

**ASSESSING THE IMPACT OF TOURISM MANAGEMENT: A CASE-
STUDY ANALYSIS OF FICKSBURG, SOUTH AFRICA**



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DECLARATION

I, Lincoln Mofokeng, declare that the Dissertation for the Degree of Master of Business Administration (MBA) with the North West University, hereby submitted, has not previously been submitted by me for a degree at this or any other university; that it is my own work in design and execution; and that all materials contained herein have been duly acknowledged.

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ABSTRACT

Management of tourism is a very complex subject which has been researched by so many people since time immemorial. The current study is focused on Assessing the Impact of Tourism management: A case study analysis of Ficksburg South Africa.

The study has been divided into five chapters which start by introducing the topic as well as providing its orientation to the readers. A wide variety of materials in form of literature review was conducted and some inferences were also made therefrom. The quantitative methodology was used in the research. The questionnaire and the structured interview were used as the only data collection instruments.

The population for the study was drawn from randomly selected participants who were drawn from different tourism related entities based in the Ficksburg area. A comparison was also made between the tourism management style employed in Ficksburg with the management style adopted in other successful tourist destinations in South Africa.

A total of 100 respondents participated in the study out of which the majority of the respondents indicated that there was no tourism management strategy in Ficksburg. The respondents also indicated that the national and provincial governments were not doing enough in order to develop the potential of tourism in Ficksburg to both the local and international visitors.

A lot of areas of interest in Ficksburg were identified as places which could attract many visitors to the area such as the "Cherry festival, The Mangaung Cultural festival (MACUFE) and historical sites such as the Maluti Mountains.

Results of the study were presented in tables for easy understanding by readers and from the analysis of the results, it the study findings are that there is no tourism strategy in Ficksburg, the government is not doing enough to

boost the tourism potential. The study also found that very few inhabitants of the area are aware of any tourism promotion activities.

The study further made recommendations which are aimed at unlocking the tourism potential in the area. Some of the recommendations were that the government should take a leading role in encouraging both the public and private tourism investment in the area. The local population was also advised to take up the tourism challenge in view of the forth coming world cup in the year 2010.

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CHAPTER 1

ORIENTATION AND INTRODUCTION

1.1. Orientation

In most developing countries all over the world, tourism is slowly becoming a major player in most economies and is contributing about 50% of the total foreign exchange earned by these countries besides the traditional exports ([www.world-tourism.org// 25/04/06//11:49](http://www.world-tourism.org//25/04/06//11:49)). The article further says that this is because countries are slowly shifting their attention from dependency on wasting assets like mineral resources to the development of natural resources which are underpinned by enhanced tourism potential.

South Africa being a third world country is not exempted from these scenarios and is therefore doing everything in its capacity to develop its tourism industry in order to attract more local and foreign visitors.

According to Njobeni (www.worldtourism.co.za/14/04/06/10:58), some countries like Malaysia, Taiwan, Kenya, Mauritius and Egypt have a well developed tourism sector that half of the total foreign exchange earned annually comes directly from the tourism industry. The article further says that these countries have been able to reach the levels at which they currently are through huge investments into the industry, upgrading of tourism related infrastructure like the road network, hotels, lodges, motels, game reserves and national parks to attain international standards. The article also states that this has also been achieved by embarking on campaigns to mode the culture of the local people into appreciating tourists and being friendlier to visitors as well as adopting a different management strategy aiming to attract tourists and effectively managing the tourist destination and programmes. (Njobeni, (www.worldtourism.com>04/06))

1.2. Background

The background of the study shall be broken down into two parts namely, general and specific which shall be discussed below:

1.2.1. General

In South Africa, the government is currently doing a lot through various initiatives to promote tourism. It has embarked on a deliberate policy to sell, advertise, promote and upgrade potential and existing tourist attractions and sites of interest, both locally and abroad. The government has further gone into joint partnership with the private sector and in certain cases has encouraged local entrepreneurs to venture into the tourism sector by offering favorable conditions (<http://www.themecury.co.za>-15/04/06-12:36).

