social world and what can be known about it (ontology); the nature of knowledge and how it can be acquired (epistemology); the purpose and goals of the research; the characteristics of the research participants; and the audience for the research results.

Stake (2010) and Saldana (2015) concur that the distinguishing feature of qualitative research is that it relies on linguistic (words) rather than numerical data, and employs meaning-based rather than statistical forms of data-analysis. In addition, Bergman (2008) points out that all qualitative research is naturalistic that is, it focuses on natural settings where interaction occurs, in other words, viewing social life in terms of processes that occur rather than in static terms. Qualitative research properly seeks answers to questions by examining various social settings and the individuals who inhabit those settings (Cook, 2012; Fassinger & Morrow, 2013; Creswell *et al.*, 2016). Qualitative researchers, as remarked by Hesse-Biber (2017), are interested in how humans arrange themselves and their settings and how inhabitants of those settings make sense of their surroundings through symbols, rituals, social structures, social roles, and so forth.

This study aimed at investigating the perceptions of role players in the community-group concerning tourism development, their level of awareness and attitude towards tourism, and their involvement and participation related to tourism activities, as well as the perceived community-group benefits that can be derived from tourism. A qualitative approach was found suitable for acquiring relevant information about the role of the community-group as stakeholders in the development of tourism in the rural region (Smith, 2005; Tessier, 2012; Creswell *et al.*, 2016). Evidence also indicates that in tourism research, anthropologist and sociologists have been turning to qualitative approaches (Decrop, 1999; Esterberg, 2000; Roberts & Hall, 2004; Smith, 2005; Marshall & Rossman, 2016).

The qualitative approach was also seen as appropriate for the purpose of this study as it allowed focusing on issues such as stakeholder collaboration and community tourism planning in practice. However, Punch (2006) construed that this is not the case for researchers from economy, geography, psychology or marketing. Decrop (1999) noted some time ago that the majority of tourism marketing research has relied on structured surveys and quantification. The subordinate and exploratory nature of qualitative research is explicitly recognised: qualitative techniques are often used to provide information for developing further quantitative research. Decrop (1999), Silverman (2010), Patton (2015) and Marshall and Rossman (2016) all observed that qualitative methods are often used elsewhere as a forerunner to quantitative research.

In addition, qualitative research approach aims to answer questions about the complex nature of a phenomenon as it occurs in the real world with the purpose of understanding it from the perspective of an individual (Kumar, 2005; Leedy *et al.*, 2005). There are numerous ways to collect qualitative data, as reflected in Figure 4.5 and they are as follows:

Figure 4.5:   Primary research methods – Qualitative data
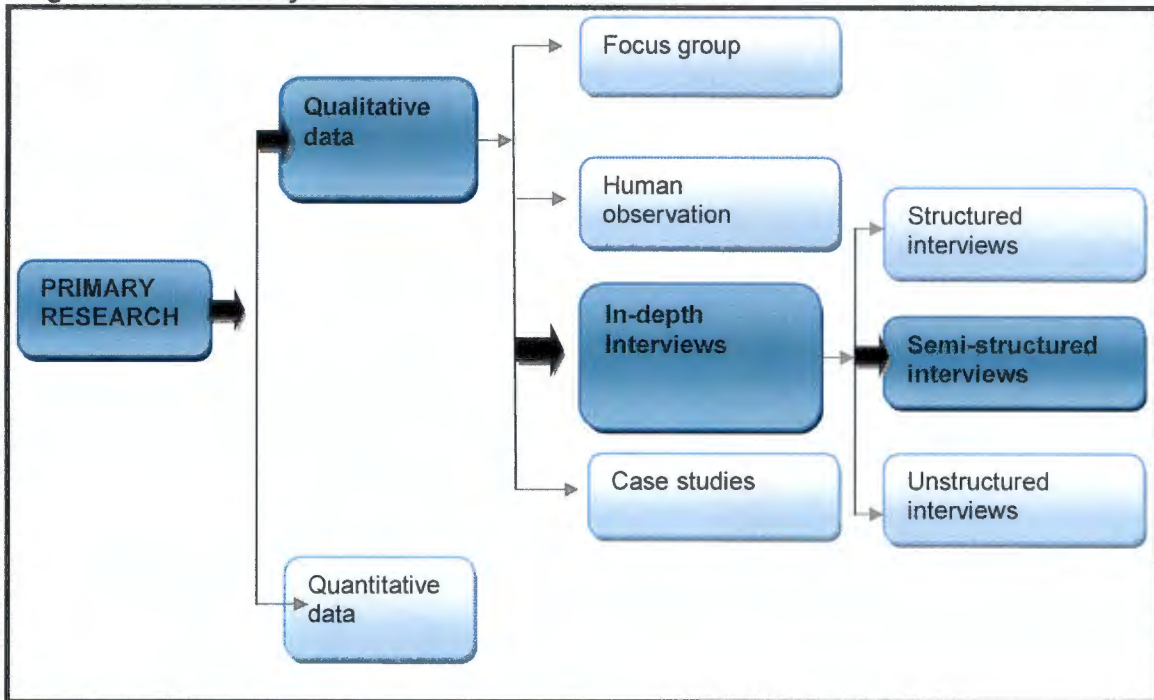
Source: adapted from Morrison (2002)

- **Focus group** – or called focus group interview, is conducted by trained moderators who are responsible for directing the discussion. Between 8 and 12 respondents gather in a central research facility to discuss a research topic (Wengraf, 2001; Rubin & Rubin, 2005; Tustin *et al.*, 2005; Qu & Dumay, 2011).

- **Human observation** – is a systematic process of recording the behavioural patterns of people, objects and occurrences without questioning of communicating with them. An observer relies on his/her observation skills rather than communication to collect information (Tustin *et al.*, 2005; Hammersley, 2007).

- **In-depth interviews** – seeks in-depth information so as to discover the 'what', the 'how', and the 'why' of a phenomenon (Creswell, 2008). The in-depth interview calls for interaction between a researcher, the research participants and the research topic. It is only through such interaction that the deeper meaning of a phenomenon can be discovered (Ponterotto, 2005; Silverman, 2006; Adams & Lawrence, 2015).

- **Case studies** – the method examine contemporary real life situations and apply the findings of the case to the problem understudy. Case studies involve a detailed contextual analysis of a limited number of events and their relationships. The methods assist the researcher to understand a complex subject and add strength to what is already known through previous research (Guest *et al.*, 2006; Marshall *et al.*, 2013; Boddy, 2016).

It was opted to conduct individual in-depth interviews as a means of collecting data from selected respondents for the purpose of this study. To be able to understand and explain a phenomenon, a study must be conducted in the natural environment (Ponterotto, 2005; Creswell, 2008; Adams & Lawrence, 2015; Creswell *et al.*, 2016).

Moreover, interviews allow tourism researchers to identify both positive and negative perceptions about the impact of tourism. In some investigations, a qualitative approach allows the examination of experiences, feelings and opinions better than closed-ended questions because probing can be used. Cohen *et al.* (2002), Rubin and Rubin (2005) and Tustin *et al.* (2005) mentioned that a qualitative approach allows interviewers to make an assessment of respondents' real beliefs. The interviews with influential role players were elaborated upon in the research instrument section (qualitative component).

Therefore, conducting in-depth interviews, as resolved by Wengraf (2001), Rubin and Rubin (2005) and Qu and Dumay (2011) is not a trivial enterprise, as it requires not only the use of various skills, such as intensive listening and note taking, but also careful planning and sufficient preparation. In addition, to collect data that will be useful to address the research problem and objectives, it was necessary to select the appropriate interview method. There is three interview methods are depicted in Figure 4.5, and they are as follows:

- **Structured interviews** – the structured interview is where the interviewer asks interviewees a series of pre-established questions, allowing only a limited number of response categories. Structured interviews are therefore rigid as the interviewer reads from a script and deviates from it as little as possible. All interviewees are asked the same questions in the same order to elicit brief answers or answers from a list (Nadin & Cassell, 2006; Qu & Dumay, 2011; Patton, 2014; Creswell *et al.*, 2016).

- **Semi-structured interviews** – the semi-structured interview involves prepared questioning guided by identified themes in a consistent and systematic manner interposed with probes designed to elicit more elaborate responses, as indicated by Qu and Dumay (2011) and Creswell *et al.* (2016). Thus, the focus is on the interview guide incorporating a series of

broad themes to be covered during the interview to assist in directing the conversation toward the topics and issues about which the interviewers want to learn, to be discussed in greater length in the ensuing section (Bock & Sergeant, 2002 & Dworkin, 2012). However, the interview guide all serve the same purpose, which is to ensure the same thematic approach, is applied during the interview.

- **Unstructured interviews** – the unstructured interview, as explained by Qu and Dumay (2011) and Creswell *et al.* (2016) is a process that shapes to the individual situation and context, intending to make the interviewee feel relaxed and unassessed. The unstructured interview proceeds from the assumption that the interviewers do not know in advance all the necessary questions, as suggested by Hesse-Biber (2017).

The semi-structured interview method was employed in this study; and this allowed the researcher to enquire or probe the interviewee with supplementary questions in efforts of generating new information on the subject. The semi-structured interview method will be discussed further in the research instrument section (qualitative component).

Based on an interview guide, participants were guided through a set of themes relevant to this study. The interview guide served as a form of a research instrument in collecting data from the respondents in the qualitative approach. Following, as shown in Figure 4.1, is a discussion of the research instrument designed for the purpose of the qualitative component of this study.

4.5.1   RESEARCH INSTRUMENT – QUALITATIVE COMPONENT

A research instrument is a tool used for data collection from respondents (Trochim, 2005; Lapan & Quartaroli, 2009; Adams & Lawrence, 2015). This may include a questionnaire, an interview, observation, reading, and many more. The validity and reliability of any research project, as explained by Adams and Lawrence (2015), depend to a large extent on the appropriateness of the instruments used. Wilkinson and Birmingham (2003) point out that research instruments are simply devices for obtaining information relevant to a specific research project and there are many alternatives from which to choose, in particular in the mixed method approach. Wilkinson and Birmingham (2003) further explained that there is no single research instrument par excellence; in fact no single research instrument is inherently superior to any others and each has its own strengths and weaknesses.

For the qualitative method, in-depth interviews were used as a research instrument and a semi-structured interview guide was designed (see Annexure C) to collect information from the sample population (Tustin *et al.*, 2005). This is elaborated upon in the subsequent section as this method of data collection was essential for deriving at the expected results.

4.5.1.1 Interview guide

Saunders *et al.* (2007) describe an interview guide as a list of themes, issues or questions around a topic that needs to be covered during an interview. The themes, issues and questions are based on discoveries made during the literature review (Wengraf, 2001; Qu & Dumay, 2011). Although the interview guide for this study contained questions related to the topic under discussion, sample members were given the opportunity to talk freely about tourism events, behaviour and beliefs in relation to the research topic. The interview guide, as constructed by Bernard (2000), Berg (2007), Onwuegbuzie and Leech (2007) and Creswell *et al.* (2016) is mainly used as a guide to prompt participants as it was to ensure that all issues pertaining to the research problem were discussed to encourage the flow of the discussion, and also to promote clarification of the points/themes raised. Table 4.3 presents the dimensions used as highlighted and extracted from the literature review and it also indicates scholars who based their studies on the identified dimensions.

The first section of the interview guide dealt with the demographic profile of the respondents and this was followed by:

The state of tourism development in the area of BBK

Covered under this section were questions aimed at extracting the following items or subcategory:

- Tourism performance: starting the discussion with current tourism performance with regard to the attractions of the tourism market to the destination and the benefits associated with this sector, specificallly for the community group.

The role of the community-group in tourism development

Questions under this section were aimed at extracting the following items or subcategories:

- The role of the community-group in tourism development: seeking to understand the community-group level of awareness and support for tourism development in the area. This information was vital to understand the development of sustainable rural tourism in the area.

The respondents views on the current policy

Questions under this section were aimed at extracting the following items or subcategories:

- Tourism policy: the discussion on tourism policy was aimed at assessing whether the policy had a clear vision for tourism development and if anything can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level.

The strategic management of tourism stakeholders

Questions under this section were aimed at extracting the following items or subcategories:

- The strategic management of stakeholder relationships: seeking to gather an understanding on how the BBKTA can strategically manage their relationships with the community-group as tourism stakeholders.

The involvement and participation of the community-group in the tourism development process

Questions under this category were aimed at extracting the following themes or subcategories:

- The involvement and participation by the community-group: gather an understanding of the level of involvement and participation in the decision making with regard to tourism development at local level. Understanding the level of participation in tourism development initiatives allowed the researcher to identify gaps in the strategic management of stakeholder relations that were then included in the proposed framework.

Interviews are purposeful discussions between two or more people. It provides a unique opportunity to gather in-depth information about issues through interaction between an interviewer and an interviewee and at the same time allow for understanding how issues fit

Table 4.3: Dimensions used in the qualitative method

Dimension	Items	Reference
Tourism development	• Do tourists visit this area? • Do tourists spend money when they visit this area? • Has tourism created any direct business opportunities and employment for the community-group?	Andereck *et al.* (2005); Kwan & Vogt (2010); Borma (2014); Barbe (2015); Fennel (2015)
Role of the community-group in tourism development	• Do you think the community-group is aware of tourism? • Do you think the community-group is knowledgeable about tourism? • How would you describe the attitude of the community-group towards tourism? • How does the community-group perceive tourism? • Describe the role of each stakeholder in the community-group towards tourism development.	Gursoy & Rutherford (2004); Choi & Sirakaya (2005); Sebele (2010); Nunkoo & Ramkissoon (2011); McLaren & Heath (2012)
Tourism policy	• Does the current tourism policy have a clear vision for tourism development? • What are the barriers concerning the current policy in terms of sustainable tourism development at the local level? • What can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?	Eigles (2003); Robbins & Coulter (2003) Van der Walt *et al.* (2004); Louw & Venter (2013); Poister *et al.* (2013); Schoemaker (2015)
The strategic management of stakeholder relations	• How can tourism be strategically managed by means of policy in a local	Beeton (2006); Berndt & Tait (2014); Waligo *et al.* (2014)

	area?	
	• How will you monitor and evaluate the performance of an implemented strategy? • Ways to establish and maintain sustainable relationship with role players in the community-group. • What is the level of trust between the tourism stakeholders? • What is the community-group's level of commitment towards tourism development initiatives?	
The involvement and participation by the community-group	• Is the community-group involved in the decision making process? • Educating or training people about tourism can improve participation and involvement in tourism. • Consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism.	Byrd & Gustke (2004); Byrd (2007); Choi & Sirakaya (2006); Morrison (2013)

within the wider context of the phenomenon under study, stakeholder relations in rural tourism development as in this case (Patton, 2002; Leedy *et al.*, 2005; Stephens, 2007; Sandelowski, 2010; Rossman, 2016).

4.5.1.2   Qualitative method – interviews with influential role players

Interviews have particular benefits, as mentioned by Ivankova (2015), and furthermore an interview yields an efficient quality as immediate follow-up and clarification are possible. Combined with observation (looking, hearing, smelling, or touching), interviews allow the

understanding of meaning that every-day activities hold for people (Stephens, 2007; Yeh & Inman, 2007; Ivankova, 2015; Marshall & Rossman, 2016).

The in-depth interview with tourism stakeholders was the most appropriate method for the collection of qualitative data as discussed in the previous section. Where ambiguities occur, clarification could be obtained and greater control could be exercised over the progress of the interview (Odendal & Shaw, 2002). The objectives of the interviews for the purpose of this study were to:

- Seek a wider perspective on the state of tourism development in the BBK region.
- Obtain an explanation of the role of community-group as stakeholders in tourism development.
- Acquire respondents' views on the current tourism policy and on how tourism can be strategically managed from a destination management organisation/local government perspective.
- Gather an understanding on processes that can be followed to strategically manage relations with tourism stakeholders.
- Obtain an understanding of the community-group level of involvement and participation in tourism development initiatives.

The purposes of the interviews were to obtain in-depth information about stakeholders and of rural tourism development in the BBK region. The interviews unlocked a deep understanding of how tourism development is perceived in a rural setting, the policies in place, and the current effects of tourism on those who are part of the community-group.

Interviewees, as reported by Alvesson (2003) and Seidman (2006) often have information or knowledge that may not have been thought of in advance by a researcher and when such knowledge emerges, a researcher using the semi-structured design is likely to allow the conversation to develop into exploring new topics that might be relevant to a study and the interviewees (Alvesson, 2003; Dworkin, 2012; Tsang, 2014).

4.5.1.3   Semi-structured interviews

Semi-structured interviews rely on a certain set of questions guiding a conversation within the margins of the preselected set of questions, as explained by Hesse-Biber (2017). However, Qu

and Dumay (2011), Saldana (2015) and Rossman and Rallis (2017) indicated that semi-structured interviews also allow individual participants some latitude and freedom to talk about what is of interest or importance to them. In other words, whereas an interviewer does try to ask each participant a certain set of questions, the conversation is allowed to flow more naturally, making room for the conversation to go in unexpected directions, as compiled by Creswell *et al.* (2016).

The semi-structured interviews further rendered the advantage of probing for a more thorough understanding of a respondent's opinion (Matshe, 2001; Guest *et al.*, 2006; Saldana, 2015; Creswell *et al.*, 2016). The semi-structured interviews also provide the opportunity to listen to and record the responses as related to the research dimensions. However, Nadin and Creswell (2006), Vos *et al.* (2011) and Paton (2014) is of the opinion that the structured interview method is time-consuming and that respondents may sometimes be reluctant to answer accurately or directly, in the presence of an interviewer, while Leedy and Ormrod (2010) mention that the advantage of a semi-structured interview is that a set of standard questions with one or more individually tailored questions can be used to acquire clarification or to probe a respondent's reasoning.

The themes and questions of the interview guide were detailed and developed in advance, much as they it is survey research (Creswell *et al.*, 2016). The pace of the interview was controlled by introducing the interview questions consecutively in a standardised and straight-forward manner. However, the questions were not overly structured so as to inhibit probing. This method of semi-structured interviewing proved to be an excellent technique in where the focus was on acquiring factual data, such as the current tourism policy that guide tourism development in the area of BBK.

The researcher conducted the interviews used notes and an audio recorder to record the conversation, and approval was sought after from the participant before the beginning of any digital recording. Hand written notes were conducted simultaneously with the recording to ensure that accurate data were captured. Validity and reliability, as indicated by Wengraf (2001), Kenny and McCoach (2003), Kelliher (2005) and Qu and Dumay (2011), of in-depth interviews depends on the extent to which the interviewer is able to extract information from the informants and to decode the meaning inferred. To ensure reliability, control measures were undertaken and included the use of a custom designed interview guide throughout the

interviews (Saunders *et al.*, 2007). Data coding and decoding will be dealt with in greater length in the qualitative data analysis section.

The respondents for the qualitative component of this study were individuals considered to be influential, prominent, and well-informed in an organisation or community and were selected for interviews on the basis of their expertise in areas relevant to the study, and they were profiled in the research population section. The description and characteristics of the research population for this study will be touched upon in the succeeding sub-section of the qualitative data collection process.

4.5.2 RESEARCH POPULATION – QUALITATIVE COMPONENT

The ultimate in research population is to be able to include everyone within an area of study – in other words, to be able to gather data from every element within a population (O'Leary, 2010; Hesse-Biber, 2017). However, with the exception of in-depth interviews (qualitative research) into very small, defined, and accessible populations, the conduct of a 'census', which is a survey of every element within a population, is just not always practical (Leedy & Ormrod, 2005; Seidman, 2005; Ivankova, 2015; Creswell *et al.*, 2016; Hesse-Biber, 2017). If the entire population is sufficiently small and the entire population can be included in a study, then such research is called a census study because data is gathered from every member of the population, according to Verzani (2005). In the case of this study, the population was too large to attempt to survey all in the research population and sampling was undertaken.

Samples, as described by O'Leary (2010), can assist in making the research process manageable. Sampling allows exploring groups of people, organisations, and events that can not be accessed in its totality (Seidman, 2006; Wolcott, 2009; Flick, 2014). Whether the population is too large, too widely dispersed, too difficult to locate, or too hard to access, sampling provides a window for exploring an unwieldy population (Flick, 2014).

This section of the research process followed three stages in selecting a sample for the qualitative research component and these are: (1) sample method, (2) sample size, and (3) sample frame. Following is an exploration of these three stages.

4.5.2.1   Qualitative sampling methods

A sample, according to McMillan and Schumacher (2001), Collis and Hussey (2009) and Creswell *et al.* (2016), is made up of some members of a research population. Creswell *et al.* (2016) explains sampling theory has been developed to suggest ways of drawing scientific samples; that is samples that are random and representative of the population understudy. There are two main categories of sampling used and these are:

- Probability sampling – for a design based on probability sampling, as described by Padgett (2008) and Kumar (2011), it is imperative that each element in the population has an equal and independent chance of being selected for inclusion in the sample. Equal implies that the probability of selection of each element in the research population is the same; that is, the choice of an element in the sample is not influenced by other considerations such as personal preference, as explained by Marshall and Rossman (2016). The concept of independence means that the choice of one element is not dependent upon the choice of another element in the sampling, as explained by Laubach (2005); that is, the selection or rejection of one element does not affect the inclusion or exclusion of another. Four methods of sampling can be classified under probability sampling are:
  - ➢ Simple random sampling
  - ➢ Systematic sampling
  - ➢ Stratified sampling
  - ➢ Cluster sampling
- Non-probability sampling – these designs are used when the number of elements in a population is either unknown or cannot be individually identified, as described by Devlin (2018). There are five commonly used non-probability sampling techniques, as presented by Gill *et al.* (2008), Johl and Renganathan (2010) and Gravetter and Forzano (2016). Each technique is based on a different set of considerations and the commonly used techniques for both qualitative and quantitative research are:
  - ➢ Quota sampling
  - ➢ Convenience sampling
  - ➢ Judgemental or purposive sampling
  - ➢ Expert sampling
  - ➢ Snowball sampling

Probability methods are based on the principles of randomness and probability theory, while non-probability methods are not, as explained by Hammersley (2007), Qu and Dumay (2011) and Bryman et al. (2014). Consequently, as resolved by Qu and Dumay (2011), probability samples satisfy the requirements for the use of probability theory to accurately generalise to the population, while this not the case with non-probability samples. For the qualitative component of this study the non-probability sampling method was used. According to Creswell *et al.* (2016), the following is a list of situations in which a researcher may consider employing a non-probability sampling method:

- Time is limited – results are needed urgently.
- Financial resources are limited.
- The population is difficult to access.

For the reasons stated above a non-probability sampling method was the most appropriate method for the study. In addition, two types of non-probability sampling method were used in this study, and they are (1) snowball sampling and (2) judgemental sampling methods.

(1)   Judgemental sampling

Judgemental sampling, also called purposive sampling, enables a researcher to decide what needs to be known before setting out to find respondents who can and are willing to provide information by virtue of their knowledge and/or expertise (Seidman, 2006; Tongco, 2007; Gill *et al.*, 2008; Silverman, 2010; Kumar, 2011; Marshall & Rossman, 2016). Qualitative researchers, as explained by Daniel (2011) and Hesse-Biber (2017), are often interested in selecting a purposive or judgement sample as it allows the selection of individuals who are likely to provide information relating to the research problem (Leedy & Ormrod, 2005; Bernard & Ryan, 2010; Watkins *et al.*, 2011). The non-probability judgemental sampling method was used to identify members from the community-group, in particular those involved in the development and management of tourism.

Purposive recruitment

The interviewees identified for the qualitative research component were approached by means of emails requesting to participation and this was followed up by telephone calls to explain the purpose of the interviews. Interview dates were arranged and confirmed via emails and followed up once again by telephone calls. Appointments were set-up at a place convenient to the

interviewees who are located in the Pilanesberg area. Networking and referrals were also used as a technique (snowballing method) and their suitability profile is presented in Table 4.4.

Table 4.4: Respondent profile criteria

Quality	Purpose
Name of informant	Recording and keeping names and contact details of informants is important should clarification be needed at a later stage.
Position held	To ensure that the position held is at a level that exposes the informant to issues regarding tourism development and that through the position he/she has an adequate understanding of the issues relevant to this study.
Length of time in tourism	To ensure that the work experience of informants is adequate to justify his/her opinion as an expert. Experience and influence in tourism gamers reliability and credibility of the responses obtained.

Judgement was made that certain members of the community-group and other tourism stakeholders are considered appropriate to be included for interviewing and the reasons for selecting the tourism stakeholders is presented below.

Firstly, the BBKTA as the local tourism destination management organisation (DMO) assumes the planning of development in the area, the development of necessary human resources, and the development of the destination product, the management of stakeholders, technology and support. A local tourism destination such as a DMO, firstly has to combine various resources, and secondly create a specific tourist product that will be in demand and competitive for the tourist market. Secondly, the Moses Kotane Local Municipality (MKLM) local government sector plays an important role in supporting tourism development of local areas. This includes the provision of infrastructure, the development of tourist attractions and the implementation of tourism promotion plans. Thirdly, the North West Parks Board (NWPB) is a public entity with a primary mandate of biodiversity conservation and involves managing the fifteen protected areas spread over in the North West Province (NWP) with the purpose of enhancing eco-tourism. One of the fifteen protected areas the Pilanesberg National Park is one of the prime tourism attractions in the area of the BBK. Fourthly, the educational institution, Orbit TVET College, Mankwe campus (Department of Tourism) was instrumental seeing that it is centre of human resource development in the field of tourism and in general empowers the local society with information with regard to tourism. Fifthly, a role player at the business association was included

as they serve as key informants due to the service they render to both tourists and local residents.

(2) Snowball sampling

This method is often used in cases where the population is difficult to find or where the research interest is in an interconnected group of peope (Boddy, 2005; Mason, 2010; Trotter, 2012; Patton, 2014). The starting point, as indicated by Creswell *et al.* (2016) with this method is making contact with one or more people who belong to the population. They are interviewed and then asked for information about others who have the same characteristics and who can be contacted next. In the case of this study a non-probability snowball sampling was used when interviewing respondents from the BBKTA. The Executive manager was invited to participate in an interview session, and thereafter the interviewee was requested to recruit a respondent who meets selection criteria as outlined in Table 4.4. The interviewee referred the interviewer to the manager of Mphebatho Museum a division in the BBKTA. The museum is an educational center that showcases and educates tourists about the Bakgatla-ba-Kgafela heritage and culture.

What differentiates these designs, being it for quantitative or qualitative purposes, is the predetermined sample size, as mentioned by Marshall and Rossman (2016). In quantitative research, these designs are used to select a predetermined sample size and this is further discussed in the quantitative research approach section of this chapter, whereas in qualitative research, the number of respondents is determined in advance, depending on the limitations of a study. However, it is recommended that additional respondents should be added to interview sessions until the point of data saturation is reached, as indicated by Bernard and Ryan (2010) and Marshall and Rossman (2016). This is elaborated in the sample size section of this discussion.

4.5.2.2   Qualitative sample size

Qualitative researchers need tools to evaluate sample size first while planning a study, then during the research process to appraise sample size continuously, and finally ascertain whether the sample size is adequate for analysis purposes, as compiled by Morse (1995), Sandelowski, (1995), Guest *et al.* (2006) and Malterud *et al.* (2015). Sample size is not a simple question.

Sample size, as assessed by Akerlind (2005) and Boddy (2016) is affected by what you want to know, the purpose of an inquiry, what is at stake, what will be useful, what will have credibility, and what can be done with available time and resources, such as the quality of data, the scope of a study, the nature of a topic, the amount of useful information obtained from each participant, the number of interviews per participant, and lastly the qualitative method and study design used determine how much data is needed.

Sampling can also be used to represent a research population with some level of confidence (Miles *et al.*, 2014; Adams & Lawrence, 2015). Certain sampling strategies, as explained by Bernard and Ryan (2010), actually allow the calculation of the statistical probability that the findings are representative of a greater research population. Sampling is therefore key to making research affordable and, if done with integrity, also credible (Miles *et al.*, 2014).

Qualitative analyses typically require a smaller sample size than the quantitative analyses (O'Leary, 2004; Yin, 2006; Teddlie & Tashakkori, 2009; Mills, 2011; Stringer, 2014). Qualitative sample size should be large enough to obtain feedback that represents the perception of the population. Hesse-Biber (2016) indicates that researchers should be sensitive to observing when the same pattern emerges repetitively as this could indicate that little more can be gained from further data collection since there is saturation of data. Obtaining most or all of the perceptions, according to Saumure and Given (2008), will lead to the attainment of saturation. The concept of data saturation, which is the point at which no new information or themes are observed in the data from the completion of additional interviews or cases, is a useful one in terms of discussing sample size in qualitative research. Data saturation, as explained by Oppong (2013), conveys the notion that non-probability purposive sampling has an element of process attached to it, given that, it implicitly involves a data collection process that goes hand-in-hand with data review and analysis and data collection yields no additional insight on the research problem being addressed. Data saturation, as suggested by Rubin and Rubin (2005), Hammersley (2007) and Marshall et al. (2013) is an important aspect that must be considered in the design stage of a research project.

However, in practical terms, as explained Guest et al. (2006) and Boddy (2016) although the idea of saturation is very helpful at the conceptual level, it provides little guidance for estimating the actual sample size, prior to data collection. For example, it was difficult to give cost and timing estimates for research where the sample size was not been pre-determined. Morse

(1994) and Guest *et al.* (2006) observed that saturation is the key to excellent qualitative work, but at the same time noted that there are no published guidelines or tests of adequacy for estimating the sample size required to reach saturation. In literature on data saturation and sample sizes, there are only but a few studies that venture to offer some guidelines in terms of sample size. Bernard (2006) and Boddy (2016) observes that most ethnographic studies are based on 30 to 60 interviews, while Bertaux (1981) argued that 15 is the smallest acceptable sample size in qualitative research. Guest *et al.* (2006) claim that, based on their analysis, data saturation occured for the most part by the time they had analysed 12 interviews. In other words, they found that after 12 interviews they had created 92 per cent of the total number of codes developed for their particular study.

Similarly, Romney *et al.* (1986), Morse (1995), Sandelowski (1995), Bernard (2006), Dworkins (2012) and Marshall *et al.* (2013) found that small samples can be quite sufficient in providing complete and accurate information within a particular subject matter, as long as the participants possess a certain degree of expertise about the domain of inquiry, which in this case is the strategic management of tourism development in a rural setting. Romney *et al.* (1986), Altinay *et al.* (2016) and Creswell *et al.* (2016) calculated that samples as small as four individuals can render extremely accurate information with a high confidence level (0.999) if they possess a high degree of competence in the domain of inquiry. Morse (1994) and Robinson *et al.* (2011) suggest at least six participants. There is, however, no consensus on the specific rules when determining an appropriate sample size in qualitative research. Qualitative sample size may best be determined by the time allotted, resources available, and the study objectives.

The qualitative sample size for the purpose of this study comprised six high-level participants (interviewees), as indicated in Table 4.5. This involved representatives from the Bakgatla-ba-Kgafela Traditional Authority (BBKTA), the Moses Kotane Local Municipality (MKLM), the North West Parks Board (NWPB), the Moses Kotane Accommodation Association (MKAA) and also the Mankwe TVET College.

Table 4.5: **Respondents participating in interviews**

Name of establishment	Interviewee
1. BBKTA	Executive Manager
2. BBKTA	Mphebatho Museum Manager
3. MKLM	Tourism Manager
4. NWPB	Tourism Operations Manager
5. Mankwe TVET College	Head of Department: Tourism
6. MKAA	Secretary General

This was the case with the study as the saturation point was attained after interviewing the six participants reflected in Table 4.5 the critieria proposed by Tremblay's (1990) for the selection of sample composition was used for the purpose of this study and includes the following qualities:

- Position held that exposes interviewees to information required for a study
- Knowledge they have emanating from their positions held.
- Length of time exposed to a relevant industry.
- Readiness to take part in an interview.
- Objectivity and ability to communicate.

According to Tremblay (1990) and Tangco (2007), the validity of the qualitative sample depends not so much on the number of cases but on the proper degree of expertise in the domain of inquiry, and a small number of specifically chosen informants can yield a higher quality of information than larger groups of general informants. Participants selected for this study are heterogenous in that they are from various sectors of the tourism sector, including a public institution (conservation), a tribal authority, local government, a tertiary learning institution and a tourism business association (hospitality). Respondents were purposively selected and they satisfied the specific inclusion criteria mentioned above qualifying for participation in this study. Respondents are knowledgeable about tourism and its development in the BBK community. The last stage in selecting a sample for the qualitative research component is the sample frame.

4.5.2.3   Qualitative sample frame

A sampling frame is a list or map that identifies the units of a target research population (Schwardt, 2001; Zucker, 2001: Swarnborn, 2010). When evaluating the effectiveness and efficiency of any sampling frame for qualitative research, it is important, as with quantitative research; to consider whether the frame is comprehensive, and that is, the sample selected represents the target population, as mentioned by Ivankova (2015). Furthermore, the frame contained sufficient numbers in each sub-group to provide the sample size required; however, no more than six participants were interviewed as not everyone who met the selection criteria as outlined in Table 4.4, was willing to partake in the interview sessions. In this qualitative method, the actual sampling and recruitment took place in the field, as potential respondents fulfilled the sample criteria and the overall sampling strategy of the study. The analysis of the qualitative data will be discussed as reflected in Figure 4.4.

4.5.3 DATA ANALYSIS – QUALITATIVE COMPONENT

Qualitative data analysis aim, as compiled by Creswell *et al.* (2016) is to examine the meaningful and symbolic content of qualitative data. Qualitative data analysis is a search for general statements about relationships and underlying themes; it explores and describes and builds understanding, as explained by Marshall and Rossman (2016). Qualitative data analysis is resolved by Altinay *et al.* (2016) and Bryman (2006) as a conceptual interpretation of a dataset as a whole, using specific analytic strategies to convert raw data into a logical description and explanation of the phenomenon under study. In qualitative research, as assessed by Sirakaya-Turk *et al.* (2011), categorising often refers to identifying and pulling out the main themes or categories from a body of verbal data.

This requires making own interpretations and highlighting patterns grounded in the data in way that can be recognised and easily understood. For instance, Tesch (1990) some time ago, for instance, identified twenty six different approaches to qualitative analysis. This variety and diversity of qualitative approaches mean that there is no single methodological framework for the analysis of qualitative data and the approach followed by each researcher depends on the purpose of the research (Sandelowski & Barroso, 2007; Richards, 2009; Miles *et al.*, 2014). Sirakaya-Turk *et al.* (2011) stated that the difference between qualitative and quantitative research is that in qualitative research data collection and analysis occur simultaneously. This is supported by Miles *et al.* (2014) who stated that qualitative data analysis should concurrently be done with the data collection phase in the research process, because this enables cycling back and forth thinking about existing data and generating strategies for collecting new, often better, data. Furthermore, it makes analysis an ongoing, lively enterprise that contributes to the energising process of fieldwork.

The present study used Caudle's method for analysing the qualitative data. Caudle's method states that qualitative data analysis starts with the first interview; the analyst listens to interviews and make notes during the course of collecting the information (Wholey *et al.*, 2004). This method was found suitable for this study because the recorded data in the field notes book could be referred to, and then prepared for the data analysis. Qualitative data, as recounted by Miles *et al.* (2014), Ivankova (2015) and Rossman and Rallis (2017), was to scrutinise the data thoroughly before reporting aspects that form part of qualitative data. Thereafter, this date was subjected to Tesch's method where the qualitative data was analysed by looking for themes that emerge from the collected data (Poggenpoel, 1998).

Miles and Gilbert (2007) established that getting data ready for analysis purpose is an important step in a qualitative data analysis process. Since data collection and analysis is an interactive process, it is important to trace the results of the analysis back to the context of the data, as indicated by Hseih and Shannon (2005), Kelliher (2005) and Creswell *et al.* (2016). To achieve these goals, there are number of step that should be carried out. The first step in the analysis of data is the processing and preparation stage.

4.5.3.1   Qualitative data processing and preparation

The qualitative data Patton (2002), Boddy (2005), Van Manen (2007) and Trotter (2012) collected (field notes, video recordings, interviews, observations, etc) tend to be very lengthy and require intensive examination, understanding and reading. Moving from a mass of words (paper administration) to a final report requires a method for organising and keeping track of the text. The qualitative data was collected by means of in-depth (semi-structured) interviews at which the time handwritten notes and audio recording of the interviews were conducted were made, as recommended by Miles *et al.* (2014) and Creswell *et al* (2016). The raw data transcribed was processed before they were available for analysis. Field notes, constructed by Miles *et al.* (2014) and Rossman and Rallis, (2017) were converted into expanded write-ups due to the fact that field notes taken during an interview usually contained a fraction of the actual content . A formal write-up of added notes served as support in the event of missing content because the raw field notes, when reviewed, revealed things that occured at that time of the interviews that were not reflected in the notes.

The direct recordings of field events were also processed. For example, listening to the audio recordings in conjunction with the field notes and making additional notes. The recordings were then transcribed into text. This data processing and preparation stage enabled refining words from raw notes or recordings into text that was clearer for analysis.

4.5.3.2   Qualitative data coding

Codes, as described by Saldana (2013), are labels that assign symbolic meaning to the descriptive or inferential information compiled during a study. Coding is refers to, according to Charmaz (2006), as a process of breaking qualitative data down into distinct parts (themes).

The parts are then closely examined and compared for similarities and differences (Charmaz, 2006; Saldana, 2013). In other words, coding is analysis (Mills, 2011). Some research methodologists believe that coding is merely technical, and preparatory work for higher level thinking about a study, however, Mills (2011) believes that coding is a deep reflection about and, thus, deep analysis and interpretation of the meaning of data.

Bernard and Ryan (2010), Marshall and Rossman (2016) and Rossman and Rallis (2017) resolve that codes are primarily, but not exclusively, used to retrieve and categorize similar data chunks for quickly finding, pulling out, and clustering segments related to a particular research question, construct or theme. Clustering and the display of condensed chunks then set the stage for further analysis and drawing conclusions, as explained by Mills (2011).

Veal (2006), Hammersley (2007), and Qu and Dumay (2011) explains that traditionally, qualitative data have been analysed by manual means, and this continues but contemporary computer software available to aid the manual process but the task of interpretation remains with the researcher. The coding included description of data, classification of data and connection of statements, and by doing this it made it possible to explore and analyse the data systematically and rigorously (Shaw & Ruckdeschel, 2003; Richards, 2005).

The follow-up-stage qualitative research component was the quantitative research and is based on gathering knowledge of the community-group's perspective towards tourism development in a form of a survey. This study also utilised a quantitative data collection approach to acquire information from a larger group of participants such as local residents. The second component in the empirical research process as reflected in Figure 4.4 will be discussed in the following section.

4.6   QUANTITATIVE COMPONENT – DATA COLLECTION PROCESS

Quantitative research, as described by Creswell *et al.* (2016) is a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of a universe to generalise the findings to the universe that is being studied. Quantitative research is used to explain, predict and control a phenomenon or a situation that is perceived as a true occurence that can be understood, identified, measured, generalised and controlled (Leedy & Ormrod, 2005; Stoop *et al.*, 2010; Kent, 2015). A typical type of a research study employing quantitative research, as suggested by Gobo and Mauceri (2014) and Tourangeau *et al.* (2014) would be an

experiment or a survey study. Quantitative research, as explained by Ivankova (2015), enables for testing of theories about reality, looks for probable cause and effect, and uses quantitative measures to gather data to answer research questions. Variables are related to determine the magnitude and frequency of relationships, as mentioned by McGivern (2009). Ivankova (2015) proposes that quantitative studies are either descriptive or experimental. A descriptive study establishes only associations between variables, while an experiment establishes probable causality, as explained by Creswell *et al.* (2016). This study was descriptive in nature.

The goal of quantitative research, as explained by Thomas (2003), Seidman (2006), Charles and Metler (2010), is to describe trends or to explain relationships between variables. The sample size, as pointed out by Wilkinson (2003), Kongsved *et al.* (2007) and Johl and Renganathan (2010) is typically large and it is ideally randomly selected from a larger research population so that the results can be generalised to the population. Given that it is not always possible to study the entire research population of interest, researchers select and study a sample and use the results to make generalisations about the entire population, as long as the sample is truly representative of the entire population (Ponterotto, 2005; Saunders *et al.*, 2007).

Figure 4.6:   Primary research methods – Quantitative data
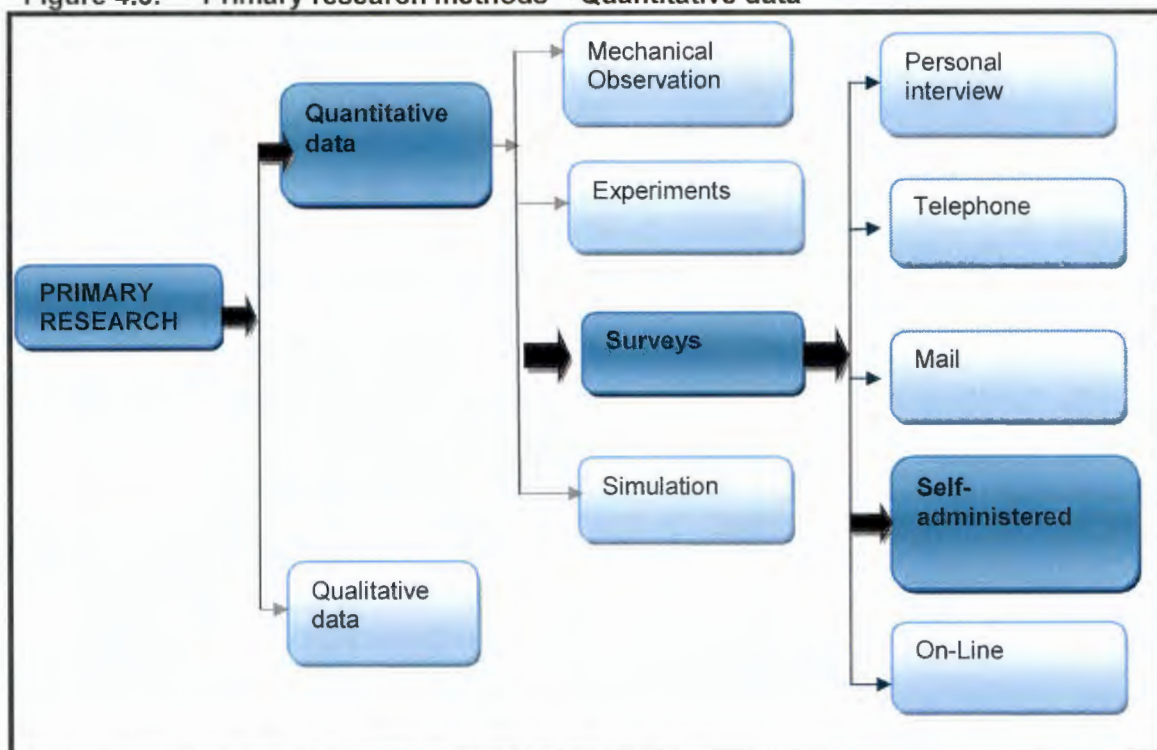
Source: adapted from Morrison (2002); Stoop *et al.* (2010)

In quantitative research component, as derived by Zijlstra *et al.* (2011) and Devlin (2018), data is collected using existing or pilot-tested, self-developed instruments (surveys, tests, scales, behavioural check lists) intended to yield highly reliable and valid scores. Creswell (2014) offers that all forms of personal-bias must be eliminated by selecting reliable and valid measures and using standardised procedures for gathering data from participants.

Quantitative research, according to Ponterotto (2005) is independent of a researcher because the researcher remains emotionally detached and neutral and can study the participants and research topic without bias. As a result, the data can be used to objectively measure reality, as ascertain by Teitler *et al.* (2003), Groves *et al.* (2004) and Nwadiuko *et al.* (2011), and furthermore the research therefore attempts to create meaning through objectivity uncovered in the collected data. This is useful for estimating the level of awareness, belief, and preferences for the development of tourism by the community-group as stakeholders, as well as their perceptions and attitude with regard to sustainable tourism development.

Quantitative procedures, as proposed by Terreblanche and Durrheim (2004), Kumar (2005) and Creswell (2008), can also be used to compare large quantities of data. In this research project the community-group's perspective was obtained in order to investigate their level of awareness, attitude, perception and benefits associated with tourism development, as well as their involvement and participation in tourism activities. A quantitative research approach, as described by Leedy and Ormrod (2010), typically attempts to measure variables in numerical way. According to Leedy and Ormrod (2013) a quantitative approach is used when the study is designed to determine the incidence, frequency and distribution of certain characteristics in a population and where the data collected can be expressed in numbers and analysed using statistical procedures. There are different types of instruments, as explained by Punch (2005) used in quantitative research that is used to collect data as shown in Figure 4.6, and these include:

- **Survey** – McMillan and Schumacher (2001) and Creswell *et al.* (2016) described a survey research as the assessment of the current status, opinions, beliefs and attitudes by questionnaires or interviews from a known population.
- **Experiment** – The experiments are designed to answer specific kind of research question, namely the cause-and-effect question (Kumar, 2005, Punch, 2005 & Creswell, 2008)
- **Observation** – is the systematic process of recording the behavioural patterns of participants, objects and occurrences without necessarily or communicating with the

participants or objects, according to Charmaz (2006). Observation, as compiled by Yin (2003) and Van Manen (2007), is an everyday activity whereby the researchers use their senses (seeing, hearing, touching, smelling and tasting) and also the researchers' intuition to gather bits of data.

- **Simulation** – simulation are useful for improving student understanding of basic research principles and analytic techniques and investigating the effects of problems that arise in the implementation of research, as explained by Nylund *et al.* (2007).

A survey instrument in the form of a questionnaire was developed for collecting data from respondents seeing that the quantitative method has been proven to be more effective when a large sample of a population is being studied. The following section will discuss the research instrument for the quantitative as shown in Figure 4.1.

4.6.1 RESEARCH INSTRUMENT – QUANTITATIVE COMPONENT

A research instrument is designed to collect data from the sample population (Bernard & Ryan, 2010; Adams & Lawrence, 2015; Devlin, 2018; Salem & Lakhal, 2018). Essentially, a researcher should ensure that the instrument chosen is valid and reliable, as stated by Devore (2008). The validity and reliability (to be dealt with later in this chapter) of any research project, as analysed by Creswell (2008) depend to a large extent on the appropriateness of the research instrument. Whatever procedure is used to collect data, it must be critically examined to check the extent to which it is likely to provide the expected results, and a survey is regarded as the most appropriate for the purpose of the quantitative approach. A questionnaire, as compiled by Gobo and Mauceri (2014), Ivankova (2015) and Devlin (2018) as a means of a survey instrument was designed to collect information from the sample population

The main instruments used in the mixed method approach specifically for this study consisted of closed-ended and open-ended questionnaire for the quantitative method, supplemented by in-depth interviews for the qualitative method. These different methods of gathering information can complement each other and hence boost the validity and dependability of the data (Zohrabi, 2013). In this study, the research instrument for qualitative method were interviews as it was discussed in the qualitative method approach section and for quantitative method a questionnaire was utilised with specific stakeholders in the community group, and this will be elaborated upon in the following section.

4.6.1.1 Questionnaire

A questionnaire, as explained by Hales (2011), Gobo and Mauceri (2014) and Salem and Lakhal (2018) is a written list of questions, the answers to which are recorded by respondents or an interviewer. The layout of the questionnaire should get special attention to ensure that it is easy to read and pleasant to the eyes, and that the sequence of questions are easy to follow, as mentioned by Salem and Lakhal (2018). The questionnaire for the purpose of this study was developed in an interactive style, as recommended by Kumar (2011).

In addition to this, Burgess (2001) investigated the requirements of constructing a good questionnaire and following are some requirements that must be adhered to:

• A well-designed questionnaire should meet the research objectives. Many research surveys omit important aspects due to inadequate prepatory work, and do not adequately probe particular issues due to poor understanding. Every survey is bound to leave some questions unanswered and provide a need for further research, but the objective of good questionnaire design is to minimise these problems.

• A questionnaire should obtain the most complete and accurate information possible. The questionnaire designer needs to ensure that respondents fully understand the questions and prevent respondents' likeliness to refuse to answer, lie to the interviewer or try to conceal their attitudes. A good questionnaire is organised and worded to encourage respondents to provide accurate, unbiased and complete information.

• A well-designed questionnaire should make it easy for respondents to give the necessary information and for the interviewer to record the answer and it should be arranged so that interpretation is possible.

• A questionnaire should be constructed in such a way that it keeps the interview brief and to the point whilst maintaining respondents' interest throughout the interview.

The study therefore formulated questions (items) based on facts and theories in order to assess the community-group responses to the questions. Some questions that had been used by previous studies were adapted for the inclusion into the measurement instrument for this study.

A questionnaire was regarded as the most appropriate instrument to be used for this study because of its potential to collect large amounts of data from the identified group of respondents in a short period of time and in a relative cost effective way, as resolved by Kelemen and

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Rumens (2012). The data obtained could also be analysed scientifically and objectively. The responses to the administration of the questionnaire of this study were analysed statistically and inferences were made by applying the inductive logic. According to Tustin *et al.* (2005), the questionnaire is an important element in the research process. The quality of data is largely determined by the design of the questionnaire and the questions it contains. Poorly designed and phrased questionnaires, as advocated by Tustin *et al.* (2005), will yield inappropriate or inaccurate data.

4.6.1.2   Questionnaire design

The design of a questionnaire, as resolved by Tashakkari and Creswell (2007), Tessier (2012) and Devlin (2018) is an extremely important aspect of the research process since this is the instrument with which data is generated. Different types of surveys require different types of questionnaires (Gobo & Mauceri, 2014). When a questionnaire is designed, as explained by Field (2013), the type of data to be generated by the questions and the statistical techniques to be used to analyse it is of utmost importance. Designing of a questionnaire requires the devotion of attention to the following:

- Appearance of the questionnaire
- Question sequence
- Wording of questions
- Response categories

The above aspects of a questionnaire create the opportunity to select different options depending on which will best suit a particular survey, according to Creswell *et al.* (2016).

In the quantitative method, questionnaire was used to obtain data that was beyond the physical reach of the researcher. A structured method of questioning was used and the questionnaire was structured in a manner that would elicit certain responses from respondents (Leedy & Ormrod, 2005; Saunders *et al.*, 2007). The questionnaire was designed only in English for consistency. The most important principle in questionnaire designing is to make questions as short as possible and as simple to understand as possible. This should be done in accordance with the reason for the research and should include only questions that are relevant to the research (Veal, 2006).

The questionnaire is based on the research questions aligned to the research problem of this study and following:

- Previous research conducted on the topic and/or related topics were consulted during the literature review phase of this study.
- The objectives were also considered in designing the questionnaire in order to achieve the aim of the study.
- Inclusion of questions on the same theme in both questionnaires and interviews for qualitative purpose.
- The factors of open-ended and closed-ended questions, as well as their importance or benefits were considered; and as
- The guideline provided by scholars in research was taken into consideration during the design phase of the questionnaire (and the interview guide).
- The pilot study served as input for finalising the questionnaire.

For the purpose of this study, a questionnaire were used to measure: the community-group stakeholders' level of awareness, attitude and perception towards tourism development within their region; their level of involvement and participation in decision making process of managing and developing tourism; and their degree of trust and commitment in the BBKTA as a Local Destination Management Organisation (LDMO).

The questionnaire (see Annexure B) consisted of the following sections, starting with section (A) obtaining a demographic description of the research population and the perceived benefits associated with rural tourism. This section contained eleven statements/questions (A1-A11), as respondents were asked to reveal their perception on benefits associated with tourism development in rural region. This was followed by Section (B) a series of questions concerning respondents' awareness, attitude, perception, involvement, and participation in rural tourism development in the area of study, and furthermore the respondents were again asked on their level of trust and commitment in the BBKTA as an LDMO. A five-point scale of strongly agree, agree, neither agree or disagree, disagree and strongly disagree was used in all the statements in Section B. This section had thirty-six statements (B1-B36).

The following Section (C) dealt with measuring the respondents on how they perceive the importance of community-group as stakeholders in contributing to sustainable rural tourism development, this was intended to measure all stakeholders in the community-group they're level of importance with regard to contributing to a sustainable tourism development in a rural

region. A semantic differential was used which follows a different approach from that of the Likert scale. The semantic differential scale consisted of a seven-point scale, of which the two end points are two opposite adjectives such in the case of statement one in Section C. That ranged from "Not important" to "Very important". This was followed up by measuring the community-group's level of trust and commitment towards the BBKTA as a LDMO, and once again a semantic differential scale consisted of a seven-point scale was used and the two end points ranged from "Not at all" to "Totally". A Semantic differential was used in all the statements in Section C. This section had three statements (C1-C2). Furthermore, Section (D) dealt with general comments. Questions in Section D (Question D1 and D2) were two open-ended questions. Question D 1, the respondents was invited to put forward comments and questions on tourism and rural development in general. For question D2 asked the respondents to comment or raise questions relating to the research or study.

The open-ended questions were used in way that respondents could express liberally their opinions on their perceived role as stakeholders of the BBKTA. The advantage and disadvantage of open-ended questions, as accentuated by Bernard and Ryan (2010), Tourangeau *et al.* (2014) and Creswell *et al.* (2016) are:

Advantages

- Respondents can give honest answers and detail.
- The respondent's thinking process is revealed.
- Complex questions can be adequately answered.
- Thematic analysis of responses will yield extremely interesting information, categories and subcategories.

Disadvantages

- The amount of detail given may differ among respondents.
- Coding of answers may be difficult.
- Respondents may need time to think and write down their response.
- Open questions are difficult for illiterate of semiliterate people to answer.
- Statistical analysis is difficult.

In the design of the questionnaire, precise instructions and guidelines were given in respect of each question. A summary of the constructs covered in the questionnaire, variables to be measured and the scales are presented in Table 4.6.

Table 4.6: **Measuring scales used in the quantitative method**

Variable	Scale items	Reference
Awareness (B1 to B7)*	• Tourists do visit our village. • Community members of this village are knowledgeable about tourism. • Community members understand their role in tourism development. • Community members are aware of events/attractions that attract tourists to visit this village. • This village is a place of interest to tourists in the BBK area. • The villages do have facilities for tourists, such as accommodation, roads, and attractions. • Education/training about tourism is provided to community members.	Kernel (2005); Kruge & Hasaj (2010); Van Breugel (2013); Kavita (2014); Lekaota (2014) and Own scale developed from Merickle (1984); Funk (2008)
Attitude (B8 to B14)	• There is interest about tourism amongst the community members. • Tourism is a tool to support the development of formal and informal businesses. • There is a positive attitude of community members of this village towards tourists. • Tourism provides cultural exchange between tourists and community members. • Positive cultural values are enhanced as a result of tourist visiting our village. • Tourism has changed the community behaviour. • My quality of life has improved because of tourism development	Kruge & Hasaj (2010); Van Breugel (2013); Kavita (2014); Kernel (2005); Lekaota (2014) and Own scale developed from Swarbrooke & Horner (2007); Blythe (2013)
Perception (B15 to B20)	• Community members perceive tourism development as their responsibility. • Community members do not benefit from tourism projects taking place in this village. • Tourism does create employment for the community members. • Tourism has improved the infrastructure of this village. • There are more educational opportunities for locals due to tourism in the village. • The level of crime incidents has decreased in this area as a result of tourism development.	Kruge & Hasaj (2010); Van Breugel (2013); Kavita (2014); Lekaota (2014) and Own scale developed from Joubert (2010); Mainardes *et al.* (2012)

Involvement (B21 to B27)	• Community members own tourism businesses. • Partnership and collaboration between stakeholders is important in the development of sustainable tourism. • The tourism industry is dependent on the community members' involvement (through the role as employees, local entrepreneurs, and on resident goodwill towards tourists). • The community is consulted in tourism planning phase. • The community is involved in the decision making of tourism development. • Monitoring of tourism activities is done by the BBKTA and government bodies. • Only BBKTA make decisions about tourism.	Kruge & Hasaj (2010); Van Breugel (2013); Kavita (2014); Lekaota (2014) and Own scale developed from Tuffrey (1997); Morrison (2013)
Participation (B28 to B30)	• Community members do not participate in making or selling handicrafts to tourists. • I have participated in a form of decision making process. • Community participation in the formulation of laws and regulations of tourism.	Kruge & Hasaj (2010); Van Breugel (2013); Kavita (2014); Lekaota (2014) and Own scale developed from Morrison (2013); Sareen et al. (2014)
Trust (B31 & C2)	• The community trust the BBKTA as an organisation that manages the tourism activities on their behalf.	Lekaota (2014) and Own scale developed from Moorman et al. (1993); Johnston & Grayston (2005); Rossouw & van Vuuren (2011); Berndt & Tait (2016)
Commitment (B32 to B34, C3)	• The community is commitment to working with BBKTA as partners in tourism development. • Community members' support for tourism is vital element for sustainable development. • The community have control over tourism projects.	Kruge & Hasaj (2010); Van Breugel (2013); Lekaota (2014) and Own scale developed from Jian and Jeffers (2006); Lin (2008); Morgan & Xu (2009)

Note:**the code refer to the applicable sections in the questionnaire

For measuring the variables of this study in the quantitative method approach relevant items were selected from various authors that were combined with the researcher's own formulated scales that were guided and aligned to the study's objectives and literature review chapters to form the measurement scales for the study.

The scales used in this research are taken from the five point Likert scale (from "strongly agree" to "strongly disagree"). Seven items were used to measure the community-group level of awareness of tourism development, and seven items were used to measure their attitude towards tourism development in their area. This was followed by six items that were used to test the community-group's perception regarding tourism development and specifically with the benefits associated with this sector, and a further ten items were used to measure the community-group's level of involvement and participation in the tourism initiatives and planning. Then lastly, six items were used to assess the community-group's trust and commitment in the tourism activities managed by the BBKTA in section B. In section C a semantic differential scale was used to measure the level of stakeholder importance in the community-group (from "not important" to "very important") and two more items were used to measure the community-group's level of trust and commitment towards the BBKTA as a local destination management organisation that manages the tourism activities on their behalf, and the scale range (from "Not at all" to "Totally"). Then lastly, section D, had two open-ended questions on rural tourism development.

4.6.1.3   Pilot study

A pilot study is a strategy used to test the questionnaire using a smaller sample compared to the planned sample size, as indicated by Devlin (2018) and Salem and Lakhal (2018), by manipulating one or more variables with the aim of finalising the questionnaire to produce the desired outcome. Conducting a pilot study prior to the actual, large scale survey presents many benefits and advantages for the researcher. Rees and Metcalfe (2003), Garrel et al. (2011) and Tourangeau et al. (2014) explains that one of these benefits includes the exploration of the particular issues that may potentially have an antagonistic impact on the survey results. These issues include the appropriateness of questions to the target population. A pilot study also tests the correctness of the instructions to be measured by whether all the respondents in the pilot sample are able to follow the directions as indicated (Rees & Metcalfe, 2003; Barak & Hasin, 2010). In an attempt to validate the data collection instruments, to check comprehensively and whether the answers received would provide the information sought, a pilot study was undertaken. Pilot testing is conducted to detect weaknesses in the design of and its implementation (Cooper & Schindler, 2011).

To ensure effectiveness, reliability and validity of the research instruments designed for the purpose of this study, pilot testing involved three academics and ten adults who had visited the area of study and are familiar with its surroundings. Responses obtained from the respondents through pilot testing:

- The participants considered the phrasing of the questions, and noted some grammatical errors.
- It was recommended to change some of the measurement scales.
- The time taken to complete the questionnaire was noted as five minutes and this is regarded as acceptable by Teitler *et al.* (2003) and Tourangeau *et al.* (2014).
- Participants were asked not only to answer the questions but also to highlight any possible issues, such as not being able to understand the language or questions that they considered necessary but had not been included in the questionnaire.

Based on the feedback obtained from the participants of the pilot test, changes were affected. Thirteen questionnaires were distributed to academics and adults who were familiar with the area of study, in particular participants that were originally born in one of the 32 villages in the Bakgatla-ba-Kgafela region, and ten were completed. Then, thereafter the completed questionnaires were evaluated based on the content comprehension and appropriateness of responses relative to the objectives, and to detect possible weaknesses in the questionnaire. An important purpose of the pre-test was to discover respondents' reactions to questions and to help with discovering repetitiveness (Cooper & Schindler, 2011). The content was found to be well understood and responses were in line with the objectives of the questionnaire. Pilot testing answered data validity and the credibility of the research outcomes. This was undertaken prior to collection of data from the research population; the following section will discuss the research population for the quantitative research.

4.6.2 RESEARCH POPULATION

The population as referred to by Sirakaya-Turk (2011), is an aggregate or totality of the objects, subjects or members that are in a specific geographical region. In this study the population was all members of the community-group residing in the 32 villages located in the Filariesberg region that are under the BBK administration. The entire population was estimated at 350 000 people that were residing in the villages. In view of the fact that it was improbable for the

researcher to reach all the members of the target population, it was ideally to identify a sample of the population that was accessible. The nature of the sample population depended on the time and other resources of the researcher.

This section of the research population followed four stages in selecting a sample for the quantitative research approach. (1) Sample method, (2) sample size, (3) sample frame, and (4) data accumulation process. The following section will discuss the sample method for the quantitative approach.

4.6.2.1   Quantitative sample method

A non-probability sampling method was adopted for the quantitative research approach. Non-probability sampling, according to Hales, (2011), Gobo and Mauceri (2014) and Holt and Goulding (2014) implies that not every element of the population has an opportunity for being included in the sample, such as convenience (accidental), quota, and purposive sampling. Probability sampling, explained by Thomas (2003), Teddie and Yu (2007) and Theiman (2009) was thus not possible for the purpose of this study due to the absence of a research frame. Based on the information presented above, the most appropriate type of sampling method for the quantitative research approach was a convenience sample. It can thus not be generalised that the results obtained are representative of the entire population in the BBK community.

The non-probability conventional sampling for the quantitative method was used; it's a method that relies on data collection from population who are conveniently available to participate in the study (Thomas, 2003; Watkins *et al.*, 2011; Zijlstra *et al.*, 2011; Gobo & Mauceri, 2014). This method involves accessing participants wherever in the chosen villages and typically wherever is convenient (Collis & Hussey, 2009). The technique on conveniently available subjects and is used where the accurate size of the population cannot be easily ascertained or is not known, where the informants chosen are the easiest to select, where time and financial resources are limited and where the sampling frame of reference is not available (Leedy & Ormrod, 2005; Saunders *et al.*, 2007; Johnson *et al.*, 2008).

The study utilised a large number of participants from the community-group (local residents, local business associations, local business entrepreneurs, educational institutions, and others) from four villages answering the same questionnaire. The aim of this survey research was to learn more about the larger population by utilising a representative sample of that population

(Leedy & Ormrod, 2005). Barbie (2007b) further stated that quantitative research is a form of conclusive research involving large representative samples and a fairly structured data collection procedure.

4.6.2.2   Quantitative sample size

The sample size, as described by Tashakkori and Creswell (2007), Bernard and Ryan (2010), Hales (2011), Oppong (2013), Beins (2014) and Devlin (2018) is a mini representation of the population. Determining the sample size for a research study, is dependent on whether the population is homogenous or heterogeneous. That in turn will affect the variability of key variables of the study and the precision involved in the estimation of these variables called the confidence intervals (a degree of precision in our estimates of the population parameters). The formulas developed by statisticians to estimate a sample size is based on various variances, as stated by Field (2013).

The sample size was 800 residents who reside in the area of Bakgatla-ba-Kgafela (BBK) community. The recommended sample size, according to Matthews (2010), 95% confidence level and 5% margin of error for a population of 350 000 is 384. However, all effort was made to obtain more completed questionnaires to reduce the margin of error to 3.5%, thus 800 questionnaires were distributed and 480 were returned, however, after the data editing and cleaning process was complete, 359 were ready to be used and was captured onto the Excel spreadsheet, to be discussed at greater length in the data collection section. Questionnaires were distributed among members of the community group (local residents, business associations, local entrepreneurs, educational facilities and others). To be able to facilitate the grouping of data for comparison purposes, only adult residents (18 years and above) were approached to act as respondents, and sample members ranged from all gender and income groups. The community-group was subjects of the study and tourists from other regions, provinces, and also international tourist who were in the area of BBK during the course of this survey were excluded.

4.6.2.3   Quantitative sample frame

This involves obtaining or constructing a list of all members of a research population from which the sample will be drawn, according to Tustin *et al.* (2005). There are various examples of

sample frames and these are telephone directories (listing telephone ownership by area), industry registers (firms listed by sector type according to the company name, address and contact details), and geographic maps (area mapping by street name) that can be utilised to draw samples. However, it was not possible to obtain or compile a comprehensive list of all the residents in the BBK community during the course of this survey.

4.6.2.4   Quantitative data accumulation process

One of the advantages of a questionnaire survey, as interpreted by Creswell *et al.* (2016) is that questionnaires can be distributed to a targeted population at a lower cost, as described in section 4.6.1.1. A questionnaire-based survey relies on information from respondents and usually involves only a proportion or sample of the research population (Munoz Leiva *et al.* 2006; Veal, 2006). Primary data was accumulation from four villages out of the thirty two because of their convenient location close to the BBKTA administration offices based in Moruleng and these villages are:

· •   Lerome village
- •   Lesetlheng village
- •   Matangwaneng village
- •   Manamakgatheng village

The data accumulation process for the quantitative approach involved the following steps as outlined in Figure 4.7.

Figure 4.7:   Data accumulation process for the quantitative approach
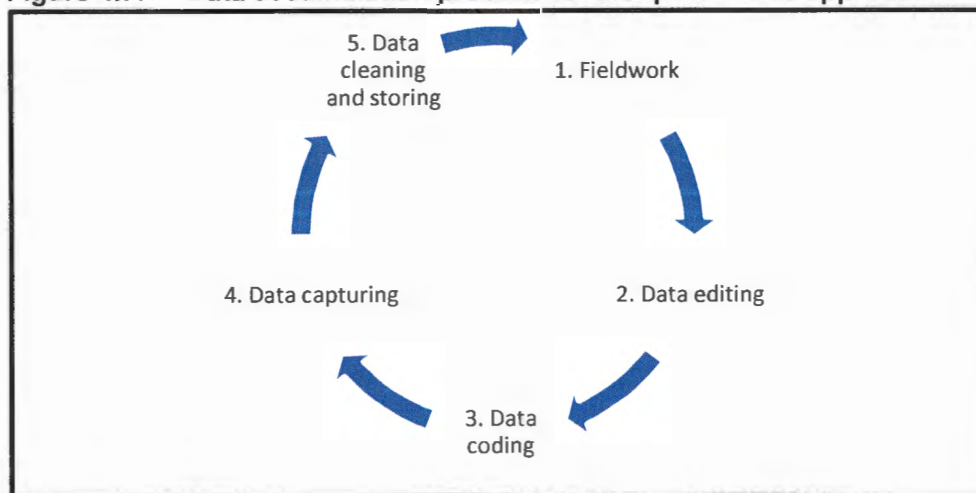
(1) Fieldwork

Fieldwork, as gathered by Devlin (2018) is the examination of variables in natural settings without the manipulation of variables. The data accumulation process is often referred to as the fieldwork, as mentioned by Tustin *et al.* (2005). Fieldwork is the approach used to accumulate primary data. Tustin *et al.* (2005) assert that there are several ways to accumulate primary research data, as shown in Figure 4.6, and they are (1) an interview-administrated survey using a traditional paper questionnaire to collect primary data, mainly by means of verbal communication, (2) the respondents are phoned by the researcher, and then are asked the questions and answers are recorded, and questionnaires are (3) physically mailed or (4) electronically mailed (email) to respondents who have to read instructions and answer the questions and lastly (5) a traditional paper questionnaire is used for self-administrated surveys, which allows respondents to complete the questionnaire themselves by writing their own answers. For the study a self-administrated survey was followed, and respondents were expected to read the questions, interpret what is expected and then indicate or write down their answers. In light of the research objectives and nature of the study, field-work was conducted by distributing questionnaires in these four villages. All questionnaires were distributed to the four secondary schools located in the four villages mentioned in Table 4.7, and hand-collected on the pre-arranged day. The names of the schools are:

Table 4.7:   Name of schools in the four villages

Name of school	Name of village
Lerome Secondary School	Lerome
Tshomankane Secondary School	Lesetlheng
Kgamanyane Secondary School	Matangwaneng
Manamakgotheng Seconday School	Manamakgotheng

The procedure was such that the researcher would distribute questionnaires to the four secondary schools for learners to deliver questionnaires to their guardians or members of the family of the age 18 years and above for completion and return them to their schools for collection. The researcher purposively selected senior learners (that is: Grade twelves) to distribute the questionnaires to their parents to part-take in the survey study. The grade twelve learners were more inclined to act diligently with regard to this method of data collection strategy and ultimately to minimise the risk of questionnaire not being returned. The researcher explained the purpose of the research study and content of the questionnaire to the pupils to

enable the pupils to have in-depth information of the questionnaire and assist their guardians or members of their family with answering the questionnaire should the need arise. It was made clear that a questionnaire should be answered only by their guardians or member of the family of the age 18 and above, and be returned the following day. This method of data accumulation was done with efforts to increase the response rate and overcome challenges such as barriers to access. Even if the respondents could be reached, it may still have been difficult to have influenced responded to part-take in the study.

Anonymity was provided when the questionnaires distributed to respondents were collected, as no names of the respondents were written on the questionnaires. Questionnaires allow for anonymity of the respondents, and that gives them liberty to express their views freely, especially on contentious issues (Yin, 2008; Bernard & Ryan, 2010). Questionnaires were the best data collection technique for the quantitative method, as the study dealt with or investigated people's perception or opinions.

The questionnaire constructed for this survey is a structured questionnaire and includes open-ended and close-ended questions, as explained in section 4.6.1.2. Respondents could respond to the open-ended questions in their own words and express any ideas they thought applicable. Closed-ended questions provided respondents with limited choices or alternatives based on the scales provided. The five-point Likert scale and a semantic differential scale provides the possibility of neutral answers and, thus, does not force a respondent's decision to agree or disagree to the Likert scale nor decide on the level of stakeholder importance in tourism development in a semantic differential scale (Goddard & Melville, 2001). The Likert scale and a semantic differential scale were considered because the study is based on the community group's role as stakeholder in the sustainable development of rural tourism.

Closed-ended and open-ended questions were edited and coded, that means converted into a standard set of response categories. The codes are what are actually recorded when the data are prepared for analysis because they are used to manipulate data in a computer (Vos *et al.*, 2011). Following is data editing stage as illustrated in Figure 4.7.

(2) Data editing

Data editing is the process that involves the review and adjustment of collected data, and the purpose is to control the quality of the collected data (Gobo & Mauceri, 2014; Ivankova, 2015;

Devlin, 2018; Salem & Lakhal, 2018). Data editing, as established by Stringer (2014) can be performed manually, with the assistance of a computer or a combination of both. Sometimes the respondents make spelling and grammatical mistakes which the editor needs to correct. Editing involves following up on incorrect or uncertain responses (Holt & Goulding, 2014; Oppong, 2013). This study adopted a field editing type whereby the editing took place during the fieldwork, when the information was collected. Pupils were requested to review the questionnaire, and where it was identified that information was not indicated, guidance was requested to provide the missing information. This type of editing saved time and costs because the editing process commenced during the field work, and not only after completion of the study (Tustin *et al.,* 2005).

(3) Data coding

As pointed out by Hammick *et al.* (2010) data coding "allows the reduction of large quantities of data into a form that can be easily handled, in particular by computer programs (for example, spreadsheets). In essence, responses are transformed into a computer-readable format". When coding data, according to Kumar (2014), the first level of distinction is whether a set of data is qualitative or quantitative in nature. Qualitative and quantitative data go through a process that is primarily aimed at transforming the information into numerical values, called codes, so that the information can be easily analysed, either manually or by computer, as explained by Tustin *et al.* (2005) and Adams and Lawrence (2015). Not all data need to be coded, as explained by Bernard and Ryan (2010) and there are also content analysis computer programs that help researchers to code textual data for qualitative or quantitative analysis.

Coding is another form of converting data into a form understandable by computer software. For the purpose of this study, codes were assigned to the responses before the questionnaire was completed (pre-coding), as well as after the questionnaire had been completed (post-coding). The questionnaire used for this study (see Annexure B) provided some opportunities for respondents where they could express their reasons, opinions, and needs in the form of open-ended questions. The responses obtained through these questions were grouped for analysis purposes.

(4) Data capturing

Once data have been coded, as reviewed by Field (2013), it was captured into a computer spreadsheet and this process is known as data capturing. This process involves transferring data from the user form (questionnaire) onto the Excel worksheet (Tustin *et al.,* 2005). Kinnear and Taylor (cited in Tustin *et al.,* 2005) mention six ways of capturing data: traditional, edge coding, direct punching, mark-sensed entry, respondent mark-sensed entry and direct computer entry. For this particular study, the data had firstly been captured into an Excel spreadsheet before it was imported into the Statistical Package for Social Science (SPSS). The usefulness of spreadsheets becomes apparent when the typical format of a spreadsheet is visualised.

A typical spreadsheet consists of a grid of rows and columns, each specifying a column-row address called a cell. It is then easy to find or verify any obvious capturing mistakes (data cleaning). The last stage in the data collection process is the data cleaning stage as shown in Figrure 4.7.

(5) Data cleaning and storing

Data cleaning is the process of amending or removing data in a database that is incorrect, incomplete, improperly formatted, or duplicated (Patton, 2014; Stringer, 2014; Gobo & Mauceri, 2014; Saunders *et al.,* 2016; Devlin, 2018). One method is first to check to see whether there is a discrepancy between the total number of cases in the data matrix (that is, number of rows) and the size of the sample.

Once data has been captured and cleaned, it is stored electronically. Data storage requires technology consisting of computer components (spreadsheet software) and recording media (removable disks) used to retain digital data in any data storage device that records (stores) or retrieves (reads) information (data) from any medium, and includes the medium itself.

The data that was collected in this phase were largely descriptive and explored the definition of strategic management of stakeholder relations, relationship management and rural tourism. Open-ended and closed-ended questions were asked and the respondents were given ample freedom to elaborate as much as possible on their experiences and perspectives. Methods can be triangulated, as mentioned by Veal (2011), combining both quantitative and qualitative

techniques; for example, interviews and survey research. The triangulation is to be discussed later in this chapter. The following section to examine is the data analysis of the quantitative component of the study.

4.6.3 DATA ANALYSIS – QUANTITATIVE COMPONENT

Data analysis entails the analysis of data collection in order to generate useful information. The process involves developing summarises, searching for patterns, applying statistical techniques and reducing data to manageable size (Kavita, 2014). In quantitative research, as indicated by Treiman (2009) the main emphasis in data analysis is decision made on how to analyse information obtained in response to each question asked to the respondents, and in contrast, the qualitative research the focus is on the basis of analysing of the information obtained (contents, discourse, narrative or event analysis?), as explained by Babbie (2007a), Normank and Lincoln (2008) and Kumar (2011).

Having collected the quantitative data, the next step was to analyse data. All responses from the survey questionnaires were assigned numeric codes, as explained in the data collection process section, and subsequently inserted into the Statistical Package for the Social Science (SPSS) that included bi-variant, multivariate and regression analysis, as mentioned by Field (2013). For this study, the quantitative data analysis was conduct with the assistance of the Department of Statistics of the North-West University (Mafikeng campus), using SPSS.

Respondents were from the community-group (local residents, business association, business entrepreneurs, and educational institutions) generated data collected by completing the questionnaire survey. Descriptive and inferential statistical methods, as explained by Watkins *et al.* (2011) and Zijlstra *et al.* (2011) are used with the sole aim of addressing the research problem and objectives. Typically, in most research conducted on groups of people, both descriptive and inferential statistics are used to analyse the data into results and to draw conclusions. Both descriptive and inferential statistics were used for the purpose of this study, each providing different insights into the nature of the data obtained.

4.6.3.1   Descriptive analysis

Descriptive information, according to Keller (2010), is data that is collected to define or describe some group or phenomena. The term descriptive is given to an analysis of data that helps to describe, show or summarise data in a meaningful way such that, for example, patterns might emerge from the data, as explained by Krippendorff (2013) and, Ivankova (2015), Salem and Lakhal (2018). Using words or numbers, descriptive research depicts conditions as they exist in a particular setting. With descriptive research, qualitative and/or quantitative data can be used. Descriptive statistics, as explained by Field (2013) do not, however, allow making conclusions beyond the data analysed or reach conclusions regarding any questions that might have been made. It is simply a way to describe the data.

Descriptive statistics summarises the general nature of the data obtained, for instance, how certain measured characteristics appear to be on average and how closely two or more characteristics are associated with one another (Leedy & Ormrod, 2010). This study is about the community-group's role as stakeholders in the development of sustainable rural tourism, and following is an elaboration of the various descriptive used for the purpose of this study as highlighted in Table 4.8.

Table 4.8:   Descriptive analysis

Measures of central tendency	Measures of variability
Mean	Range
Mode	Standard deviation
Median	Correlation

A number of statistical techniques can be used to undertake a descriptive analysis, as shown in Table 4.8. These include measures of central tendency and variability measures.

1) Measures of central tendency

Measures of central tendency "are ways of describing the central position of frequency distribution for a group of data", according to Bowerman and O'Connell (2007). Every set of data has a tendency to cluster around a central value. To describe the central position a number of statistics are used, including the Mean, Median, and Mode.

- Mean

For most statistical analyses, the mean (arithmetic average) is the most often used measure of central tendency. The mean is most often used because of its relationship to the variance statistic. The mean is also important in the sampling distribution, which is formed from the distribution of all possible individual sample means and has as its centre, the mean of the population. The mean is affected by the presence of extreme scores (outliers) which may not be typical of a sample (or population) as a whole. The mean is preferred when a distribution is symmetric and interest is centred on a score that represents all scores (Bowerman & O'Connell, 2007).

- Mode

The mode is described by Field (2013), as the most frequently observed value in a dataset. For grouped data, the mode is the most commonly observed category and for ungrouped data, the mode is the value which occurs most frequently (Keller, 2005). As it is the value corresponding to a frequency, as described by Tustin *et al.* (2005), and does not involve any algebraic manipulation of the individual observations, the mode can be applied to any variable, irrespective of its level of measurement. Tustin further noted that the mode itself is not a frequency, but a value associated with the highest frequency.

- Median

The median is another measure of central location and is described by Tustin *et al.* (2005), as the value above or below which one half of the observations fall. Keller (2010) explains that the median (exact centre) is the value that divides a frequency distribution in two equal parts (the distribution is arranged in ascending or descending order of magnitude). The median value is an appropriate indicator of central tendency when the distribution of points is skewed and when the most typical value is desired (typical is described as the middle point between the extremes).

The measures of central tendency are used to identify the average values of a dataset, as stated by Tustin *et al.* (2005). However, these measures do not explain the extent to which the individual values are similar or differ from one another. Tustin further mentions often information concerning the variability among a set of values is more valuable than information about the average.

2) Measures of variability

Measures of central tendency are very useful statistics, as analysed by Christensen *et al.* (2014) for describing a set of data, they are not sufficient. Two sets of data that are very different can have identical means or median. There are a number of descriptive statistics that measure how spread out the scores are, that is, how much variability there is, and this is referred to as the measure of variability. The four most frequently encountered measures are: the range, standard deviation, and correlation.

- Range

The range is simply the difference between the highest and the lowest score and is determined by subtraction. If the range is small than the scores are close together and if it is large than the scores are more spread out. Similar to the mode, the range is not a very stable measure of variability, and its main advantage is that it gives a quick rough estimate of variability (Chistensen *et al.*, 2014). There is also a higher chance of obtaining extreme values with large samples than with small samples, as explained by Tustin *et al.* (2005) and Creswell *et al.* (2016).

- Standard deviation

The standard deviation, as described by Field (2013) as the root-mean-square-of-deviation-around-the-mean. The standard deviation for a sample can be expressed as the square root of the variance and is represented by SD. The advantage of the standard deviation is that it is expressed in the same unit as the original variable (Howell, 2004).

- Correlation

Correlation "is a statistical technique that can show whether and how strongly pairs of variables are related" (Yoo *et al.*, 2010). For example, income and age are related; respondents that are older tend to have more income than younger residents. Although this correlation is fairly obvious, data may contain unsuspected correlations. An intelligent correlation analysis can lead to greater understanding of data.

Descriptive analysis, stated by Scott (2007) and Stringer (2014), of the data obtained for the purpose of this study enabled the data to be summarised and grouped by using a combination of tabulated descriptions (tables), graphical descriptions (graphs and charts), and also statistical commentary (discussion of the results). Often a researcher wants to go beyond describing the

sample data, as indicated by Tustin *et al.* (2005) and rather make inferences about the population on the grounds of what has been observed in the sample.

4.6.3.2   Inferential analysis

While descriptive statistics tend to describe the character of the population under study, such as the profile of the sample population, inferential statistics enable making inferences about the true characteristics of a research population on the basis of the data in a sample. In other words, inferential statistics allows making probabilistic statements about whether a particular assumption about the population distribution is true or false (Field, 2013). In this study, the main variable tested was the community group's perception and their role as stakeholders in the development of sustainable tourism in a rural setting.

Statistical inferences in most instances make it possible for numbers or measurements of statistics to be different in a mathematical sense but not to be significantly different in a statistical sense (Leedy & Ormrod, 2005). Statistical differences are therefore expressed in terms of the level of significance. The smaller the chosen level of significance, the smaller the degree of risk that will be accepted in the findings. The most common level of significance used when performing statistical tests is 0.05 (95%) or 0.01 (99%) (Veal, 2011). For the purpose of this study, a 0.05% level of significance was used meaning that there can only be a 95% certainty of the findings.

The factor analysis is used by researchers to produce a small number of factors from a large number of variables, which are capable of explaining the observed variance of the larger number of variables. Factor analysis will be discussed in greater detail in the following chapter.

1) Factor analysis

Factor analysis is used to find latent variables or factors among observed variables. In other words, if the data contains many variables, factor analysis could be used to reduce the number of variables, as explained by Tustin *et al.* (2016). The purpose of factor analysis, as mentioned by Hair *et al.* (2006) and Creswell *et al.* (2016), is to determine which items "belong together" in the sense that they are answered similarly and therefore measure the same dimension or factor. Diamantopoulos and Schlegelmilch (1997) further asserted that primary purpose of factor

analysis is to examine interrelationships between a large numbers of (measurable) variables by condensing them into a smaller set of components (factors) with a minimum loss of information. Factor analysis is a general term that covers a set of multivariate techniques that investigates the structure of interrelationship or correlations between a set of observed variables or items that share some commonalities (Field, 2013).

The items were rated on a Likert scale (strongly disagree, disagree, neither, agree, strongly agree). The Principal Axis factoring method of extraction with oblique rotation was used (Field, 2013). Once the factors were finalised Cronbach alphas were calculated to gauge the reliability of scale that will be explained later in this section. Factor analysis, as explained by Devore (2008), is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. For example, it is possible that variations in four observed variables mainly reflect the variations in two unobserved variables. Factor analysis searches for such joint variations in response to unobserved latent variables.

Each factor contains 'variables correlated with one another, but largely independent of other variables or subsets' (Diamantopoulus and Schlegelmilch, 1997). Factor analysis, as explained by Field (2013), involves the following six steps:

- Selecting and measuring a set of variables.
- Preparing a correlation matrix.
- Extracting a set of factors from the correlation matrix.
- Determining the number of factors.
- Rotating the factors to increase interpretability.
- Interpretation of the results.

Two main types of factor analysis exist: the common factor analysis that analyses only the common (covariance) and seeks to identify underlying dimensions (known as common factors), and the principal component analysis where the total variance is analysed and the original set of variables is reduced into a smaller set of composite variables (called 'principle components') (Diamantopoulos and Schlegelmilch, 1997; Treiman, 2009; Watkins *et al.*, 2011, Field 2013). In this study, common factor analysis was chosen (instead of principal component analysis) for the following evident advantages:

- It is clearly useful to separate out common and unique variance since unique variance contains no information concerning relationships between factors.
- In common factor analysis, the factors are constructed rather than real. Thus, a factor may account for the correlations among variables without being completely defined by them. This makes them of some theoretical interest (Kline, 2013).

2) Cross tabulation

A cross tabulation is a joint frequency distribution of cases based on two or more categorical variables and a tool used to compare relationship between two or more variables, as explained by Robert and Reilly (2011). A very useful tool to classify respondents on the basis of two qualitative variables simultaneously, for example the frequency distribution of a certain dichotomous variable may show that each of the two of the variables contains 50 per cent of the respondents, but after cross-tabulating it with the gender of the respondents a very important property may emerge, namely that the males and females responded in opposite directions to the question and overall this difference is averaged out or cancelled (Creswell *et al.*, 2016).

In each cell of the cross tabulation the variables being tested are given, as well as their corresponding percentages, expected frequencies and standard residue, thus indicating the largest contribution to an association. In cases where the standard residue shows a positive value, it means the cell is over-represented (meaning there are more subjects in this category than expected), whereas the standard residual having a negative value means that the cell is under-represented, that is, there are fewer subjects in this category than expected (Field, 2013).

3) Chi-Square

Chi-square is an interesting nonparametric test that allows for determining if what is observed in a distribution of frequencies is what is expected to occur by chance (Salkind, 2014). The chi-squared test, a commonly used non-parametric statistical test, was decided upon for the purpose of this study to determine the likelihood that two categorical data variables are associated.

4) Analysis of variance

Wegner (2007) describes Analysis of Variance (ANOVA) as a general technique that is used to test the hypothesis that the means among two or more groups are equal, under the assumption that the sampled populations are randomly distributed.

5) Cronbach alpha

Cronbach alpha, according to Gliem and Gliem (2003) is a measure of internal consistency that is how closely related a set of items are as a group. Cronbach's alpha is a test reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test. Cronbach's alpha is the average value of the reliability coefficients one would obtain for all possible combinations of items when split into two half-tests.

Alpha coefficients range in value from 0 to 1, with values greater than 0.7 being deemed satisfactory for internal reliability. However, Field (2013) contends that when dealing with psychological constructs, values below 0.7 can realistically be expected because of diversity on the constructs being measured. Pentz (2011) considers Cronbach alpha of more than 0.60 is also acceptable for exploratory studies. Some of the seven variables analysed such as awareness, attitude, and perception towards tourism, and the level of involvement and participation in tourism development initiatives, and finally the community-group's level of trust and commitment on the BBKTA as a destination management organisation, it can be argued, a psychological dimension in them.

6) Pearson correlation coefficient

The Pearson correlation coefficient examines the relationship between two variables, but both of those variables are continuous in nature (Salkind, 2014). This test is used to measure the strength of a linear association between two variables, where the value r (gamma) = 1 means a perfect positive correlation and the value r = -1 means a perfect negative correlation. Correlation coefficient is used to measure the extent to which two variables are associated (for example when X changes then Y tends to change also).

Depending on the type of data, the way in which significance is tested using parametric and non-parametric tests, statistical inference testing can answer one or more of the following questions about the strength of a relationship, if any, between two variables

- Is the association between two categorical variables statistically significant?
- What is the strength of the relationship, and is it statistically significant?

The richness of data collected, as mentioned by Joubert (2010) during a study will become apparent only when analysed from an integrative perspective. Data and information obtained should result in something new.

The interpretation made from both qualitative and quantitative data analysis, as depicted in Figure 4.4, will be discussed at length in the next chapter. The qualitative and quantitative methods complemented each other providing richness or detailed information that would be unavailable from one method alone. The triangulation method will be discussed in the next section, as shown in Figure 4.4.

4.7   TRIANGULATION

Triangulation, as described by Devlin (2018) combines several research methodologies to study the same phenomenon. Complementary methods are deployed under the assumptions that weaknesses inherent in one approach will be counterbalanced by the use of another, according to Gobo and Mauceri (2014), Mason (2014) and Ivankova (2015). The fundamental tenet of triangulation is the application of several method-appropriate strategies for assessing the phenomenon, as explained by Tashakkori and Creswell (2007) and Devlin (2018).

Triangulation is critical in facilitating interpretive validity (Terreblanche & Durheim, 2004) and establishing data trustworthiness (McMillan & Schumacher, 2001) and could require researchers to check the extent to which conclusions based on qualitative sources are supported by a quantitative perspective, and vice versa. It reduces the risk of chance associations and systematic bias, and relies on information collected from a diverse range of individuals and settings using a variety of methods (Jack & Raturi, 2006; Creswell *et al.*, 2016).

Triangulation, as described by Devlin (2018) has gone beyond the initial focus on eliminating weakness in one method. There are five basic types of triangulation:

- Data strengthens research findings by using multiple ways to collect and analyse data involving time, space, and persons.
- Investigator triangulation consists of the use multiple, rather than single observers.

- Multiple triangulation refers to the situation where the researcher combines in one investigation multiple observers, theoretical perspectives, sources of data, and methodologies
- Theory triangulation consists of using more than one theoretical scheme in the interpretation of the phenomenon.
- Methodological triangulation involves using more than one quantitative or qualitative data sources or method in a single research project.

The latter was adopted for this study; triangulation was used in this instance to refer to the mixed method in which both qualitative and quantitative research methods were combined to present more complete set of findings. Given this strength, the study employed this technique to crosscheck the credibility of the data, to enrich understanding and to achieve objectivity, reliability and validity in both techniques (Babbie & Mouton, 2007). Decrop (1999) argued that the triangulation can increase the dependability and credibility of a study.

Triangulation means looking at the same phenomenon from more than one source of data, according to Decrop (1999) and Saunders *et al.* (2016). Information from different angles can be used to corrobate, elaborate or illuminate the research problem. Thus, it limits personal and methodological biases and enhances the authenticity of information that can be utilised to solve a research problem. For the enhancement of authenticity of information, the measuring instruments needed to be tested for reliability and validity. The following section will discuss the reliability and validity of the research instruments as depicted in Figure 4.1.

4.8   RELIABILITY AND VALIDITY OF THE RESEARCH INSTRUMENTS

A standardised measuring instrument, according to Creswell *et al.* (2016) consists of a number of carefully chosen items, usually measured on some ordinal scale, such as a five-point Likert scale, that covers the necessary aspects of the constructs that needs to be measured. For such a measuring instrument to be standardised, it must be reliable and valid.

Validity and reliability of in-depth interviews depend on the extent to which the interviewer is able to extract information from the informants and to decode the meaning inferred, as indicated by Scott (2007), Stringer (2014), Ivankova (2015) and Saunders *et al.* (2016). To ensure reliability, control measures were undertaken and included the use of a well-designed interview

guide and prompts throughout the interviews (Saunders et al., 2007). Discussions were also tape recorded and where necessary were made for clarification.