In this regard, the government through the Free State Department responsible for tourism in association with the Ficksburg Tourism Forum has been given a mandate to boost and market tourism both at provincial, national and international levels. In return, firms whose aim is to promote tourism at provincial levels have been created such as the Free State Tourism Authority in the Free State province as well as several safari companies and tour operators through out the country (www.ficksburg.co.za 28/04/06//15:20).

The Department of Trade and Industry also states on the departmental website, (www.dti.gov.za(13/04/06/11:16) that through this initiative, several individuals have also been encouraged to venture or invest into the tourism sector as bridging finance is secured by government whereby borrowing conditions are relaxed. The challenge has been positively responded to by a lot of entrepreneurs who have started various ventures like game farming, crocodile farms, Bed and breakfast facilities, private hotels, lodges and the establishment of some safari companies.

1.2.2. Specific

Ficksburg is situated in the scenic Eastern Free State at the foot of the Imperani Mountain and the banks of the Caledon River, the boundary with Lesotho (Sorour, 1995:26).

According to Sorour (1995:29), Ficksburg was proclaimed in 1867 and derives its name from General J.I.J.Fick, who was Commandant General of the Free State forces. Sorour (1995:25) goes on to say that the earliest known

inhabitants of the area are the Batlokoa people who were later displaced by the Zulu and ultimately occupied by the Basotho who are still there to date.

Mafutsanyana (2005:www.savenues.com//15/04/06//16:50) writes that the modern day Ficksburg is a very interesting town which offers a lot of tourism related attractions. He further states that the town which is also known as the “Cherry Town”, plays a leading role in the hosting of an annual festival called “The Cherry festival”. Sorour (1995:32) adds to the discussion and says that it is also famous for other tourist attractions such as the Annual Golf classic, The White Horse Whisky, the veteran vehicle display, the equestrian events, the snow capped mountain range, numerous hide-aways and scenes of natural beauty.

Sorour (1995:35) goes on to say that this untouched, pristine area with its breathtaking scenery possesses grandeur of majestic proportions. Hiking trails meander through densely vegetated valleys and wild gorges created by centuries of wind, water and fire, while Bushman paintings evoke images of lost civilisation and ancient myths. This is an area where the magic and mystery of the Free State can be experienced first hand. One of the essential must-visit areas for any visitor to South Africa. He concludes by saying that the name that best suites the town is “The Gem of the Conquered Territory”.

According to Sorour (1995:48), inspite of all these attractions that the town is able to offer, Ficksburg is unable to attract a lot of visitors and this is a cause of concern. This may be attributed to the fact that the tourism potential of this area is not being adequately exploited or marketed and it could be that the residents are not sensitised about the potentiality of the area. Further the style by which tourism is managed is also on the spotlight as it is assumed that the strategic management tools in place may not be appropriate for the area. The strategies to be examined are;

- The marketing strategy
- The Site exploration and development strategy
- The Route / road network strategy

- The human resource strategy
- The financial management strategy
- Renewal strategy
- Management strategy
- And the operational strategy

It is therefore the intention of the researcher to investigate the above problems in detail so that it may be proved that indeed the problems highlighted are the reasons why Ficksburg is not able to attract a substantial number of visitors to the area.

1.3. Statement of the problem

The reasons attributed to failure by potential tourist destinations to attract a lot of visitors are the lack of effective management of the establishments. Ficksburg is one of such areas which are potential tourist destinations but have failed to attract the anticipated number of visitors per year, in spite of its attractions. As a result of this, the study will compare and make an analysis of the tourism management strategies employed in Ficksburg with those employed in other local relatively successful tourist destinations such as Sun City in the North West as well as Cape Town in the Western Cape.

According to Moilola (2004:23), Ficksburg has a lot of potential in tourism and is capable in terms of attracting a lot more visitors than those visiting the area currently. Hotels, lodges and guest houses are never fully booked to capacity at any one time. There are fewer jobs in the tourism related hospitality industry and the area is not ranked among the top four favourable tourist destinations in the country which are listed in the following order; Cape Town, The garden route, Sun City and Durban. It is relieving to note that at least Ficksburg in the Free State is ranked among the first ten favourite destinations in the country. Kruger national park is ranked sixth followed by Johannesburg, Limpopo, Sun City, Free State and lastly Kimberly. Despite being well marketed to local and international tourists, St Lucia and the wilderness still trail behind Ficksburg in terms of destination popularity. He further asserts that there is hardly any new investment in the tourism sector of

Ficksburg and the area is not being advertised successfully for it to yield the desired results.

1.3.1 Research questions

In order to adequately address the topic under current discussion, this study will attempt to respond to the following questions:

- (a) What is the tourism management strategy in Ficksburg?
- (b) What is the average strategy employed by similar tourism entities in South Africa?
- (c) What management structure is in place for tourism in Ficksburg?
- (d) What is the impact of funding for the strategies adopted?
- (e) What are the effects of the current management on Ficksburg's tourism services?

1.3.2 Aim of the study

The overall aim of the study is to examine the strategy of tourism management employed in Ficksburg, critique it and assess its impact.

1.3.3. Objectives of the study

The objectives of the study are to;

- (i) Explore the tourism management strategies in place.
- (ii) Assess the effect of the strategies on tourism development in the area.
- (iii) Identify the stakeholders of the tourism sector in the area and analyse the role they play
- (iv) Generate possible solutions to the identified problems
- (v) Suggest possible solutions to the identified problem and provide recommendations.

1.4. Research Focus

The study focused on the management strategies used in promoting, running and operating the tourism industry in Ficksburg as opposed to management strategies employed in areas such as Cape Town and Sun City considered being successful in the tourism sector.

1.5. Rationale of the study

Tourism is one of the sectors which continue to attract a lot of foreign visitors, and its effective and efficient management leads to a high turn over of foreign visitors as well as local tourists. This study was undertaken in order to find out why the tourism industry in Ficksburg is not reaching its full potential in terms of both domestic and foreign visitors. Ficksburg's main focus is to reach the same standard that has been attained by the other two destinations mentioned earlier. Although there might be a number of reasons, which may be alluded to the above scenario, this research only considered the management part of the tourism strategy employed in Ficksburg. It is hoped that once the numbers of people visiting the area increases, the revenue generated will help in broadening the infrastructure through construction of roads, lodges, hotels and other facilities which will also pave way for job creation.

1.6. Methodology

In this study a qualitative research methodology was used. It is an evaluation study aimed at assessing the effect or the impact of the strategic management approach to the tourism management of Ficksburg in the Free State. This method was used to collect data from the stakeholders in this sector through interviews and other means. The study also made use of questionnaires for stakeholders such as the private sector and community to provide first hand information. This exercise also included the illiterate community members when assessing their perceptions on the way tourism is managed.

As indicated in the topic Ficksburg was the focus of the study. This means a case study approach was adopted for this study. Such an approach has the benefit of an in-depth analysis of the situation for example tourism situation. The recommendations and solutions to the problem are most likely to be generalised to other areas of South Africa.

There is a high probability that Ficksburg is not the only area in South Africa with low levels of tourism participation. Clearly, therefore, the findings of this

study might be a great help to other areas with a similar situation as Ficksburg.

1.7. Organisation of the study

The study has been organised in the following manner. Chapter 1 contains the orientation and introduction, the statement of the problem, the methodology and the rationale of the study.

The second chapter presents the literature review. This is where the theoretical foundation has been provided including the various books consulted.

Chapter three presents the research design, which incorporates the research methodology as well as data collection procedures and the summary. Chapter 4 will consist of the analysis and interpretation of the results.

The final chapter, five, contains a summary of the findings, recommendations of the study, suggestions for further studies and conclusions.

1.8. Conclusion

The chapter presents an orientation and introduction of the study where a wide variety of issues are raised. Chapter two focuses on literature review. This is where different forms of literature consulted is scrutinised in order to provide the readers with views of other writers on the subject.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

The purpose of this chapter is to reflect the literature consulted for this study. Literature review is the process by which a researcher reviews and examines various forms of literature on the subject matter and makes an analysis thereof so as to ascertain different views put forward by different writers. It further provides a theoretical foundation of a study and creates a solid base upon which opinions and hypothesis expressed by writers and scholars may either be approved or disapproved. Brynard and Hanekom (1997:30-31) also refer to this process as the scrutiny of the literature. It is intended, according to the authors, to study the sources and gather relevant information.