In designing the questionnaire as research instrument to collect the quantitative data needed, validity and reliability were considered. Cooper and Schiendler (2011) express that there are four major criteria for evaluating a measurement instrument:

- Validity refers to the extent to which a test measures what it is supposed to measure.
- Reliability has to do with the correctness and dependability of a measurement procedure.
- Practicality is concerned with the accuracy and precision of a measurement procedure.
- Including a wide range of factors of economy and convenience.

The reliability is a necessary contributor to validity but it is not a sufficient condition for validity. Cooper and Schiendler (2011) further assert that reliability is concerned with estimates of the degree to which a measurement is free of random or unstable errors. In ensuring validity and reliability, the questionnaire with the same set of questions was provided to the community-group of BBK. The validity of the questionnaire is of fundamental significance in ensuring that the data collected could be relied upon and in the production of credible findings for the study.

4.8.1 VALIDITY

Validity, as described by Veal (2011), as the extent to which information presented in the research truly reflects the phenomenon that is being investigated. Care was taken when developing the questionnaire, to ensure that all questions were relevant to what was supposed to be investigated, and this was supplemented by the pilot study to ensure that the relevance and appropriateness of the instrument. The data obtained is based on individual responses and it is acknowledged that this may not be a reflection of reality due to either misunderstanding or simply a respondent not telling the truth, according to Creswell *et al.* (2016). For this reasons, the validity of data cannot be assured as it would be in the natural sciences. However several measures to ensure validity have been proposed (Kenny & McCoach, 2003; Hair *et al.*, 2006; Field, 2013; Kline, 2013) although none are perfect.

Construct validity is the extent to which a test measures the concept or construct that it is intended to measure, as explained by Creswell *et al.* (2016). It can therefore be assured that the construct validity for the study was achieved. To increase validity, an extensive literature review

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was undertaken. This ensured that valid content and constructs were encompassed in the instruments so as to bring out the intended data.

Another way of ensuring the validity of instruments for the community-group survey was to engage in a pilot study. This allowed the researcher to identify errors and areas that could cause misunderstandings and therefore misinformation. The instruments should be reliable, in other words, the reliability of the measuring instrument should produce repeatable and consistent research findings.

4.8.2 RELIABILITY

Reliability is the extent to which data collection techniques yield consistent findings, similar observations and conclusions by other researchers, according to Creswell *et al.* (2016). Reliability is established by Williams (2003) as an assessment of the reproducibility and consistency of an instrument. While Goddard and Melville (2001) describe reliability as those measurements that consistently reproduce similar results. Reliability also includes transparency in how sense was made from the raw data (Sanders *et al.*, 2007).

The same questionnaire was used to maintain consistency in answers from respondents. These also ensured that all respondents understood the questionnaire and interview questions. However, it should be noted that total reliability is not common in the case of the social sciences, because human beings are dealt with in differing and ever-changing social situations (Veal, 2006). Based on this, this study included respondents from four villages with not exactly the same background and situations. In relation to this study, a pilot study was opted for to refine the questions and ensure its relevance of responses relative to the objectives and to detect any possible weaknesses in the questionnaire.

Bearden *et al.* (2011) established that there are two broad types of reliability referred to in the psychometric literature, namely:

- Test-retest – the correlation between the same person's score on the same set of items at two points in time. Researches planning scale development work should give a priori consideration to assessing test-retest reliability in addition to other procedures of evaluating reliability and validity.
- Internal consistency – the correlation among items or sets of items in the scale for all who answer the items. The most widely used internal consistency reliability coefficient is

Cronbach's (1951) coefficient alpha. A number of rules of thumb for what constitutes an acceptable level of coefficient alpha also exist. Some estimates go as low as 0.70 or 0.60 (Robinson *et al.*, 1991)

Similar to validity, reliability in social sciences cannot be completely assured due to the fact that researchers rely on human beings in differing and ever-changing social situations. Even if an individual report of a person's behaviour may be accurate, when the report is grouped with information from other people it presents a snapshot picture of a group of people which is likely to change over time as the composition of the group changes. In addition, the same questions asked to people in one location are likely to produce different results when presented to other people in a different place, because of differing social and physical environments. In social sciences, therefore, caution is needed when making general, and theoretical statements on the basis of empirical research findings. Any research finding is therefore related only to the subject of the study at the time and place where the research takes place (Veal, 2011).

Although the researcher considered the validity and reliability of the research instruments that enabled the researcher to report credible and trustworthiness information in this study, all other ethical principles and guidelines from the North-West University and Bakgatla-ba-Kgafela Traditional Administration were adhered to. The following section will discuss the ethical consideration of this study as highlighted in Figure 4.1.

4.9   ETHICAL CONSIDERATIONS

This study was conducted under the North-West University's name and ethical clearance for the research had to be obtained through the University's Ethical Committee. The study was conducted in the villages that are part of the Bakgatla-ba-Kgafela community. The Bakgatla-ba-Kgafela Traditional Administration (BBKTA) was approached requesting permission to collect data from the four villages and authorisation was granted by the BBKTA council.

Particular attention was paid to the ethical conduct of research and the policy of the North-West University (NWU). Ethical clearance letter (certificate number: AM Litheko – NWU-00475-16-A9, see Annexure A) was issued by the NWU and provided to external organisations dealt with for the purpose of this study, such as the BBKTA, North West Parks Board, Mankwe TVET college, the Moses Kotane Local Municipality, and the business association (Moses Kotane Accomodation Association).

The informants were assured of confidentially of participation and anonymity of data collected. The in-depth interview participants signed letters of consent indicating their willingness to participate in the research. A covering letter (see Appendix G) was attached to all questionnaires distributed in order to inform respondents who the researcher is, the purpose of the study, and why they have been chosen to participate in the study. The letter also informed the respondents not to write their names on the questionnaire, and in addition that their answers would be treated as strictly confidential and respondents were also requested to be honest in their responses.

Ethical considerations, as proposed by Creswell *et al.* (2016) form a major element in a research study. All the ethical values and procedures need to followed and adhered to, in promoting the aims of the research imparting authentic knowledge, truth and prevention of errors.

4.10 SUMMARY

In this chapter the research philosophy of the study was explained and briefly explained five major research philosophies which included pragmatism, postmodernism, interpretivism, critical realism, and positivism. The latter was adopted as the research philosophy for this study, and the positivism as a research philosophy is primarily concerned with uncovering truths and presenting the truths by empirical means. The positivists propose that the truth is stable and could be presented in an objective viewpoint. However, the post-positivism was decided upon for the qualitative strategy to complement the positivism philosophy that addressed the quantitative strategy to produce more enriching data.

The convergent parallel mixed method approach was used as it was used to merge quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. Furthermore, the rationale for the use of both methods was explained. The research instrument, research population and data analysis were also discussed for both of the research method used. The validity and reliability of the study were taken into consideration and no compromises were made in this regard.

The following chapter presents the data results obtained and the interpretation of the results, which is used to transform the data collected into credible evidence.

CHAPTER 5

RESULTS PRESENTATION

5.1   INTRODUCTION

Data analysis is the process of systematically applying statistical and logical techniques to describe, recap and evaluate data. According to Resnik (2011), various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the phenomenon of interest from the statistical fluctuations present in the data.

This chapter presents the results of the qualitative and the quantitative data sets that were obtained from the respondents as explained in the previous chapter. The qualitative and quantitative findings of the study are based on the output provided by the two research instruments – the survey questionnaire and the semi-structured interview guide. The data from the qualitative data was analysed by searching for common themes using the Tech's approach (Poggenpoel, 1998) The closed-ended questions from the structured questionnaire was analysed using the Statistical Package for Social Science (SPSS), while the open-ended questions were grouped into common themes for analytical purposes.

The sequence in which the results are presented is illustrated in Figure 5.1. The data analysis and presentation process commence with the **qualitative component** that (1) describes the profile of the informants. This is then followed by explaining (2) the state of tourism development in the BBK community, and (3) the strategic management of tourism stakeholders in the community-group. This is followed by presenting the research results of the **quantitative component** and this is organised as follows: (1) a demographic description of the respondents, followed by (2) the tourism benefits for the community-group and (3) their viewpoint on tourism and, then thereafter (4) the measurement of stakeholders, and lastly (5) the preferences and needs of members of the community-group in terms of tourism development. The **triangulation phase** is dealt with lastly in the data analysis and presentation process as it was used to cross-check the results from both sets of data. Overall, data triangulation increased the validity and credibility of the research results.

Figure 5.1:   Layout of the data analysis and presentation process
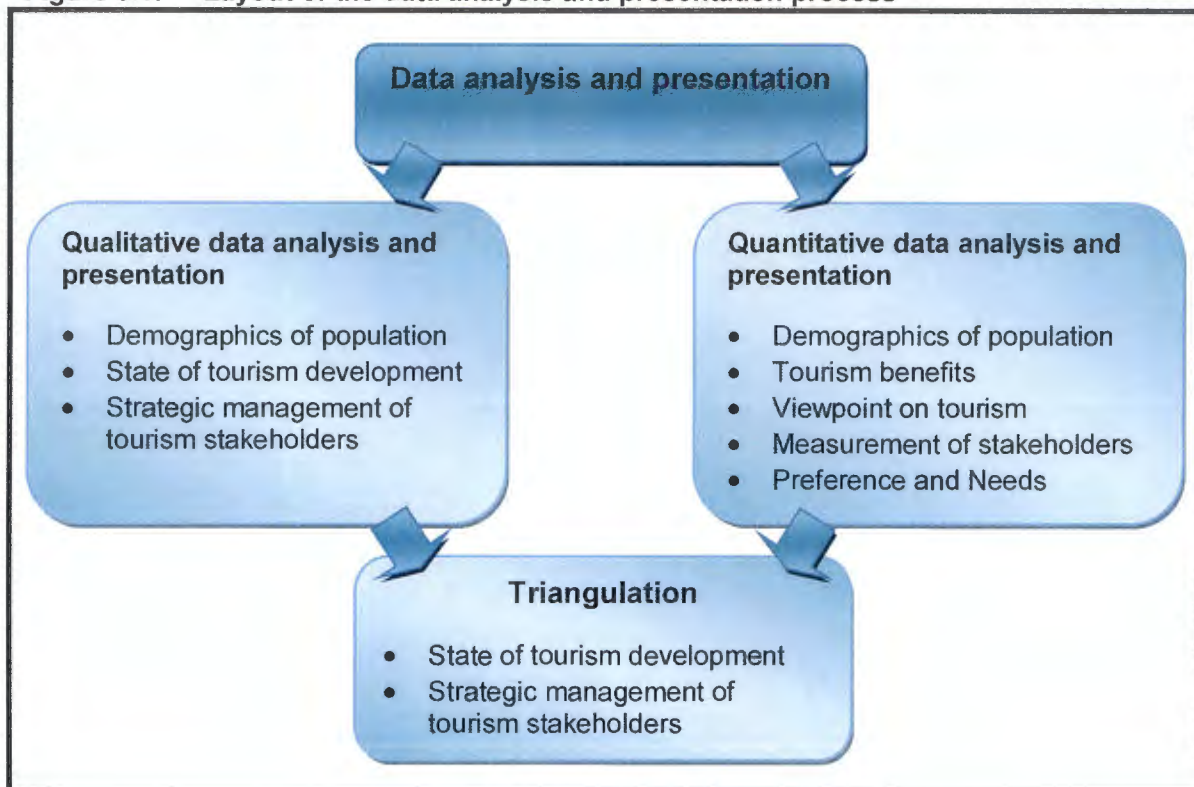
5.2   QUALITATIVE DATA ANALYSIS AND PRESENTATION

The purpose of the qualitative phase of this study was to obtain a wider perspective and deeper understanding of the strategic management of the community-group as stakeholders in pursuit of sustainable tourism development in a rural setting, and furthermore, to comprehend the state of tourism development in the BBK area. As stated later on, in-depth interviews were conducted with six respondents that are knowledgeable about tourism in the BBK area. General information on the respondents is provided in this presentation and the transcribed interviews are presented in Annexure E to J.

To this extent, the interviews contributed to and improved the understanding on how strategies could be developed to manage the relations with the community-group as stakeholders, and furthermore, how tourism could be managed in an organisation. To achieve this aim, the interview guide was structured into four core areas directly aligned to the study's research objectives:

- Tourism development.

- The role of the community-group in tourism development.
- Views on tourism policy.
- The community-group's level of involvement and participation in tourism development initiatives.

Several questions were aligned to each focus area with the interviewer prompting interviewees during the semi-structured interviews which encouraged open discussions. The interview guide developed in advance of the interviews assisted the researcher in guiding the interview process. All interviewees answered all questions. As described in Chapter 4, a thematic content analysis was conducted on the qualitative data and this allowed the researcher to search for and identify common and recurring themes which emerged from the collected data.

The layout of this section is presented in Figure 5.2.

Figure 5.2:   Qualitative data analysis and presentation
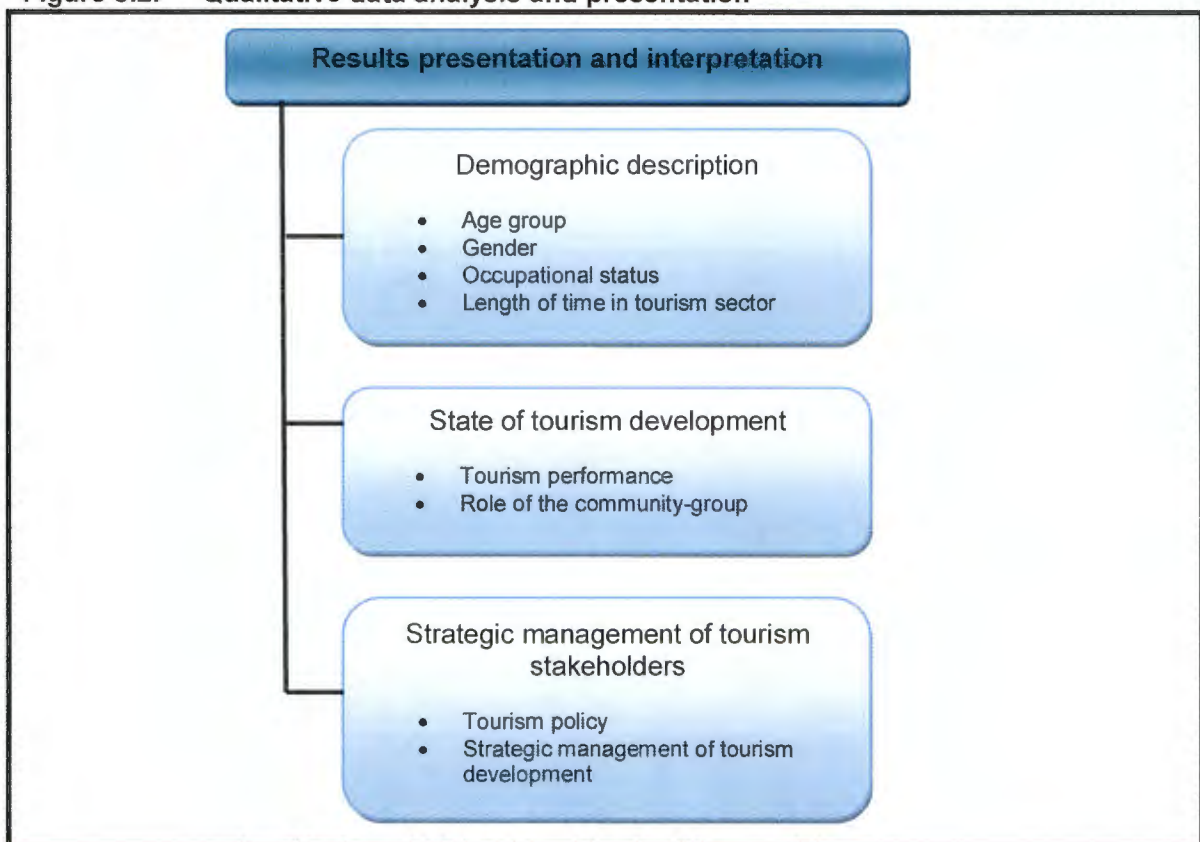
The following is a presentation of the qualitative results as per the Figure above.

5.2.1 DEMOGRAPHIC DESCRIPTION

First as per Figure 5.2 is the demographic description of respondents. The six respondents acknowledged about tourism development due to their profession and their demographic descriptors are depicted in Figure 5.3.

Figure 5.3:   Demographic of population
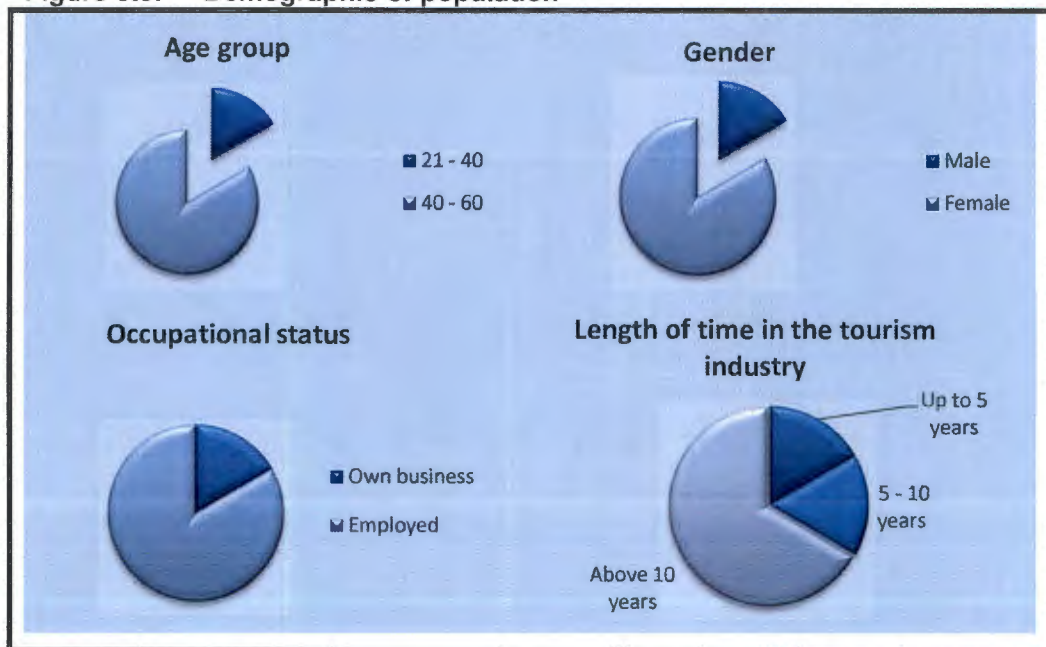
As observed in Figure 5.3, most of the participants are between the age of 40 to 60 years and only one was below the age of 40. Furthermore, Figure 5.3 points out that 83% (5 of 6) of the respondents are female and that five respondents are employed by an organisation, whilst only one respondent is self employed. As many as 67% of the respondents (4 of 6) indicated that they have over 10 years of experience in tourism. This indicates that the informants who participated in the in-depth interview process do have experience and proficiency in tourism which facilitated obtaining reliable and credible data with regard to the phenomenon under study.

Babbie and Mounton (2007) state that the most general guide to analysing qualitative data involves looking for similarities and dissimilarities and the focus must be on those patterns of interactions and events that are generally common to what is under study. This type of analysis formed the core of analysing the qualitative data collected for this study. The steps involved in data analysis was to scan the data so as to extract main themes and other relevant opinions

that may not fall within the predetermined initial themes but may be important for further analysis. Different themes were identified and the data was then classified into sub-themes, as indicated in Table 5.1.

Table 5.1:   **Layout of themes**

Theme	Sub-theme
State of tourism development	**Tourism performance** • Tourism benefits **Role of the community-group** • Awareness • Attitude • Perception • Involvement • Participation
Strategic management of tourism stakeholders	**Tourism policy** • Barriers concerning current policy • Inadequate stakeholder collaboration • Insufficient government support **Strategic management of tourism development** • Community-group • Education and training • Relationship building

The two main themes include the state of tourism development and the strategic management of tourism stakeholders. Furthermore, the sub-themes allowed for probing current tourism development in the BBK community and its associated benefits, and to acquire insight into the community-group's level of understanding and support of tourism development from the perspective of the tourism authorities and experts. This was followed by analysing tourism policy, barriers concerning current policy and the part the community-group can play in a process of creating sustainable tourism development through their involvement, support, and participation.

Analysis codes created for the responses were obtained from Knowledgeable Tourism Professional (KTP) as reflected in Table 5.2. As the analysis progressed or where classification was needed, constant returns to the transcripts were made to ensure contextual reliability. Moreover, the transcript served as a reference point for further clarification and description for the analysis and presentation of the data.

Table 5.2:   Codes for the informants

Codes	Name of establishment	Informants
KTP1	BBKTA	Chief Marketing and Communication Officer
KTP2	BBKTA	Mphebatho Museum Manager
KTP3	MKLM	Tourism Manager
KTP4	NWPB	Tourism Operations Manager
KTP5	Mankwe TVET College	Head of Department: Tourism
KTP6	MKAA	Secretary General

The results that emerged for the state of tourism development is presented in the ensuing section.

5.2.2 STATE OF TOURISM DEVELOPMENT

The second section in the qualitative data analysis and presentation process is the state of tourism development, as depicted in Figure 5.2. Tourism has become an ideal means of addressing the socio-economic challenges facing rural areas in many parts of the world, whilst many urban areas have also turned to tourism as a means of mitigating the challenges of industrial decline. For the BBK community, tourism if strategically developed, could be an effective source of income and employment. Tourism ought to be developed as an active economic sector in line with other traditional industries which collectively will contribute towards the economic development of the BBK area. It was explained in Chapter 3 that tourism can be considered to be successful as long as the benefits accruing from its development are not outweighed by the costs or negative consequences. The succeeding section presents the results based on the participants' perception of tourism's current state of performance in the BBK community.

As indicated in Table 5.3, the first theme to emerge from all interviews was the state of tourism development, and consisted of two sub-themes namely: (1) tourism performance and (2) the role of the community-group. All the respondents indicated that tourists do visit the BBK area and that the active participation of the community-group is an essential component for the sustainable development of this tourism destination.

A synopsis of the responses obtained is summarised in Table 5.3 and each one of these are subsequently dealt with to highlight significant findings.

5.2.2.1   Tourism performance

The BBKTA as a local destination management organisation (LDMO) regards tourism as a contributing asset in the development of a rural region. Tourism has become an important source of revenue and employment for local residents. By assessing tourism development in the BBK community, the researcher sought to acquire an understanding of the state of tourism performance and the benefits associated with this economic sector.

Table 5.3:   Sub-themes – state of tourism development

Sub-theme	Category	Respondent code	Explanatory statement
Tourism performance	Performance	KTP1	"The BBK area does attract tourists and in particular international tourists."
		KTP2	"The museum attracts predominantly international tourists who visit to learn about the heritage and culture of the BBK community."
		KTP4	"There is need to devise strategies that will increase the market share of the domestic market."
	Tourism benefits	KTP5	"They buy artefacts and other related products from local entrepreneurs."
		KTP5	"The spending has direct impact on the economic development of the area"
Role of community-group	Awareness	KTP3	"There are awareness campaigns initiated by the local municipality"
		KTP1	"The community-group is aware of the tourism products and services in the area"
	Attitude	KTP6	"The community has an independent relationship with the tourism sector, as a result their attitude is relatively positive towards tourists."
		KTP6	"The community wants to be included in the tourism development process."
		KTP4	"Other members of the community have a negative attitude towards tourism development due to overcrowding."
	Perception	KTP4	"They perceive tourism as a viable economic tool that can contribute to job creation."
		KTP1	"The community's overall perception towards tourism is good as they understand the economic injection it brings to the area."
		KTP2	"The community working together with the BBKTA is a vital component for sustainable tourism development."
	Involvement	KTP6	"The community-group is not involved in the decision making process of tourism development."
		KTP6	"The community-group's level of trust towards the BBKTA as LDMO is low and this might be as a result of not fulfilling the set out plans and goals."
		KTP1	"Kgatleng association gathers the community inputs and concerns with regard to tourism

			development and that information is then escalated to the upper structure of BBKTA management decision making."
	Participation	KTP6	"Empowering our community through educational programs will enable them to make informed decision when it comes to participating in tourism and understanding the importance of further tourism development."
		KTP4	"The NWPB has a division within the structure that communicates with the community-group and this includes gathering the community-group inputs whenever decision making is made about the development of the park, specifically when they own a portion of the land with the park."
		KTP3	"The tourism planning and development is more inclusive than before with all stakeholders getting the opportunity to have their say on how tourism should look in the future."

The two categories of the sub-theme tourism performance is presented below.

(1) Performance category – subjects that emerged under this category are:

- Respondent KTP1 described that tourists do visit this area. The same respondent resolved that:

    "...the area is predominantly visited by international markets such as the USA, UK, Norway and many more. The museum is the biggest attraction that attracts tourists as they are interested in learning about the heritage and culture of the BBK community."

- Further probing into the performance of tourism is the destination revealed that all the respondents are of the opinion that a tourism destination is dependent on its primary tourism products as mechanisms to pull and motivate tourists to visit it. Respondent KTP3 also pointed out that:

    "...tourism in the BBK community has been growing at a slightly stable rate since 2009, the year before the hosting of the FIFA World Cup 2010, and this has contributed somewhat to the development of tourism in the area...".

- Product diversity in the BBK area has contributed towards the destination being better known and repeatedly visited, an increase in the length of stay, and as a result this should create more economic opportunities for the community, as per respondent KTP4 and KTP5. Furthermore, respondent KTP4 mentioned that

    "the tourism product diversification and the support of the community are key to the sustainable tourism development of this destination."

- Contradicting responses concerning the BBK's destination source markets were obtained. Respondents KTP2 and KTP4 deduced that the destination attracts all three market segments (domestic, regional and international). Respondent KTP2 is of the opinion that:

"...the museum has a program for the domestic market, called the student educational tours, that focuses on primary and secondary schools. The student educational tour activities include: precinct tours, indigenous games, drumming and cultural activities (food preparation and home plastering). The other program developed is targeted at schools and is the tsosolotso setso (reviving the heritage) and this program involves schools situated in the villages which compete against each other in cultural dancing, indigenous games, fashion shows, poetry and many more activities."

(2) Tourism benefits category – ideas that emerged under this category are that:

- All respondents concurringly indicated that tourists do spend money when visiting their tourism products and facilities in the BBK area. Respondent KTP4 specifically said in this regard that:

"...the hospitality and accommodation establishments benefit economically because of the tourism development in the area..."

- The BBKTA as a LDMO has formed partnerships with local tourism stakeholders, in particular tour operators, and encourages them to create tour packages that will promote inclusive tourism growth and development. For example: buying artefacts from local entrepreneurs and tourists being accommodated at home-stays, as described by respondents KTP1, KTP5 and KTP6.

- Cultural exchange between tourists and community members creates a positive environment for tourism development, as explained by KTP6. Furthermore, KTP2 and KTP3 pointed out that bicycle tours were introduced in the area to enable tourists to explore their tourism attractions, in particular to gain access to remote areas in villages and to interact with local residents. This facilitates creating an authentic experience for tourists in anticipation of satisfying their needs. Respondent KTP1 opinionated that:

"Tourists' interest and satisfaction in the attractions placed within a specific community are sources of local pride. Tourists' interest warrants local residents to be more appreciative of their culture and local resources that are often taken for granted."

- Respondent KTP3 mentioned that tourism activities and programs such as educational programmes (aimed at secondary and tertiary institutions), precinct tours, bicycle tours, sport and cultural events and many more, have the potential to create economic opportunities for the local community. Respondent KTP4 pointed out that:

  "*Local business entrepreneurs sell their artefacts at Pilanesberg National Park and the Mphebatho Museum.*"

- The Moses Kotane Accommodation Association (MKAA) partnered with the Orbit TVET College (Mankwe Campus) to place graduates from their tourism faculty at different tourism related businesses, in particular at hospitality and accommodation establishments on internship programmes for them to acquire practical experience in the field of tourism, as described by KTP5 and KTP6. Respondent KTP5 had an interesting view about this experience and said that:

  "*...tourism is an indispensable means for the development of this area. However, tourism development is considered beyond the economic growth terms as it is not focusing on the economic well-being of the inhabitants. It represents, perhaps the characteristics of social existence, for example: education, the standard of living, self dependency, and many more...*"

The community-group acts as ambassadors of a destination, interact with tourists and supply them with products and services. Therefore, the strategic management of relationships with the community-group is vital for the sustainable development of tourism in the BBK area.

5.2.2.2   Role of the community-group

The second sub-theme as per Table 5.3 concerns the role of the community-group and for tourism to be successful and sustainable in local communities; the community-group must be willing partners in the process of development. Their awareness and attitude towards tourism development and their perception of the impact of tourism should be continually assessed as part of strategic management.

Through the involvement and participation of the community-group in as early as in the planning phase of tourism development will enable the local DMO to identify and resolve concerns that could otherwise create challenges later on during the development of tourism, as discussed in Chapter 2. Identifying the community-group's concerns is crucial to the implementation of

adequate policies and actions in terms of the overall definition of strategic management and policy governance and it is, therefore, important to acquire an understanding of the community-group's perspective concerning tourism development. The findings of this study could then serve to inform the LDMO on possible strategies they can consider to employ to manage the community-group as stakeholders in their pursuit of sustainable rural tourism development.

The five categories of the sub-theme role of the community-group are outlined below.

(1) Awareness – ideas that emerged under this category are that:

- The community-group's level of awareness is regarded as good, as pointed out by respondent KTP6. Respondent KTP5 mentioned that:
  "...they are taught tourism as subject at selected secondary schools in the BBK villages and there is the TVET College in Mogwase that offers tourism as one of its training courses. The youth is enrolling at tertiary institutions in other parts of the country to study tourism as they have realised the importance of this economic sector to this area"

- Respondents' level of awareness is also positive and respondent KTP3 explained that:
  "There are numerous awareness campaigns conducted by the local municipality with the goal of enhancing the knowledge level of the community-group with regard to tourism development. Small, Medium and Micro Enterprise (SMME) training workshops are conducted with efforts of creating awareness of the economic opportunities that are associated with this sector."

- Furthermore, there are educational tours presented by the Mphebatho museum educating the youth about the importance of tourism and in particular cultural heritage, as pointed out by respondent KTP2 who mentioned that:
  "...cultural heritage is a key component in tourism development in the BBK area as it educates the youth on the importance of preserving and conserving this intangible asset of the BBK community."

- The co-management plans between the North West Parks Board (NWPB) and BBK community members are represented by the Community Property Associations (CPAs). Respondent KTP4 stated that:
  "...land owners and the community have been encouraged to enrol at colleges and universities to be trained in the field of tourism as this will improve their understanding of how tourism could be used as a means of addressing the socio-economic challenges facing the local residents of this community. This will encourage them to invest their resources,

primarily land, in the tourism industry and gain economic benefits and greater wealth in return."

(2) Attitude – ideas that emerged under this category are that:

- The attitude of the respondents is relatively positive, as commented by all the respondents, and respondent KTP1 specifically said:
  "the community-group have an understanding of their role as stakeholders in tourism development and the need to support tourism activities initiated by the Local Destination Management Organisation (LDMO)."

- Understanding the attitude of the community-group toward's tourism development is vital for the successful and sustainable development of a tourism destination, as revealed in Chapter 3. Respondents KTP3, KTP5 and KTP6 were of the opinion that resident attitude and support for tourism development are positively related to the personal benefits and positive impacts of tourism. Respondent KTP 5 also commented that:
  "...local residents who perceive more benefits than costs associated with tourism are likely to hold a positive attitude towards tourism and vice-versa."

- Understanding the attitude of the community-group means understanding if they are supportive or exert opposition towards tourism development projects, and by that the LDMO can adopt or formulate effective strategies to either respond to the negative or postive attitude towards tourism development.

(3) Perception – views that emerged under this category are that:

- The community-group's perception of tourism is positive towards tourism's ability to provide employment and business opportunities for the community, as explained by respondent KTP3 who commented that:
  "...their overall perception is positive as local residents' livelihood is depended on tourism and other economic sectors in the BBK area."

- Respondents perceived tourism as viable business and career opportunity due to the growth and development of tourism in the BBK area, more so since the year 2009, as mentioned by respondents KTP1, KTP4 and KTP5. Tourism growth and development should be inclusive, in particular for members of the community-group situated in remote areas as this could become a source of income, improve their standard of living, and improve the public

infrastructure, as emphasised by respondent KTP4. The perceived impacts of tourism on local residents partly determine the success of tourism development, as discussed in Chapter 2. Respondent KTP2 articulated that:

"...by shaping their perception towards tourism development to be positive this will encourage more support for tourism initiatives by the local DMO and contribute to sustainable tourism development in the region."

- A positive perception towards tourism is being created at secondary and tertiary educational institutions, as by respondents KTP5 and KTP6. Respondent KTP5 said:

  "the goal was to educate and create awareness of the benefits linked to tourism development with the strategic objective of encouraging more local residents to support tourism attractions and grow the local market."

- The DMO would be in a better position to plan for the strategic management of the community-group and as stakeholders they should be knowledgeable about their perception towards tourism development.

(4) Involvement – views that emerged under this category are that:

- Local business entrepreneurs and business associations are to some extent involved in tourism. Respondent KTP6 indicated that, however:

  "...local businesses and entrepreneurs are not consulted and involved in the decision making process."

- However, there were dissimilarities obtained when it came to the involvement of the community-group in the decision-making process of tourism development. Respondents KTP1 and KTP2 revealed that:

  "The Kgatleng Tourism Association is a division within the structure of the BBKTA that involves the community-group in the decision making process."

- Although sustainability, environment, cultural, and social issues are relevant to local residents' attitude and perception, what in the end seems to motivate the support for tourism development and increase involvement is a wider and more distributed perception of the economic positive impacts and benefits for local residents through the creation of business and employment opportunities, as expressed by respondent KTP3. Furthermore, respondent KTP4 commented that:

"...local residents who are depended on tourism and who derive the majority of their income from tourism are more likely to support new tourism development projects."

(5) Participation – ideas that emerged under this category are that:

- The participation of the community-group in the tourism development process ought to be considered from two perspectives: (1) in the decision making process and (2) in the benefits of tourism development, as described by respondent KTP3.
- Respondent KTP4 explains that the co-management plans agreed upon between the NWPB and BBKTA on behalf of the community are primarily an example of the intended nature of the community wanting to participate in tourism, and specifically from the decision-making phase.
- Respondent KTP5 described the role of each stakeholder in the community-group towards tourism development as:
    - ➤ Local residents' favourable attitude toward tourists and tourism development.
    - ➤ The business association ensures that businesses collaborate to achieve a common goal and maximise the benefits of tourism development.
    - ➤ Local entrepreneurs provide tourists with quality service and products.
    - ➤ Educational institutions introduce educational programmes and materials that will inform and educate the community-group of tourism as an economic sector in anticipation of them starting tourism businesses and choosing it as a career.
    - ➤ Others role players may include local government in formulating and implementing tourism policies and strategies to ensure that there is sustainable growth in the area to the benefit of all stakeholders.

A comprehensive understanding of the viewpoints of stakeholders concerning the current state of tourism development is a first step in the formulation of strategies that are focused towards the management of relations with stakeholders, specifically the community-group. The following section will present the respondents' viewpoints on the strategic management of tourism stakeholders.

5.2.3 STRATEGIC MANAGEMENT OF TOURISM STAKEHOLDERS

The third section in the qualitative data analysis and presentation process is the strategic management of tourism stakeholders, as shown in Figure 5.2. The sustainable development of rural tourism in the BBK community is largely dependent on the involvement and participation of tourism stakeholders in the entire process, as well as all economic activities in the entire sector. In particular, the community-group should be included in the entire tourism development process from the decision-making phase up to the implementation phase. The community-group is the primary benefactors of any benefits that are extracted from tourism development, or any other sectoral developments for that matter.

The relationships with the community-group should be planned and managed strategically. The strategic management of the BBKTA will commence with the organisation taking strides to understand the components of building and managing relationships, as pointed out in Chapter 3. This will start to place the relationships with the community-group at the centre of the organisation and commence with the development of policies and strategies geared towards building and managing sustainable relationships in anticipation of creating sustainable rural tourism development. The support and involvement of the community-group is a vital component required for the sustainable development of tourism in a rural region.

As indicated in Table 5.4, the second theme that emerged from all interviews was the strategic management of tourism stakeholders in terms of two sub-themes namely: (1) tourism policy and (2) strategic management of tourism development. The first sub-theme to emerge was tourism policy and all the respondents indicated this sub-theme as having a major influencing role on the level of tourism development in the BBK area.

A synopsis of these responses are summarised in Table 5.4.

Table 5.4:   Sub-themes – strategic management of tourism stakeholders

Sub-theme	Category	Respondent code	Explanatory statement
Tourism policy	Barriers concerning current policy	KTP3	*"The political instability from National all the way to local level has adverse effects in terms of economic policy uncertainty and slow economic growth. This results in an impediment for attracting both domestic and international investors to invest in the destination..."*
		KTP1	*"There should be strategies formulated to penetrate the local and domestic market and ensure the destination increase market share, to increase the proportion of local and domestic travellers who tend to holiday in other provinces."*
	Inadequate stakeholder collaboration	KTP1	*"Partnership and collaboration between stakeholders are important in the development of sustainable tourism, for example, the BBKTA partner with the North West Tourism Board (NWTB) to disseminate information about tourism products and events in the BBK area."*
	Insufficient government support	KTP6	*"Government to facilitate the business-to-business partnership to enable creative and innovative ways to develop tourism and through inclusive programmes that will enable the community-group to benefit from sustainable tourism development."*
Strategic management of tourism development	Community-group	KTP4	*"The consultation, involvement and participation of the community-group and other stakeholder groups in the decision making process for tourism development will assist in reducing delays in the implementation phase of projects and assist to contribute towards the sustainable development of tourism."*
	Education and training	KTP2	*"... to provide the youth with educational opportunity to ensure they gather knowledge and skills to participate in the tourism industry. This will encourage more local residents to take up tourism as a career and start their tourism establishments. The museum serves as an incubator for preserving indigenous knowledge."*
		KTP5	*"The BBKTA in partnership with government and private companies should offer more tourism bursaries to encourage students to take tourism as a career."*
	Relationship building	KTP4	*"The level of trust towards the BBKTA is not good, and particularly amongst the youth and it might not only be with regard to the BBKTA management of tourism but in general."*

Following is an elaboration of the two sub-themes that emerged from the discussions based on the strategic management of tourism stakeholders.

5.2.3.1   Tourism policy

The first sub-theme as per Table 5.4 is tourism policy. Every destination needs to have a long-term plan for its tourism sector, a shared path for all stakeholders to follow for the next five, ten or twenty years. Long-term or strategic planning are the names most often given to the process used to create this multi-year path to the future, as revealed in Chapter 2, and may be expressed as policy goal or aims. Policy provides a framework for the management of tourism in a destination. Policy acts as a basic guideline for tourism and a path that will be taken by an organisation in achieving its strategic goals and objectives.

The in-depth discussions on tourism policy revealed the following:

- There is a strategy referred to as the Master Plan 2025 which outlines the BBKTA's goals and objectives, and it is an embodiment of the pillars that govern the BBKTA's development and growth strategy, namely tourism, mining, agriculture and industrialisation, as described by respondents KTP1 and KTP2. Respondent KTP3 commented in this regard that:
  "...the Master Plan 2025, which outlines the BBKTA strategic goals and objectives, is importantly aligned to the local municipality's Integrated Development Plan (IDP). This plan is the principal strategic planning instrument, the blue-print which guides and informs all planning, budgeting, investment, development, management and implementation in the medium-to-long term decision-making of the local municipality plans."

- Respondent KTP6 stated that there is a clear vision for the development tourism and currently there has been development in specifically infrastructure and tourism. This highlights that the BBK as destination is on the right path. Furthermore, respondent KTP5 indicated that:
  "There is a clear vision because of the expansion and development of tourism in the area and the Master Plan outlines plans for future development, such as a Moruleng University, the Moruleng Boulevard, upgrading of the Moruleng shopping mall and many more."

- There is a global policy called Universal Accessibility in Tourism the BBKTA should comply with, as proposed by respondent KTP4 who said that:
  "...the policy is compatible and operates in global space as it originated from the international body called the United Nations Educational, Scientific and Cultural Organisation (UNESCO) and was accepted into our National Tourism policy called the National Tourism Sector Strategy. The Universal Accessibility in Tourism policy is an ongoing endeavour to ensure tourism destination products and services are accessible to all

people, regardless of their physical limitations, disabilities or age. It encompasses and applies to public and privately owned tourism facilities."

The BBKTA and local government play an important role in the success of local tourism, as well as have a substantial influence on conserving the environment. Thus, proper planning and decision-making by the BBKTA and Moses Kotane Local Municipality are of paramount importance in order to maintain the success of local tourism whilst not neglecting the cultural and environmental aspect of the destination. Cooperation and collaboration between the BBKTA and the Moses Kotane Local Municipality are necessary for carrying out tourism development in this region, and meanwhile they are also challenged and burdened with fulfilling their core responsibilities of serving the community-group. However, there are barriers concerning the current policy with regard to sustainable tourism development at the local level.

The three categories as per sub-theme of tourism policy as indicated in Table 5.4 will be presented.

(1) Barriers concerning current policy -- ideas that emerged under this category are that:

- The BBKTA has identified tourism as one of its key economic sectors that contributes substantially to the development of the BBK region. Even though the tourism activities have generated positive results in terms of the development of the destination, there have been delays in the implementation phase of different projects and this might be due to not yet getting the full support from all tourism stakeholders, in particular the community-group, as explained by respondents KTP4 and KTP6. Respondent KTP5 mentioned in this regard that: *"...the community-group is the main stakeholder of tourism development and their consultation, involvement and participation in the strategic decision making of tourism development are important elements for sustainable tourism development. This will assist in securing the community-group's buy-in into development aspects and matters, relating to tourism."*
- Furthermore, respondent KTP 4 stressed that:
  "...The level of trust is not good, and in particular the youth, and it might not be with regard to the BBKTA management of tourism but in general."

(2) Inadequate stakeholder collaboration– ideas that emerged under this category are that:

- The lack of stakeholder synergy and collaboration to enable effective planning hinders the sustainability of tourism development, as explained by respondent KTP4. Bureaucracy in government also hinders the implementation of formulated policy and strategies. Policy uncertainty and systematic corruption in government further hinder the full potential of tourism development in this region. Respondent KTP1 pointed out the following:

  "Promoting synergy between stakeholders and benchmarking this region's service with that of other destinations to ensure that we remain competitive in this industry. Collaboration with stakeholders is a must, especially in an economy that is growing at a sluggish rate and in an era where the financial challenges are great and the competition is intense."

- In support of that respondent KTP6 ascertained that:

  "The DMO should consider benchmarking as a systematic continuous learning tool that recognizes the unique nature of a tourism destination, such as the BBK area, and profoundly understand the complexity of managing a tourism destination. For example: managing the diverse needs and expectancies of stakeholders. Benchmarking should inform the strategic direction and decision of a destination. Support SMMEs to ensure they play a significant role in tourism development. The role that SMMEs play in the tourism sector is important as it creates employment for the local community."

- The consultation, involvement and participation of the community-group and other stakeholders in the decision-making process of tourism development will assist in the effective implementation of projects without unnecessary delays and will contribute towards the sustainable development of tourism, as expressed by all the respondents.

- Respondents KTP1 and KTP3 explained that the creation of clear communication channels to enable an integration of activities and programmes between government departments, public entities, traditional authorities and other role players are needed for creating sustainable rural tourism development. The views were supported by respondent KTP5 who said:

  "Improving communication with role players and being transparent in the organisation's [BBKTA] operations and activities as they will promote good governance and ethical performance."

- Merging the resources from all role players through integrated planning and implementation will result in optimising the benefits of tourism development through infrastructure development, SMMEs support, and job creation, as indicated by respondent KTP1.

(3) Insufficient government support – ideas that emerged under this category are that:

- Political instability translates into policy uncertainty and this has an adverse effect on local economic growth and development, as explained by respondent KTP3. As a result, this has a direct impediment on attracting investment to the destination to allow for tourism development that could contribute towards the sustainable development of the economy, creating employment for local residents, and bringing business opportunities for SMMEs. Respondent KTP4 stated the following:

  "High dependency on the fiscal budget is a barrier to growth and development as it is impossible to address all the tourism development needs. There should be alternative sources of funds, such as private investors being encouraged to invest in the destination."

- Respondent KTP2 stated in support of the abovementioned that:

  "Uncertainty in policy formulation, for example: land expropriation without compensation. The uncertainty around policy formulation and amendments might be a deterrent in attracting investors to the destination."

- Government does invest in tourism development in the BBK area. Recently, the road infrastructure was refurbished and the Pilanesberg airport was renovated as well, and this is instrumental for tourists to gain access to the destination, as mentioned by respondent KTP5.

- Government should invest more resources in establishing museums to promote cultural and heritage awareness of the BBK people, as explained by respondent KTP2. Culture and heritage tourism is one of the biggest attractions for a specific destination, for example: international destinations such as China and Spain are attracting large numbers of international tourists due to this sub-sector. Respondent KTP6 proposed that:

  "Government should be the custodians of facilitating the business-to-business partnership to enable innovative methods for growing and developing tourism."

- The BBKTA in partnership with Government and other role players should invest in the technology infrastructure of the destination to assist in marketing the BBK destination nationally and internationally, as explained by respondent KTP4.

Synergy and collaborative efforts between tourism stakeholders in the BBK region are of paramount importance to the growth and sustainable development of tourism, in particular between the MKLM and BBKTA. The local government and traditional authority should strive to

create an environment whereby the community benefit from tourism development and that can be realised through sound policy and strategy formulation that incorporate the viewpoints of tourism stakeholders, specifically that of the community-group.

5.2.3.3 Strategic management of tourism development

The second sub-theme as per Table 5.4 is the strategic management of tourism development that can contribute to a destination's economic and social benefits through job creation and support for entrepreneurial activities. The success of sustainable tourism development depends on the active support of the community-group, without which the sustainability of tourism is threatened. The community-group should be the focal point of the tourism decision-making process and it is important for planners to consider information about the impacts of tourism from the community-group's perspective when planning the development of tourism, as explained in Chapter 2.

By introducing a number of educational, training and tourism awareness programmes for the BBK community could ideally accomplish awareness and support for the sustainable development of tourism. Tourism awareness and education collectively do play a very important role in the development of a destination. Tourism awareness programmes implemented will create tourism awareness amongst local residents and encourage them to pursue a career in the tourism sector. All of these factors do have a positive influence on the development of tourism.

An understanding of the relationship between local participation and local structures is a key aspect of sustainable rural tourism development. The three categories of the sub-theme role of the community-group are outlined below.

(1) Community-group – ideas that emerged under this category are that:

- Of importance is establishing communication strategies to ensure constant communication with the community-group as stakeholder. Involve them in the planning process of tourism development, and subsequently the sharing of ideas will importantly contribute towards sustainable rural tourism development, as explained by respondent KTP2. Consultation, involvement and participation is essential, especially when strategic decisions are made about tourism. Respondent KTP1 commented in this regard that the:

"Kgatleng tourism association is a division within the structure of the organisation [BBKTA] that ensures that it involves all members of the community-group with regard to their inputs in the decision-making process of tourism development. The association consults local businesses and local residents and involves them in their tourism projects."

- However, a contradictory statement was obtained from respondent KTP6:

"The community-group is not consulted and involved in the decision making process. Identifying community members' concerns is crucial to implement adequate policies and actions in the overall definition of management strategies for the BBKTA."

- The strategies implemented should be monitored and evaluated, based on its impact and contribution to the betterment and well-being of the community-group. There is an excessive emphasis on attaining targets rather than monitoring and evaluating the impact of strategy and/or programmes, as mentioned by respondent KTP1. This idea was supported by respondent KTP4:

"Establish timeframes, scope and budget to monitor and evaluate performance of an implemented strategy, as this will ensure the focus is not only on targets but to monitor the impact of the strategy on the community."

- Furthermore, respondent KTP4 revealed that the NWPB has a division within the structure that communicates with the community-group and this includes gathering the community-group's inputs whenever decision-making is made about the development of the protected area, specifically when they own a portion of the land inside the protected area.

(2) Education and training – ideas that emerged under this category are that:

- Investing in education is suggested as an important means to ensure there is sustainable tourism development in the area. This will assist in having a well-trained and informed labour force that contributes effectively to tourism as an economic sector, as proposed by respondent KTP4. Respondent KTP3 commented the following:

"Yes, education, awareness and training campaigns should be ongoing to improve the understanding, perception and participation of the community-group in tourism development."

- Tourism should be introduced as a subject at schools and colleges to create awareness, not only amongst learners who study tourism but also amongst their parents. Such awareness programmes and campaigns will make certain of the community-group's understanding of the economic, social and environmental benefits of the tourism sector, for example jobs and

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business opportunities. The BBKTA in partnership with local government, private companies and others should offer more tourism bursaries to encourage students to consider tourism as a career, as explained by respondents KTP2 and KTP5.

- Respondent KTP1 resolved that the community-group's positive attitude will lead to high levels of tourists' satisfaction and this will assist in the retention of existing markets and through mediums such as word-of-mouth; this will assist in attracting new markets to the BBK area as a tourism destination.

(3) Relationship building - ideas that emerged under this category are that:

- The trust level between the BBKTA and the community-group is good as a result of the developments occurring in the area and respondent KTP5 commented that:
  "...the BBKTA should publish its development plans on its website to ensure that they are transparent in their operations as this will enhance the level of trust towards the LDMO."
- Dissimilar statements were obtained as respondents KTP3, KTP4 and KTP6 stated that the level of trust is not what it should be towards the BBKTA as a LDMO and those stakeholders are not committed to the tourism initiatives and programmes of the organisation [BBKTA].
- There is a reasonable level of trust and commitment towards the BBKTA with regard to tourism development initiatives. There are many local residents partaking in tourism initiatives such as cultural events and activities, as reported by respondents KTP1 and KTP2. Respondent KTP1 mentioned that:
  "The participation level of the community-group (KTP1) in tourism development initiatives has increased; local residents have converted their houses into home-stays and there is an increase in the number of local entrepreneurs, for example craft-people who sell artefacts."

The qualitative data analysis and presentation of the results revealed that there were similarities and dissimilarities extracted from the respondents' statements with regard to the current state of tourism development and the strategic management of tourism stakeholders. However, it was evident that from the in-depth discussions that the involvement and participation of the community-group as stakeholders are important to the sustainable development of rural tourism.

5.2.4 SYNTHESIS OF THE QUALITATIVE RESULTS

The repetitive nature of the responses obtained from the respondents indicated data saturation with respect to the state of tourism development in the BBK area and the strategic management of tourism stakeholders, specifically the community-group as primary stakeholders of the BBKTA as a local destination management organisation. The responses represent the dialectical nature of tourism development in the BBK community and the importance of the community-group's role in the sustainable development of rural tourism.

- **STATE OF TOURISM DEVELOPMENT**

The BBKTA as LDMO employs tourism as an economic sector to contribute towards the development of the rural region because tourism has become an important source of revenue and employment opportunities for the local residents. The BBK tourism destination has attracted a reasonable number of tourists due to the diverse tourism offerings it has and, however, there is a need to create awareness amongst the community to ensure they derive a comprehensive understanding of their role as tourism host and stakeholders. Subsequently, this will shape their attitude and perception to be positive and improve their level of involvement and participation in the tourism development process. Tourism to be successful and sustainable in local communities, the community-group must be willing partners in the entire process of development. Tourism has enabled an opportunity for cultural exchange between tourists and the community-group which has contributed towards creating a unique and authentic ambience for the destination. Tourists' interest in the tourism products, culture and heritage has warranted local residents to be more appreciative of their culture and other local resources that are often taken for granted.

- **STRATEGIC MANAGEMENT OF TOURISM STAKEHOLDERS**

The sustainable development of rural tourism in the BBK community is largely depended on the involvement and participation of tourism stakeholders in the entire process of tourism development, specifically the community-group, if the relationship with the community-group is planned and managed strategically.

As revealed in the findings, most importantly is the fact that the respondents indicated that the Master Plan was aligned with the Moses Kotane Local Municipality's developmental plans. The plan further outlines a clear vision for tourism development and highlights the development plans through infrastructure development and investing in educational programmes. However, there is a barrier concerning current policy as there is a lack of stakeholder synergy and collaboration with tourism stakeholders in the destination and this hinders establishing an effective planning process. Other factors reported were the uncertainty in policy formulation as this was having adverse effects on attracting private investment to the destination for further tourism development.

The respondents were of the opinion that by introducing a number of educational, training and tourism awareness programmes in the BBK area will inform and create awareness of the importance of tourism development amongst the community-group. Tourism awareness programmes will equip community members with the necessary knowledge on how to get involved and participate in this sector. Tourism awareness and education play a very important role in the sustainable development of a destination.

The in-depth interviews facilitated access to the thoughts and feelings of the respondents, which enabled obtaining a deeper understanding of the phenomenon under study and this is ascribed to the respondents' level of experience of tourism. The quantitative data analysis and presentation are presented in the ensuing section, as shown Figure 5.1.

5.3   QUANTITATIVE DATA ANALYSIS AND PRESENTATION

The purpose of this section is to present the results obtained after the quantitative data collected by means of the survey were subjected to statistical analysis. The quantitative results are presented in a summarised format and are supported by tables and figures. The community is regarded as an important stakeholder in tourism development as it is within the environment of these respondents that such activities take place. One of the core elements of the strategic management of tourism stakeholders and their relationships is to encourage local residents to get involved and participate in tourism development as it is central to the sustainability of tourism as an economic sector.

The descriptive statistics of the demographic descriptors used to obtain an understanding of the composition of the research population, as well as the main constructs used for the purpose of

this study which are the community's level of awareness, attitude, perception towards tourism, and their intensity of involvement, participation in tourism development are presented first. This is then followed by the results of the inferential statistics conducted on the constructs. Inferential statistics were performed to test the reliability of the constructs used in this study, as well as to explain or clarify the statistical significance of the results. The layout of this section is presented in Figure 5.4.

Figure 5.4:   Quantitative data analysis and presentation

Results presentation and interpretation

Demographic description

- Gender and age
- Marital status
- Educational and occupational level
- Residential (village)
- Length of stay in the BBK community
- Cross tabulation

Tourism benefits

- Tourism benefits for the BBK community
- Cross tabulation
- Chi-square test of independence

Viewpoint on tourism

- Reliability and validity of constructs
- Respondents' viewpoints on tourism
- Demographic characteristics: ANOVA
- T-test between two independent samples
- Correlation of variables: Pearson correlation coefficient

Measurement of stakeholders

- Reliability and validity of constructs
- Importance place on stakeholders: Frequency distribution
- The level of trust and commitment: Frequency distribution
- Cross tabulation

Preference and needs

This section of the chapter is organised as follows: (1) a demographic description of the respondents and (2) the tourism benefits for the community. This is followed by (3) the viewpoint of the community on tourism, and then thereafter, (4) prioritisation of stakeholders in the community-group, and then lastly (5) the preference and needs of the community in terms of tourism development. It should be noted that (n) can vary because responding to all questions was not mandatory and no questionnaires were disregarded if there was any missing information.

5.3.1 DEMOGRAPHIC DESCRIPTION

This section reports on the community respondents who participated in this study on the basis of their demographics and seven descriptions were used for this purpose. Following is a presentation of the results that emanated and this is followed by a cross-tabulation of the variables (descriptors).

5.3.1.1   Gender and age category of the research population

A summary of how the respondents are distributed on the basis of gender is presented in Figure 5.5. As observed in the figure, females represent a slightly higher percentage of the respondents, namely 51%, whilst males constitute 49% of who participated in this survey.

Figure 5.5:   Gender and age of the population
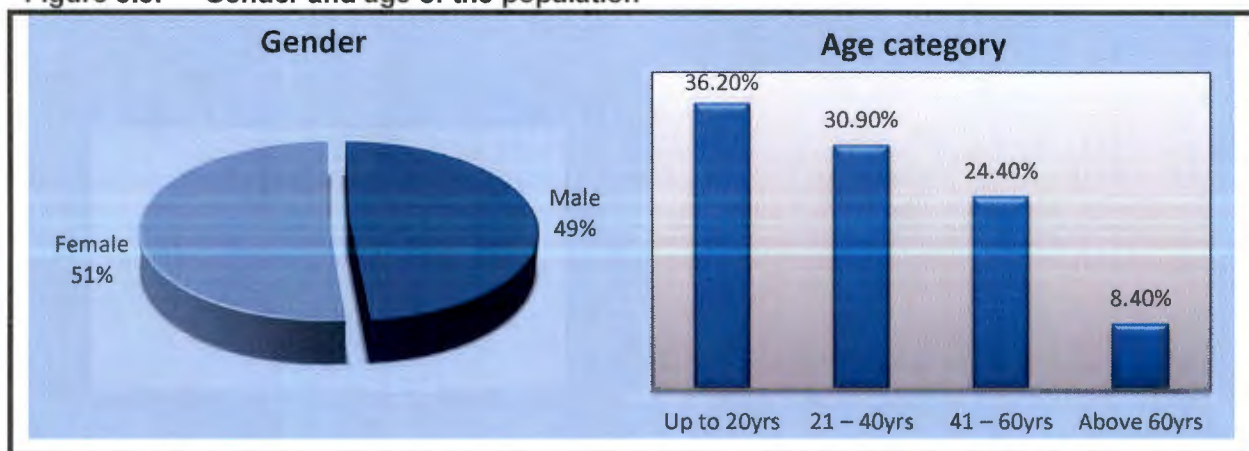
The gender ratio was closer to one male for every female, and this clearly highlights that there was a fair representation from both gender groups participating in the survey and this then also enables comparisons. A greater percentage of respondents (67.1%) ranges between the ages from below 20 to 40 years compared to those who are between the ages of 41 to 60 years (24.4%). This noticeably highlights that a greater percentage of respondents are in their economical active phase and in all probability are prepared to be involved and participate in the tourism sector as employees or owning a business and contribute towards the development of tourism in the BBK community. The average age of respondents is 31 years (mean = 31 and standard deviation = 19.4). These results might further suggest that those who are below the age of 20 might have matriculated and are seeking employment opportunities within the BBK community, or have enrolled at a tertiary institution to further their studies in the hope of increasing their prospects of entering the labour market.

Table 5.5 indicates that the mean score is 31 years and the median is 11 years, and this proposes that the average age of the respondents is 31 years. This could translate into the community being in an age category whereby they could actively be involved in all the phases of tourism development, particularly in the decision-making phase of anticipated future initiatives and tourism development in the area.

Table 5.5:   Measures of dispersion – Age category

Number of years	Frequency	Percentage (%)
Up to 20	129	36.2%
21 – 40 yrs	110	30.9%
41 – 60 yrs	87	24.4%
Above 60yrs	30	8.4%
TOTAL	**n= 356**	**100%**
Measures of central tendency Mean = 31 years Median = 29 years Mode = 17.4 years Standard deviation = 19.4 years		

5.3.1.2   Marital status

The largest percentage of respondents (66.9%) indicated that they were single, followed by 24.9% that are married, 4.0% is divorced and 4.3% widowed, as shown in Figure 5.6. This result may propose to the Local Destination Management Organisation (LDMO) to encourage local

residents, specifically those that are single, to get involved and participate in tourism development in their community. For example, tour guiding as an opportunity to educate travellers about the tourism attractions in the destination and exposing them to the culture of the BBK.

Figure 5.6:   Marital status
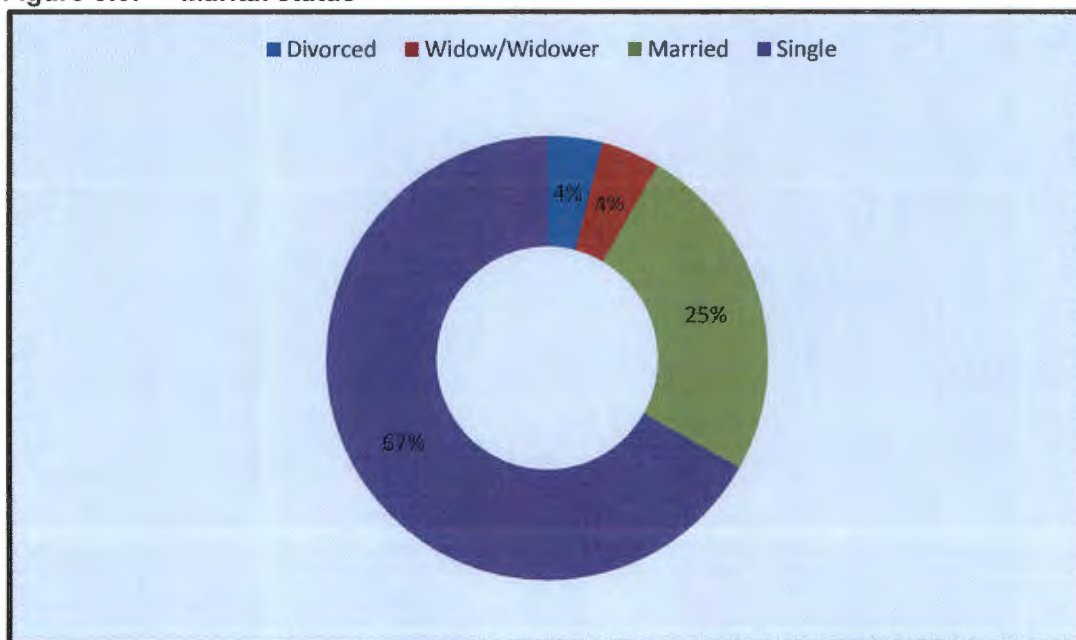
5.3.1.3   Educational and occupational level of the population

A large percentage of the respondents (61.2%), as illustrated in Figure 5.7, has matriculated at high school and this is followed by 30.9% who has acquired a certificate from a tertiary institution. This suggests that most of the respondents should most likely have a considerable knowledge of the importance of supporting tourism development in the BBK area and are likely to be aware of the benefits of tourism and what this sector could contribute towards uplifting the area. Furthermore, Figure 5.7 illustrates that a surprisingly large portion of the respondents (37%) indicated that they were students at a tertiary institution. A slightly lower percentage of respondents, 29.5% (15.9 +13.6), were economically active and earned an income from an organisation which employed them, or as entrepreneurs. Unemployed respondents were 27.5% and those who are retired were 5.9%. As revealed by the findings, there is a high percentage of respondents in the BBK community who were unemployed and the findings

Figure 5.7:   Educational and occupational level of population
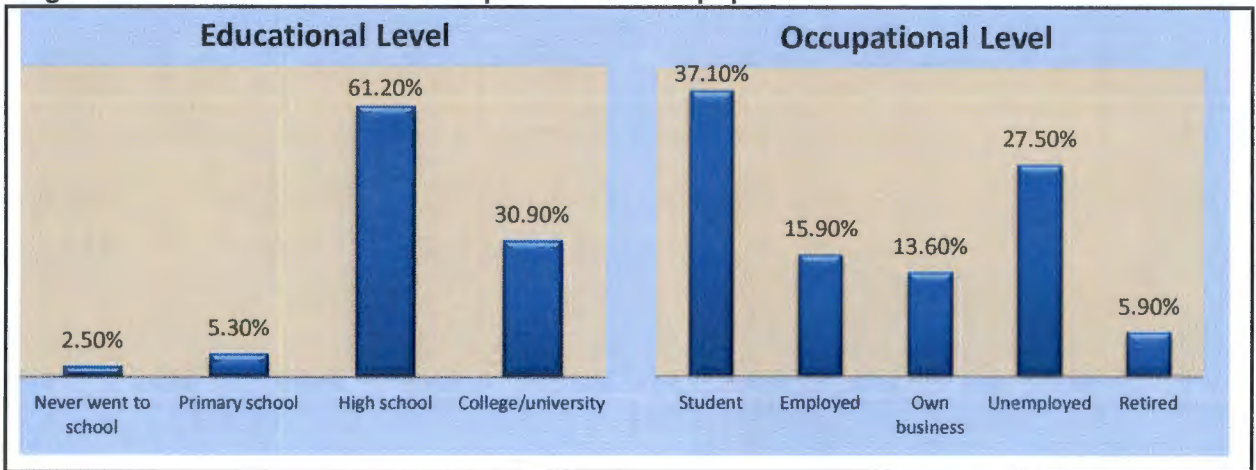
highlight the need for the BBKTA to strategically develop and manage tourism in the area, specifically involving the community in the tourism development process. Tourism increases employment opportunities and in particular in rural areas because the diversification created by tourism can assist members of the community to benefit from tourism development and be less dependent on only one industry (for example: agriculture).

5.3.1.4   Residential area (village)

Primary data was collected from four of the villages in the BBK community, as explained in paragraph 4.6.1.4. A total of 359 respondents participated in the survey but only 337 of the respondents indicated the village where they reside, hence *n* varies in the dataset. Thirty point three percent (30.3%) of the respondents were from Manamakgatheng, 23.7% from Lerome, 16.3% from Matangwaneng and 15.4% from Lesetlheng. Lastly, 14.3% of the respondents were from other villages constituted from any of the other 35 villages in the BBK community. The results obtained are indicated in Table 5.6.

Table 5.6:   Residential area (village)

Village	Frequency	Percentage (%)
Lerome	80	23.7%
Lesetlheng	52	15.5%
Matangwaneng	55	16.3%
Manamakgatheng	102	30.3%
Other	48	14.2%
Total	n= 337	100%

5.3.1.5   Length of stay in the BBK community

It is evident from the results indicated in Table 5.7 that the largest group of the respondents (63.2%) has been residing in the BBK community for 10 years and more, followed by 20.2% that has been residing in BBK community for less than 10 years. Table 5.7 further demonstrates that the mean score is 9.8 years and the median is 11 years, proposing that the average of the respondents' length of stay in the BBK community is 10 years and above. This indicates that there is a viable percentage of prospective support for tourism development in the BBK community. As indicated in Chapter 3, the involvement and participation of the community are pertinent for the success of a tourism development plan.

Table 5.7:   Length of residence in the BBK community

Number of years	Frequency	Percentage (%)
Up to 5	59	17%
5 – 10	72	20%
Above 10	225	63%
TOTAL	n= 356	100%
Measures of central tendency Mean = 9.8 years Median = 11 years Mode = 12 years Standard deviation = 3.8 years		

5.3.1.6   Cross tabulation – Demographic variables

Cross-tabulation is one of the most useful analytical tools in research. A cross-tabulation is a two (or more) dimensional table that records the number (frequency) of respondents that have the specific characteristics described in the cells of the table or as depicted in figures. Cross-

tabulation figures provide a wealth of information about the relationship between variables. Figure 5.8 illustrates the distribution of the respondents in terms of their age groups and occupational status.

Figure 5.8: Distribution of respondents: age group versus occupational status
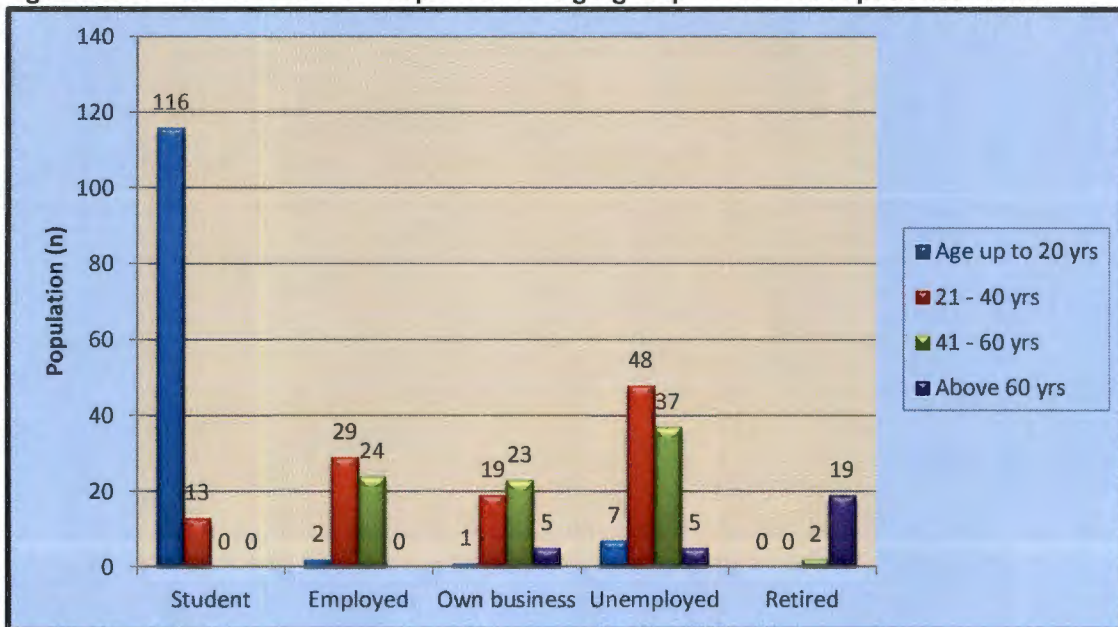
The figure above clearly depicts that a great majority of respondents 116 (33.1%) are students and below the age group of 20 years. Figure 5.8 points out that a significant number of respondents, (48+37 = 85) (24.3%) between the age of 21 and 60, years are unemployed. This may persuade the BBKTA and other role players tasked with local tourism development and expansion to encourage more involvement and participation amongst the community-group. The community can get involved in tourism by starting tourism businesses and earn an income, currency exchanges and creating employment for local residents. The tourism sector is, besides agriculture and mining, a very important sector in the socio-economic development of a rural area as a source of revenue and employment.

Figure 5.9 below is a summary of how the respondents are distributed in terms of their educational level and occupational status. A substantial number of respondents 127(36.3%) are studying further after acquiring their Grade 12 certificate and are enrolled at a tertiary institution. The BBKTA, in partnership with related government departments, should consider introducing tourism as a curriculum at all the high schools in the BBK area to create awareness of the benefits associated with the sector in anticipation that local residents would consider a career in

Figure 5.9: Distribution of respondents: educational level versus occupational status
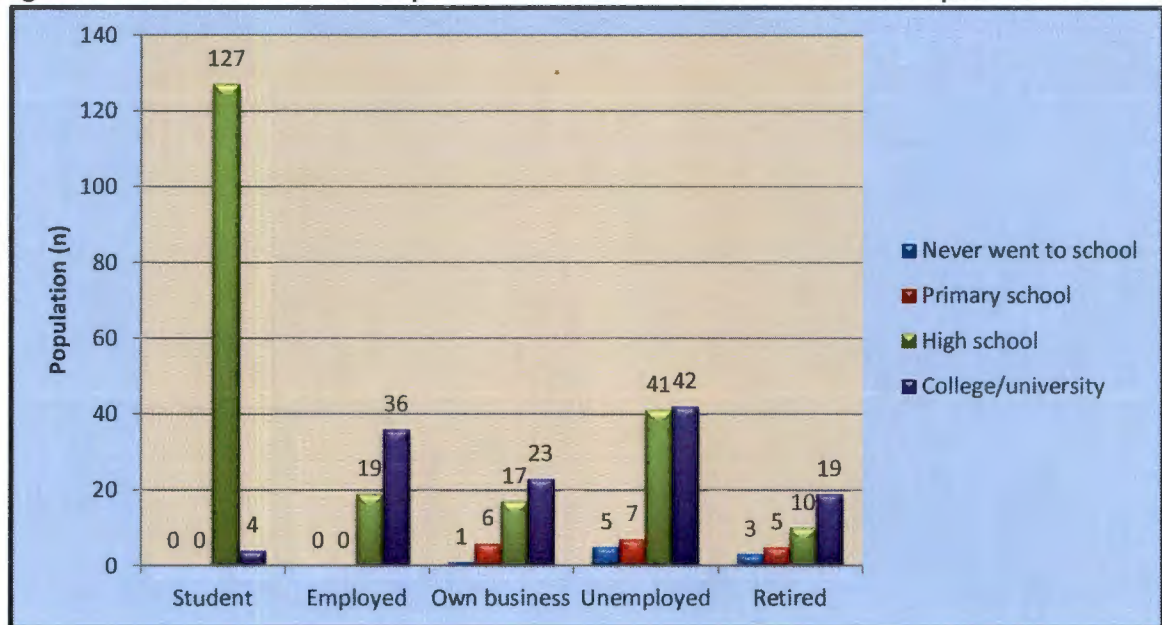
tourism. The community is the main stakeholder of tourism development and their role is important in the development of sustainable rural tourism. Their role in influencing tourism developmental activities through working together with the BBKTA as a Local Destination Management Organisation is vital.

5.3.2 TOURISM BENEFITS

This tourism benefit section seeks to investigate how the community perceives the impacts of tourism development in the BBK community. The members of the community might be more inclined to be involved and to participate in the tourism development process if they perceive the benefits of tourism development to outweigh the costs and effort. An understanding of how the community perceives the benefits associated with tourism development is an initial phase for the LDMO to take into consideration when formulating strategies on how to manage the relationships with all in the community-group as stakeholders.

5.3.2.1   Tourism benefits for the BBK community

In order to understand the inevitable impacts of tourism on a community, their perception should be investigated. Figure 5.10 illustrates respondents' perception with regard to tourists visiting the BBK community and 54.0% of the respondents stated that tourists do not visit their area; and this is in contradiction to the information obtained from the in-depth interviews.

Figure 5.10:   Tourists visit to the BBK area and tourism benefits for the community
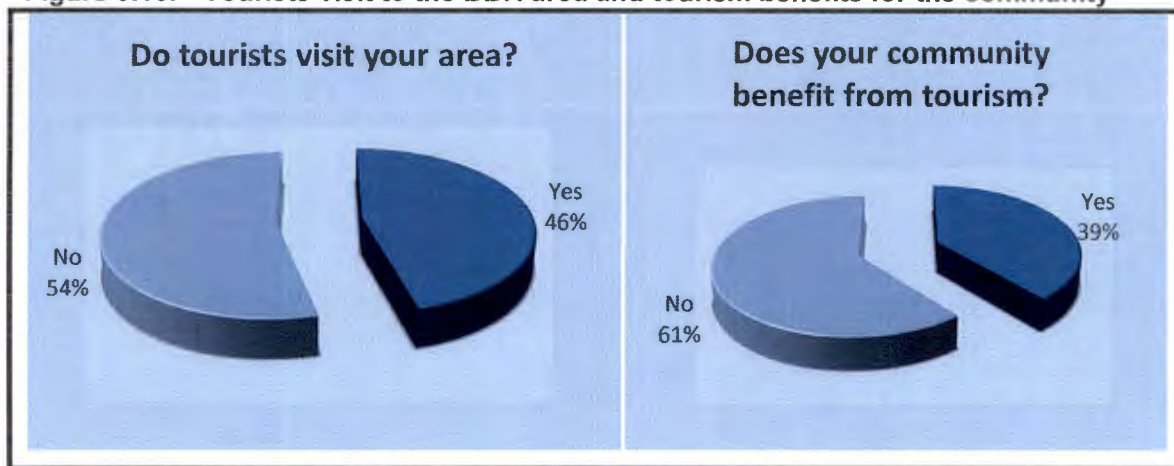
Figure 5.10 points out that a somewhat low percentage 39.0% of respondents do benefit from tourism and an overwhelmingly majority 61.0% of respondents stated that the community is not benefitting from tourism. What is very concerning is that the majority of respondents highlighted that they do not benefit from tourism in the BBK area. This is in concurrence with Figure 5.7 where it is indicated that a high number of respondents (27.5%) are unemployed.

Respondents were presented with a series of closed-ended questions supplemented with open-ended questions. One of the open-ended questions posed to respondents was to describe the benefits they associate with tourism in the BBK community. Figure 5.11 shows the grouped responses to this questions and the $n = 21$ in this case.

As illustrated in Figure 5.11 47.0% was recorded for tourism development in the BBK area as a source for employment opportunity for the community. Furthermore, 33.0% of respondents indicate that the community benefit from tourism through owning tourism businesses selling products and services to tourists (for example: food, accommodation, tour operators, tour guides, *et cetera*) and cultural activities (for example: artefacts, cultural dances and events).

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Figure 5.11:   Tourism benefits for the BBK community
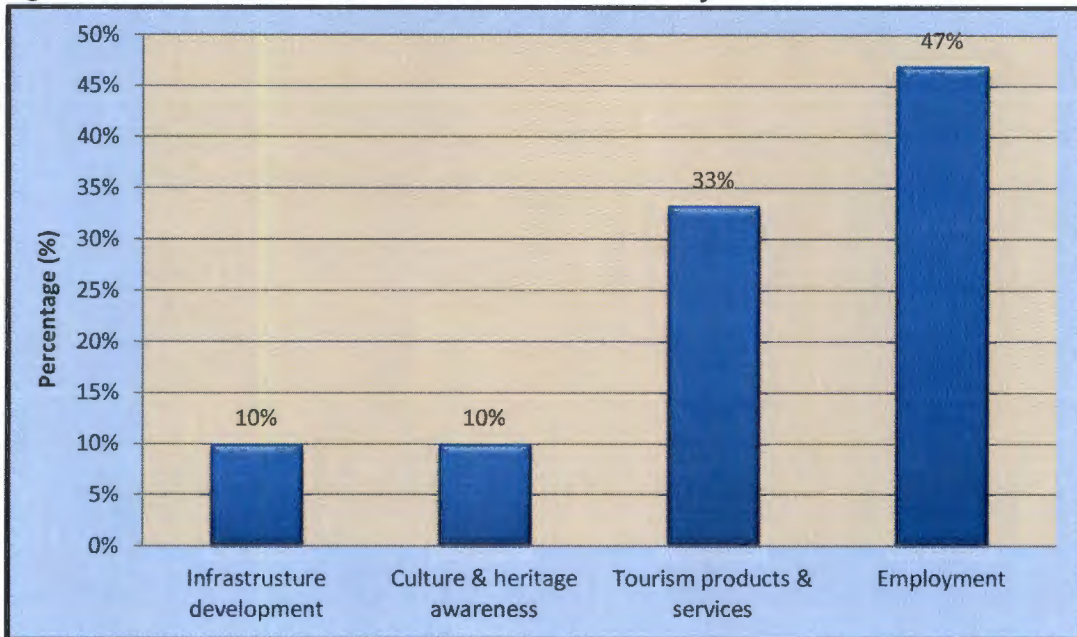
These results indicate that the tourism sector does somewhat contribute towards the development of the community, and only through the strategic management of tourism development in this area will the benefits for the community be optimised and be spread to other villages. How the members of the community-group perceive the aforementioned benefits of tourism development is a critical predictor of their support for, and likelihood of, achieving sustainable tourism development and management. On the other hand, this will enable the BBKTA to adopt adequate responsive mechanisms to any negative factors that might be to the detriment of sustainable tourism development in the rural region. Tourism, specifically in a rural region, can positively affect the lives of members of the community by bringing increased income and employment opportunities, an improved standard of living, improved infrastructure, and the promotion and preservation of local culture and heritage. The existence of SMMEs is dependent on the strength of rural areas with certain qualities symptomatic of their situation, such as the level of development, natural beauty, cultural activities, and uniqueness.

5.3.2.2   Cross-tabulation: Demographics and tourism attractions

The majority of respondents, 133 (37.4%) as illustrated in Figure 5.12, have been residing in the BBK area for more than 10 years and the results revealed that, there are no benefits that are

Figure 5.12: Distribution of respondents: number of years residing in the BBK community versus tourism benefits for the BBK community
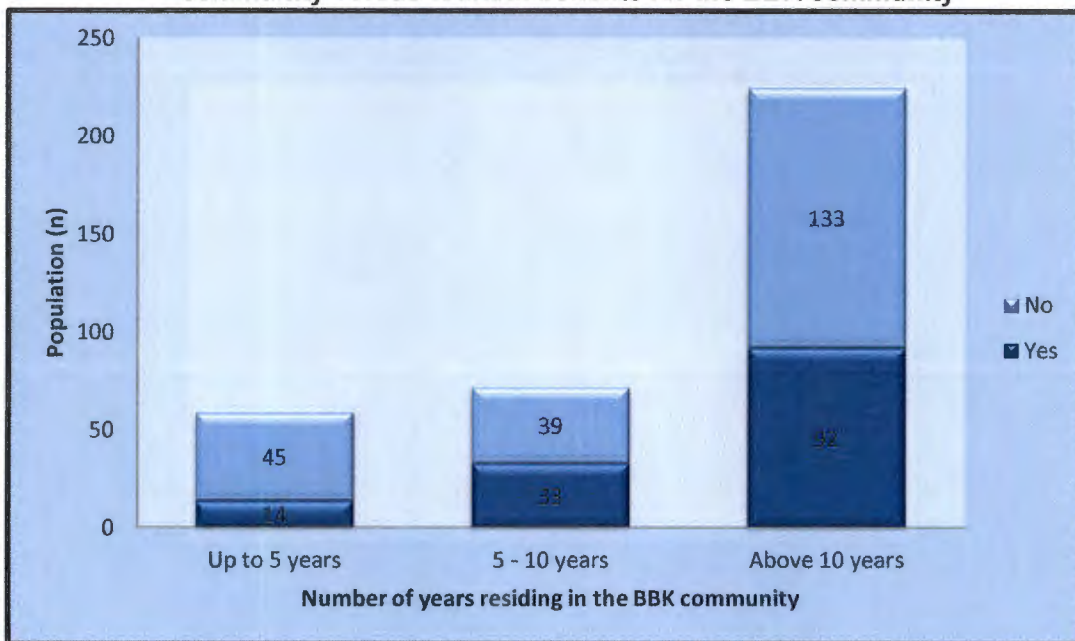
linked between tourism and the BBK community. These results could suggest to the BBKTA that the members of the community should be encouraged to participate in tourism development through entrepreneurship initiatives and other related programs. An inclusive practice of tourism growth development will bring along sustainable benefits for the community and easily reduce urban migration. The involvement of community members in tourism for generating economic or social benefits can positively influence their attitude towards tourism and tourism development, such as that of the BBK. Tourism relies on the goodwill and cooperation of members of the community because they are part of a destination and its products. Table 5.8 indicates that a significant number 45 (12.7%) of respondents from the Lerome village stated that tourism businesses do offer employment opportunities for local residents from their village and this is followed by 32 (9.0%) respondents from the Lesetlheng village. However, there was a considerable large number of respondents 69 (19.4%) who indicated that local residents from the Manamakgatheng village are not employed by tourism businesses. One of the main factors indicating the success of using tourism for regional developmental purposes is the extent to which the benefits of tourism are spread throughout the villages. Tourism empowerment can be used to stimulate the development of SMMEs and to increase economic multipliers enabling tourism to be acknowledged as a development tool for the possible reviving of declining traditional industries, such as agriculture and mining.

Table 5.8:   Distribution of respondents: Tourism business employing local residents in the BBK community per village

Variables	Does tourism business within your community employ people from this area?		
Village	Yes	No	Total
Lerome	45	35	80
Lesetlheng	32	20	52
Matangwaneng	30	23	53
Manamakgatheng	33	69	102
Other	13	35	48
Total	153	182	n = 355

5.3.2.3   Chi-square test of independence

The Chi-square test of independence is concerned with the relationship between two different variables (or categories) in a population under study. There is a significant relationship (p= 0.008) between the two variables, *Does tourism business within your community employ people from this area? Versus gender,* as shown in Table 5.9.

Table 5.9:   Chi-square results – Tourism business employing local residents in the BBK community versus gender

Variables	Does tourism business within your community employ people from this area?		
Gender	Yes	No	Total
Male	90	82	172
Female	70	113	183
Total	160	195	n = 355
p-value = 0.008	Chi-square statistic = 7.094 (df = 1)		

If the probability value (p-value) is less than or equal to 0.05 then there is a significant relationship between the two variables and if the p value is greater than 0.05 then there is no significant relationship. The observed frequencies, Chi-square statistic and the p-value with one degree of freedom (df = 1), are shown in Table 5.9. Since the p-value (0.008) is less than 0.05, this implies that there is a level of significance between the two variables and this means that the views of the respondents on tourism employment are significantly dependent on their gender. Of note is that the majority of the respondents 113 (31.8%) who disagree with the item listed in Table 5.9 are women, whereas many of the respondents, 90 (25.4%) who agree are men. Notice Figure 5.13 below to justify this research finding.

Figure 5.13: Chi-square results – Tourism businesses employing local residents of the BBK community versus gender
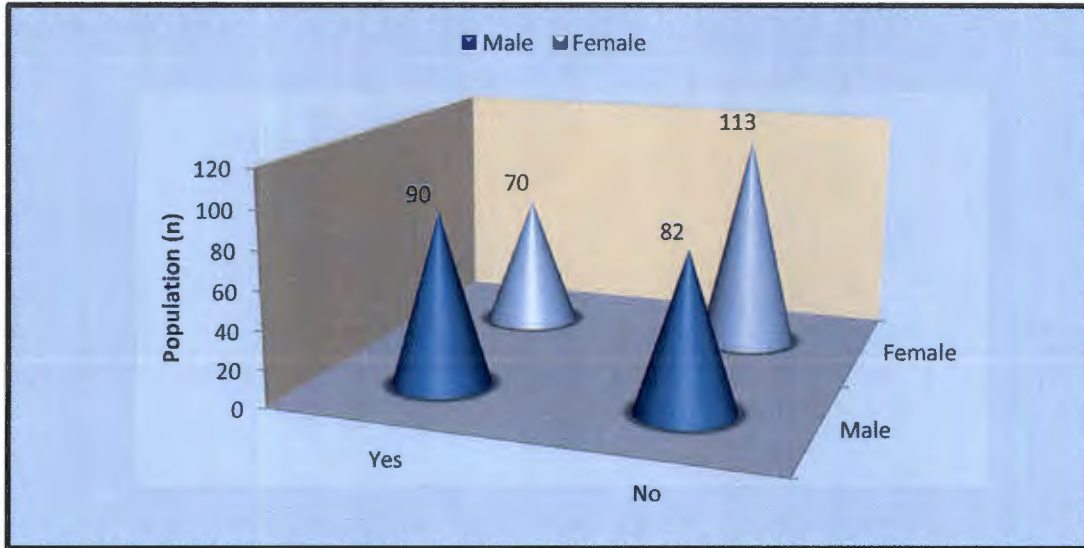
It can be seen in Figure 5.13 that by increasing women's involvement and participation in tourism development and in the decision-making process could be a means of developing sustainable tourism in the BBK community. The tourism sector offers considerable potential for the development of entrepreneurial activities, in particular because most businesses are Small, Medium, and Micro Enterprises (SMMEs) such as guest houses, bed-and-breakfast enterprises, tour operators, and many more. Funding entrepreneurship initiatives targeting women could be a policy measure aimed at promoting women empowerment and, at the same time, contribute towards the preservation and conservation of culture and heritage.

Table 5.10 indicates that there is a significant relationship that exists between the *level of education* and tourism benefits for the community because the value of p is less than 0.05. A possible explanation for this could be the high unemployment rate among residents who have undergone training at high schools and tertiary institutions. This is in concurrence with Figure 5.9 where it is indicated that a high number of respondents who obtained a matric certificate and tertiary qualification are unemployed.

Table 5.10: Chi-square results – Tourism benefits for the community versus level of education

Variables	Do community benefit from tourism?		
Educational level	**Yes**	**No**	**Total**
Never went to school	4	5	9
Primary school	9	10	19
High school	65	152	217
College/university	59	51	110
Other	1	0	1
Total	138	218	n = 355
p-value = 0.001	Chi-square statistic = 19.640 (df = 4)		

The focus of the ensuing section is on respondents' viewpoint on tourism in the BBK community, the third section of the quantitative results as indicated in Figure 5.4.

5.3.3 VIEWPOINT ON TOURISM

Section B of the questionnaire contained 36 items to acquire data from respondents regarding tourism development in the destination and on how tourism is managed by the local destination management organisation. A five-point Likert type interval scale was used with 1 representing strongly agree and 5 strongly disagree.

5.3.3.1 Reliability and validity of constructs

The reliability of internal consistency of a construct is an indication of how consistently it produces the same results if it is applied repeatedly. The reliabilities, by means of Cronbach alpha calculation in the dataset were determined by means of statistical software. A Cronbach alpha of more than 0.70 is considered as good but moderate and a Cronbach alpha of more than 0.60 is also considered as acceptable for exploratory studies as in this case (Pentz, 2011).

Table 5.11 presents the reliability analyses of the following constructs:

- Awareness – seven items (AW1 – AW7) measuring the community's level of awareness towards tourism.

- Attitude – seven items (AT1 – AT7) measuring the community's attitude towards tourism development in their area.

- Perception – six items (PE1 – PE6) measuring the community's perception towards tourism development.

- Involvement – six items (IN1 – IN6) measuring the community's level of involvement in tourism activities.

- Participation – four items (PT1 – PT4) measuring the community's participation in the tourism development process.

- Trust – three items (TR1 – TR3) measuring the trust level towards the BBKTA as a local destination management organisation.

- Commitment – three items (CO1 – CO3) measuring the community's level of commitment to the BBKTA tourism initiatives and programs.

Table 5.11:   Reliability of constructs

Construct	Cronbach's Alpha (α)	No. of Items	Mean	Standard Deviation	Internal consistency
Awareness	0.758	7	3.19	0.52	Acceptable
Attitude	0.835	7	2.76	0.45	Good
Perception*	0.771	5	3.05	0.32	Acceptable
Involvement*	0.840	2	2.23	0	Good
Participation*	0.708	2	3.74	0.03	Acceptable
Trust	0.780	3	2.87	0.19	Acceptable
Commitment	**0.552**	**3**	**3.41**	**0.50**	**Poor**

*Note: Seven items (PE2, IN3, IN4, IN5, IN6, PT1, and PT2) were removed from these subscales in order to increase reliability coefficient.

The 'commitment' scale items (CO1, CO2 and CO3) were removed. The Cronbach's alpha score ($\alpha = 0.552$) for the three items that probed the 'respondents' level of commitment towards the BBKTA in the management of tourism in the destination' was lower than 0.70, and as a result the items were removed. Therefore, all the removing constructs shown in Table 5.11 had acceptable reliability coefficients above 0.7 and were retained in the measurement instrument, excepting 'commitment'. The developed measurement instrument thus is regarded as a reliable measurement to measure respondents' viewpoints on tourism in the BBK community.

5.3.3.2   Respondents' viewpoint on tourism

The importance of the strategic management of the community as primary stakeholder commences with gathering knowledge and understanding on their perspective towards tourism.

The information will enable management of the BBKTA to develop strategies that will outline medium to long term plans on how to build and manage relations with members of the community in pursuit of developing sustainable rural tourism in the BBK area. Table 5.12 outlines the responses obtained concerning the respondents' viewpoints on tourism.