2.2 Theoretical perspective

As in all deductive approaches to research, it is essential to start by developing a theoretical model of the phenomena of interest prior to discussing its literature by highlighting the strong and weak points of the writers (Gill and Johnson, 1997: 42). An attempt has therefore been made to try and introduce the essential, largely philosophical, issues underpinning this study. Theory and practice are interdependent; therefore everyday lives are fundamentally intertwined with theory. It is therefore necessary for science to provide knowledge and theory for humans to attempt to control nature. Gill and Johnson (1997:42) further state that this is where theory can assist humans to predict and manipulate future occurrences where possible. Such as cloning and evacuating people when there is a hurricane warning. Once theory has provided a consistent behavioral pattern of human behaviour, it is possible to predict the actions of a particular group of people when subjected to a particular condition.

According to Gill and Johnson (1997), it is theory that builds into a complete body of knowledge, which helps to understand and cope with events and the available circumstance in the environment. Theories are all characterised by an attempt to explain observations, whereas predictions and expectations

might be generated in order to guide practical actions. Theorising could be defined as the process of providing explanations and predictions of social phenomena by relating the subject of interest to some other phenomena. It is a network of hypotheses advanced so as to conceptualise and explain particular social or natural phenomena (Bailey, 1982:15).

Bailey (1982:17) asserts that theory serves as an orientation for the gathering of data since it specifies the type of facts to be systematically observed during the experiment or investigation. If the theory is disproved, then, it will need improvement or reformulation in cases where an investigation proves otherwise.

It has to be stated that management of tourism services and products is under scrutiny in this research. Ineffective management in the case of Ficksburg limits the latter's potential to participate fully in the Free State's, and indeed South Africa's, tourism. It is also important to state that although tourism management in Ficksburg is the focus of the study, one cannot fully understand it unless one considers management in the context of the Free State Province. This is because the provincial and national governments have to drive tourism development as they are the major stakeholders in the management and planning of tourism (Lubbe et al, 2003:172).

Further, for the purpose of this study the concept of management is based on some of Fourie and Zsadanyi's (1995:142-160) basic management tasks which are planning and control. According to them, some of the important reasons for planning are co-operation between different and increasingly interdependent departments of an organisation and the increasing rate of change in the business environment. One of the implications for tourism in the Free State and Ficksburg would be the need for what Fourie and Zsadanyi (1995:145) refer to as an "integrated managerial approach" to planning. Applied to the Free State context, this approach would entail, among others, the integration or inclusion of Ficksburg in the overall planning of tourism related projects for the province. Ficksburg, it can be argued, is part of the

tourism macro environment and cannot therefore be left out of the mainstream tourism economy of the Free State Province.

Participation by the Ficksburg community in the Free State's tourism planning and activities would mean strategic thinking on the part of the Free State authorities. It would mean effective management of the province's resources by virtue of maximising its ability to deal with unexpected changes that take place in the far-flung parts of the province such as Ficksburg. It (Ficksburg) represents the predominantly rural part of the Free State which nonetheless has potential to emerge as a significant player in tourism. This is because it also has its unique demographic, socio-cultural, geographical and infrastructural profile that different management levels in the province should consider so that they may respond effectively to challenges and opportunities.

At the heart of an analysis of the macro-environment are two important characteristics, namely, the macro-environment without boundaries and one with a wide range of variables requiring a diverse range of expertise (Bennett, 1995:193). Clearly, provincial management decisions that affect tourism in the Free State ought to take Ficksburg into account. Moreover, broadening the conceptualisation of management to cover the previously neglected areas such as Ficksburg implies deployment of diverse expertise and an integrated managerial approach an approach that is consistent with tourism as a multidisciplinary subject.