Table 5.12:   Respondents viewpoint on tourism

	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Mean	Standard deviation
AW1	Community members of this village are knowledgeable about tourism.(n=359)	3.1%	17.5%	13.9%	**38.2%**	**27.3%**	3.69	1.14
AW2	Community members understand their role in tourism development. (n=358)	1.7%	14.5%	11.5%	**42.7%**	**29.6%**	**3.84**	1.06
AW3	Community members are aware of events/attractions that attract tourists to visit this village.(n=357)	11.8%	**42.0%**	17.1%	19.0%	10.1%	2.74	1.19
AW4	This village is a place of interest to tourists in the BBK area. (n=356)	15.7%	39.3%	13.8%	19.1%	12.1%	2.72	1.28
AW5	The villages have facilities for tourists e.g. accommodation, roads, attractions and others. (n=359)	8.6%	41.5%	14.8%	22.3%	12.8%	2.89	1.22
AW6	Education/training about tourism is provided to community members. (n=359)	3.9%	19.5%	11.4%	**35.9%**	**29.2%**	3.67	1.20
AW7	There is interest about tourism amongst the community members. (n=354)	**9.3%**	**48.9%**	13.3%	17.5%	11.0%	2.72	1.19
AT1	There is a positive attitude of community members of this village towards tourists. (n=357)	**10.1%**	**52.9%**	13.7%	16.5%	6.7%	2.57	1.09
AT2	Tourism has changed the community behaviour. (n=353)	3.7%	32.3%	18.4%	30.3%	15.3%	3.21	1.16
AT3	Tourism provides cultural exchange between tourists and community members. (n=358)	**9.2%**	**49.2%**	13.4%	18.7%	9.5%	2.70	1.16
AT4	My quality of life has improved because of tourism development. ((n=358)	3.4%	21.8%	21.5%	34.1%	19.3%	3.44	1.13
AT5	Tourism is a tool to support development of formal and informal businesses. (n=359)	**35.4%**	**40.9%**	9.5%	7.5%	6.7%	2.09	1.16
AT6	Positive cultural values are enhanced as a result of tourists visiting our village. (n=356)	**26.7%**	**33.4%**	15.7%	16.0%	8.1%	2.46	1.26
AT7	Tourism does create employment for the community members. (n=358)	19.6%	30.7%	11.7%	21.8%	16.2%	2.84	1.39

PE1	Community members perceive tourism development as their responsibility. (n=358)	7.5%	22.9%	20.1%	**34.4%**	**15.1%**	3.27	1.19
PE3	Tourism has improved the infrastructure of this village. (n=357)	11.2%	32.5%	17.6%	27.2%	11.5%	2.95	1.23
PE4	There are more educational opportunities for locals due to tourism in the village. (n=358)	**10.9%**	**41.1%**	15.1%	21.2%	11.7%	2.82	1.22
PE5	The level of crime incidents has decreased in this area as a result of tourism development. (n=355)	5.6%	22.0%	12.1%	35.2%	25.1%	3.52	1.24
PE6	Community members own tourism businesses. (n=357)	19.6%	35.3%	10.1%	19.9%	15.1%	2.76	1.37
IN1	Partnership and collaboration between stakeholders are important in the development of sustainable tourism. (n=357)	**32.3%**	**38.1%**	12.9%	9.8%	7.0%	2.21	1.20
IN2	The tourism industry is dependent on the community members' involvement. (n=359)	**31.5%**	**38.2%**	11.7%	12.0%	6.7%	2.24	1.21
PT3	I have participated in a form of decision making process. (n=356)	5.3%	17.7%	10.4%	**33.4%**	**33.1%**	3.71	1.24
PT4	Community participates in the formulation of laws and regulations of tourism. (n=358)	5.0%	12.8%	15.6%	**34.1%**	**32.4%**	3.76	1.18
TR1	The community trusts the BBKTA as an organisation that manages the tourism activities on their behalf. (n=357)	9.8%	31.7%	15.7%	25.8%	17.1%	3.09	1.28
TR2	BBKTA is dedicated towards the development of tourism. (n=357)	**9.2%**	**41.2%**	18.5%	20.7%	10.4%	2.82	1.17
TR3	The BBKTA does have the necessary know how to manage tourism development. (n=358)	**11.7%**	**41.6%**	20.9%	16.5%	9.2%	2.70	1.15

The six constructs used to determine the respondents' viewpoints on tourism will now be dealt with.

(1)   Awareness

It is indicated in Table 5.12 that a significant percentage 65.5% (38.2+27.3), of the respondents are not knowledgeable about tourism (AW1). This should indicate that the members of the community are either unaware of tourism development or are not knowledgeable about the importance of tourism in the development of the rural area and this is in concurrence with the 61.0% also indicated that the community does not benefit from tourism. Item AW2 asked if community members understood their role in tourism development and recorded the highest mean score and thus respondents disagreed with the statement. This reveals that the

community does not understand their role as stakeholders in the tourism development process. In order to encourage members of the community to participate in tourism development in rural areas, their perceptions regarding tourism activities are important to be sought. However, respondents were asked whether they were aware of the events/attractions that attract tourists to their villages (AW3) and 42.0% of the respondents agreed. This might suggest that the members of the community are aware of events/attractions but do not fully comprehend the significant power it has to contribute towards the sustainable development of rural tourism. Events are an inseparable part of tourism and are able to attract domestic, regional, and international tourists, and can further enhance the reputation and attractiveness of the BBK region as a destination.

Respondents were asked if they have received education/training with regard to tourism (AW6) and a considerable majority 65.1% (35.9%+29.2%) of the responses leans towards the negative, as indicated in Table 5.12. This proposes to the BBKTA and other tourism authorities to develop tourism training and education programmes that can assist in enabling the members of the community-group to acquire a comprehensive understanding of the importance of the tourism sector as a means of development. Tourism training and education tied to community empowerment are strong predictors of community involvement and participation in tourism planning and development. The table below is a histogram of the community's awareness of tourism.

Figure 5.14: Histogram of the community awareness towards tourism
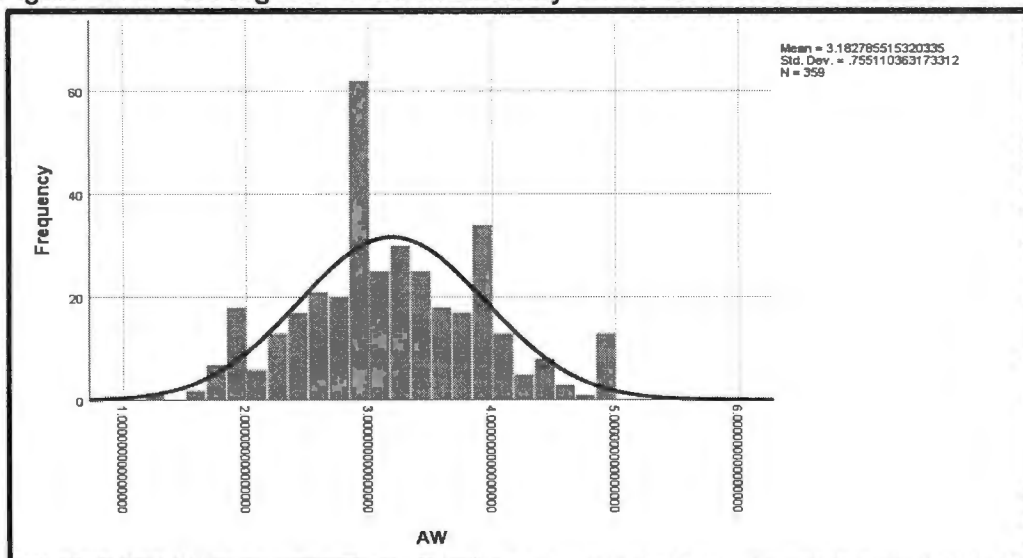
The mean score of 3.18, as reflected in Figure 5.14, indicates a slight negative skewness of data distribution as most respondents tended to disagree with the items in the construct indicating the level of awareness concerning tourism in the BBK community.

(2)   Attitude

Respondents were asked to indicate whether community members had a positive attitude towards tourists (AT1), as highlighted in Table 5.12, and 63% (52.9% + 10.1%) of the respondents were positive in their responses, whilst 23.20% (16.5%+ 6.7%) were negative. The mean score of 2.75, as reflected in Figure 5.15, indicates a slightly positive skewness of data distribution as most respondents tended to agree with the items in the construct indicating the level of attitude towards tourism in the BBK community.

Figure 5.15:   Histogram of the community attitude towards tourism
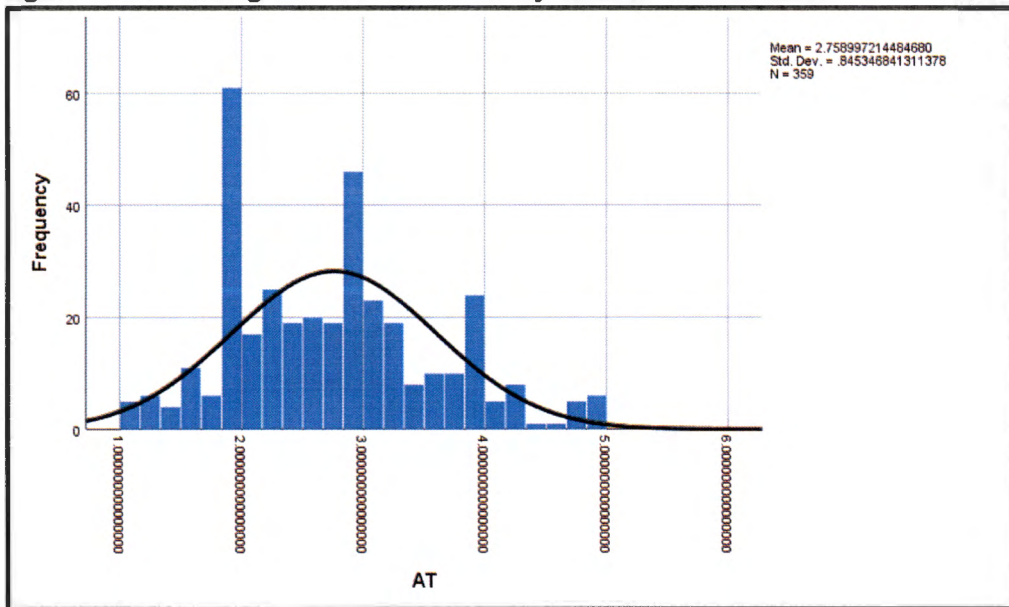
This indicates to the BBKTA that members of the community who value tourism and have a positive attitude towards tourists are more likely to support tourism development in the region. Furthermore, respondents were asked if tourism provides an opportunity for cultural exchange between tourists and community members (AT3), as reported in Table 5.12, and 58.4% (49.2% + 9.2%) of the respondents' responded positively, whilst 28.2% (18.7% + 9.5%) reacted negatively to the statement. The role of cultural tourism is closely related to educational programmes as it enables tourists to acquire knowledge and authentic experiences to a unique insight into the way of life of a community and reciprocally for the members of a community to

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learn about the culture of tourists. Enhancing the role of the Mphebatho Museum as a centre for knowledge and education will most likely attract more tourists to the BBK region due to their culture being a main 'pull-factor' for tourists. Respondents were also asked to indicate if tourism is a tool to support the development of formal and informal businesses (AT5) and a considerable percentage (40.9%) of the respondents agreed and 35.4% strongly agreed. Tourism and entrepreneurial activities are complementing each other, as the development of tourism depends on SMMEs while in the same way SMMEs' activities also rely on tourism to grow and survive. Members of the community's involvement in tourism and generating economic or social benefits can influence their attitude towards tourism development.

(3)   Perception

Respondents were asked to indicate whether they as members of the community do have responsibilities in the tourism development process in the BBK region (PE1) and almost half of the respondents 50% (34.4% + 15.1%) indicated that it is not the responsibility of members of a community, and only 30.4% (22.9% + 7.5%) of the respondents highlighted that members of a community do have a responsibility in tourism development. The mean score is 3.06 as reflected in Figure 5.16, indicating a slight negative skewness of data distribution as respondents tend to disagree with the items in the construct related to their perception concerning tourism in the BBK community.

Figure 5.16:   Histogram of the community perception on tourism

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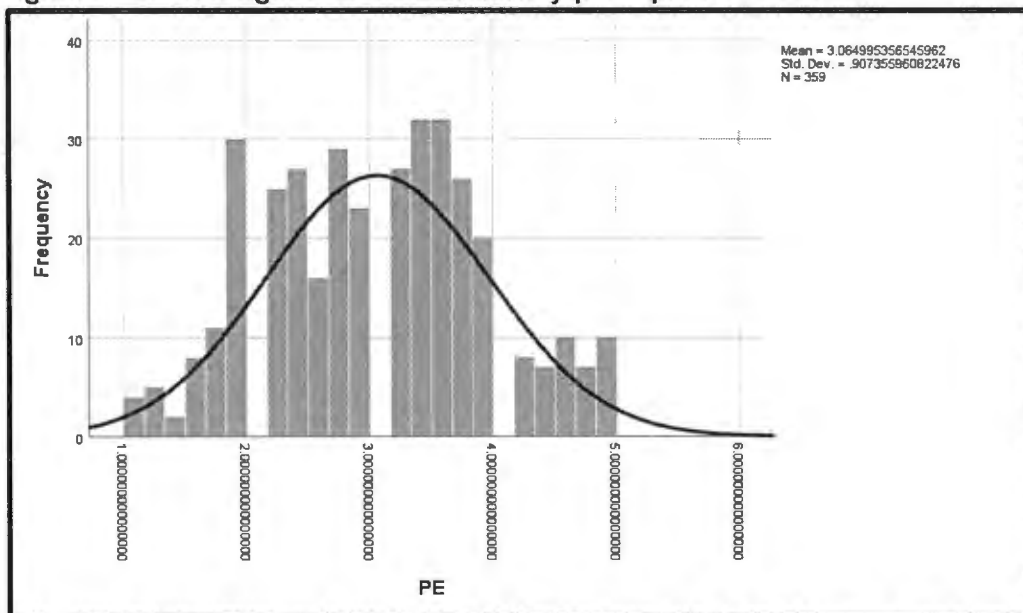
This finding is in concurrence with item AW2 as shown in Table 5.12, whereby the majority of the respondents mentioned that they do not understand their role in tourism development. The community's realisation of their role and responsibility in tourism development is of paramount importance for the sustainable development of rural tourism, especially in the BBK community. Community participation is also an empowerment process and involves local residents to identify problems, influence the decision-making and services that affect their lives, gaining and also sharing the benefits of development taking place in their community. Benefits need not always be financial, but it can be intangible benefits such as skills development, increased confidence, increasing trust and ownership of projects. The role and responsibility of members of the community in the development process of tourism are not only welcoming and providing services to tourists but to protect and preserve the destination's tangible and intangible assets.

Therefore, BBKTA's understanding of the attitudes and perception of community members towards tourism is the very first step in the process of sustainable rural tourism development.

(4) Involvement

Respondents were asked to indicate if tourism is dependent on the involvement of community members (IN2) and the responses obtained are highlighted in Table 5.12. An overwhelming majority of respondents 69.7% (38.2% + 31.5%) reacted positively to the statement that tourism is dependent on the involvement of the members of the community. The mean score of 2.23, as reflected in Figure 5.17, indicates a positive skewness of data distribution as most respondents agreed with the items of this construct indicating the level of involvement in tourism.

The findings are an indication to the BBKTA and other tourism authorities that there is a strong likelihood that the community will support tourism development strategies, policies and actions. As a DMO it is important to understand how the community perceives tourism to gain, firstly, an overview of members' behaviour and concerns, secondly, a better comprehension of local agreement with and then support for tourism development strategies, policies and actions; subsequently, the involvement of members of a community in the decision-making process whereby there is an opportunity for them to express their desires on how to develop the area through their participation. Furthermore, they can be involved in tourism development through establishing tourism business enterprises that gain profits and benefits from tourism activities,

Figure 5.17:   Histogram of the community involvement in tourism
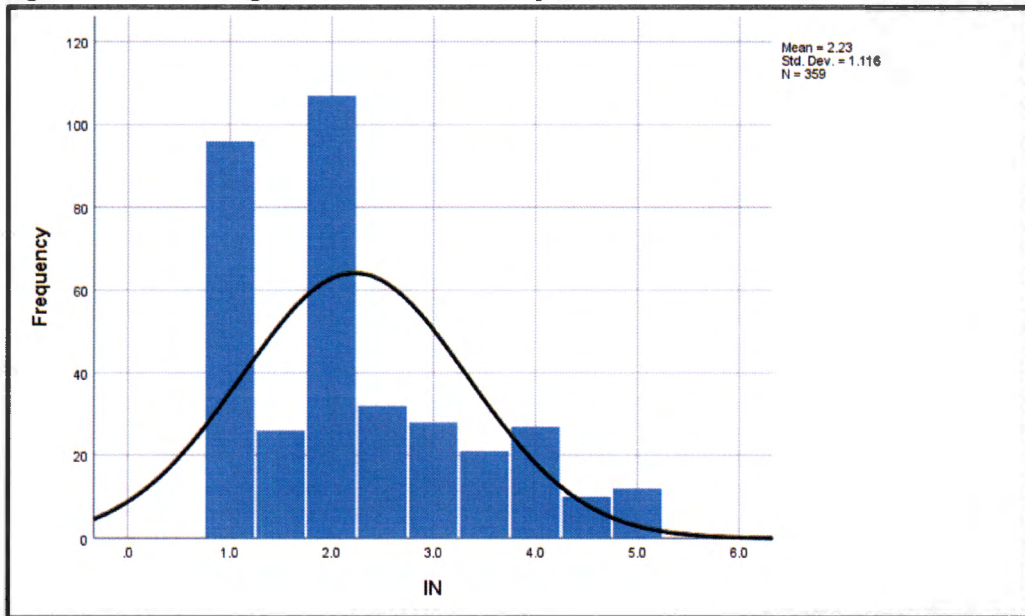
and contribute towards a region's economic development by creating employment opportunities. This is because the community is not only acting as a catalyst for tourism activities, they are a crucial asset that can empower tourism activities more robustly and efficiently.

(5)   Participation

Respondents were requested to indicate whether they participate in a form of the decision-making process in tourism development (PT3). A substantial percentage 66.5% (33.4% + 33.1%) responded negatively. Similarly, respondents were requested to indicate if the community has participated in formulating the laws and regulations of tourism (PT4). Table 5.12 indicates that an overwhelmingly majority of 66.5% (34.1% + 32.4%) were once again negative in their response to the statement. The mean score of 3.73, as reflected in Figure 5.18, indicates a negative skewness of data distribution as most respondents disagreed with the items in the construct indicating their level of participation in tourism.

Figure 5.18:   Histogram of the community participation in tourism
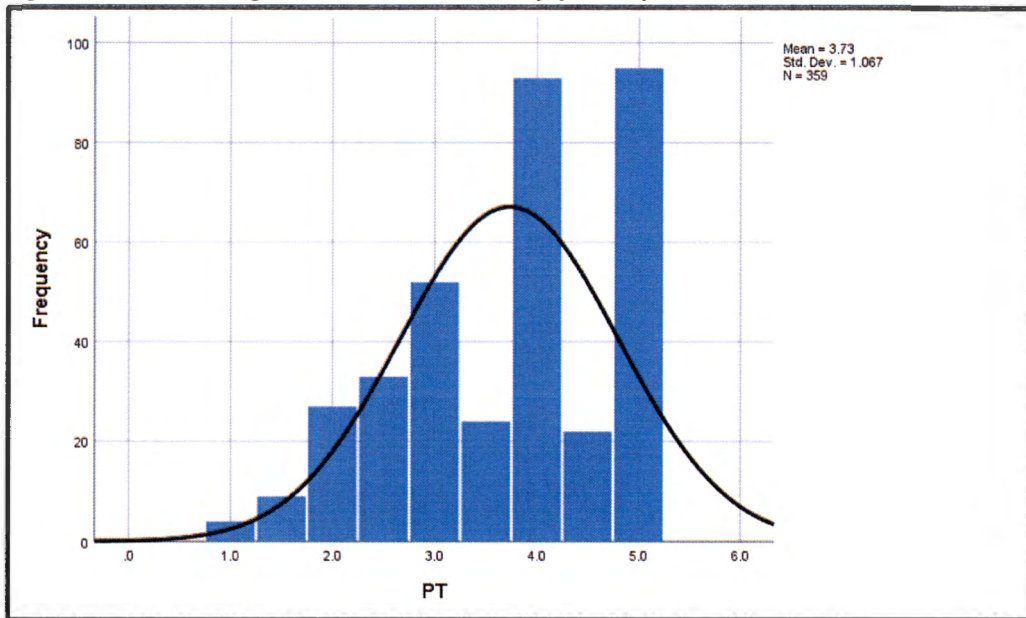
The finding reveals that the BBKTA ought to organise and facilitate community participation workshops to gather an impression of members' views on tourism development. This will be to the benefit of the BBKTA as policy maker as it would provide an understanding of the local attitude and perception towards tourism. Furthermore, community participation in tourism contributes towards development, empowerment and greater self-reliance of members of a community. Overall, involving members of the community is a key component for effective planning and implementation

(6)   Trust

Respondents were asked to indicate whether they trust the BBKTA as an organisation to manage tourism activities on behalf of the community (TR1). As indicated in Table 5.12, 42.90% (25.8% + 17.1%) of the respondents were negative, whilst 41.50% (9.8%+31.7%) indicated that they do trust the BBKTA in managing tourism on behalf of the community. The mean score of 2.87, as reflected in Figure 5.19, indicates a slight positive skewness of data distribution as respondents agreed with the items in the construct indicating their trust level towards the BBKTA as a LDMO.

Figure 5.19: Histogram of the community trust on the BBKTA
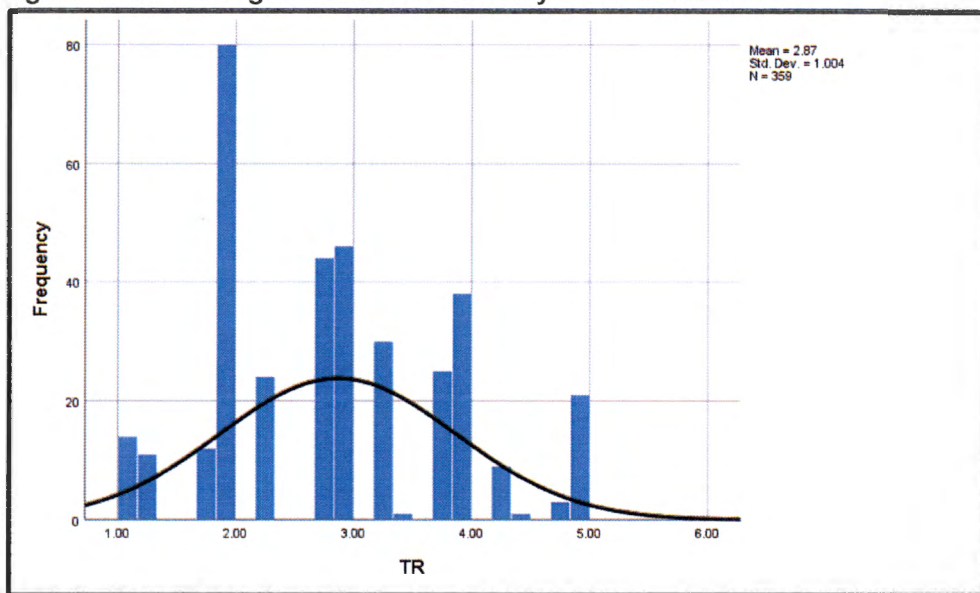
These findings suggest that the BBKTA should, through a structured process, partner with local residents, business associations, local entrepreneurs, educational institutions, law enforcement institutions, local government and others to achieve meaningful change that would contribute towards the building of trust amongst stakeholders, in particular members of the community. By having a structured process, members of the community can express matters that might be adversely impacting their trust in an organisation and allow the BBKTA to communicate its intended strategies and programmes for achieving sustainable development. Trust is an intangible factor that binds organisations and communities together for achieving a common purpose.

5.3.3.3 Demographic characteristics: ANOVA

One-way ANOVAs were used for the further analyses of the data. ANOVA explains how independent variables interact with one another and what effects they have on a dependent variable. When the p-value is smaller than 0.05, then there is a statistical significant difference and the practical significant difference guideline is: 0.2 = a small effect, 0.5 = a medium effect, and 0.8 represents a large effect, according to Field (2013) and Pallant (2013). The ANOVA was used to compare the repondent's viewpoint on tourism from different villages in the BBK community, as indicated in Table 5.13.

Table 5.13: The ANOVA test to compare the views of residents from different villages on tourism

Variables		Village				
Construct		Lerome	Lesetlheng	Matangwaneng	Manamakgatheng	Other
Awareness	Sample (n)	80	52	55	102	48
	Mean	2.98	2.99	3.14	3.41	3.24
	Standard Deviation	0.70	0.70	0.79	0.76	0.72
		p-value = 0.001, significant difference, p-value < 0.05				
Attitude	Sample (n)	80	52	55	102	48
	Mean	2.70	2.37	2.80	2.77	3.14
	Standard Deviation	0.83	0.82	0.92	0.78	0.84
		p-value = 0.000, significant difference, p-value < 0.05				
Perception	Sample (n)	80	52	55	102	48
	Mean	3.03	2.56	3.19	3.02	3.56
	Standard Deviation	0.91	0.85	0.89	0.87	0.78
		p-value = 0.000, significant difference, p-value < 0.05				
Involvement	Sample (n)	80	52	55	102	48
	Mean	2.16	1.79	2.21	2.11	2.98
	Standard Deviation	1.04	1.04	1.22	0.96	1.15
		p-value = 0.000, significant difference, p-value < 0.05				
Participation	Sample (n)	80	52	55	102	48
	Mean	3.53	3.82	3.79	3.85	3.73
	Standard Deviation	1.09	1.08	0.99	1.05	1.00
		p-value = 0.314, no significant difference, p-value > 0.05				
Trust	Sample (n)	80	52	55	102	48
	Mean	2.63	2.62	2.80	2.97	3.24
	Standard Deviation	0.81	1.07	0.96	1.04	0.92
		p-value = 0.000, significant difference, p-value < 0.05				

The SPSS 25 software package was used to perform an ANOVA test for the results in Table 5.13. Since the p-values for the levels of awareness, attitude, perception, involvement and trust are all less than 0.05, there is a level of statistical significance. The findings revealed that there are significant differences of the population means of responses on tourism among the residents in the five residential areas. This means that the residents in these five residential areas did not equally agree on tourism in terms of the items except for 'participation' as indicated in Table 5.13. However, closer inspection of Table 5.13 revealed that there is no statistical difference in terms of the level of participation, because respondents equally agree since the p-value for this construct is greater than 0.05, the level of significance.

5.3.3.4 *T*-test between two independent samples

The purpose of the *t*-test is to compare the average (mean) responses of two populations. Samples are selected randomly from these populations and the variances of the populations' responses are assumed to be equal. The populations' responses are also assumed to be normally distributed. The difference of opinions (views) between the two populations is statistically significant if the p-value is less than 0.05 for the (5%) level of significance. The *t*-test between two independent samples (male and female residents) about their views on tourism was performed and the results are indicated in Table 5.14. When observing Table 5.14, the p-values of the level of awareness, participation, and trust are greater than 0.05 level of significance; this means that there is no significant difference of the views on tourism between male and female residents. The p-values for the levels of attitude, perception and involvement are less than 0.05, level of significance. This implies that there is a significant difference of the views on tourism between male and female residents in terms of these levels.

Table 5.14:   Two sample t-test

Variables		Sample Size	Mean	Standard Deviation	p-value	Comment
Awareness	Male	174	3.25	0.72	0.110	No significant difference, p-value> 0.05
	Female	183	3.12	0.79		
Attitude	Male	174	2.67	0.82	0.043	Significant difference, p-value < 0.05
	Female	183	2.85	0.86		
Perception	Male	174	2.93	0.85	0.006	Significant difference, p-value < 0.05
	Female	183	3.20	0.95		
Involvement	Male	174	2.03	1.03	0.001	Significant difference, p-value < 0.05
	Female	183	2.42	1.17		
Participation	Male	174	3.78	1.06	0.398	No significant difference, p-value> 0.05
	Female	183	3.68	1.07		
Trust	Male	174	2.92	0.96	0.340	No significant difference, p-value> 0.05
	Female	183	2.82	1.04		
Average mean score: Male = 2.93 Female = 3.02						

Furthermore, the mean scores for male respondents on their viewpoints on tourism are lower than that of their female counterparts and this means that male respondents tend to agree slightly more with the statements pertaining to tourism, whereas female residents tend to be indifferent.

Figure 5.20 validates the point that female respondents had a mean score of 3.20 and this suggests that female respondents have a slightly higher negative perception towards tourism compared to male respondents. This will propose to the BBKTA to develop strategies that will

encourage females to be more involved and participate in the tourism development process in the hope of shaping their perception to be more positive towards tourism. The scale ranges from strongly agree (1) to strongly disagree (5).

Figure 5.20:   Perception by gender box
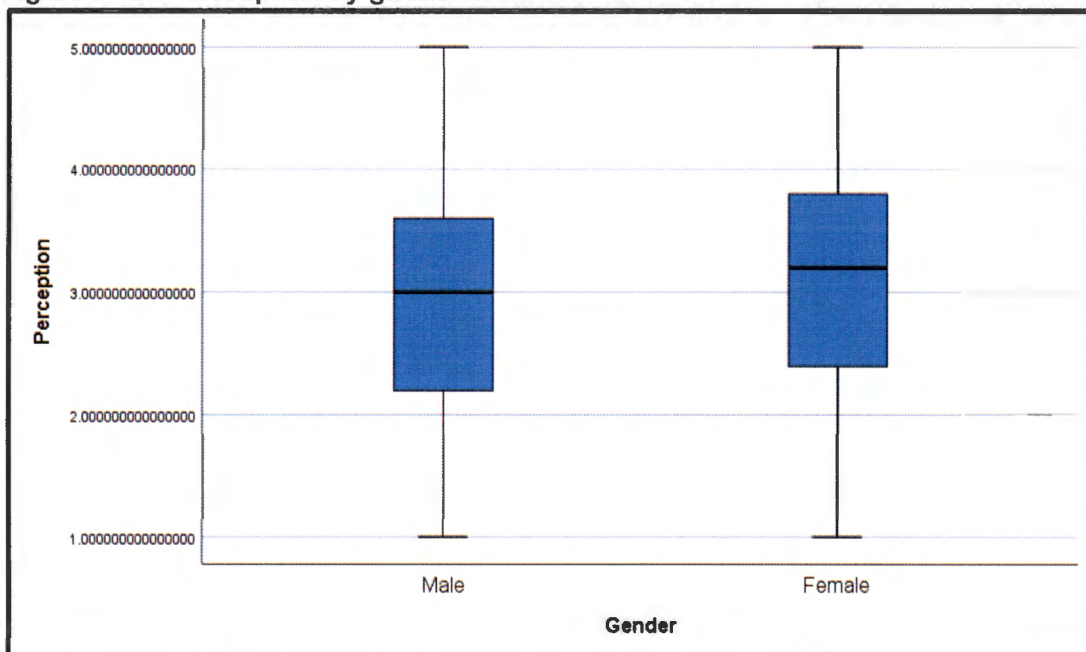
Note: the scale ranges from strongly agree (1) to strongly disagree (5).

5.3.3.5   Correlation of variables: Pearson Correlation Coefficient

The Pearson correlation test is used to measure the strength of a linear association between two variables, where the value r (gamma) = 1 indicates a perfect positive correlation and the value r = -1 indicates a perfect negative correlation. The Pearson correlation coefficient is used to measure the extent to which two variables are associated (for example, when X changes, Y tends to change also). The results obtained for this test are indicated in Table 5.15. Since the p-values are less than 0.01 for the level of significance for attitude, perception, involvement and participation, then the correlation between age group and views of residents on tourism is significant. Negative correlation coefficients (r = -0.220, -0.243 and -0.308) indicate that there is a negative correlation between age group and the views of residents on tourism. It means that elderly residents tend to agree with the tourism issues in terms of attitude, perception and involvement, whereas younger residents tend to disagree.

Table 5.15:   Pearson correlation between age group and views of residents on tourism

Item	Statistic	
Awareness (n=356)	Correlation coefficient (r)	0.064
	p - value	0.228
Attitude (n=356)	Correlation coefficient (r)	-0.220**
	p - value	0.000
Perception (n=356)	Correlation coefficient (r)	-0.243**
	p - value	0.000
Involvement (n=356)	Correlation coefficient (r)	-0.308**
	p - value	0.000
Participation (n=356)	Correlation coefficient (r)	0.162**
	p - value	0.002
Trust (n=356)	Correlation coefficient (r)	-0.071
	p - value	0.180

**Note: Correlation is significant at the 0.01 level

A positive correlation coefficient (r = 0.162) indicates that there is a positive correlation between age group and the viewpoint on the level of participation in tourism by respondents. It means that elderly residents tend to disagree with tourism issues in terms of participation, whereas younger residents tend to agree.

As shown in Table 5.16, the level of participation in tourism activities by members of the community has no relationship with the level of involvement; the result obtained is p= -0.023, which is close to 0. If the correlation coefficient is zero, no relationship exists between the variables. If one variable moves, no predictions can be made about the movement of the other variable; they are uncorrelated. The results indicate that members of the community are not in agreement in terms of the involvement and participation at the same time. Moreover, the results might suggest that members of the community might be involved in tourism through entrepreneurial activities but are not given the opportunity to participate in the tourism planning process of the destination. Respondents' perception towards tourism has a positive relationship with their attitude, as it is shown to be p= 0.745, which is closer to 1. If the correlation coefficient is one, the variables have a perfect positive correlation. This means that if one variable moves a given amount, the second moves proportionally in the same direction. A positive correlation coefficient less than one indicates a less than perfect positive correlation,

Table 5.16:   Correlation of variables – Pearson correlation coefficient

	Variable	AW	AT	PE	IN	PT	TR
AW	Pearson Correlation	1	.585**	.463**	.216**	.387**	.454**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	359	359	359	359	359	359
AT	Pearson Correlation	.585**	1	.745**	.578**	.225**	.432**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	359	359	359	359	359	359
PE	Pearson Correlation	.463**	.745**	1	.555**	.254**	.380**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	359	359	359	359	359	359
IN	Pearson Correlation	.216**	.578**	.555**	1	-.023	.290**
	Sig. (2-tailed)	.000	.000	.000		.667	.000
	N	359	359	359	359	359	359
PT	Pearson Correlation	.387**	.225**	.254**	-.023	1	.300**
	Sig. (2-tailed)	.000	.000	.000	.667		.000
	N	359	359	359	359	359	359
TR	Pearson Correlation	.454**	.432**	.380**	.290**	.300**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	359	359	359	359	359	359

**Note: Correlation is significant at the 0.01 level (2-tailed).

with the strength of the correlation growing as the number approaches one. The results reveal that members of the community who agree with one viewpoint tend to agree with other viewpoints. This means that if one variable moves a given amount, the second moves proportionally in the same direction. This section presented the respondents' viewpoints on tourism, and the findings gathered from this section will enable the BBKTA to be in a better position to strategically plan and manage the relations with the community-group in pursuit of attaining a sustainable tourism development.

The focus of the subsequent section is on the measurement of stakeholders in tourism development, as depicted in Figure 5.4.

5.3.4 MEASUREMENT OF STAKEHOLDERS

Section C of the research instrument (survey) contained 8 items under the sub-heading of measurement of stakeholders. The focus of this section is on the importance respondents place on members of the community-group as stakeholders in tourism development. As stated in paragraph 4.6.1.2 a semantic differential was used for this section which follows a different approach from that of the Likert scale. The semantic differential scale consisted of a seven-point scale of which two end points are two opposites that range from 'Not important' to 'Very important' (MS1 – MS6) (Annexure F: Coded questionnaire). Lastly, this section also included measuring the community-group's level of trust and commitment towards the BBKTA as a LDMO, and once again a semantic differential scale consisted of a seven-point scale was used and the two end points ranged from 'Not at all' to 'Totally' (MS7 – MS8). Following is the reliability and validity testing of the constructs used in this section.

5.3.4.1 Reliability and validity of constructs

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0, the greater the internal consistency of the items/variables in the scale. Gliem and Gliem (2003) provide the following rule of thumb: "_>0.9 = Excellent, _>0.8 = Good, _>0.7 = Acceptable, _>0.6 = Questionable, _>0.5 = Poor, and _<0.5 = Unacceptable".

Table 5.17 presents the reliability analyses of the following constructs:

- Stakeholder importance – seven items (MS1 – MS6) measuring the importance respondents place on members of the communty-group as stakeholders in contribution towards tourism development.
- Trust and commitment – two items (MS7 – MS8) measuring the level of trust and commitment respondents place on the BBKTA in managing tourism development on behalf of the community.

Table 5.17: Reliability of constructs

Construct	Cronbach's Alpha (α)	n of Items	Mean	Standard Deviation	Internal consistency
Stakeholder importance	0.924	6	5.48	0.25	Excellent
Trust and committment	0.922	2	4.13	0	Excellent

Both the constructs shown in Table 5.17 have excellent reliability coefficients since the Cronbach's alpha scores are greater than 0.7. The developed measurement instrument is therefore regarded as a reliable measurement to measure the importance respondents place on the community-group as stakeholders in tourism development and subsequently, measuring respondents' level of trust and commitment towards the BBKTA as a DMO

5.3.4.2 Importance placed on stakeholder in tourism development: Frequency distribution

The mean score of 5.48, shown in Table 5.18, indicates the level of importance respondents placed on all the members of the community-group as stakeholders in tourism development. The results reveal the significance of the community-group in the development of tourism. The community is the official beneficiaries of the benefits aligned with tourism development and will bear the detrimental effects of insufficient planning and management of tourism. Their involvement and participation in tourism development through the decision-making process will lead to them to determine their own goals for development and having a meaningful input in the administration and management of tourism development in the region. Item Measurement Stakeholder 1(MS1) has a mean score of 5.36, as indicated in Table 5.18, and this reflects that on average, respondents do regard local residents as stakeholders in tourism development in the BBK community.

Table 5.18:   Measurement of stakeholder importance in tourism development

Item	Description	n = value	Mean	Standard Deviation
MS1	Local residents	358	5.36	1.709
MS2	Business association	355	5.16	1.891
MS3	Local entrepreneurs	357	5.39	1.781
MS4	Educational institution	358	5.78	1.568
MS5	Local government	358	5.71	1.614
Average			**5.48**	**1.71**

The findings reveal that by having local residents who are knowledgeable about tourism and who have a positive attitude towards tourism will undoubtedly contribute towards the development of the tourism sector. The tourism sector depends on the goodwill and cooperation of local residents, especially when tourists visit a destination. As illustrated in Figure 5.21, educational institutions (5.78) and local government (5.71) respectively have the highest mean scores above all the other stakeholders in the community-

Figure 5.21: Measurement of stakeholder importance in tourism development – Mean score
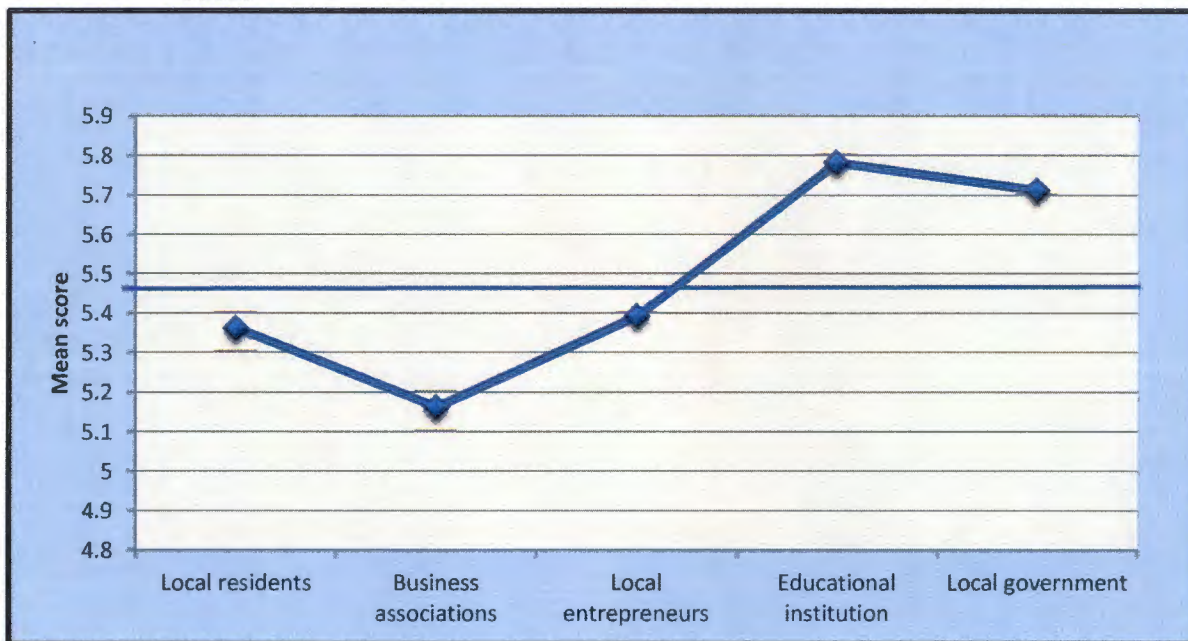
group. These findings might suggest that educational institutions are central in creating awareness amongst the members of a community and could assist in changing their attitude and perception towards tourism development. Therefore, tourism awareness, attitude, and perceptions are the cornerstones of local residents and local entrepreneurs' involvement and participation in tourism. Educating and training members of the community in tourism will enable local residents to acquire knowledge and information about the benefits that are associated with tourism and will assist them to make informed decisions. Butler and Hinch (2007) pointed out that by providing education about tourism, it critically addresses the broader context of tourism as a social phenomenon; indigenous people are further empowered through their skills to promote self determination in the context of tourism.

The findings highlight the importance of local government in the development of a destination, in particular in a rural region. The Moses Kotane Local Municipality has a crucial role to play in providing leadership and necessary planning to ensure that all members of the community-group benefit by the development of tourism and by minimising the risks associated with tourism. Local government should encourage the involvement of all the members of the community-group in the formulation of tourism policy as this will assist with the uninterrupted implementation of programmes and projects. The BBKTA as a DMO, working in partnership with

Moses Kotane local municipality, only gain and succeed in their rendering of service to the community.

The BBKTA's tourism plans, policies and development objectives are core elements of the development of the region and ought to be aligned and integrated with that of the local government to improve the efficiency and effectiveness of developing tourism in the BBK community. Local government in South Africa has traditionally played an important role in supporting the development of tourism in local areas, in particular rural areas. This included the provision of infrastructure, the development of tourist attractions, support for events and the implementation of tourism plans.

5.3.4.3 The level of trust and commitment placed on the BBKTA as DMO: Frequency distribution

Table 5.19 indicates a mean score of 4.13 for both the level of trust and commitment respondents place on the BBKTA as an organisation who manages tourism development on their behalf.

Table 5.19:   The level of trust and commitment placed on the BBKTA as a DMO

Item	Description	N = value	Mean	Standard Deviation
MS7	Trust	357	4.13	2.171
MS8	Commitment	357	4.13	2.168
Average			4.13	2.17

The findings clearly reflect that respondents were indifferent in their response to both statement MS7 and MS8. However, there were a slightly higher number of respondents who stated that the level of trust and commitment they place on the BBKTA was good, as depicted in Figure 5.22. The results propose that the BBKTA as an organisation created on the basis of managing the economic affairs for the BBK community, should instigate programmes that will assist in restoring trust of the members of the community. As part of restoring trust, the BBKTA should engage and involve representatives of the community in advisory boards and planning committees in a way to establish a sense of mutual ownership with the community. This will increase the community's level of commitment to tourism programmes and activities initiated by BBKTA. Therefore, the involvement and participation of the community is pertinent towards the success of the tourism plan of the BBKTA. Local residents' support of tourism development contributes towards the prosperity of tourism and successful community development. Therefore, it is in the

Figure 5.22: The level of trust and commitment placed on the BBKTA as a DMO
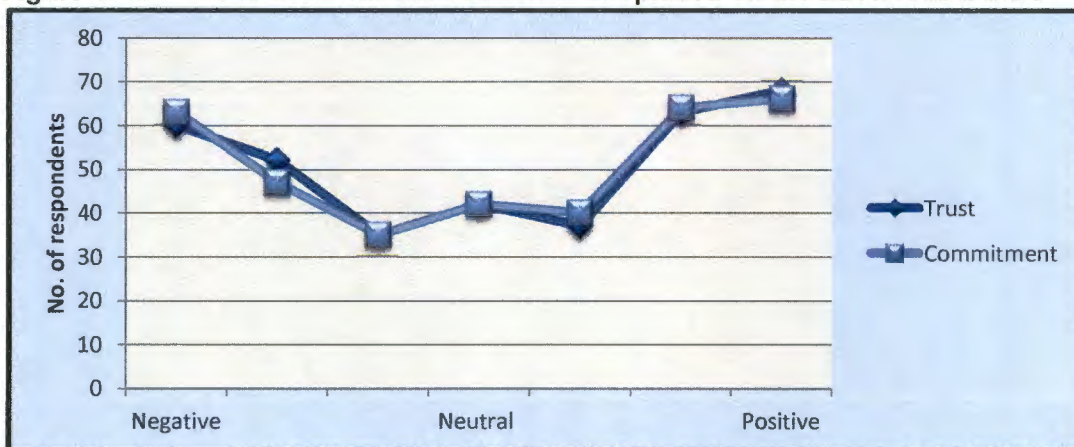
best interest of local residents, the tourism sector, and tourists, that residents have a positive outlook on and positive experience with tourism.

5.3.4.4 Cross tabulation: Viewpoints on tourism versus prioritising of stakeholders

The majority of respondents, 84% (55+81+164 = 300) as indicated in Table 5.20, pointed out that educational institutions are important for tourism development. This finding suggests that respondents discern the important educational institutions can play in the development of tourism in the BBK community. Educational institutions can contribute towards creating

Table 5.20: Cross tabulation – viewpoints on tourism versus prioritising of stakeholder (education/training)

Statement	Range	Education/training about tourism is provided to community members.					
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Educational institution	Not important	2	0	0	3	3	8
	⬆	0	3	1	5	9	18
		0	2	2	4	4	12
	Neutral	1	2	2	6	9	20
	⬇	2	9	6	25	13	55
		2	14	10	25	30	81
	Very important	7	49	20	61	36	164
	Total	14	70	41	129	104	358

awareness of the economic benefits associated with tourism development, thus shaping the attitude and perception of the community towards tourists visiting their community. Then again, educational institutions happen to be the centres of human resource development through empowering a community with skills and competencies that will contribute towards the development of tourism in an area. A well trained human resource will ensure that there is innovation and competitiveness in tourism that will promote economic growth and sustainable development in the BBK community. Tourism can play an important role in the employment and business creation process in the community, as it was shown in Figure 5.7 that a high number of respondents from the study are unemployed. Furthermore, Table 5.20 highlighted that a substantial high number of respondents 65.0% (129+104 = 233) responded negative towards the statement that indicated that education/training about tourism is provided to members of the community. The findings suggest to the BBKTA and local government that there is a need to develop educational programmes, such as workshops and seminars. These programs will allow members of the community to gain sufficient information and knowledge on tourism development and other related matters.

A significantly high percentage 74.0 (52+82+131 = 265), of the respondents iterated that local entrepreneurs are important in the tourism development process of a destination, as indicated in Table 5.21. Local entrepreneurs do have a vital role to play in the development of tourism in the BBK community. Local entrepreneurs provide services and products to tourists and create employment opportunities for local residents. The types of businesses who operate in the tourism sector are, to mention but a few, travel agencies, tour operators, guest houses, and crafts people. The tourism sector has strong linkages with other economic sectors and is depended on the services of Small, Medium and Micro Enterprises (SMMEs) operating in sectors such as in retail, agriculture, transportation, construction, and various others. This will enhance the local multiplier effect and eventually create economic growth and employment opportunities for the community. The community provide an interface between local culture and tourists and this communicate the distinctive attributes of a destination that contributes towards creating an everlasting experience for tourists. An overwhelming majority of respondents, 76.5% (127+146 = 273), responded positively that tourism is a tool that can be used to support development of formal and informal businesses, as indicated in Table 5.21. Investing and supporting SMMEs is critical to tourism growth and development as it will contribute towards job creation and employment opportunities for local residents.

Table 5.21: Cross tabulation – viewpoints on tourism versus prioritising of stakeholder (Local entrepreneur)

Statement	Range	Tourism is a tool to support the development of formal and informal businesses.					
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Local entrepreneur	Not important	6	4	4	0	3	17
	⬆	7	7	2	3	3	22
		5	6	3	3	1	18
	Neutral	12	19	1	2	1	35
	⬇	23	20	4	4	1	52
		21	38	9	8	6	82
	Very important	53	52	11	7	8	131
	Total	127	146	34	27	23	357

This section clearly highlights the importance of stakeholders in the community-group in an endeavour to development of sustainable tourism. The findings will suggest to the BBKTA to develop a distinctive strategy to manage the relations with every stakeholder in the community-group.

The focus of the following section is on the preferences and needs of the community in terms of tourism development in the BBK community.

5.3.5 PREFERENCES IN TERMS OF TOURISM DEVELOPMENT IN THE BBK COMMUNITY

The last section in the quantitative results is the presentation and interpretation process as per Figure 5.4. Respondents were given the opportunity to freely express their preferences and needs in terms of tourism development in the BBK community by means of open-ended questions. The focus of this section is on the preferences and needs of the community with tourism development in their expectation of creating employment opportunities and improving their standard of living. The responses received were grouped and the results obtained are illustrated in Figure 5.23. Unfortunately only 35 of the 357 respondents expressed their views.

The creation of employment opportunities through tourism development in the BBK community was mentioned by as many as 31 of the respondents, as depicted in Figure 5.16. This clearly

indicates that the BBKTA and role players should formulate development strategies that contribute towards creating employment opportunities and to develop a vibrant, equitable and sustainable economy that will enable the local community to benefit through tourism, in particular through job creation. Tourism brings entrepreneurship opportunities, creates employment and has the potential to alleviate poverty in a community, in particular in a rural region.

Figure 5.23: Preferences and needs in terms of tourism attractions
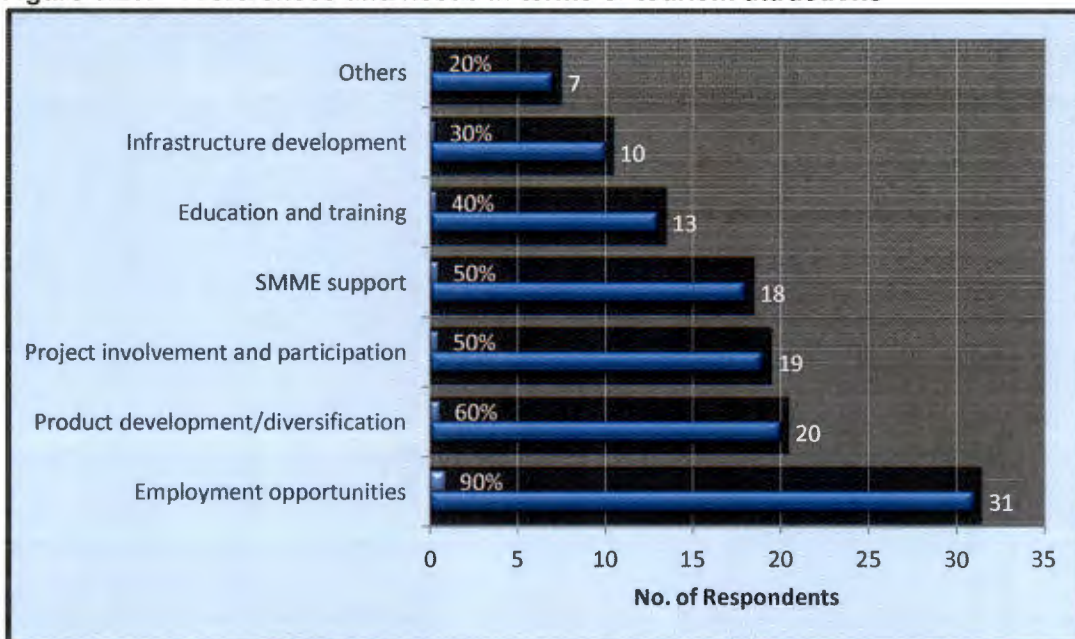
Furthermore, the responses obtained clearly indicate that there is a need for tourism product development and diversification in the BBK community to enhance the experience of tourists. This is in concurrence with Figure 5.11. The diversification, intensification and linkage of tourism offerings can be crucial for the competitiveness and sustainable development of this destination. The findings can be useful to those responsible for the development of tourism in this destination, a fundamental component that can be utilised as a valuable input into the strategic management of the community as a stakeholder group.

Information from the interpreted data from the quantitative approach was compared with that of the qualitative approach in the triangulation section, so as to direct the development of the proposed framework for the strategic management of the community-group relationships as stakeholders for the sustainable development of rural tourism. The following section presents

the triangulation of the data analysis, the last section of the results presentation as depicted in Figure 5.1.

5.4   TRIANGULATION OF DATA

Data triangulation involves using different sources of information in order to increase the validity of a study. The community as a stakeholder group was used as participants in the survey research (quantitative approach), and the tourism sector organisations as stakeholders were involved for the in-depth interviews (qualitative approach), to gain insight into their perspective of tourism development in the BBK community. Information from different angles can be used to corroborate, elaborate or illuminate the research problem, as explained in paragraph 4.7. The layout of this section is presented in Figure 5.24.

Figure 5.24:   Triangulation of data
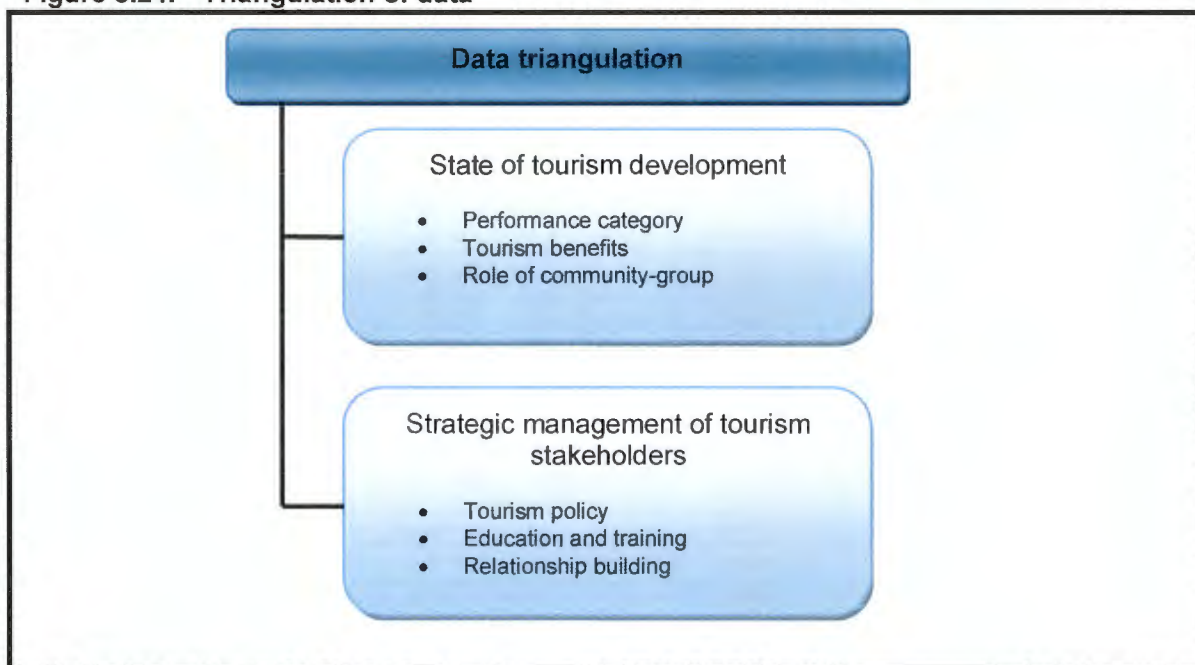
During the analysis stage, feedback from the stakeholders was compared to determine areas of agreement, as well as areas of divergence and is presented below.

5.4.1 STATE OF TOURISM DEVELOPMENT

Tourism is an economic sector that can contribute towards the socio-economic development of the BBK community through the enhancement of income-earning opportunities, infrastructure development and providing a meaningful experience for tourist.

5.4.1.1 Performance category

The findings from the qualitative dataset revealed that the BBK community is a prime tourism destination that is constantly growing and developing. This is as a result of the diverse tourism products and the amalgamation of other sub-types of tourism in the area has contributed enormously towards the sustainable development of rural tourism, as discussed in paragraph 5.2.2.1. However, findings retrieved from the quantitative dataset deviated from that of the qualitative dataset. The quantitative dataset outlined that most of the respondents mentioned that there are almost no tourists visiting the BBK community, and subsequently they are not benefitting from tourism development in its current state, as explained in paragraph 5.3.2.1.

5.4.1.2 Tourism benefits

The qualitative findings revealed that the tourism sector in the BBK community has become an important economic sector as it is a source of income and contributes towards the quality of life of community members, as explained in paragraph 5.2.2.1. Furthermore, the results describe that tourism provides a cultural exchange between tourists and the community and creates a positive environment for tourism development. In contrast, the quantitative dataset revealed that the majority of the respondents stated that there are no benefits linked with the tourism sector in the BBK community, as explained in paragraph 5.3.2.2. The findings suggest to that the BBKTA as local destination management organisation should propagate information to encourage the community to get involved and to participate in tourism development through entrepreneurship initiatives.

5.4.1.3 Role of community-group

The findings from the qualitative data set revealed that the community's level of awareness, attitude and perception towards tourism development is mainly positive, as reflected in paragraph 5.2.4. Furthermore, the findings point out that the community's involvement and participation in tourism development has increased in the BBK community. Therefore, the results suggest that the involvement and participation of the community are pertinent towards the success of the tourism development plan. In concurrence, the quantitative data revealed that the majority of respondents indicated that their level of awareness, attitude and perception towards tourism is relatively positive, as pointed out in paragraph 5.3.3.2. However, the findings revealed that the majority of respondents stated they do not participate in any form of decision-making nor in the formulation of laws, policies and regulations concerning tourism and the findings are in contradiction to the qualitative findings.

5.4.2 STRATEGIC MANAGEMENT OF TOURISM STAKEHOLDERS

Stakeholder collaboration and synergy plays an important role in the development process of a destination, and in particular the support of tourism stakeholders is important for the sustainable development of tourism.

5.4.2.1 Tourism policy

Findings retrieved from the qualitative data set revealed that there is a tourism development policy in place, called the BBKTA Master Plan 2025, as discussed in paragraph 5.2.3.1. The BBKTA Master Plan 2025 outlines the BBKTA's strategic goals and objectives with regard to the development of tourism. The quantitative respondents mentioned that the Master Plan 2025 provides clear vision for tourism development and presently there are developments in the area such as infrastructure development and SMME support that reflects that the BBKTA is on the correct path towards sustainable growth and development. Furthermore, it was mentioned that a lack of stakeholder synergy and collaboration between tourism stakeholder groups, in particular the community-group, was hampering effective planning and the implementation of tourism programmes and projects, as highlighted in paragraph 5.2.3.2. The quantitative findings also concur with the findings of the qualitative data. A substantially high percentage of respondents

from the community indicated that they are not involved in any form in the decision-making process in tourism development nor participate in the formulation of laws and regulations of tourism, as highlighted in Table 5.12.

5.4.2.2   Education and training

The qualitative findings pointed out that an overwhelmingly majority of the informants suggested that as a means of strategically managing tourism stakeholders, in particular the community, education and training are important factors in creating tourism awareness and shaping the attitude and perception of a community towards tourism development. Implementing tourism awareness programmes will also create tourism awareness amongst local residents and encourage them to be involved and participate in tourism development, as discussed in paragraph 5.2.3.3. All of these factors have a positive influence on the development of tourism. The quantitative findings were in agreement with regard to the importance of education and education institutions in tourism development in the BBK community. Table 5.20 pointed out that the majority of respondents (84%) mentioned that educational institutions are important for tourism development.

5.4.2.3   Relationship building

The qualitative findings revealed that the level of trust and commitment is good as a result of the developments occurring in the area. The community-group is committed to the tourism development initiatives and programmes as there are tourism establishments participating in the tourism sector. Furthermore, the participation level of the community in tourism development initiatives increased; residents have converted their houses into home-stays and there is an increase in the number of local entrepreneurs, as discussed in paragraph 5.2.3.3. According to the findings from the quantitative data, there is a discrepancy with regard to the community level of trust and commitment towards the BBKTA in managing tourism development. A concerning high percentage of respondents stated that their level of trust and commitment towards the BBKTA in managing tourism development was not good, as discussed in paragraph 5.3.4.3.

The data triangulation section clearly highlights that in some instances there are areas of agreement and also divergence in terms of the findings from the qualitative and quantitative

components of this study. Data triangulation proved to be a vital component in the process of ensuring that the findings are more reliable and variable, and furthermore plays an important role in increasing the rate of certainty and neutrality to the results of the study.

5.5 SUMMARY

This chapter presented the qualitative data analysis that profiled the demographic description of the six respondents and identified two main themes from the qualitative dataset. The themes were (1) the state of tourism development and (2) the strategic management of tourism stakeholders. The state of tourism development as reflected by the respondents – tourism is on an upward trajectory and provides economic benefits for the community-group as a means of creating jobs and improving their quality of life. In terms of the strategic management of tourism stakeholders, the respondents resolved that through investing in education and training programmes in the BBK community, this will increase tourism awareness amongst the community and in turn encourage them to be involved and to participate in the tourism development process.

The findings of the quantitative data revealed that a somewhat low percentage (39%) of the respondents mentioned that they do not benefit from tourism in context to a large percentage (61%) who stated that the community is not benefitting from tourism. What is very concerning from the results is that many of the respondents highlighted that they are not benefiting from tourism in the BBK community and it was also indicated that a high number of respondents (27.50%) were unemployed.

Data triangulation clearly highlighted that in some instances there were areas of agreement and divergence from the two datasets (qualitative and quantitative). The focus of Chapter 6 is on the inferences and recommendations which are based on the findings as presented in this chapter.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1   INTRODUCTION

The purpose of this study is to add to the Bakgatla-ba-Kgafela Traditional Authority (BBKTA) as local destination management organisation (LDMO) and other role players' success in planning the strategic management of the community as tourism stakeholder-group, once the BBKTA is knowledgeable about the community-group's level of awareness, attitude and perception towards tourism development. The community-group's involvement and participation in tourism development through their roles as active partakers in the decision-making process, employers, entrepreneurs, and goodwill towards tourists are vital for creating sustainable tourism development in a rural area. Another component that can contribute to sustainable rural tourism development is through relationship-building and-management with tourism stakeholders.

This chapter provides the conclusions based on the research results and the literature review undertaken. The empirical research results obtained after the data had been collected by means of in-depth interviews and a specially designed questionnaire were statistically analysed and presented in the preceding chapter by means of discussions, figures and tables. The purpose of this chapter is to present the culmination of the empirical findings and discussions in relation to the secondary objectives formulated for this study. The chapter furthermore provides recommendations aimed at the development of a proposed framework for the strategic management of the community-group as tourism stakeholders in pursuit of the sustainable development of rural tourism in the BBK area, as prescribed by the primary objective of this study. This chapter also presents the recommendations reached in this study in relation to the objectives that were formulated for the study, followed by the contribution of this study towards the body of knowledge on this topic. This chapter also presents an overview of recommended future research and then terminates the study with a final conclusion. Figure 6.1 is a graphic illustration of how this chapter is organised and arranged.

FIGURE 6.1: Conclusion and recommendations
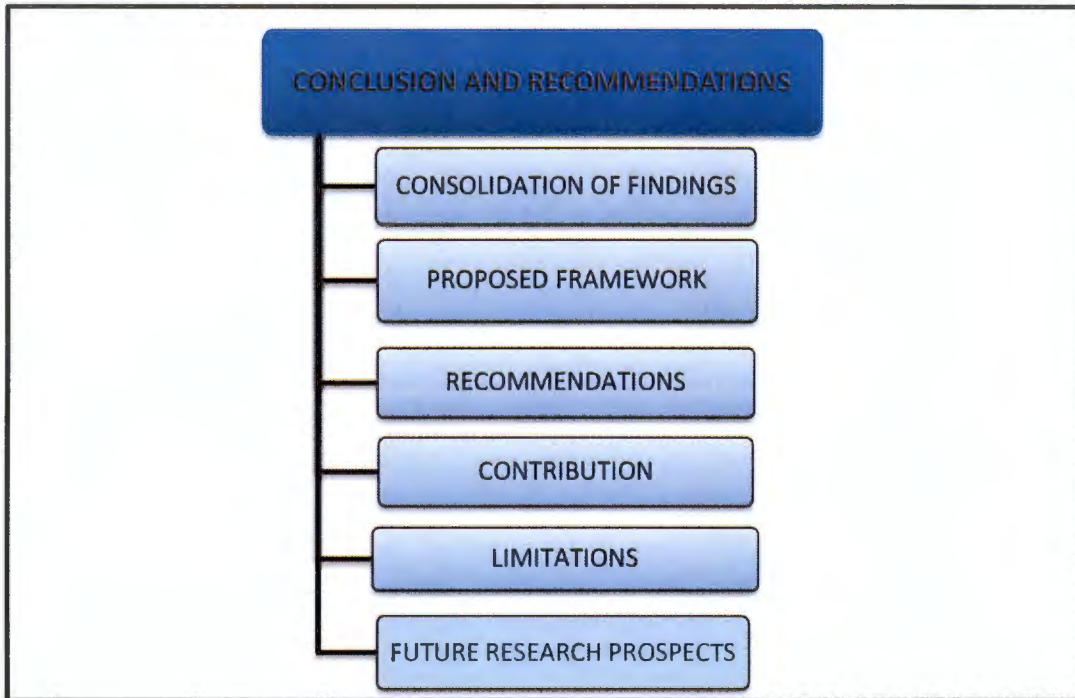
6.2 CONSOLIDATION OF FINDINGS

The consolidation of findings is a process that amalgamates the findings from both the qualitative and quantitative datasets that derive logically from the premises known to be true and a process of reasoning from factual knowledge. This study culminates in a number of findings made on the results obtained as presented below. The discussion highlights the empirical findings in terms of the community-group's level of awareness, attitude and perception towards tourism development. Furthermore, this section presents an overview of the community-group's involvement and participation in the development of tourism in the BBK community. Then, lastly is presented the level of trust and support the community places on the BBKTA as LDMO.

6.2.1 DEMOGRAPHIC DESCRIPTION OF THE RESEARCH POPULATION

Secondary objective 1: *to obtain a demographic description of the research population*

This study sought to gain an understanding of the community-group's point of view towards tourism development in the BBK community, and took congnisance of their demographic description (gender, age, marital status, employment status, the village where they reside and the number of years residing in the BBK community) as it is an essential component for the selection of strategies from the BBKTA's perspective, which needs to manage the community-group's relations. The most important finding from this study was that the viewpoint of the respondents who participated in the qualitative component differs from person to person towards tourism development. The findings from the interviews conducted with the respondents revealed that 67.0% indicated that they have more than 10 years' experience in the field of tourism signifying that they do understand and have substantial knowledge on tourism and tourism development. The results indicated that a slightly low percentage of respondents 30.0% are economically active and earn an income from an organisation where they are employed or as entrepreneurs. Unemployed respondents account for 27.5% of the research population. For example, a high percentage of 44% (85/195) between the age of 21 and 60 years who are eligible for starting a business or being employed are unemployed and in all probability have no income. In concurrence to the finding from section 5.3.2.1, 61.0% of the respondents reported that the members of the community-group do not benefit from tourism development in the BBK region.

The BBKTA as a local destination management organisation (LDMO) should take note of the demographic make-up of the community and their respective viewpoints of tourism development in the BBK area. Their viewpoints will enable the BBKTA to develop strategies that will contribute towards inclusive tourism development that will benefit all members of the community. Inclusive tourism development will empower members of the community to partake in tourism projects in the community through participating in the decision-making process and sharing of tourism benefits. This is supported by Giampiccoli *et al.* (2014) who suggested that the creation of inclusive tourism development is necessary for community development and that is: (1) creating employment, (2) improving local residents' standard of living, and (3) improving

their sense of worth in the community, which in turn will lead to the members of the community to support tourism development in the BBK region.

6.2.2 THE COMMUNITY-GROUP'S AWARENESS OF RURAL TOURISM DEVELOPMENT

Secondary objective 2: *to determine the community-group's level of awareness concerning rural tourism development*

This study reviewed literature on tourism awareness in Chapter 2 as it was undertaken in order to gain an understanding of the subject. The quantitative component of this study proposed that members of the community are not knowledgeable about tourism or perhaps the importance of the sector in the development of the region. The statement was supported by the finding that revealed that the majority of respondents do not understand their role as stakeholders in the tourism development process. However, respondents indicated that they are aware of the events/attractions that attract tourists to the BBK community. The finding clearly highlights that the respondents' knowledge and understanding of tourism and tourism development might be limited. In addition, a considerable percentage, 65.0% of the respondents reported that they have not received education and/or training with regard to tourism. Verbeck and Mommaas (2008), McKercher and Prideaux (2011) and Antimova *et al.* (2012) ascertain that creating awareness amongst the community-group will enable them to accumulate a comprehensive understanding of the economic, social and environmental benefits aligned with tourism. However, this is contrary to the findings in the qualitative research component of this study as it was deduced that the community-group were afforded with education and/or training programmes in the hope of creating awareness tourism, in particular the benefits associated with tourism development.

For tourism to be successful and sustainable in local communities, the community-group should be in support and willing partners in the process of development. Their awareness of tourism development should be continually assessed by the BBKTA. This will inform the LDMO on a strategy to be employed to manage the community as a stakeholder-group in pursuit of sustainable rural tourism development. In Chapter 2, section 2.3.2.2, it was mentioned that tourism awareness campaigns and educational programmes are key to providing members of a

community with an understanding of the benefits associated with tourism development. Educational programmes will most certainly provide the knowledge and insight on tourism, and encourage more involvement and support from the community. The success of sustainable tourism development, as recommended by Gursoy and Rutherford (2004), depends on the active support of the community-group as stakeholders, without which the sustainability of tourism is threatened.

6.2.3   THE COMMUNITY-GROUP'S ATTITUDE TOWARDS RURAL TOURISM DEVELOPMENT

Secondary objective 3: *to describe the community-group's attitude towards rural tourism development*

Research was undertaken to examine the attitude of the members of the community-group with regard to tourism and tourism development. The quantitative research findings made known those respondents do have a positive attitude towards tourists and tourism development in the BBK community. Added to this is an understanding of the attitude of the members of the community-group towards tourism development seeing that it is vital for the successful and sustainable development of a tourist destination, as dealt with in Chapter 3. Findings from the qualitative research component suggest that members of the community-group's attitude and support for tourism development are positively related to the personal benefits and positive impacts of tourism. In general, the results from both the data source was in support of Yu *et al.* (2018) who stated that understanding the community's attitude toward tourism development enables destination management organisations and government leaders to design favorable strategies for community development.

A positive attitude from the members of the community-group will enhance their involvement and participation in the development process of tourism, and subsequently enhance the quality of service and the experience offered to tourists. The BBKTA in partnership with government, in particular at local level, have to undertake action for the provision of adequate educational, technical and professional training programmes to assist existing tourism businesses and

emerging entrepreneurs, with the objective of establishing a culture and system of service excellence in the BBK community as a tourism destination.

6.2.4 THE COMMUNITY-GROUP'S PERCEIVED BENEFITS OF TOURISM DEVELOPMENT

Secondary objective 4: *to ascertain the community-group's perceived benefits of rural tourism development*

Acquiring an understanding and information about members of the community-group's level of awareness, attitude, and perception towards tourism is the very first step in the process of sustainable rural tourism development. The purpose of acquiring information on respondents' role, awareness, and attitude on tourism has taken into account the benefits of tourism, and that is, how members of the community-group perceive the benefits of tourism. As a LDMO, it is important to consider and create awareness of the benefits which members of the community-group could benefit from when they partake in the tourism development process, in order to build and shape positive attitudes and perceptions towards tourism.

An overwhelming majority of 61.0% of the respondents indicated that they do not currently benefit from tourism in the BBK community, as shown in Figure 5.10. Notably, respondents that have been residing in the BBK community for more than 10 years reported that there have not been any benefits for them linked with the tourism sector. Respondents from the Manamakgatheng village stated that none of the local residents from their village are employed by any tourism businesses in the BBK community. However, respondents from the Lerome village reported that tourism businesses in the BBK community do provide employment opportunities for their local residents. Respondents were given the opportunity to freely express their preferences and needs in terms of tourism development in the BBK community by means of open-ended questions. The creation of employment opportunities in the BBK community was mentioned by most respondents. The findings contradict those of Colton and Whitney-Squire (2010), Hamzah and Khalifah (2012) and Masud *et al.* (2015) who suggest that tourism brings along business opportunities for locals and act as incentives for entrepreneurship opportunities with the potential to alleviate poverty in a community, in particular in a rural region.

The understanding of how the community-group perceives the benefits or lack of benefits associated with tourism development is an initial phase a LDMO needs to consider when formulating strategies on how to manage the community-group as a stakeholder. As a result, it is important for a LDMO to involve the members of a community in the decision-making process and when formulating of strategies. The support and participation of members of the community-group in tourism is critical for the sustainable development of a rural region through tourism. One of the main factors indicating the success of using tourism for regional development purposes is the spread of tourism benefits to all villages in the BBK community, specifically the more remote areas were unemployment in all probability is at its highest. Chapter 3 reported that the attitude of local residents and their support for tourism development is positively related to the personal benefits and positive impacts of tourism development.

6.2.5 THE COMMUNITY-GROUP'S LEVEL OF INVOLVEMENT IN RURAL TOURISM DEVELOPMENT PROGRAMMES

Secondary objective 5: *to determine the community-group's level of involvement in rural tourism development programmes*

The quantitative results obtained indicate that an overwhelmingly majority of the respondents resolved that the tourism industry is dependent on members of the community-group's involvement, as highlighted in Table 5.12. This is in concurrence with the findings from the qualitative component, as it was revealed that the involvement of the community-group and other stakeholder groups in the decision-making process of tourism development will assist in the effective implementation of projects without delays and contribute towards the sustainable development of tourism. The results are in agreement with Harril (2004), Wan (2012) and Yu *et al.* (2018), as they formulate that the community-group's support for tourism development contributes towards the health of tourism as an economic sector as well as successful community development. They further suggested that it is in the best interest of the community, the tourism sector, and tourists, that local resident have a positive outlook on and positive experience with tourism development.

It is imperative to understand local opinion and perspective upon which to build decisions and strategies for community development and prosperity through the support of business

entrepreneurs and the creation of employment opportunities for local residents. Small businesses can contribute towards the creation of jobs for local residents and most significantly make a contribution towards offering products and services to tourists and local residents. Residents' involvement in tourism in generating economic or social benefits can influence their attitude and perception towards tourism.

6.2.6 THE COMMUNITY-GROUP'S LEVEL OF PARTICIPATION IN RURAL TOURISM DEVELOPMENT.

Secondary objective 6: *to indicate the community-group's level of participation in rural tourism development*

It is imperative to point out that the quantitative research findings revealed that the community-group do not participate in the decision-making process of tourism development in the BBK community. Furthermore, respondents indicated that members of the community-group do not participate in the formulation of laws and regulations of tourism either, as reflected in Table 5.12. The BBKTA should organise and facilitate community participation workshops to gather the members of the community-groups' views on tourism development as this will enable the effective formulation of local tourism policy and laws. Furthermore, community participation workshops will inform the management of the BBKTA about the locals' viewpoints on tourism and other related matters that might have a detrimental effect on the development of tourism. Findings from the qualitative research concurred with secondary information from Chapter 3 that the community-group's participation in the tourism development process could be considered from two perspectives: (1) in the decision making process and (2) in the benefits of tourism development. Gursoy *et al.* (2010) established that the community-group does affect the health of the tourism sector, and as a result a tourism destination should be developed taking into consideration their needs.

6.2.7 THE COMMUNITY-GROUP'S LEVEL OF TRUST TOWARDS THE BBKTA

Secondary objective 7: to establish the community-group's level of trust towards the BBKTA

The quantitative research findings revealed that 42.9% of respondents do not trust the BBKTA as an organisation who manages the tourism activities on behalf of the members of the community-group, whilst 41.5% of the respondents indicated that they do trust the BBKTA as a local destination management organisation (LDMO). The qualitative research findings pointed out that the involvement and the gathering of inputs from different stakeholders, specifically the community-group, in the decision making phase of the tourism development process would assist in establishing synergy and trust among stakeholders, and subsequently assist in the effectual and uninterrupted implementation phase of the different projects. Literature recommended that in order to build successful community-group relationships, relationship trust and commitment are essential. Interaction between stakeholders lacking these elements do not develop into relationships (Berndt & Tait, 2016).

The findings suggest to the BBKTA to establish a structured process that will allow members of the community-group to express matters that might be adversely impacting the trust they place in the organisation, and similarly allow the organisation to communicate its policy, strategy, and programmes to achieve the sustainable development of the tourism destination.

6.2.8 THE COMMUNITY-GROUP'S LEVEL OF COMMITMENT TOWARDS THE BBKTA

Secondary objective 8: to analyse the community-group's level of commitment towards the BBKTA

The findings revealed the mean score of 4.13 for the level of commitment respondents placed on the BBKTA as an organisation that manages tourism development on their behalf. The finding clearly reveals that respondents are neutral when it comes to placing their commitment on the BBKTA as LDMO. The result proposes to the BBKTA to develop programmes and other public relations activities that will assist in restoring trust amongst the members of the community-group.

It was highlighted in Chapter 3, that trust and commitment are both integral elements within the context of relationship management with stakeholders, in particular the community-group. Managing relationships enables an organisation to reduce uncertainty and ambigutiy amongst its stakeholders, and furthermore motivates stakeholder participation and commitment to programmes and projects initiated by the organisation. It increases the goodwill of the organisation amongst its stakeholders and goodwill is the intangible asset of an organisation that contributes significantly to its value and reputation - something the BBKTA should seriously consider as a strategic management objective.

6.2.9 COMPONENTS OF STAKEHOLDER RELATIONSHIPS CORRELATES WITH ONE ANOTHER.

Secondary objective 9: *to determine to what degree the components of stakeholder relationships correlate with one another*

The results indicate that the level of participation in tourism activities by the community-group has no relationship with their level of involvement, the result obtained was -0.023, which is close to 0 as indicated in Table 5.16. If the correlation coefficient is zero, no relationship exists between the variables and this means that if one variable moves no predictions can be made about the movement of the other variable; they are uncorrelated. These results could suggest that members of the community-group might be involved in tourism development through their local businesses, entrepreneurial activities (craftsmen) and/or being employees at a tourism business, but they are not given an opportunity to participate in the tourism planning process of the destination. This result concurs with the results from Table 5.12 which show that a substantial percentage 66.5% of the respondents were negative in their responses to the statement related to the community-group's participation in a form of the decision-making process. Subsequently, respondents disagreed with the statement that hinted that members of the community-group do participate in the formulation of laws and regulations of tourism in the BBK community.

Table 5.16 further highlighted that respondents' perception towards tourism had a positive relationship with their attitude towards tourism, as the result reflected as 0.745. This means that if one variable (perception) moves a given amount, the second variable (attitude) moves

proportionally in the same direction. The results reveal that the members of the community-group who agree on the perception viewpoint tend to agree with the attitude viewpoint on tourism.

The community-group as stakeholders plays an important role in the process of the sustainable development of tourism. Therefore, it is in the best interest of the BBKTA that the community has a positive attitude and positive perception concerning tourism development. The development of tourism awareness campaigns and workshops will most likely assist in constructing and building the community-group's viewpoints towards tourism and create a positive attitude. This will encourage the community to start getting involved and participate in the tourism development process as this could contribute considerably to the sustainable development of tourism in the BBK community, as also supported by Harrill (2004) and Yu *et al.* (2018). Residents' receptiveness and good hospitality toward tourists directly affect their positive experience and this influences the likelihood of tourists returning to the BBK as a tourism destination, and for them to provide positive referrals through word-of-mouth recommendations. Local entrepreneurs and local businesses are called upon to offer quality products and services to tourists, and law enforcement organisations to combat criminal activities and create a safe environment for tourists and the host community.

Thus, understanding the community-group's viewpoint towards tourism and its development will enable the BBKTA and other role-players to design favourable strategies and policies for the development of the community through the tourism sector.

6.3 PROPOSED FRAMEWORK FOR THE STRATEGIC MANAGEMENT OF RELATIONSHIPS WITH THE COMMUNITY-GROUP AS TOURISM STAKEHOLDERS

The primary objective of this study was to develop a framework for the strategic management of relationships with the community-group as stakeholders in pursuit of sustainable tourism development, in particular for a rural area, that of the BBK in this case. After collecting data on the respondents' viewpoints on tourism in the BBK community and the level of importance they place on the members of the community-group as stakeholders in the tourism development process. The results obtained can contribute towards enhancing stakeholder involvement and participation in the development of rural tourism, as well as developing continuous rural tourism

education and training programmes for local communities. The framework proposed by this study, as shown in Figure 6.2, does provide Traditional authorities, Government and other tourism authorities with information and a new perspective on how tourism development and the strategic management of stakeholder relationships can be successful in the rural regions in the South African context.

This proposed framework consists of eight steps, starting with namely:

- BBKTA vision and mission – the vision and mission statement must indicate the strategic and tactical goals for the organisation.
- Local government's vision – strategic plans aimed at providing services to the community-group who reside within the municipal demarcation area and tourists who visit the area.
- BBKTA strategic goals and objectives – the programmes performed by the organisation to achieve specific outcomes within a specific time-frame.
- Environmental and stakeholder analysis – the purpose of environmental and stakeholder scanning is to identify the strategic factors (external and internal) that might affect the performance of the organisation.
- Strategy planning and formulation – the planning and selection of the most appropriate strategy(ies) to achieve the organisation's defined goals and objectives.
- Strategy implementation – the execution of the selected strategy(ies).
- Strategy control – providing feedback on the performance of the selected strategy(ies).

These steps are subsequently discussed with explanations on how they are interdependent and interlink with each other and how they all collectively relate to the strategic management of the community-group as stakeholders in pursuit of the sustainable development of rural tourism in the BBK community.

The BBKTA should be driven by a set of explicitly articulated strategic goals and objectives for the development of sustainable tourism. These goals and objectives, as shown in Figure 6.2, should be established to achieve a destination's vision and mission (Morrison, 2013), in this case that of the BBKTA and also that of the BBK community in its entirety. The vision and mission provide a clear focus on what the destination strive to be and, engage the community-group and other stakeholder groups, as indicated in Figure 1.1, in the sustainable development of rural tourism in the BBK area. There are specific techniques and processes to enable the BBKTA to define their goals and strategically manage activities and programmes. This includes

Figure 6.2:   Proposed framework of the strategic management of stakeholder relations
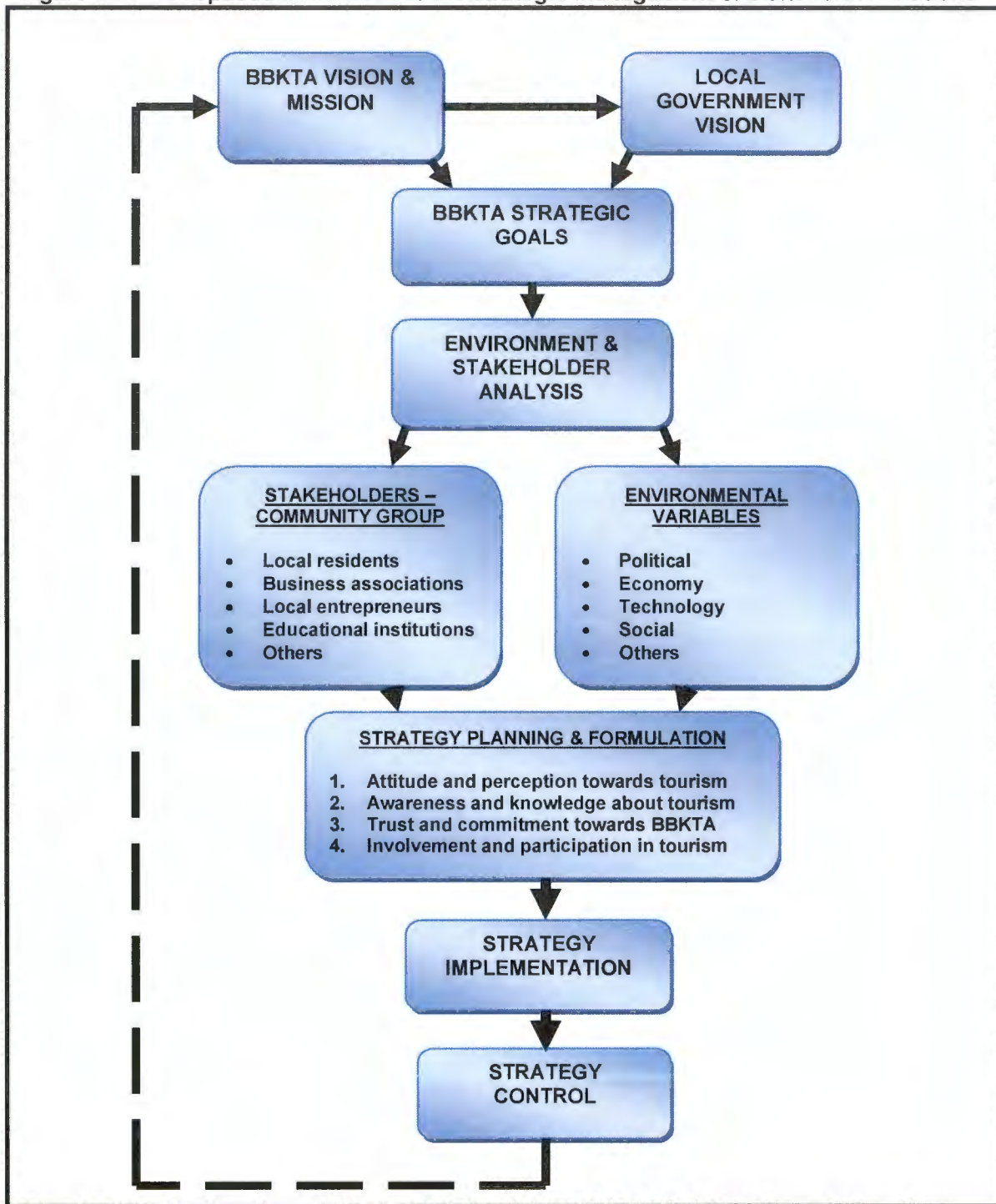
the environmental scanning, stakeholder analysis, strategy selection, positioning, and the implementation of their plans. Strategy control and evaluation is the last phase of the strategic management process and provides feedback on the performance of the selected strategies and programmes, and furthermore serves as input into the formulation and implementation phase of the next strategic management process. The strategic management process must reflect and be consistent with the roles of the organisation. This is in agreement with Ehlers and Lazenby (2010) and Harrington and Ottenbacher (2011) who explained that the strategic management of resources, in particular the management of stakeholders, would enable an organisation to achieve the development of sustainable tourism in a rural area.

Finally, the BBKTA strategic management process of tourism development and stakeholder relations should be in synchronisation with that of the Moses Kotane Local Municipality (MKLM), seeing that the BBK community is located within the municipality's demarcation area, who should be regarded as (1) a primary stakeholder and (2) a strategic partner in service delivery to the community-group. The successful formulation and implementation of a strategic plan at local level will require a comprehensive and developmental approach which depends on effective cooperation between the BBKTA, local government (MKLM), and those constituting the community-group. The members of the community-group's viewpoints on tourism will serve as inputs for the strategic planning and formulation phase and that will result in the effective implementation of plans, due to the support for tourism activities and programmes.

The framework was developed after an intensive review of literature as in Chapters 2 and 3, as well as the results as presented in Chapter 5. The proposed framework for this study could be used for both new and existing tourism developments. Holden and Novelli (2011) reviewed that approaches or frameworks of good practice need to be developed and tested in various cultural settings and this framework was an ideal point of departure.

6.4   RECOMMENDATIONS DERIVED FROM THIS STUDY

The study is founded on the strategic management of stakeholder relations, and specifically the community-group as stakeholders. However, this study can also be applicable to other stakeholder groups as outlined in Figure 2.8 and provide opportunity for further research. The community-group would be involved and participate in tourism development if they are aware and knowledgeable about tourism as an economic sector. An understanding and

comprehensive knowledge of their role and importance in the tourism development process will certainly increase their level of involvement and participation. The following recommendations are made on the basis of the literature review and the results of the study as depicted in Figure 6.3. These recommendations are made under the following headings: (1) education and training to create awareness and shape members' viewpoint towards tourism to be positive, (2) members of the community-group's involvement and participation in the tourism development process, and (3) local entrepreneurs and local business support to enhance business and employment opportunities for local residents, (4) stakeholder partnership in tourism, and lastly (5) relationship-building and-management to develop and grow trust and commitment among stakeholders.