The multidisciplinary nature of tourism adopted in this study is consonant with the view taken by Lubbe et al (2003:3), namely a systems approach. At one level, tourism is regarded as an activity on the demand side of the equation while at the other levels, it is characterised as either an activity engaged in by a diverse range of the human population (Mowforth and Munt, 1998:3) or as an industry on the supply side of the equation (Lubbe, 2003:3). The views expressed by these authors point to both the system approach (Lubbe et al, 2003:3) and the multidisciplinary character (Mowforth and Munt, 1998:3) on the one hand and to a much broader analysis of tourism on the other.

As for the multidisciplinary nature of the subject of tourism, it takes into account the geographical or environmental, socio-cultural, political and economic facts about Ficksburg. Also, it takes into consideration the relationships between the people at Ficksburg on the one hand and the Free State and South African authorities who manage tourism on the other. These relationships should include tourism authorities using the indigenous expertise possessed by the people of Ficksburg for the benefit of tourism. They should also include the Ficksburg population as co-managers on the supply side of tourism. These ideas seem to be supported by, and indeed relevant to what Mowforth and Munt (1998:3) say about tourism as a broad and multidisciplinary subject. They argue that tourism is not “a discrete field of study. Rather, it is an activity which helps people to understand the world and the ways in which humans interact with the planet and with each other in a range of senses”.

But a more comprehensive analysis of this field should involve not only the documentation of the size or extent of the impacts of tourism. Secondly, it should not only focus on the statistics of travel patterns and the description of the history and future of travel and tourism. And lastly, it should not only be the record of travel flows. Rather, it should also include tourism as process and how it actually operates—a characterization alluded to by Mowforth and Munt (1998:3). Accepting that tourism is not just a product or result, but that it is also a process will help the investigator and everyone else understand how it ought to be managed to optimize its benefits for the Free State and the people of Ficksburg.

This is the conceptual framework within which the theoretical assumptions of this research are discussed. Theories that seem to underpin this study are the interpretive and critical perspectives, given that both schools of thought perceive reality as something created by humans themselves, and therefore, not as entity that lies “out there” (Sarantakos, 2003:36). In the context of this study, tourism should be a reality created by the people of Ficksburg.

Tourism is a people-oriented activity or phenomenon. It is about people and how they want to present themselves and their world, the reality referred to above, to others. If it is accepted that the people of Ficksburg have intentions, values, beliefs and cultural practices they can sell to tourists, it means their production of tourism can fit in well within the interpretive theoretical framework. Henning et al (2004:20) write that interpretive researchers construct knowledge not just from observable phenomena but from the intentions, beliefs and values of people. As for the critical framework, it is relevant to this study, given that the "People [for example the people of Ficksburg] can design their own worlds [their own future of what direction tourism in their area should take]" (Henning et al, 2004:23).

Awah (2005: 63) states that in any given situation, effective management is key to success. It is therefore essential to analyse the management type in place before other aspects are considered.

As indicated previously, this particular study is influenced by the interpretive and critical philosophical assumptions. The people in Ficksburg do give meaning to what is in their environment, and this is what the interpretive philosophical position is about. They obviously have a culture that informs the way they give meaning to reality around them. That is the essential characteristic of the interpretive theoretical framework or standpoint. It is perhaps obvious that the Ficksburg community has better knowledge and understanding of their environment than anybody else, and it is "These 'knowledge systems' [these indigenous knowledge systems that] which interrogated by the interpretive researcher" (Henning et al, 2004:20).

But the study of this case is also concerned to examine and address socio-economic issues related to tourism. It is concerned with enabling the people of Ficksburg to be critical of unequal distribution of management of tourism. It is also concerned with enabling them to take ownership of some tourism projects, and thereby becoming producers and not just consumers of tourism services and products.

2.3. Management of tourism in South Africa

Morgan (1996:2) defines 'management' as the effective and efficient employment of human, material and financial resources in order to achieve pre-determined goals. South Africa with its impressive combination of natural and other resources has become a popular destination for visitors (Naguran, 1998:17). Some of the many tourist attractions are the mines, national parks, coastal lines, beach fronts, natural wonders, ancient historical sites, and diverse cultures celebrated by different inhabitants of the land in question. The celebration is in the form of various cultural ceremonies and festivals.