Figure 6.3:   Recommendations of the study
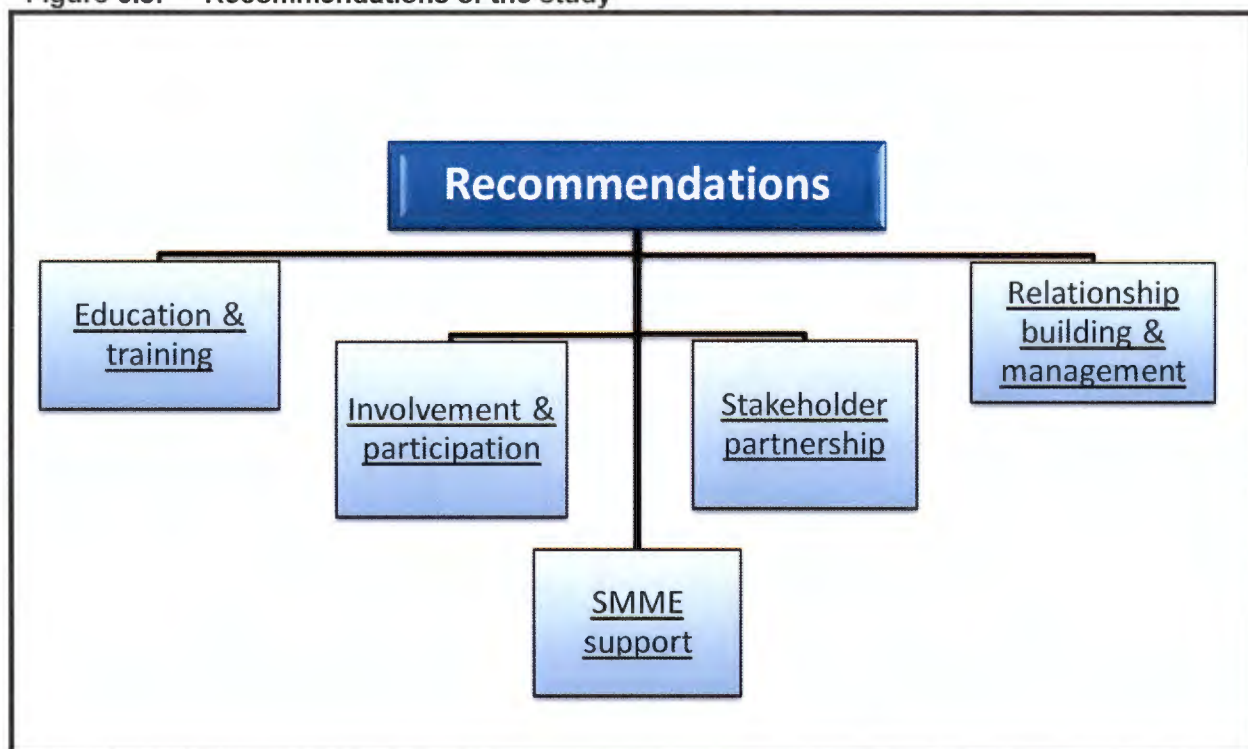
6.4.1 EDUCATION AND TRAINING

Tourism awareness and education plays a very important role in the development of a destination. Tourism awareness and educational programmes provide information and knowledge about tourism to local residents and will enable them to make informed decisions

when it comes to being involved and participating in tourism development. Programmes, such as educational workshops and short courses should be an ongoing process that is geared towards enhancing the level of knowledge concerning tourism and shaping the members of the community-group's attitude and perception to be positive towards tourism development. Community-group awareness-building efforts are necessary for training local residents, local entrepreneurs and others on how they can support tourism and benefit from it. Building knowledge in a destination will enable local residents to be in a better position to determine their own needs and direct tourism development in their communities.

The BBKTA and local government should introduce tourism to all the high schools in the BBK community with the goal of creating awareness amongst local residents of the benefits associated with tourism as a sector. The initiative will encourage more students to consider careers in tourism, and in addition to enhance the level of skills in the labour market. Subsequently, the realisation of the importance of tourism in community development and in general, the knowledge on how to deal with tourists in their environment as a way of promoting responsible tourism in the BBK area. The community-group are primary stakeholders in tourism and their role is essential in the development of sustainable rural tourism. The BBKTA in partnership with private and public organisations should offer tourism bursaries as an incentive for high school students to enrol at tertiary institutions and receive further training in the tourism domain.

In general, the results of this study indicate that there is a lack of a comprehensive understanding and knowledge of tourism in the BBK community and this might prevent local residents from being involved in the decision-making process and thus not benefiting from tourism. The results indicate that educational institutions had the highest mean score (5.78) – above all the other stakeholders in the community-group, as recorded in Table 5.18. This result advocates that respondents placed greater importance and value on educational institutions as stakeholders in the tourism development process in the BBK community. The results further suggest that educational institutions are central in creating awareness amongst the members of the community-group and assist in changing their attitude and perception towards tourism development. Educational institutions are a vitally important component in community development. The most important contribution of education is not only to upgrade the standard of living of the community-group but also to enable them to become better citizens in contributing towards the overall development of the community.

6.4.2 INVOLVEMENT AND PARTICIPATION IN TOURISM DEVELOPMENT PROCESS

The involvement and participation of the community-group is significant towards the success of the long-term tourism plan of the BBKTA. Local residents' support for tourism development contributes toward the well-being of tourism and the success of community development. Involvement also promotes interest and participation among stakeholders in the community-group for the reason that they feel they are recognised and accepted as part of tourism development.

The community-group is a primary stakeholder in tourism development; however, other groups of stakeholders with specialised capacities and responsibilities are essential in the process of development, as revealed by the qualitative results. However, the results indicated that there were stakeholders in the community-group not involved in decision-making with regard to tourism development or in the formulation of laws and policies. The identification of relevant stakeholders should be done during the early stages of the programming phase (Byrd, 2007; Chinyio & Olomolaiye, 2010; Byrd & Gustke, 2011). The involvement and participation of stakeholders directly affected by planning proposals should begin in the initial phase. Byrd and Gustke (2011) outlined the benefits linked to introducing the community-group in the planning process:

- Assist in formulation of goals and objectives.
- Ensures that community issues and concerns are taken into account.
- Generates a feeling of ownership of the plan amongst members of the community-group.
- Enables communities to express their needs, aspiration, priorities and preferences.
- Facilitates formulation of planning proposals and implementation programmes that are supported by the community.
- Creates a better understanding of the development process and encourage the community to meet challenges and use opportunities for active involvement in local initiatives.
- Achieves consensus on priorities regarding projects and development programmes.

Stakeholders in the community-group tend to understand more clearly how they would benefit from tourism when they are involved in tourism planning. Azizan *et al.* (2012) profess that communities should be involved in planning, ensuring that all issues concerning communities are taken into account during the tourism development process. This current study proved this point with respondents scoring a high mean value for the importance placed on all stakeholders

in the community-group towards tourism development in the BBK area. Active participation in decision-making benefits members of the community-group and public participation is an important tool for successful tourism planning. However, the findings echo those of Mason (2008) who reviewed that the result of the problems that might have arisen from contact between tourists and communities could have been as a result of insufficient community participation in tourism planning and development.

The community-group's involvement and participation in tourism planning is essential when interest groups are expected to play an active role in the implementation process, in operation and also in maintenance, as explained by Franch *et al.* (2010) and Beritelli and Bieger (2014). In general, the quantitative results indicate that the community is not benefitting from tourism development in its current state and this statement was supported by the demographic findings that indicate that 27.5% of the respondents who participated in the survey are unemployed. The involvement of members of the community-group through the establishment of tourism business enterprises and as entrepreneurs could gain income and profits through selling their products and services, as this will contribute towards the region's socio-economy development by creating employment opportunities and improving the living standards of members of the community. Community participation in tourism contributes to the development, empowerment and greater self reliance of members of the community-group. Overall, the involvement and participation of the community-group is a vital component for effective planning and implementation of tourism plans geared towards the sustainable development of rural tourism.

6.4.3 SMME SUPPORT

Tourism brings entrepreneurship opportunities, creates employment and has the potential to alleviate poverty in a community, in particular in a rural region. The qualitative findings indicate that tourism provided business and employment opportunities for the BBK community, and these findings are in concurrence with that of Telfer and Sharpley (2008) and Messer (2010) who stated that tourism is a valuable developmental agency since it is able to create employment opportunities for the educated and uneducated by promoting small tourism enterprises and creating infrastructural services for the poor. However, this is in contradiction to the quantitative findings where it is indicated there are insufficient business and employment opportunity for the community. Small, Medium and Micro Enterprises (SMMEs) play an important role in an economy because they are enabling key drivers of economic growth,

innovation and job creation. SMMEs include: (1) tour operators (2) tour guides, (3) travel agencies, (4) accommodation and hospitality, (5) restaurants, (6) cultural events coordinators and management, (7) artefacts and crafts, and (8) various others. Tourism also create direct and indirect business and employment opportunities in other industries linked with tourism, such as agriculture, retail, manufacturing, and transport, as suggested by Goeldner and Ritchie (2009), Amalu and Ajake (2012) and Mbina (2015).

However, there are numerous sets of challenges faced by SMMEs in the tourism sector as mentioned by SEDA (2016). The following provides an overview of the challenges faced by SMMEs:

- **Access to finance and credit** – limitation of access to finance for SMMEs are very common (Financial Services Regulatory Task Group (FSRTG), 2007). Given the highly conservative and regulatory nature of South African financial institutions, banks and lenders are more inclined to put resources in small businesses in their later stages of development.
- **Poor infrastructure** – the lack of access to physical infrastructure is a key impediment to business growth and adds significantly to the cost of doing business. Global Entrepreneurship Monitor (GEM) (2014) alludes to the fact that infrastructure is one of the key enablers for SMMEs development.
- **Low levels of research and development (R&D)** – Building R&D capacities is important for small businesses, as it can help determine the feasibility of transforming ideas into actual business. According to Maas *et al.* (1999), innovative businesses are likely to grow faster than traditional start-up businesses. Booysens (2011) suggests that innovation in South Africa is stifled by the failures of small business to form strong upward linkages with large businesses.
- **Onerous labour laws** – South Africa's labour laws have been found to be a significant regulatory obstacle, as explained by Organisation for Economic Co-operation and Development (OECD) (2015), to business growth, particularly when it comes to involuntary turnover of staff.
- **Inadequately educated workforce** – The National Development Plan (NDP) notes that small business in the tourism sector is negatively affected by a shortage of skills. The DTI (2008) acknowledges that a shortage of skills and limited entrepreneurship capacity act as constraints to employment growth.
- **Inefficient government bureaucracy** – Government policies are instrumental in enhancing entrepreneurial activities, as they set the platform upon which new businesses can be

started and sustained. The GEM (2014) report listed government bureaucracy as one of the major obstacles to entrepreneurial and business activity in South Africa.

- **High level of crime** – the high levels of crime is a pervasive problem in South Africa. Increased spending on security has a ripple effect on the overall management of business. GEM (2014) highlights the business cost of crime and violence as one of the key drags on investment confidence in South Africa.
- **Lack of access to markets** – the inability for SMMEs to access markets has been noted as one of the major factors threatening their longevity. Access to markets is one of the fundamental requirements (by credit providers) to accessing funding and mentorship at early stages (Watson & Netswera, 2009).

Against this background, the BBKTA and MKLM should develop policies, strategies and programmes with the aim to create an enabling environment for SMMEs to overcome the challenges. Investing and supporting SMMEs is critical to the sustainable growth and development of tourism in the BBK community as they provide services and products to tourists and local residents alike. The quantitative research findings revealed that there is high unemployment in the BBK community. In addition, the qualitative research findings pointed out that the political instability translates into policy uncertainty and has adverse effects on the local economic growth and development. As a result this is a direct impediment on attracting investment to the destination to allow for tourism development that could contribute towards the sustainable development of the economy and creating employment for local residents and business opportunities for SMMEs.

6.4.4 STAKEHOLDER PARTNERSHIP

The qualitative research findings disclosed that a lack of stakeholder synergy and collaboration is hindering the effective planning for the sustainable development of rural tourism in the BBK community. Policy uncertainty from government is a direct result of political instability which is hindering the implementation of formulated strategies and programmes. The consultation, involvement and participation of tourism stakeholders in the decision-making process for tourism development would assist in the effective implementation of tourism projects without delay and disruptions from disgruntled individuals and parties, as recommended by the qualitative research findings. This is in concurrence with past studies which established that the participation of stakeholders in organisation decision-making has been related to efficiency

gains leading to competitive advantage and a reduction in conflicts (Spitzeck & Hansen, 2010; Byrd & Gustke, 2011). However, the quantitative findings indicate that the community-group is not consulted with matters related to tourism development.

To design partnership for the future, the BBKTA should consider building on past successful partnerships, and create a systematic approach to multi-stakeholder partnerships which are aligned to the sustainable development of rural tourism in the BBK community. A successful partnership brings each partner's core competencies and experiences to the relationship and adds to building synergies to co-create new and impactful goals for sustainable development. Tourism experts, the provincial destination management organisation (PDMO), academia, and a whole variety of private and public sector stakeholders share a common role in the promotion and preservation of the tourism sector in the BBK community, a sector which boasts of a definite contribution to the socio-economic development of the rural destination. This collaborative framework plays a prominent role in harnessing the enormous potential of tourism in the BBK community.

6.4.5 RELATIONSHIP BUILDING AND MANAGEMENT

Trust and respect are critical components in the process of relationship building and management. Trust is a foundation whereby relationships are built and constructed, moreso in an organisation tasked with managing the resources on behalf of a community. Being open and honest, disseminating information, and transferring ownership to the community-group are essential in building and managing the relationship. This in turn will encourage stakeholders in the community-group to become involved in and committed to the tourism programmes and activities initiated by the BBKTA. The support and commitment of the community-group in tourism is critical for the sustainable development of rural tourism.

The community-group's involvement and participation in tourism development is depended on the BBKTA being transparent with their operations and management of programmes and giving acknowledgement to the views, ideas, and abilities of not only the community-group but all other stakeholder groups. Overall, the active engagement and interaction with the community-group will allow for good transparent strategy formulation in pursuit of the achievement of sustainable rural tourism development that not only creates socio-economic prospects but fulfil expectations.

6.5 CONTRIBUTION OF THE THESIS

This study aims to make a contribution towards the sustainable development of tourism as tasked by the Bakgatla-ba-Kgafela Traditional Authority, the Moses Kotane Local Municipality, and all tourism stakeholders involved in the management and development of tourism, specifically in the rural BBK setting. In addition, this study contributes towards the existing body of knowledge on the strategic management of tourism stakeholders in pursuit of the development of sustainable rural tourism.

It is interesting to note that rural tourism has a wide role to play in the development of a rural region, such as: job creation, small business enterprise development, farm diversification, promotion of local products, preservation of culture and heritage, destination resource stewardship, and community cohesion. According to the United Nations, 75% of the World's poor live in rural areas, as outlined in the rural tourism strategy (NDT, 2012a). This study aimed to highlight the importance of promoting tourism amongst the community-group as it will increase benefits for them and increase their involvement and participation in the tourism development process and to strategically manage the relationships with tourism stakeholders in the community-group.

The National Tourism Strategy Sector (NTSS) implemented in 2011 by the National Department of Tourism emphasises that one of the reasons the strategic plan was formulated was to ensure that there is geographic spread of tourism through more emphasis towards supporting tourism growth in rural areas, in particular more involvement of rural communities. This study aims to produce articles on the strategic management of tourism stakeholder relations, specifically the community-group and present the community's roles in the development of sustainable rural tourism. Limited research has been conducted in South Africa to investigate the role and relationships of the community as stakeholder in rural tourism, as ascertained in the National Rural Tourism Strategy (NDT, 2012a).

The results obtained can contribute towards enhancing stakeholder involvement and participation in the development of rural tourism and developing continuous rural tourism education and training programmes for the community-group as stakeholders. Subsequently, the success of relationship building and management is placed on the development and growth of trust and commitment amongst stakeholders. In relation to the study, establishing trust and commitment between the Bakgatla-ba-Kgafela Traditional Authority and the community-group it serves, as well as the Moses Kotane Local Municipality. In addition to trust and commitment,

stakeholders also need to have shared goals and mutual benefits to be able to build a successful and sustainable relationship.

Therefore, this thesis adds value to the strategic management of stakeholder partnerships in rural tourism research in South African, providing information for leaders of communities, the traditional authorities, government and academics. A proposed strategic management framework evolves and needs to be adapted to provide for an Africa specific case, that of traditional authorities and local government as this is not incorporated into any existing frameworks and/or models for the strategic management of tourism development in a rural setting.

6.6 LIMITATIONS OF THE STUDY

There were a number of limitations to this study. Finding the most recent information from secondary data sources on the subject was a challenge because of the necessity of secondary data sources on the strategic management of the community-group as stakeholders and furthermore, there was limited secondary information on the community-group's viewpoint towards tourism and tourism development, as there is mostly secondary data on tourists and other tourism stakeholders.

It is believed that if the opportunity for longer interviews with tourism experts was provided more information could have been gathered in the qualitative data collection component of this study. For the quantitative data collection component, a total sample of 359 responses were obtained an ideally a larger number should have been included in this study. With sufficient funding and adequate time allocation, the face-to-face method of answering questionnaires with members of the community-group would have been an appropriate way of collecting data from the community.

6.7 RECOMMENDATION FOR FUTURE STUDIES

This study concentrated on the strategic management of the community-group as tourism stakeholders, in pursuit of sustainable development of rural tourism. There are more research prospects that could be considered:

- To investigate the role of a Traditional Authority in the management of rural tourism development in South Africa.
- To examine the strategic management of other stakeholder groups in tourism for the development of sustainable rural tourism.
- There should be continued research on the community level of awareness and support for tourism as a means of the strategic management of a tourism destination.
- More extensive research on the role of Small, Medium and Micro, Enterprises (SMMEs) in the development of tourism.
- To determine the level of support SMMEs need to contribute towards the development of rural tourism.
- To explore the contribution of infrastructure in the strategic development of a tourism destination.
- To investigate the partnership and collaboration between all role players in the development of sustainable tourism in the BBK community.

6.8 CONCLUSION

This study explored the perception of tourism experts on the state of tourism development in the BBK community and the viewpoint of members of the community-group on tourism using a mixed method design. Tourism experts were interviewed and members of the community-group participated in a survey. The survey was conducted in four villages nearby the BBKTA's administration offices based in Moruleng – Lerome, Lesetlheng, Matangwaneng, and Manamakgotheng.

In general, the results of the study indicated that the BBK area is attracting a reasonable number of tourists, but, the results further established that stakeholders in the community-group are not benefitting because they are not involved or participate in the tourism development process. There are areas of contradiction in the findings and this could be explained by the differences in the study setting and the triangulation of the results proved to be a vital component in the study to ascertain the rate of certainty and neutrality to the results of the study. The final chapter integrated the theory and practice of the study to highlight the significance of the strategic management of tourism stakeholders by the BBKTA in their quest of the sustainable development of tourism in their rural settings. The strategic management framework proposed emanated from both the theoretical review and empirical investigation. The

successful formulation and implementation of a strategic plan at local level do require a comprehensive and developmental approach which depends on the effective cooperation between the BBKTA (local destination management organisation), MKLM (local government), and the community-group (primary stakeholders). This collaborative and partnership framework plays a prominent role in harnessing the enormous potential of tourism in the BBK community. The study concludes that the strategic development of sustainable rural tourism will not only contribute towards the economic prosperity of the BBK area but also towards the prosperity of the community and its attractiveness to tourists.

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Annexure A

<u>ETHICS APPROVAL</u>

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the **Human Sciences Research Ethics Committee (HSREC)** on 02/11/2016, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby **approves** your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: Strategic management of tourism stakeholders: Bakgatla-ba-Kgafela.	
Project Leader/Supervisor: Prof M Potgieter	
Student: AM Litheko	

Ethics number: N W U - 0 0 4 7 5 - 1 6 - A 9

Institution   Project Number   Year   Status

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type: Doctoral application		
Commencement date: 2016-10-26	**Expiry date:** 2019-10-26	**Risk:** N/A

Special conditions of the approval (if applicable):

- Translation of the informed consent document to the languages applicable to the study participants should be submitted to the HSREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HSREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- *The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HSREC:*
  - *annually (or as otherwise requested) on the progress of the project, and upon completion of the project*
  - *without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.*
  - *Annually a number of projects may be randomly selected for an external audit.*
- *The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the HSREC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.*
- *The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HSREC and new approval received before or on the expiry date.*
- *In the interest of ethical responsibility the NWU-IRERC and HSREC retains the right to:*
  - *request access to any information or data at any time during the course or after completion of the project;*
  - *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.*
  - *withdraw or postpone approval if:*
    - *any unethical principles or practices of the project are revealed or suspected,*
    - *it becomes apparent that any relevant information was withheld from the HSREC or that information has been false or misrepresented,*
    - *the required annual report and reporting of adverse events was not done timely and accurately,*
    - *new institutional rules, national legislation or international conventions deem it necessary.*
- *HSREC can be contacted for further information via Estie Emtoch@nwu.ac.za or 018 289 2873.*

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HSREC for any further enquiries or requests for assistance.

Yours sincerely

Prof LA Du Plessis
Digitally signed by Prof LA Du Plessis
Date: 2016.11.08 07:48:19 +02'00'

Prof Linda du Plessis
Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

Annexure B

SURVEY INSTRUMENT

Dear Resident

You are cordially invited to participate in an academic research study conducted by Alpheaus Litheko, a post-graduate student in the Faculty of Economic and Management Sciences at the North West University, Mahikeng.

The purpose of the study is to research on the strategic management of stakeholder relations in the development of rural tourism for the Bakgatla-ba-Kgafela (BBK).

Please note the following:

- This study involves an anonymous questionnaire. Your name will not appear on the questionnaire and the answers you provide will be strictly confidential.

- Your participation in this study is important and you may choose not to participate and may also opt out of participation without consequence.

- The results of the study will be used for academic purposes only and may be published in an academic journal. We will be able to provide a summary of the findings on request.

- If you complete the questionnaire, it is assumed that you have given consent to using this data for the study. Please complete the following by indicating an **X** in the appropriate block.

A. Demographics and Tourism Benefits

1.	Gender	Male			Female	
2.	**Age**		3.	**Marital status**		
	Up to 20			Single		
	21 – 40			Married		
	41 – 60			Divorced		
	Above 60			Widow/widower		
4.	**Educational level**		5.	**Occupational status**		
	Never went to school			Student		
	Primary school			Employed		
	High school			Own business		
	College/university			Unemployed		
	Other:			Retired		
				Other:		
6.	Please indicate the name of the area where you reside.					
	Lerome	Lesetlheng	Matangwaneng	Manamakgatheng	Other	
7.	How long have you been residing in this area?		8.	Do tourists visit your area?		
	Up to 5 years			Yes		
	5 – 10 years			No		
	Above 10 years					
9.	Our community do benefit from tourism.					
	Yes					
	No					
10.	If yes, what kind of benefits?					
11.	Tourism businesses within our community do employ people from this area.					
	Yes					
	No					

B. VIEWPOINT ON TOURISM

	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree
1.	Community members of this village are knowledgeable about tourism.	1	2	3	4	5
2.	Community members understand their role in tourism development.	1	2	3	4	5
3.	Community members are aware of events/attractions that attract tourists to visit this village.	1	2	3	4	5
4.	This village is a place of interest to tourists in the BBK area.	1	2	3	4	5
5.	The villages has facilities for tourists e.g. accommodation, roads, attractions and others.	1	2	3	4	5
6.	Education/training about tourism is provided to community members.	1	2	3	4	5
7.	There is interest about tourism amongst the community members.	1	2	3	4	5
8.	There is a positive attitude of community members of this village towards tourists.	1	2	3	4	5
9.	Tourism has changed the community behaviour.	1	2	3	4	5
10.	Tourism provides cultural exchange between tourists and community members.	1	2	3	4	5
11.	My quality of life has improved because of tourism development.	1	2	3	4	5
12.	Tourism is a tool to support development of formal and informal businesses.	1	2	3	4	5
13.	Positive cultural values are enhanced as a result of tourist	1	2	3	4	5
14.	visiting our village.					
14.	Tourism does create employment for the community members.	1	2	3	4	5
15.	Community members perceive tourism development as their responsibility.	1	2	3	4	5
16.	Community members do not benefit from tourism projects taking place in this village.	1	2	3	4	5
17.	Tourism has improved the infrastructure of this village	1	2	3	4	5
18.	There are more educational opportunities for locals due to tourism in the village.	1	2	3	4	5
19.	The level of crime incidents has decreased in this area as a result of tourism development.	1	2	3	4	5
20.	Community members own tourism businesses.	1	2	3	4	5
21.	Partnership and collaboration between stakeholders is important in the development of sustainable tourism.	1	2	3	4	5
22.	The tourism industry is dependent on the community members' involvement	1	2	3	4	5
23.	The community is consulted in tourism planning phase.	1	2	3	4	5
24.	The community is involved in the decision making of tourism development.	1	2	3	4	5
25.	The BBKTA and government bodies keep track of tourism development in this area.	1	2	3	4	5
26.	Only BBKTA make decisions about tourism development.	1	2	3	4	5
27.	Community members of this village participate in tourism.	1	2	3	4	5
28.	Community members do not	1	2	3	4	5

C2. Please indicate the level of trust and commitment you place on the BBKTA to manage tourism development on behalf of the community.

Statement	measurement
We trust the BBKTA with tourism development.	Not at all [1] [2] [3] [4] [5] [6] [7] Totally
We are commitment to the tourism development programmes initiated/managed by the BBKTA.	Not at all [1] [2] [3] [4] [5] [6] [7] Totally

D. COMMENTS/SUGGESTIONS

1.	Do you have any comments or questions related to tourism and rural development in general?	
2.	Please provide any other comments you want to add to this survey.	

Thank you for your participation.

---

	participate in making or selling handicrafts to tourists.					
29.	I have participated in a form of decision making process.	1	2	3	4	5
30.	Community participate in the formulation of laws and regulations of tourism.	1	2	3	4	5
31.	The community trust the BBKTA as an organisation that manages the tourism activities on their behalf.	1	2	3	4	5
32.	BBKTA is dedicated towards the development of tourism.	1	2	3	4	5
33.	The BBKTA do have the necessary know how to manage tourism development.	1	2	3	4	5
34.	The community is commitment to working with BBKTA as partners in tourism development.	1	2	3	4	5
35.	The community have control over tourism projects.	1	2	3	4	5
36.	Community members' support for tourism is vital element for sustainable development.	1	2	3	4	5

C. MEASUREMENT OF STAKEHOLDERS

C1. Please indicate the level of importance you place on each one of the following stakeholders for tourism development.

Stakeholders	Scale						
Local residents	Not important [1] [2] [3] [4] [5] [6] [7] Very important
Business association	Not important [1] [2] [3] [4] [5] [6] [7] Very important
Local entrepreneurs	Not important [1] [2] [3] [4] [5] [6] [7] Very important
Education institution	Not important [1] [2] [3] [4] [5] [6] [7] Very important
Local government	Not important [1] [2] [3] [4] [5] [6] [7] Very important
Others	Please specify:

Annexure C

INTERVIEW GUIDE WITH TOURISM EXPERTS
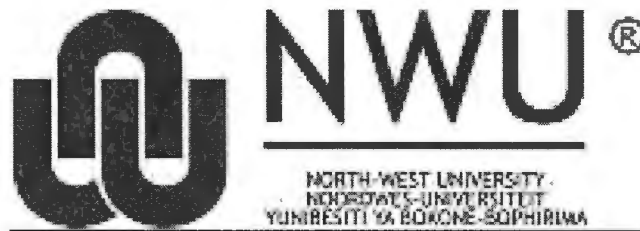
INTERVIEW GUIDE: IN-DEPTH INTERVIEW

Qualitative strategy

These one-on-one interviews are aimed at gaining insight and knowledge on the management of tourism stakeholder relations in pursuit of the development of sustainable tourism development in a rural region. The objective of this research is to obtain a deeper understanding of how stakeholder relations are in a rural tourism development perspective. The semi-structured interview approach has been adopted and this approach is based on having predetermined questions developed in advance. However, they allow individual participants some latitude and freedom to talk about what is of interest or importance to them. The interviewer controls the pace of the interview by treating the interview questions in a standardised and straightforward manner. The same set of questions will be used for all interviews and these will be asked in the same order or sequence.

Participants: Destination Management Organisation, Local Government, Educational institution, Public Entity (Conservation) and Business association

Role players in the community group have been identified as being significant for this study. Firstly, role players at the Bakgatla-ba-Kgafela Traditional Authority (BBKTA) as a DMO is to be interviewed in an attempt to gain understanding on how the BBKTA perceive tourism stakeholders in the community-group who have a direct interest in the development of tourism at a destination. Secondly, a role player at the Moses Kotane Local Municipality (MKLM) as local government is to be interviewed with the objective of attaining a comprehensive understanding of their perception on the development and

governance of tourism in their jurisdiction. Thirdly, role players at the Orbit TVET College, Mankwe campus as an educational institution (Department of Tourism) is to be interviewed as they happen to be centres of human resource development, and in general empower society with information with regards to tourism development. Fourth, role players at the North West Parks Board (NWPB) that is primarily responsible for biodiversity conservation and with purpose of enhancing eco-tourism in the NW province. Fifth, role players at the business associations were to be interviewed as they serve as key informants due to service they render to both tourists and local residents.

Resources required

A suitable venue would be required for conducting the in-depth interviews. Ideally the venue should be on the premises of the organisations involved or alternatively a suitable place close to the organisation will be selected. The researcher will be conducting the in-depth interviews with the participants. A note pad and audio recorder will be used during the interview session with prior approval of the participant.

(1) Introduction Phase

Good day, my name is Alpheaus Litheko, a research student from the North-West University, Mafikeng Campus. This is a one-on-one interview aimed at gaining first-hand information on your perception of the strategic management of tourism stakeholder relations, with specific focus on the community-group as stakeholders. It would be appreciated if you could please avail yourself for an uninterrupted 15 minutes for this interview and the information provided is regarded as strictly confidential and will be used entirely for research purposes.

Please note that this interview is recorded to ensure that your comments and contributions are adequately captured for processing purposes. However, your name will not be attached to any comments, views presented and/or perceptions expressed. Do you have any questions in this regard before we continue?

(2) Interview Phase

[Ensuring that adequate notes are taken and the tape recorder is recording correctly.]

❖ **Demographic data**

1. What is your current position in the organisation?
2. How long have you been in this position?

[Explain any previous experience related to your current position?]

❖ **Tourism development**

1. Do tourists visit this area?
2. Does this area attract international, regional or domestic tourists? Please explain.
3. Do tourists spend money when they visit this area?
4. Is there any form of interaction between the community-group and tourists? Please explain.
5. Has tourism created any direct business opportunities and employment for the BBK community?

We are going to talk about the different dimensions of rural tourism development and please respond to the following questions as per your perception.

❖ **The role of the community-group in tourism development**

1. Do you think the community-group is aware of tourism?
2. Do you think the community-group is knowledgeable of tourism?
3. How would you describe the attitude of the community-group towards tourism?
4. How does the community-group perceive tourism?
5. According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.
6. In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.
7. Do you think the community group are benefitting from tourism in its current state? Please explain.
8. In your own view, is the current tourism development sustainable? Please explain.

9. In your own view, describe the role of each stakeholder in the community group towards tourism development?

❖ **Views on tourism policy**

1. Is there a sustainable rural tourism development policy for the BBK in place?
   a) If yes: which policy?
2. Do you think that the current tourism policy has a clear vision for tourism development?
3. In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?
4. In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?
5. Does government invest sufficient resources into tourism?
6. Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.
7. Suggest ways in which tourism can strategically be managed by means of policy in this area.
8. Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.
9. Suggest ways to establish and maintain sustainable relationship with role players community-group.

❖ **The community group level of involvement and participation in tourism development initiatives**

1. Is the community-group involved in the decision making process? Please explain.
2. Do you think educating or training people about tourism can improve participation and involvement in tourism?
3. Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

4. How do you perceive the level of trust between BBKTA/Local Government and the community-group?
5. In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?
6. Is the level of participation by community members in tourism increasing or decreasing?

❖ **Concluding the interview**

Thank you for your valuable time. Is there anything else you would like to add before we conclude this interview? Should you want to contact me at a later stage, my contact number is 0792604726 or email: lithekot@gmail.com.

Thank you very much for participating in this study

Annexure D

LETTERS OF CONSENT TO INTERVIEW TOURISM EXPERTS

30 November 2017

Abe Mogashoa
Bakgatla-ba-Kgafela Traditional Authority
Maruleng

LITHEKO MA

PhD Business Management

This serves to confirm that Alpheus Litheko (university number 16513207) is registered at the North-West University, Mafikeng Campus, for the degree PhD: Business Management. The title of his thesis is: Strategic management of tourism stakeholder relations: Bakgatla-ba-Kgafela. The primary objective of this study is to devise a conceptual framework for the strategic management of the community-group as stakeholders for the sustainable development of rural tourism.

He successfully completed his MCom in Business Management with a focus on the management of tourism at the end of 2015 within the prescribed study period and registered for a PhD. His study proposal was presented in open-colloquium format for approval and was accepted by the School Board of the School of Management Sciences in the Faculty of Economic and Management Sciences. Alpheus has already completed the two literature review chapters laying the theoretical foundation for this study and he constructed a conceptual framework which will be tested by empirical research. Data collection and fieldwork now has to be undertaken to enable Alpheus to complete the study. It is anticipated that this thesis will be completed within the expected time because Alpheus is a dedicated and diligent candidate.

It would be highly valued if you could please assist Alpheus in facilitating access to members of your organisation and community for obtaining the primary data needed. Alpheus is self-reliant and responsible for his own arrangements and payment for transportation, accommodation and all expenses of a personal nature.

Please contact me should further information be required in this regard.

Yours sincerely

Prof M Potgieter
School of Management Sciences

NORTH-WEST UNIVERSITY
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Email: Potgieter.Marius@nwu.ac.za

16 February 2018

Ms T Lowings
HOD: Tourism
ORBIT TVET College
Mankwe Campus
Mogwasi, 0314

LITHEKO MA

PhD Business Management

This serves to confirm that Alpheus Litheko (university number 16513207) is registered at the North-West University, Mafikeng Campus, for the degree PhD: Business Management. The title of his thesis is: Strategic management of tourism stakeholder relations. Bakgatla-ba-Kgafela. The primary objective of this study is to devise a conceptual framework for the strategic management of the community-group as stakeholders for the sustainable development of rural tourism.

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Please contact me should further information be required in this regard.

Yours sincerely

Prof M Potgieter
School of Management Sciences

<u>INTERVIEW TRANSCRIPT</u>

INTERVIEW WITH EXECUTIVE MANAGER, BBKTA

APPENDIX

Interview transcript

INTERVIEW WITH EXECUTIVE MANAGER, BBKTA

Date   :   13 December 2017

Venue   :   BBKTA Head Office, Moruleng

Present   :   Mrs Nonna Letsholo (NL) Executive Manager – BBKTA

Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

NL: It is my pleasure and it is noted.

AL: Would you like to describe your current position in the organisation?

NL: I am currently working as an Executive manager for the BBKTA

AL: How long have you been working in this position?

NL: I have been working in this position for two and half years, and previously I worked as a Communication and marketing manager at the Development Bank of Southern Africa.

AL: Do tourist visit this area?

NL: Yes they do, this area is a place of interest for tourist.

AL: Does this area attract international, regional or domestic tourists? Please explain.

NL: This place attracts all three segments of tourist, however the area is mostly visited by international tourist and the source market is countries such as USA, Belgium, Norway and UK etc. The international market visits the villages in this area, Sun city, Pilanesberg National Park, and Mphebatho museum. The Mphebatho museum is biggest draw card for tourist as they are interested in learning about the culture and heritage of the BBK community. The local destination is of interest to the domestic and regional market as there is Moruleng stadium and shopping mall that attracts tourists by attending sports, traditional and music events. Due to the diverse product offering in the local destination does not encounter the challenge of seasonality that confronts the tourism on a national and global spectrum.

AL: Does tourist spend money when they visit this area?

NL: Yes they do, upon they visit to the area they purchase local products and services which contributes to injecting economic development in the rural region. The BBKTA as a local Destination Management Organisation (DMO) has formed partnership with local tourism stakeholders such as tour operator and accommodation establishments to create tourism packages that will enable the spreading of benefits of tourism in the area. Another activity of the DMO is the creation of themed routes or itineraries where related attractions and features are linked to together to ensure the needs and wants of tourists are met or exceeded.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

NL: There is constant interaction between the host community and tourists. When tourist visits local tourism establishment such local restaurants and cultural events there is often a positive interaction between the two groups and this contributes significantly to the sustainable growth and development of tourism in the destination. This is positive because the tourist learns about the culture and life of the community and in return the host community learns more about the culture of their visitors. The community-group's positive attitudes will contribute to tourists' satisfaction levels. The host community act as ambassadors for the destination and are reliable source of information for tourists, as they have an understanding of their role in tourism development. Their role is to be welcoming to tourist and local business to provide world class service and authentic products such as traditional cuisine and local beverage that will provide tourists with an everlasting experience.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

NL: Yes, the Mphebatho museum, Moruleng shopping mall and other tourism business establishment employs local residents, in particular the youth, to offer products and services to tourists and host community. Tourism in this area creates desirable employment opportunity for the local residents and supports the local business to grow and be sustainable in their operations. Local

businesses and entrepreneurs benefit the most from tourists, and that in turn creates employment opportunity for the local residents. The tourists upon their visit to the area of the BBK, they are encouraged to stay in the home-stays in the village as this creates an authentic experience of how the local residents live on a day-to-day basis at the same time learning the culture of the BBK community. The home-stays were initiated by the BBKTA as means of creating an inclusive tourism development to benefit the community-group. The home-stays are communal houses converted to bed and breakfast establishment whenever tourists visit the area. This enables local residents to generate income by accommodating visitors and ultimately optimize the benefits that are associated with tourism.

AL: Do you think the community-group is aware of tourism?

NL: Yes the community-group are aware of tourism and tourism development in the area BBK. The tourism sector has provided employment and business opportunities for the community-group and in turn has contributed to the economic development of the area. They are aware of tourism products such as the Moruleng shopping mall, Moruleng stadium, home-stays, guest houses, Pilanesberg National Park (Manyane game lodge, Bakgatla game lodge, Morokolo game lodge, Black rhino lodge and Ivory tree lodge etc.), Sun city (Internationally renowned tourism product) and Mphebatho museum. This tourism establishment has directly and indirectly injected economic growth in this rural area.

AL: Do you think the community-group is knowledgeable of tourism?

NL: Yes, the community-group are knowledgeable of tourism and its positive impacts on economic development in this area. Tourism is acknowledged as one of the major attributes to economic development in this area, as it offers opportunities such infrastructure development, local business support and job creation. For example, the local entrepreneurs sell their products and services to tourists and local residents.

AL: How would you describe the attitude of the community-group toward tourism?

NL: The knowledge they poses of tourism has enabled the community-group to adopt a positive attitude towards tourists and tourism development. The community-group understands that they are major stakeholders in tourism development and they support for tourism is necessary for sustainable development in the rural region and for their local destination to remain competitive in this dynamic industry. For example, the Moruleng shopping mall is a product the complements and supplements the other tourism attraction in this area as it provides shopping opportunities for tourists and local residents, and more significantly provides employment for local residents and support for businesses.

AL: How does the community-group perceive tourism?

NL: They perceive tourism as viable business and career opportunity due to the tourism growth and development in this local destination. Many of the local residents have started tourism businesses such as guest houses, home-stays, tour operators, events and marketing businesses, and informal businesses such as selling of cultural artifacts and other products. There is a tourism business association established with the aim of bringing together businesses to generate ideas on how to optimize the benefits in this industry, and in addition, the understanding that through partnership and collaboration with tourism stakeholders its way to achieve a sustainable rural tourism development. The community-group's perception is good towards tourism because majority of local residents' standard of living has improved due to tourism development.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

NL: Partnership and collaboration between stakeholders, in particular the community-group, is important in the development of sustainable tourism. The BBKTA has partnered with provincial and national government in providing local residents with educational bursaries and scholarships (tourism) to ensure the community is educated about tourism as this will encourage and increase the level of participation in the tourism industry. Through their partnership with all three spheres of government they have supported the local business, specifically the Small Medium Micro Enterprises (SMMEs) with the goal of creating a conducive environment whereby the business enterprises can operate in a sustainable manner in this industry. For example: the initiative of home-stays. The Minister Tourism, Mr Derek Hannekom has visited the area and commended the BBK in partnership with other stakeholders for coming up with this innovate idea of home-stays and He stated "an inclusive rural tourism development will contribute to growth and sustainable development in a region, and essentially the benefits are spread across the entire value chain.

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

NL: Yes, as mentioned previously tourism is sustainable in this area and this sector has created employment opportunities for local residents and overall they quality of life has improved because of tourism development. The BBKTA organizational structure there is division called the Kgatleng tourism association that looks after the interest of local businesses and the community-group to ensure they benefit from rural tourism development.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

NL: The tourism is benefitting the community-group in its current state. The tourism products and offering are diverse in this area and a combination of other sub-types of tourism that supplements rural tourism such as: sports tourism, cultural tourism, heritage tourism, eco-tourism, adventure tourism and back-pack tourism

has created economical and social benefits for the community-group. For example: The maize soccer tournament was held at the Moruleng stadium for last three years and this initiative has created economic spinoffs for the community-group. Cultural events that take place at the Mphebatho museum throughout the year have created economic opportunities for the community-group.

AL: In your own view, is the current tourism development sustainable? Please explain.

NL: The tourism development is sustainable in this area as mentioned previously of the product diversification and how the stakeholders are included in the development plans, in particular the community-group. There role that each stakeholder plays in this area is critical and essential to sustainable tourism development in this area. The multination companies that have invested in tourism have worked with SMMEs to ensure that they transfer their skills, expertise and other resource to ensure that the destination provides the best products and services to tourists.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

NL: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

NL: There is a strategy called the Master plan 2025 which outlines the organisation's goals and objectives. Importantly the strategy is aligned to the Integrated Development Plan (IDP) of local government. The development of home-stays to ensure that there is inclusive tourism growth and development.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

NL: There is clear vision for the tourism development, there has been development in the area such as infrastructure development and tourism product development, and as highlighted in the Master plan there is plans for further expansion with regards to tourism development.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

NL: There should be strategies formulated to penetrate the local and domestic market and ensure the destination increase the market share. To increase the proportion of local and domestic travelers who holiday in other provinces such as Kwa-Zulu Natal, Mpumalanga, Western Cape provinces.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

NL: Partnership and collaboration between stakeholders is important in the development of sustainable tourism. Fostering cooperations among government agencies and local stakeholders that will build partnerships to reach specific goals and objectives. For example, the BBKTA partner with the North West Tourism Board (NWTB) to disseminate information about tourism products and events in the BBK area.

AL: Does government invest sufficient resources into tourism?

NL: The provincial tourism stakeholders need to collaborate and agree on joint programs that will enable the province and it regions to invest sufficient resources into tourism. This will contribute substantially in addressing the socio-economic challenges faced by the province. Government forging partnerships can derive benefits that will ensure more budget to be invested in projects, sharing of information and great expertise that will enable tourism continues to grow and is a sustainable sector.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

NL: Not really because the is too much fragmentation and different departments working in silos, whereby if the resources were aligned into one program to ensure they maximize the benefits from the invested funds, for example: infrastructure development, SMMEs support, and job creation. At times the policy will be aligned but the major challenge is experience in the implementation phase.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

NL: Promote synergy between stakeholders and benchmark the regions service with that of other destination to ensure that we remain competitive in this industry. Collaboration with stakeholders is a must, especially in an economy that is growing at sluggish rate and in an era where the financial challenges are great and the competition in intense.

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

NL: The strategies implemented should be monitored and evaluated based on its impact and contribution to the betterment of the well being of the community-group. There is an excessive emphasis on reaching targets rather than monitoring and evaluating the strategy/programs impacts. For example, the region should not place too much emphasis on the number of tourists visiting this area rather focus on the number of repeat visit that occur as this will indicate that the tourism establishments provide quality and authentic services and product to tourist better than their competition. This has tremendous economic impact as the sector will become sustainable and create more business and employment opportunities for the community-group. This will inform the BBKTA were they should invest their resources either on educational programs or other areas. When tourists receive service from a skilled employee that will ensure the area retains and attract new tourists.

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

NL: By understanding stakeholder expectation and needs, and putting mechanism in place to address their expectations. This involves including stakeholders in the decision making process, in particular the community-group as they are primary beneficiaries of projects implemented.

AL: Is the community-group involved in the decision making process? Please explain.

NL: Kgatleng tourism association is division within the structure of the organisation that ensures that involves all role players within tourism to give their inputs with regards tourism development in the area.

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

NL: Yes by empowering our community through educational programs will enable them to make informed decision when it comes to participating in tourism and understand the importance of further tourism development. The community-group's positive attitudes will encourage tourists' satisfaction levels and this will assist in the retention of the existing tourists and through mediums such word-of-mouth this will assist in attracting new tourists.

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

NL: The community-group are the main stakeholders of tourism development and their consultation, involvement and participation in the strategic decision making of tourism development is important element for sustainable tourism development. The Kgatleng tourism association consults local businesses and local residents and involves them in tourism projects in the area.

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

NL: There is accepted level of trust because the BBKTA has consultative platforms and involves the community-group in tourism programs

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

NL: There is reasonable level of commitment towards tourism development initiatives as there are many local residents, specifically the youth that partake in cultural events and activities.

AL: Is the level of participation by community members in tourism increasing or decreasing?

NL: Increasing, because many view tourism as a viable sector to either start a business or career. We have seen that many local residents has converted their houses into home-stays and the increase in number of local entrepreneurs.

AM: Thank you very much for your insightful discussion and your participation in this interview session.

Annexure F

INTERVIEW TRANSCRIPT

INTERVIEW WITH MPHEBATHO MUSEUM MANAGER, BBKTA

![NWU North-West University logo]

APPENDIX

Interview transcript

INTERVIEW WITH MPHEBATHO MUSEUM MANAGER, BBKTA

Date   :   13 December 2017

Venue   :   Mphebatho Museum, Moruleng

Present   :   Mrs Virginia Pilane (VP) Mphebatho Museum Manager – BBKTA

                           Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

VP: It is my pleasure.

AL: Would you like to describe your current position in the organisation?

VP: I am currently working as a museum manager

AL: How long have you been working in this position?

VP: I started working in the museum since 2006.

AL: Do tourist visit this area?