According to a survey carried out by Statistics South Africa (2005), some tourist destinations in South Africa attract much more visitors while others are only able to attract very few people at both local and international levels. During peak periods such as public holidays, Easter weekends and summer holidays, some of these destinations are fully booked and to secure a reservation, one needs to make a booking six months in advance, for example in the case of Durban, Sun City and Cape Town (Karr : 2003). Karr further goes on to say that it is during such periods that the rates at these places go very high thereby restricting the average local tourist from visiting them during such periods. Similarly, other destinations are seldom visited. As a result, they have remained less developed due to insufficient revenue generated for self sustenance (Naguran: 1998).

2.3.1 The challenges

Despite the abundant resources, historical sites and many other attractions, Ficksburg still remains one of the least visited places by both the local and international tourists. The challenges identified to be lying ahead of the tourism development are:

- The inability of local people to tap into the tourism sector.
- Inadequate intervention by government in terms of capital projects.
- Ineffective management strategy for tourism.
- Inadequate incentives to attract the best skills in management.

2.3.2 Factors that should influence tourism in Ficksburg

Sorour (www.ficksburg.org.za), also asserts in his article that the town of Ficksburg lies in a rich agricultural area, it is especially notable for the production of grain, livestock, cherries and asparagus. The town has fine gardens, parks and magnificent views of the Maluti Mountains. At the Ficksburg High School, the S H Pellissier Art Gallery features works by South African artists who include the renowned murals by the famous artist called, Pierneef. Sorour (2004:25) also says that there is more to see in Ficksburg area than what is portrayed on maps and other items on which the area is advertised.

He says that water sports and angling are enjoyed on the Meulspruit Dam, which is surrounded by a nature reserve. The dam is the starting and finishing point for the 23-km Imperani Hiking Trail. Ficksburg is a gateway to the Mountain Kingdom of Lesotho. One of the most exciting ways of crossing the rugged Maluti Mountain range into Lesotho is on the back of a Basotho pony. The traditional means of transport among the Sotho people, Basotho ponies are famed for their sure-footedness in mountainous terrain.

Another author of an article on tourism in South Africa, Mafutsanyana (2003) writes that there are several factors which influence tourism in places with a potential for tourists. He asserts that natural resources and other aspects of interest are the corner stone of any potential tourist destination and goes on to say that the second level of this is an appropriate and suitable management structure which is sensitive to the needs, demands and dictates of the tourism industry. Mafutsanyana (2003:38) in conclusion says that the financial aspect which ensures that the management strategies are accomplished is the other challenge faced by the area. He also mentions that the secondary aspect to the issue of finance and management is policies. This is where the scope of tapping into the tourism sector is widened to include the private sector investment initiative, as government alone cannot manage to handle the mammoth task single-handedly. The advantages or resources available in the Ficksburg area could be exploited even more effectively by a more effective management.

2.4 FICKSBURG TOURISM IN PERSPECTIVE

The issue of tourism has been explored by a wide variety of writers that even though some may differ in terms of certain principal approaches to how some issues are perceived, it has been widely accepted that the cornerstone, which is the sustainable management of tourism on which much of the writing is based is the same. The only difference is that some writers prefer to employ a “management by objectives” system as an effective way to manage tourism while others prefer the “Strategic management” system. Others feel that tourism being in a sector in which it operates, may only be successfully managed under “Crisis management”. All these are fundamentals upon which many writers have based much of their writing on the subject.

2.4.1 Changes within the industry

Since the inception of what is referred to as modern day tourism, the concept has been with mankind since time immemorial. In olden days, people used to travel from one place to the other for several reasons which included research, social visits to relatives, work and sight seeing of natural wonders and places of general interest. During this era, most components which form tourism today were still isolated and not integrated. In essence, that scenario formed tourism in its raw and undefined form.