VP: Yes, tourist do visit this area.

AL: Does this area attract international, regional or domestic tourists? Please explain.

VP: Majority of tourists visiting the museum are international tourist to learn about the culture and heritage of the BBK community. There is museum has a program for

the domestic market called the student educational tours that focuses on primary and secondary schools. The student educational tour activities includes: precinct tours, indigenous games, drumming cultural activities (food preparation & home plastering). The other program developed targeting schools is the tsosolotso setso (reviving the heritage) and this program entails schools situated in the village compete against each other in cultural dancing, indigenous games, fashion shows, poetry and many more activities. There is tertiary student who visits from other province and countries to learn more about cultural and heritage tourism. This aspect of cultural and heritage tourism plays a significant role in the development of rural tourism in this area of BBK

AL: Does tourist spend money when they visit this area?

VP: Yes, tourist do spent money when they visit this area, specifically international tourists and at times get involved in the social investment at schools, museum, home stay and other projects. They create business for local craftsman as they buy their artifacts and visit local restaurant to taste the local cuisine and traditional beer.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

VP: When tourist visit the museum they interact with local people and at times special events take place such as cultural dances or poets session. The bicycle tour was introduced to enable tourists to tour the village and interact with local residents and view areas or gain accessibility to remote areas in the villages. This also creates an inclusive tourism development whereby all benefit from tourism.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

VP: Yes, to a certain extent, the events, the student education tours, precinct tours, bicycle tours etc., creates business opportunities for local business and employment because local residents are employed at the museum. The Moruleng shopping mall has created direct and indirect economic benefits for the local community. Local crafts exhibit their products at the museum. Kgosi Pilane has continually encouraged the community-group to be involved in tourism as it is means that creates economic opportunities for them and can improve their standard of living.

AL: Do you think the community-group is aware of tourism?

VP: Yes they are, Kgatleng tourism association convenes meeting and workshop to educate the community-group of the importance of tourism and encourage them to start tourism businesses that will serve as means of earning income and creation of wealth.

AL: Do you think the community-group is knowledgeable of tourism?

VP: Yes, there is a need to continuously enhance their knowledge to enable a sustainable development of rural tourism. When they are well informed they can make conscious and informed decision regarding tourism development. The youth are handed educational bursaries to provide further knowledge on tourism and in particular tourism development. The educational tour programs that currently running at the museum educate the youth about their cultural heritage and this ensure that intangible assets is preserved and conserved. Museum is key pillar of the BBK strategy as it serves as an incubator for information and knowledge, and furthermore, creates a place where tourists and community members can interact and a conducive environment for gaining knowledge

AL: How would you describe the attitude of the community-group toward tourism?

VP: The community-group have a positive attitude towards tourists in this area, they are receptive towards tourists and are willing to provide them with products and services, and furthermore this provides a cultural exchange between tourists and the community-group. For example: initiatives such as home stays are creative ideas whereby local residents, in particular those that live alone in a house accommodate tourists. This provides the locals to benefit economically by accommodating tourists at their homes. For example: there was tour group from the USA and they were accommodated at home stays and this created authentic and unique experience for the tourists.

AL: How does the community-group perceive tourism?

VP: The perception is a positive one towards tourism, as the number locals are participating in tourism. Their role in influencing the tourism development activities through working together with the local destination management organisation (DMO) is a vital element for sustainable tourism development.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

VP: They are interested in participating in tourism. Through the Kgatleng tourism association they develop tour package/itinerary the will ensure tourists visit all the attractions that are available in the area and this ensures that almost all the tourism businesses and local entrepreneurs are equally given an equal opportunity to participate in tourism.

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

VP: Yes, as mentioned previously tourism is sustainable in this area and this sector has created employment opportunities for local residents and overall they quality of life has improved because of tourism development. There is an inclusive tourism growth and development in this area which ultimately means that benefits spread all across the geographical area and is to the benefit of all tourism stakeholders, specifically the community-group.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

VP: The tourism is benefitting the community-group in its current state. The role of personal benefit that local community obtains from tourism development may contribute to the positive perception on tourism development. For example: the local residents may be encouraged to enroll at higher learning institution to enhance their skills and expertise, and contribute significantly to the tourism development in their area. Another factor is that local residents are employed at tourism establishments, in particular the Moruleng shopping mall, and this because of the high tourism growth in the area.

AL: In your own view, is the current tourism development sustainable? Please explain.

VP: The integration of other sub-types of tourism provide for a sustainable development of rural tourism. The BBKTA (Kgatleng tourism association) put together packages through partnership with local tourism stakeholders (tour operators, home-stays, guest houses, museum, Pilanesberg National Park and Sun city etc.) with aim of fulfilling the needs and wants of tourists through exposing them to as a vast or diverse tourism offerings. This place is of interest and demand for film tourism, as they want to do a film about the cultural heritage of the BBK community. Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tour or film heritage museums.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

VP: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

VP: There is a strategy called the Master plan 2025 which outlines the organisation's goals and objectives. The museum is a division within the structure of the BBKTA organisation and is a key pillar in the strategic development of the area.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

VP: There is clear vision, and as mentioned previously, one of the museum's vision is to serve as institution that protects and preserves knowledge and as a vehicle to educate the local community, domestic and international market of the cultural heritage of the BBK community.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

VP: Land subject and uncertainty of policy formulation from National government. The community-group need to be educated further of the subject tourism as this will assist to change their attitude and perception towards tourism development as they will learn the direct benefits associated with the sector and that tourism provides cultural exchange between them and tourists.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

VP: The formulation of plans is good but the challenges lies at the implementation phase. There was a museum established in one of the villages that was supported by one of the government department but at a later stage the support came to a halt and the project was a failure and could not achieve its deliverables. The importance of heritage museum is to assist the BBK community to share the responsibility to identify and respect what is important and learn the future generations of these tangible and intangible values. Heritage tourism is a unique selling point of every destination as it provides an authentic feel.

AL: Does government invest sufficient resources into tourism?

NL: No, Government should investment more resources in establishing museums to promoted heritage tourism in regions, provincially and nationally. Countries such as China and Spain are attracting a significant large number of international tourist due to heritage tourism. This is a niche market that needs to aggressively tap into to ensure we increase the tourist market share and is a unique way that can contribute to the sustainable development of rural tourism in the area.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

VP: National development plan 2030 and rural development strategy are aligned to provincial government policies that radical economic development should be focused in rural areas and ensure that there is a inclusive economic development for all stakeholders.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

VP: Tourism stakeholder collaboration and partnership that will assist in optimizing the benefits associated with this sector

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

VP: Create employment opportunities for local communities and establishment of tourism businesses.

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

VP: Establishing communication strategies to ensure constant communication with role players. The BBKTA should involve all tourism stakeholders in the planning process of tourism development.

AL: Is the community-group involved in the decision making process? Please explain.

VP: Kgatleng tourism association is division within the structure of the organisation that ensures that involves all role players within tourism to give their inputs with regards tourism development in the area.

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

VP: Yes, the museum provides educational bursaries and partner with other educational institutions to provide the youth educational opportunity to ensure they gather knowledge and skills to participate in the tourism industry. This will encourage more local residents to take up tourism as a career and start-up their tourism establishments. The museum serves as an incubator for preserving indigenous knowledge.

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

VP: Sharing of ideas is important in tourism development and the inclusion of the community-group as primary stakeholders of the organisation in the decision making process is more important factor to contributing towards sustainable tourism development. The consultation, involvement and participation is essential, especially when strategic decisions are being made about tourism.

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

VP: There is accepted level of trust but the establishment of Kgatleng tourism association will ensure any grievances/issues that need clarity are addressed and a solution is brought to solidify the relationship between stakeholders involved, in particular the community-group.

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

VP: There is a significant level of commitment towards tourism development initiatives and programs as the number of tourism establishment has been steadily increasing and that shows they are commitment towards tourism development. For example: Home-stays.

AL: Is the level of participation by community members in tourism increasing or decreasing?

VP: The number is increasing, as Kgatleng tourism association is proper forum that disseminate the ideas and plans of the BBKTA and other information pertaining to tourism to ensure that community-group at large are well informed and aware tourism development in their area. The inputs of the community-group is included in the strategy formulation.

AL: Thank you very much for your insightful discussion and your participation in this interview session.

<u>INTERVIEW TRANSCRIPT</u>

INTERVIEW WITH TOURISM MANAGER, MKLM

APPENDIX

Interview transcript

INTERVIEW WITH TOURISM MANAGER, MKLM

Date : 14 February 2018

Venue : Moses Kotane Local Municipality , Mogwase

Present : Ms Emily Molaontoa (EM) Tourism Manager – MKLM

Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

EM: It is my pleasure.

AL: Would you like to describe your current position in the organisation?

EM: I am currently working as a Tourism manager at MKLM.

AL: How long have you been working in this position?

EM: I have been working in this position since 2015 and previously I worked as tourism coordinator at the Dr Kenneth Kaunda District Municipality (DKKDM).

AL: Do tourist visit this area?

EM: Yes, many tourist visit this area, this area is a prime tourist destination. There is constant and sustainable tourism development in this area.

AL: Does this area attract international, regional or domestic tourists? Please explain.

EM: Due to the variety of product and tourism offerings in this area, the area attracts all three market segments. International tourist visits local restaurants and pubs, domestic tourists visits Pilanesberg national park, Sun City, Mphebatho museum, Moruleng stadium and Moruleng shopping mall, and regional tourists, visit the Shopping mall, museum and Pilanesberg National Park etc.

AL: Does tourist spend money when they visit this area?

EM: Yes, they spend money when they visit the tourism establishments and when buying artifacts and souvenirs from local entrepreneurs. Due to sustainable tourism development in the area the tourist length of stay is increased and that in turn increases the tourist spend that injects economic and social benefits to the local community.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

EM: There is an interaction between the community-group and tourists. There BBKTA offers bicycle tours that visits local tourism establishment to ensure that there is inclusive tourism growth that benefits locals. This bicycle enables for a cultural exchange between tourists and the community-group.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

EM: Yes, tourism provides support to SMMEs business operations as there is a stimulated economic development through the in-flow of tourists to the area that allows the businesses enterprise to sell its products and services, and furthermore, operate as an alternative employment opportunity and source of income for the local community.

AL: Do you think the community-group is aware of tourism?

EM: The community-group level of awareness is positive. There is numerous awareness campaigns conducted by the local municipality with the goal of informing the stakeholders, specifically the community-group of tourism development in the area and they respective roles within the development process. SMME training workshops are conducted in efforts of supporting the business enterprise to partake in the industry. The community-group participation in tourism development process can be considered from two perspectives (1) in the decision making process and (2) in the benefits of tourism development

AL: Do you think the community-group is knowledgeable of tourism?

EM: Yes, the community-group's participation is an essential component of any system of learning, and they're participation in tourism assist them to acquire valuable knowledge with regards to tourism, as no change can be affected without the full involvement of all stakeholders and the adequate representation of their views and perspectives.

AL: How would you describe the attitude of the community-group toward tourism?

EM: Their attitude is positive toward tourism, the community members attitude towards tourism is positive as they consider that tourism brings to the destination much more advantages than disadvantages and they are willing participants in tourism development as it improves their standard of living through the creation of employment and tourism business.

AL: How does the community-group perceive tourism?

EM: The community members possess knowledge about tourism and have an intense contact with tourists, their perception of tourism is positive as it provides employment and business opportunities, and understands that tourism development is to their benefit. Their overall, perception is positive as majority of the local residents' livelihood is depended upon tourism.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

EM: The community-group level of participation is good as they benefits when there is tourism events and tourist visit they area. The perceived benefits of tourism emphasize the relevance of tourism to the community members in the tourism development process and motivate them to participate. The level of participation in the community events is positively influenced by the perceived benefits of the event

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

EM: Yes, the tourism development is to the benefit of the community-group as it is an inclusive growth that allows the local community to be involved and participate in this sector. Those who personally benefit from tourism are more likely to support its development than those who do not perceive benefits. It is important to recognise that employees and business owners are local residents and have a stake in the tourism products and attractions of a destination, in a way of ensuring the commitment of employees, their needs of residents should be considered at the decision making phase.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

EM: Yes, the tourism destination has created an inclusive tourism package and programmes that ensures that the community-group to participate in this sector and benefit from it. For example: the Mphebatho museum uses local in their cultural dance festival and furthermore the increase number of home-stays in the villages.

AL: In your own view, is the current tourism development sustainable? Please explain.

EM: The tourism development is sustainable in this area as mentioned previously of the product diversification and how the stakeholders are included in the development plans, in particular the community-group. The tourism benefits the entire value chain and provides sustainable business operations for local entrepreneurs and business owners.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

EM: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

EM: There is a strategy called the Master plan 2025 which outlines the organisation's goals and objectives. Importantly the strategy is aligned to the Integrated Development Plan (IDP) of the local government.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

EM: There is clear vision for the tourism development, there has been development in the area such as infrastructure development and tourism product development, and as highlighted in the IDP there is plans for further expansion with regards to tourism development, for example: roads construction, SMME support and public amenities etc.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

EM: The political instability from National all the way to local level has adverse affects in terms of economic policy uncertainty and slow economic growth. This as result is an impediment on attracting both domestic and international investors to the invest in the destination, that will see infrastructure development and an increase in employment as a result of this will increase the fiscal budget through taxation.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

EM: Policies should be geared towards creating more jobs, attracting more investment to community, producing more business for local community,

restoring historical buildings, creating positive impact on the cultural identity of the community, and maintaining high standards of roads and public facilities. Create clear communication channels to enable an integration of activities and programmes between local government and other role players to contribute to sustainable tourism development.

AL: Does government invest sufficient resources into tourism?

EM: Tourism could make a significant contribution to the economy given the political will and a more holistic approach, and of course a bigger budget. The area of the BBK is a prime tourist destination and Government should identify this economic sector contribution to the rural development through job creation and improving the standard of living. The resources invested in tourism development will assist in ensuring the destination defends it competitive advantage and its overall position in the market.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

EM: Not really because the is too much fragmentation and different departments working in silos, whereby if the resources were aligned into one program to ensure they maximize the benefits from the invested funds, for example: infrastructure development, SMMEs support, and job creation. At times the policy will be aligned but the major challenge is experience in the implementation phase.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

EM: The tourism planning and development is more inclusive than before with all stakeholders getting the opportunity to have their say on how tourism looks in the future. When strategic decisions are made about the area, the entire spectrum of tourism stakeholders should be consulted and involved in the development and implementation phase of the project. The establishment of a SWOT analysis will provide answers to the destination on where they need to improve. The strengths and weaknesses part of the SWOT analysis focuses on the internal aspects of the destination including the operations of the DMO. The DMO should invest more in growing its research and development capacity that will feed into its strategic decision making as it is a useful tool for informing the strategies the DMO adopts

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

EM: Adopting a strategic balance scorecard will enable the DMO to monitor and evaluate the destination performance not solely based on the target reached but as monitor the impact of its programs and activities. The original strategic balance scorecard has four components that are monitored: (1) financial; (2) internal business process; (3) learning and growth; and (4) tourists)

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

EM: Outreach programs that will assist to integrate the programs of different department and public entities (such as Small Enterprise Development Agency etc) that will contribute to investing in tourism development in the area, and contribute to the sustainable development of tourism. Encourage more Public-Private Partnership in the area as the only way to optimize the benefits of tourism development is through collaborative partnership between all role players of the sector.

AL: Is the community-group involved in the decision making process? Please explain.

EM: The community-group is involved in the decision making process through public participation workshops and many more.

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

EM: The use of tourism curriculum at primary and secondary is vital as this will assist in creating tourism awareness in the area and promote tourism amongst local markets. The more tourism is exposed to the community-group through educational programs and other initiatives would assist in shaping their perception towards tourism development and will improve their level of participation in the sector

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

EM: Thus consultation and involvement of community members has become a requirement in the successful development of tourism in a specific destination. Listening to stakeholders concerns and feedback is valuable source of information that can be used to improve the decision making process and eliminate the risk associated with it. The ongoing consultation to evaluate and monitor stakeholder perception is important in the process of developing a sustainable rural tourism

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

EM: The trust level are low.

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

EM: The commitment level to tourism development initiatives is modest as they understand that they stand to benefit from them.

AL: Is the level of participation by community members in tourism increasing or decreasing?

EM: The local government research department has highlighted that the is an upward/ increase the number of community members participation in the tourism sector.

AL: Thank you very much for your insightful discussion and your participation in this interview session.

<u>INTERVIEW TRANSCRIPT</u>

INTERVIEW WITH TOURISM OPERATIONS MANAGER, NWPB

APPENDIX

Interview transcript

INTERVIEW WITH TOURISM OPERATIONS MANAGER, NWPB

Date   :   31 Janaury 2018

Venue   :   Pilanesberg National Park, NWPB

Present   :   Ms Valerie Melk (VM) Tourism Operations Manager – NWPB

Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

VM: It is my pleasure.

AL: Would you like to describe your current position in the organisation?

VM: I am currently working as a Tourism Operations Manager

AL: How long have you been working in this position?

VM: I have been working in this position since 2004.

AL: Do tourist visit this area?

VM: Yes, the Mphebatho museum is big attraction for tourist and it is well supplemented by Pilanesberg National Park, Sun city, Moruleng shopping mall, and Moruleng stadium. The stadiums hosts pre-season soccer games that attract tourists, specifically local and domestic tourists, to this area.

AL: Does this area attract international, regional or domestic tourists? Please explain.

VM: Due to the variety of product and tourism offerings in this area, the area attracts all three market segments. This area of the BBK is arguably a prime tourism destination in the North West province.

AL: Does tourist spend money when they visit this area?

VM: Yes they do, tourism establishment such as local restaurants and pubs offer different services that is different and unique from internationally renowned establishment such as Sun City and Ivory tree safari lodge. The different events and diverse tourism offerings ensures that the tourists length of stay is increased and overcomes the challenge of seasonality. Due to product diversification in the area it has unlocked new markets for the area and caters for the need of different markets which has seen an increase in the market share. There is a variety of accommodation and this has enabled the area to attract a different market segments (high and low income earners). The inclusion of home-stays has created a unique accommodation alternative for the market. This initiative will contribute significantly to the sustainable tourism development in the area. Tourism industry plays an important role in the economic development of the area. Tourism is a tool to support development of formal and informal businesses.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

VM: There is an interaction between the community-group and tourists. When tourists visit the Moruleng shopping mall, museum, and other places of interest they are warmly welcomed by local residents. This provides an opportunity for cultural exchange between tourists and the community members.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

VM: The local tourism establishment such as petrol stations, local restaurants, local pubs, accommodation establishments, tour operators etc. have directly benefitted from the economic growth in the area that is contributed by tourism. Even if some members do not directly benefit economically from tourism, they will demonstrate positive attitudes toward tourism based on a variety of shared social benefits with tourism development and such may include infrastructure development and public amenities that is used by local residents

AL: Do you think the community-group is aware of tourism?

VM: The community-group are aware of tourism development because of the developments that been taking place recently such the refurbishment of Sun City, refurbishment of the Pilanesberg airport, Moruleng stadium, Moruleng shopping mall, petrol stations and the refurbishment of the museum. This latest development has created awareness amongst the community-group because they have started tourism business and others are employed in these tourism business establishments. Young people in the community are studying tourism at

the TVET college and other universities in the country as they realise the importance of the tourism sector in the economy of the area. Co-management plans between the NWPB and members of the community represented Community Property Associations (CPA) encourages land owners and members of the community to enroll in colleges and universities to learn and gain knowledge on the concept of tourism as it is a viable economic sector whereby they can use to earn a living.

AL: Do you think the community-group is knowledgeable of tourism?

VM: Yes, young people in the community are studying tourism at the TVET college and other universities in the country as they realise the importance of the tourism sector in the economy of the area. Co-management plans between the NWPB and members of the community represented Community Property Associations (CPA) encourages land owners and members of the community to enroll in colleges and universities to learn and gain knowledge on the concept of tourism as it is a viable economic sector whereby they can use tourism sector to earn a living.

AL: How would you describe the attitude of the community-group toward tourism?

VM: Their attitude is positive towards tourism and tourism development in the area, they have provided employment and business opportunities for the community-group but not all the individuals can be pleased because with tourism development others may point out overcrowding, however my perspective is that benefits outweigh the disadvantage associated with tourism development.

AL: How does the community-group perceive tourism?

VM: They perceive tourism as viable business and career opportunity due to the tourism growth and development in this local destination. Tourism is positively affecting the lives of the local community, by bringing increased income and employment opportunities, improved standard of living, improved public infrastructure and recreational facilities and the promotion and preservation of local culture through Mphebatho museum.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

VM: The community-group are interested in participating in tourism. The co-management plans entered between the NWPB and BBKTA on behalf of the community is a primary example of the intended nature of community wanting to participate in tourism. They want to be included in the decision making process and in the implementation phase of tourism projects. The community-group want start their business enterprises and operate within the area to generate income rather than migrating to urban areas seeking for employment opportunities. Narrowing the gap between urban and rural areas will ensure local people remain in their place of inheritance and assist to contribute to the development of their area through participation its economic development.

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

VM: Yes, but not to the level they should (the established business enterprises do not create business for local SMMEs by trading). They procure their services and products outside the area, specifically in the urban areas. The need for the expanding the industrial and manufacturing and agriculture sector with the aim to broaden the product and service offerings in this area and create business-to business agreement which will support the operation of SMMEs in the area and through that create more employment opportunities for the local people. The expansion of tourism development will have positive ripple effect for other sectors such as agriculture and manufacturing.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

VM: Yes, but however not to the level that they should (for example: the tour operators that perform services for the safari lodges inside the Pilanesberg National Park are not locals and furthermore, the safari lodges inside Park are not locally owned rather are established multi-national companies. The NWPB is initiating to involve the community-group through co-management agreements that ensures that community members that own land inside the park are involved in the decision making process

AL: In your own view, is the current tourism development sustainable? Please explain.

VM: The tourism development is sustainable in this area as mentioned previously of the product diversification and how the stakeholders are included in the development plans, in particular the community-group. There role that each stakeholder plays in this area is critical and essential to sustainable tourism development in this area. By diversifying further through inclusion of new products for new markets will ensure the tourism destination defends its position in this intense industry and prolong its existence in the tourism area life cycle.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

VM: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders. The more there is economic development in the area, through increase in employment rate

this will ensure that local government will have access to more taxes and this will expand their budget and this could be spend further on infrastructure development.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

VM: There is policy called universal accessability tourism, that the BBKTA should comply with and actual all the tourism establishments/facilities should enforce in their operations. Universal accessability in tourism is an ongoing endeavour to ensure tourist destination products and services are accessible to all people, regardless of their physical limitations, disabilities or age. It encompasses public and private owned tourist facilities.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

VM: It is compatible and operates in global space as it originates with international body called United Nations Educational, Scientific and Cultural Organisation (UNESCO) and was accepted into our National tourism policy called the National Tourism Sector Strategy (NTSS). The former institution encourages international peace and universal respect for human rights by promoting collaboration among nations. This will result in tapping into markets that are usually neglected and it presents itself as a niche-market whereby the local destination can expands its market share.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

VM: Bureacracy in government that hinders implementation of formulated policy and strategies. Policy uncertainty and systematic corruption in both government institution has hindered the full potential of tourism development in this region, province and nationally. Lack of stakeholder synergy and collaboration to enable effective planning that can contribute to the economic development.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

VM: The consultation, involvement and participation of the community-group and other stakeholder groups in the decision making process for tourism development will assist in delays in the implementation phase of projects and assist to contribute to the sustainable development of tourism.

AL: Does government invest sufficient resources into tourism?

VM: Not really, the fiscal budget alone cannot be used for development. There should be alternative source of funds such as investment into the tourism industry. The capital will contribute to the development of tourism in this area.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

VM: The formulation of policy is an effective process but there is challenge in the implementation phase as not enough resources or supported is provided in this phase to ensure effective implementation of projects initiated.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

VM: The strategies are good but require structural change, and the consolidation of the current strategy and what needs to be done to improve strategy.

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

VM: Establish timeframes, scope and budget to monitor and evaluate performance of an implemented strategy, as this will ensure we focus not only on the targets but monitor the impact of the strategy on the community.

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

VM: Collaborative participation across the tourism sector will assist to create sustainable relationship with role players in the community-group.

AL: Is the community-group involved in the decision making process? Please explain.

VM: The Park belongs to the community. The NWPB has division within the structure that communicates with the community-group and this includes gathering the community-group inputs whenever decision making is made about the development of the park, specifically when they own portion of the land with the park. As mentioned earlier the CPA are constantly consulted with regards to proposed development in the area

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

VM: Yes education, awareness campaigns and training should be ongoing to improve the understanding, perception and participation of community-group in tourism development.

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

VM: Yes the consultation, involvement and participation of community members will contribute towards the development of sustainable rural tourism. The community-group support for tourism is pivotal for a sustainable development in the area.

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

VM: The level of trust is not good, and in particular the youth and it might not be with regards to the BBKTA management of tourism and in general.

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

VM: The commitment level of community-group is not good.

AL: Is the level of participation by community members in tourism increasing or decreasing?

VM: Increasing, we see more tourism businesses being established and local residents being employed in the tourism facilities and establishments.

AL: Thank you very much for your insightful discussion and your participation in this interview session.

INTERVIEW TRANSCRIPT

INTERVIEW WITH HOD: TOURISM, ORBIT TVET College

APPENDIX

Interview transcript

INTERVIEW WITH HOD: TOURISM, ORBIT TVET College

Date   :   20 February 2018

Venue   :   Orbit TVET College – Mankwe Campus, Mogwase

Present: :   Ms Tania Lowing (TL) Head of Department: Tourism

                        Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

TL: It is my pleasure.

AL: Would you like to describe your current position in the organisation?

TL: I am currently working as Head of Department (HOD): Tourism and Hospitality.

AL: How long have you been working in this position?

TL: I have been working in this campus since 2010 and in this current position since 2014. My previous experience related to the current position is working for 10 years overseas in Taiwan as a teacher in the field of tourism.

AL: Do tourist visit this area?

TL: Yes, many tourist visit this area, this area is a prime tourist destination. Places such as Ivory tree lodge, Bakgatla resort and many more attractions promote this area as a prime destination.

AL: Does this area attract international, regional or domestic tourists? Please explain.

TL: Due to the variety of product and tourism offerings in this area, the area attracts all three market segments.

AL: Does tourist spend money when they visit this area?

TL: Yes they do, tourist spend money when they visit the different tourism products in and around this area. There numerous and alternative accommodation facilities that cater for the needs of different market segments. They buy artifacts and related products from the local entrepreneurs and the tourist spend has an economic impact in the industry and other related industries.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

TL: There is an interaction between the community-group and tourists. When tourists visit the Moruleng shopping mall, museum, and other places of interest they are warmly welcomed by local residents. Community members understand their role in tourism development. Tourism has been introduced in secondary school as an additional subject, the goal of this was to make certain that students were familiar the subject of tourism and furthermore the curriculum also helped the students to become more prepared to enter the tourism industry and to enroll in further training programs at tertiary level. The more the community-group fully comprehend the benefits that are associated with tourism development they will show more the willingness to create a conducive environment for tourists by showing good hospitality to them.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

TL: Yes there are substantial direct business opportunities for local and employment for the BBK community. This sector is used to promote cultural awareness amongst the travelling market and local community. The local community are both employed and conduct their business at the cultural museum were it is a prime tourism attractions. The money gained through tourism is used to preserve local culture and traditions. The local business depends on the tourism sector to grow and sustain their operations through selling their products and services to both tourists and local community. This sector has improved the infrastructure and overall services provided to tourists, for example: new roads and airports.

AL: Do you think the community-group is aware of tourism?

TL: The community-group level of awareness is increasing as they are taught the tourism subject at selected secondary schools in the BBK villages and there is TVET College in Mogwase that offers a diploma certificate in tourism. This educational institution assist in equipping the community-group, in particular the youth, with knowledge pertaining to tourism and the economical benefits associated with this sector. They are aware of the tourism facilities and events in

their area that attracts tourists. If tourism awareness can be fostered among the youth of this area the result will be a growth in local and even domestic markets. Involving children in tourism from a young age will not only influence their parents travel decision but may also sustain their interest in years to come, which will have economic impact on the industry.

AL: Do you think the community-group is knowledgeable of tourism?

TL: Yes, the community-group's knowledge of tourism is reasonably good, but, however, the more the community-group learn and gain knowledge about the concept of tourism it will assist them to make knowledgeable decision with regards to partaking in the sector and that could be through adopting a career in the sector or as a business initiative. Learning and gaining knowledge in this sector is not limited to classrooms or schools but it occurs everywhere, for example: knowledge can be gained or accumulated through travelling to other destination and reproduce/replicate those strategies/tactics in your area. Knowledge is everywhere and can be obtained easily.

AL: How would you describe the attitude of the community-group toward tourism?

TL: Their attitude is positive toward tourism. Although the BBKTA's understanding of local residents attitude towards tourism development is vital for the successful and sustainable development of a tourism destination. Residents who perceive more benefits than cost associated with tourism are likely to hold positive attitude toward tourism development.

AL: How does the community-group perceive tourism?

TL: They perceive tourism as viable business and career opportunity due to the tourism growth and development in this local destination. Their overall perception about tourism is positive as they understand the economic injection the sector brings to the area.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

TL: The community-group's participation is been on an increase since the FIFA Confederation cup 2009 and FIFA world cup 2010. There are more tourism product and facilities that are available in this area since 2009. Tourism attractions such lion park, Moruleng stadium, petrol stations, Moruleng shopping mall, refurbished airport, crafts and artifacts etc. Auxiliary services such as transport (tour operators) and accommodation (home stays, guest houses, hotels, BnB).

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

TL: Yes, the tourism development is to the benefit of the community-group as it is an inclusive growth that allows the local community to be involved and participate in

this sector. There is future plans to build a university in the area that will serve as an engine for economic development and institution that provides opportunities to provide research and development in the area, and furthermore provide locals with an opportunity to advance their education in the tertiary sector.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

TL: Yes, the tourism destination has created an inclusive tourism package and programmes that ensures that the community-group to participate in this sector and benefit from it. For example: the Mphebatho museum uses local in their cultural dance festival and furthermore the increase number of home-stays in the villages.

AL: In your own view, is the current tourism development sustainable? Please explain.

TL: The tourism development is sustainable in this area as mentioned previously of the product diversification and how the stakeholders are included in the development plans, in particular the community-group. The Mankwe campus of the three Orbit TVET college campuses offers tourism as a subject. This curriculum shows that the college is more aligned to the community/market needs as this area is a prime tourist destination and a need was identified to introduce tourism subject to inform and provide the students with knowledge and information on how they can partake in the sector and contribute to its growth and sustainability. The college has entered into partnership with the Greater Pilanesberg Tour Operator Association and this partnership entails upon students completing their studies they are placed within the tour operating business to acquire practical skills that will complement the theoretical knowledge attained from the college.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

TL: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

TL: There is a strategy called the Master plan 2025 which outlines the organisation's goals and objectives. Importantly the strategy is aligned to the Integrated Development Plan (IDP) of local government.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

TL: There is clear vision for the tourism development, there has been development in the area such as infrastructure development and tourism product development, and as highlighted in the Master plan there is plans for further expansion with regards to tourism development, for example: University, Moruleng boulevard, Upgrading of the Moruleng Shopping Mall.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

TL: Plans that are not shared widely within the destination are unlikely to be very successful. The BBKTA as a DMO should publish its final tourism plan documents and ensure that all stakeholders have easy access to them. This could be made available on the organisation's website for downloading. The plan includes a section on research and data management and that research should form the basis for planning.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

TL: Policies should be geared towards creating more jobs, attracting more investment to community, producing more business for local community, restoring historical buildings, creating positive impact on the cultural identity of the community, and maintaining high standards of roads and public facilities. Create clear communication channels to enable an integration of activities and programmes between TVET college, local government and BBKTA that will further development in this area and a sustainable development at that.

AL: Does government invest sufficient resources into tourism?

TL: There is government spending in this area as they invest in the infrastructure development and other services. Recently the roads were refurbished and the refurbishment of the Pilanesberg airport that is the areas essential source of transport for international tourists.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

TL: Not really because the is too much fragmentation and different departments working in silos, whereby if the resources were aligned into one program to ensure they maximize the benefits from the invested funds, for example: infrastructure development, SMMEs support, and job creation. At times the policy

will be aligned but the major challenge is experience in the implementation phase.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

TL: Invest in infrastructure, the BBKTA needs greater investment in technology that will assist with the marketing of the area and find alternative means of branding the destination's image. Alternative invest more funds in education as it is an important method to ensure that there is sustainable tourism development in the area. This will assist in having a well trained and informed labour force that contributes effectively in this sector.

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

TL: A comprehensive understanding and knowledge of the needs and desires of tourists and how well the entire tourism value chain satisfies those needs should be look at. The technology infrastructure needs to be invested in to enable us to satisfy the needs of tourists. To determine the number of graduates from the college that are currently employed in the tourism sector and or have tourism businesses, and furthermore, evaluate their contribution or impact they have in the sector.

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

TL: Improving communication with role players and being transparent in the organisation's operations and activities as they will promote good governance and ethical performance by the BBKTA. This will assist in establishing and maintaining sustainable relationships between role players.

AL: Is the community-group involved in the decision making process? Please explain.

TL: The community-group is involved in the decision making process, such as when there is road construction or constructions of stadiums etc.

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

TL: Yes it does tourism as a subject at school or college does create awareness not only amongst learners who studied tourism also among their parents. Tourism awareness is a first stage in the tourism buying process. The awareness assist the community-group with an understanding of the economic, social and environmental benefits of the tourism sector, for example jobs and business opportunities. The BBKTA in partnership with government and private companies should offer more tourism subject bursaries to encourage students to take tourism as a career.

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

TL: The community-group are the main stakeholders of tourism development and their consultation, involvement and participation in the strategic decision making of tourism development is important element for sustainable tourism development. This will assist in securing the community-group buy-in into development aspects and matters, relating to tourism.

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

TL: They do trust the BBKTA because of the developments occurring in the area. However, the BBKTA should invest in technology infrastructure that will promote transparency and ethical performance in their operations as a DMO.

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

TL: The community-group is more committed to the tourism development initiatives and programs as there have been a high number of tourism establishments participating in tourism sector since 2009.

AL: Is the level of participation by community members in tourism increasing or decreasing?

TL: There is lot of students that have graduated from the college and other universities who are currently employed in this tourism establishment and others have started their businesses in this sector. This clearly points out that the community-group overall perception of the tourism is positive and view it as a viable economic sector hence the increase in participation.

AL: Thank you very much for your insightful discussion and your participation in this interview session.

INTERVIEW TRANSCRIPT

INTERVIEW WITH SECRETARY GENERAL, MKAA

APPENDIX

Interview transcript

INTERVIEW WITH SECRETARY GENERAL, MKAA

Date   :   19 February 2018

Venue   :   Pilanesberg National Park Educational Centre, NWPB

Present   :   Mr Andrew Seeri (AS) Secretary General – MKAA

Mr Alpheaus Litheko (AL) – Interviewer

AL: Thank you for agreeing to participate in this interview and please note that the interview would take approximately 15 minutes, and the information provided is regarded as strictly confidential and will be used entirely for research.

AS: It is my pleasure.

AL: Would you like to describe your current position in the organisation?

AS: I am currently working as a Secretary General for the Moses Kotane Accommodation Association. The association has incorporated and integrated all the accommodation establishment in the Moses Kotane Local Municipality to ensure that they align they're resource and efforts in promoting their businesses and complying with the predetermined standards.

AL: How long have you been working in this position?

AS: I have been working in this position for 5 years, and currently own a Bed and breakfast establishment called Kopano BnB. Previously I have worked at Sun City and other related tourism establishments.

AL: Do tourist visit this area?

AS: Yes, many tourist visit this area, this area is a prime tourist destination. Tourism is a key for this area of the BBK, this is a good result as it provides foreign reserves to the destination, and contributes to job creation in tourism as well as in related economic sectors.

AL: Does this area attract international, regional or domestic tourists? Please explain.

AS: Due to the variety of product and tourism offerings in this area, the area attracts all three market segments. This area of the BBK is arguably a prime tourism destination in the North West province.

AL: Does tourist spend money when they visit this area?

AS: Yes they do, when they visit local tourism establishment and the accommodation association accommodates 60% of tourist visiting this area. They buy artifacts and other goods from the local entrepreneurs in the area.

AL: Is there any form of interaction between the community-group and tourists? Please explain.

AS: There is an interaction between the community-group and tourists. When tourists visit the Moruleng shopping mall, museum, and other places of interest they are warmly welcomed by local residents. This provides an opportunity for cultural exchange between tourists and the community members.

AL: Has tourism created any direct business opportunities and employment for the BBK community?

AS: Yes there are substantial direct business opportunities for local and employment for the BBK community. The MKAA has absorbed tourism students from the TVET College in Mogwase for internship programs which ensures that students acquire practical knowledge of the tourism sector and varies from being receptionist, chefs, and many more. This programs provides them with the opportunity to acquire the skills and expertise that could contribute significantly in their future career.

AL: Do you think the community-group is aware of tourism?

AS: The community-group level of awareness is increasing as they are taught the tourism subject at selected secondary schools in the BBK villages and there is TVET College in Mogwase that offers a diploma certificate in tourism. This educational institution assist in equipping the community-group, in particular the youth, with knowledge pertaining to tourism and the economical benefits associated with this sector. They are aware of the tourism facilities and events in their area that attracts tourists

AL: Do you think the community-group is knowledgeable of tourism?

AS: Yes, they are knowledgeable of tourism as many of them or family members are either employed by a tourism establishment or have started a tourism business.

There is interest about tourism amongst the community members and understand they role in the development of tourism. A number of education, training and tourism awareness programs and tools have been created for the BBK community in hope to accomplish the sustainable development of the tourism industry.

AL: How would you describe the attitude of the community-group toward tourism?

AS: Their attitude is positive toward tourism and understands that the growth of tourism industry is crucial to the economic growth as well as the related fields such as transportation, leisure services, hospitality and agriculture. The local residents have an economic dependence on tourism, and as a result they have a strong positive attitude towards tourism.

AL: How does the community-group perceive tourism?

AS: They perceive tourism as viable business and career opportunity due to the tourism growth and development in this local destination. One-way of creating a positive perception amongst the community members in this area was to introduce tourism as a secondary-school subject. The goal was to create awareness and create a positive perception amongst local community with the aim to trigger interest in the field of tourism as a career but at the same to grow the local and domestic market. Many local residents enjoy the added shopping amenities and the economic benefits that accrue from tourism.

AL: According to your opinion, would you say that the community-group are interested in participating in tourism? Please explain.

AS: The tourism sector in the area has a strong SMME base (accommodation & hospitality, tour operators, tour guides, etc,), and therefore is exposed to the tourism opportunities and contribute immensely to the tourism sector by creating employment opportunities for the local residents.

AL: In your personal capacity, do you think that tourism development is to the benefit of the BBK community? Please explain.

AS: Yes, it is because local establishment employs local people and there are more educational and business opportunities for community members due to tourism in the BBK area.

AL: Do you think the community group are benefitting from tourism in its current state? Please explain.

AS: Yes, the tourism destination has created an inclusive tourism package and programmes that ensures that the community-group to participate in this sector and benefit from it. For example: the Mphebatho museum uses local in their cultural dance festival and furthermore the increase number of home-stays in the villages. However, I believe more could be done to ensure the benefits are spread to other villages. The BBKTA in partnership with relevant stakeholders

should design plans expand tourism growth in the area through investing in infrastructure, product development, and support for SMMEs. By creating a platform whereby established tourism establishments can partner with the SMMEs through mentorship programs, trade and sharing their expertise to enable an industry that is continuing to grow and becoming sustainable.

AL: In your own view, is the current tourism development sustainable? Please explain.

AS: The tourism development is sustainable in this area as mentioned previously of the product diversification and how the stakeholders are included in the development plans, in particular the community-group. There role that each stakeholder plays in this area is critical and essential to sustainable tourism development in this area. The multination companies that have invested in tourism should work with SMMEs to ensure that they transfer their skills, expertise and other resource to enable the destination to provide the best products and services to tourists. However, there should be more business-to-business agreements between the well established and new entrants to make certain the entire value chain benefits from tourism development. For example: Sun City should provide support to SMMEs in the tourism sector through partnering and doing business with them, as this will ensure that is quality service is rendered to tourists.

AL: In your own view, describe the role of each stakeholder in the community group towards tourism development?

AS: (1) Local residents' favorable attitudes toward tourists and tourism development, (2) Business association ensure that the businesses partner and collaborate to achieve a common goal and maximize the benefits of tourism development. (3) Local entrepreneur, provide tourists with quality service and products, (4) educational institution, introducing educational programs and materials that will inform and educate the community-group of the sector of tourism with hope they will start tourism business and chose it as career. (5) Local government, formulate and implementation of tourism policies and strategies that ensure there is sustainable growth in the area to the benefit of all stakeholders.

AL: Is there a sustainable rural tourism development policy for the BBK in place? a) If yes; which policy?

AS: There is a strategy called the Master plan 2025 which outlines the organisation's goals and objectives.

AL: Do you think that the current tourism policy has a clear vision for tourism development?

AS: There is clear vision for the tourism development, there has been development in the area such as infrastructure development and tourism product development, and as highlighted in the Master plan there is plans for further expansion with regards to tourism development. This Master plan 2025 if it is effectively

implemented the tourism development in this area we continually generate greater economic benefits for local community and enhance the well being of the community-group.

AL: In your view, what are the barriers concerning the current policy in terms of sustainable tourism development at the local level?

AS: The BBKTA should invite tourism stakeholders and that includes government departments, private companies, community-group and others to participate in the long-term planning process of future developments. This will in a way address this civil unrest that is currently happening, this mostly occurs as result of plans not accurately articulated that creates uncertainty and anxiousness in the part of stakeholders, in particular the community-group.

AL: In your view, what can be done to improve the current policy in terms of contributing towards sustainable tourism development at the local level?

AS: Laying the foundation for effective implementation of the tourism development policy and plan and continuous management of the tourism sector, by providing the necessary organizational and other institutional framework.

AL: Does government invest sufficient resources into tourism?

AS: It does but not to the level it should. This is probably the most important reason that is the inaction that the destination has not attached a high priority to tourism as an economic sector. Government should involve the community-group in the decision making process because they are official clients for those projects.

AL: Do you think the provincial/regional/local tourism policy enables tourism development in its current state? Please explain.

AS: Government to facilitate the business-to-business partnership to enable for creative and innovative ways to develop tourism and through inclusive programs that will enable the community-group benefit from a sustainable tourism development.

AL: Suggest ways in which tourism can strategically be managed by means of policy in this area.

AS: Benchmarking in the tourism industry is critical to a destination's development. The DMO should consider benchmarking as a systematic continuous learning tool that recognizes the unique nature of a tourist destination such as the BBK area, and profoundly understand its complexity of managing a tourism destination, for example: managing the diverse needs and expectancies of stakeholders. Benchmarking should inform the strategic direction and decision of a destination. Support SMME to ensure they play a significant role tourism development. The role that SMMEs in the tourism sector play in creating employment for the local community.

AL: Suggest ways on how you will monitor and evaluate the performance of an implemented strategy.

AS: Offering a baseline for the continuous monitoring of the progress of tourism development and keeping it on track. For example: monitoring the number of graduates from tertiary institutions, in particular those that undergone training in tourism, the role they play in contributing to tourism development.

AL: Suggest ways to establish and maintain sustainable relationship with role players community-group.

AS: The streamline of communication and have public relations campaigns that will build the organization's public image as this will contribute towards building trust amongst role players towards the organisation.

AL: Is the community-group involved in the decision making process? Please explain.

AS: The community-group are not consulted and involved in the decision making process. Identifying community member's concerns is crucial to implement adequate policies and actions in the overall definition of management strategies for the BBKTA.

AL: Do you think educating or training people about tourism can improve participation and involvement in tourism?

AS: Yes by empowering our community through educational programs will enable them to make informed decision when it comes to participating in tourism and understand the importance of further tourism development. Therefore, designing quality educational programs will promote tourism awareness and provide the community-group with knowledge of the benefits associated with this tourism development.

AL: Do you think the consultation, involvement and participation of community members can contribute towards the development of a sustainable rural tourism?

AS: The community-group are the main stakeholders of tourism development and their consultation, involvement and participation in the strategic decision making of tourism development is important element for sustainable tourism development.

AL: How do you perceive the level of trust between BBKTA/Local Government and the community-group?

AS: Yes, the heavy involvement of local community in the tourist system determines the strong tie between social and economic dimension of relationship, meaning between informal relationships (based mainly on trust) and formal relationship (established by commercial agreements). In the case of the BBKTA, the community-group the trust level towards the DMO is low; it might be as result of not fulfilling their pledge or not fulfilling them adequately enough.

AL: In your own opinion, what is the community-group's level of commitment towards tourism development initiatives?

AS: They are partially committed to the tourism programs initiated by the DMO and it is as result of lack of trust towards their operations

AL: Is the level of participation by community members in tourism increasing or decreasing?

AS: Decreasing, the reasons provided above, not fully committed to the tourism initiatives by the BBKTA.

AL: Thank you very much for your insightful discussion and your participation in this interview session.

Annexure K

<u>EDITORS REPORT</u>

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Certificate of Editing

This is to certify that a PhD Thesis

Strategic management of tourism stakeholder relations:
Bakgatla-ba-Kgafela

by

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has been edited by me for English language usage.

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