According to Mapili (2001:25), people would move from their dwelling places to places of interest like;

- (i) Those from inland areas would go to the coastal regions just to see the ocean.
- (ii) Others would leave their different places and visit cites such as the huge stones of central Africa in present Zimbabwe, the railway line, natural wonders of the world like the smoke that thunders which is now known as the Victoria fall in Zambia and many more.
- (iii) Others used to move for the sake of wanting to see the way other people lived like the san people of the Cape, the nomadic Masai of the Serengeti and the busmen of the Karoo

Mapili (2001:36) further says that in today's world of organised tourism, all these isolated activities have been packaged to include transport, accommodation, lodging and other levies which are combined and sold as a tourism package.

Mapili (2001:36) further says that most of these places of interest which include museums, cultural ceremonies, old rock paintings, huge trees, natural habitats of wild animals, natural wonders of the world and certain sports and other eventful activities such as business trips, conferences and meetings are what makes up tourism in today's modern world Complimentary services such as accommodation, air travel, local tours and historical sites and tourism attractions have been segmented and packaged to the convenience of the tourist. These activities which are combined are now being advertised as commercial tourism and sold in order to generate revenue for the people involved.

This is in line with Lubbe (2003: 174) when he states that the government is the major stakeholder in the drive to tourism development In the case of Ficksburg, the government needs to ensure that tourism supporting infrastructure such as roads, accommodation, security, exchange regulations and other aspects are in place in order to attain synergy in the area of tourism. Fourie and Zsadanyi (1995:148) state that basic management tasks such as planning and control are cardinal in ensuring successful management in any given scenario. In terms of Ficksburg, the sentiments expressed by Fourie and Zsadanyi (1995:148) are critical in that if planning and control are incorporated in the overall strategy of tourism management in Ficksburg. They will make it possible for all different government departments in the area to work together including the private sector. This in turn will ensure that there is unity of purpose in terms of tourism management in the area, as all entities will be striving to work towards the same goal although they will be operating in different areas. The analysis given by these scholars is likely to be helpful to Ficksburg in terms of how to address tourism related issues. This short historical perspective reveals the importance of management's response to the ever-changing tourism business environment.

2.4.2 Tourism and recreational planning

According to Sharma (2004:61), tourism and recreational planning have long been major areas which have contributed to the development of tourism. The author further states that geographers have equally been excited by this phenomenon that they decided to design maps on which some of the important landmarks have been included to simplify the tourism's question.

Henry and Spink (1990:33) also contributed to the discussion by saying that the treatment of leisure planning can be described as unsystematic and more fragmented. The duo proceeded to say that at the outset, it is important to make a distinction between the organizational planning which commercial bodies in leisure and recreation conduct and statutory planning which the public sector undertakes, where the public good is normally the underlying rationale. Henry and Spink (1990:33) also say that in order to fully understand the evolution of recreation planning and the role of public sector agencies, it is important to briefly examine the historical context of the topic.

As pointed out previously, planning is a crucial component of management. What the writers have indicated about the planning aspect seems to be of relevance to this study, given that effective management can avoid failure only if there is proper planning.

Sharma (2004:61) also asserts that the public sector is charged with the management and maintenance of facilities, location issues and wider strategic goals for the population. The author further asserts that in order to have a successful tourism industry, the public sector needs to go into partnership with the private sector particularly with the role of planning and policy at a regional or destination level. An integrated managerial approach has been suggested earlier. This relates to what Sharma points out in their proposal of a partnership between the public and private sectors.

Leonard and Carson (1997:2) assert that before the 1950s', tourism was very much an industry which was fragmented. Hotels, transport, operators, travel

agents, tour operators all tended to work independently of each other. They further say that from mid-1990s' onwards, particularly in the United Kingdom, the growth of tour operators began to change the nature of the industry from essentially individual business activities to more integrated activities. Hotels for example began to see customers as wanting a range of services rather than simply buying accommodation.

2.4.3 The subject of tourism

According to Cooper et al, (1998: 3), in historical terms, tourism activity is a relatively new development and only recently has it been considered worthy of the serious business endeavour. Ficksburg as an emerging tourism destination falls in the category discussed by Cooper et al (1998:14). Most of the areas of interest in Ficksburg have been unknown to the outside world until recently when some of these were advertised to let people know of their existence. This is the reason why the area is categorised as an emerging tourism destination because it has not yet reached its maturity stage, or has it attained its maximum potential to qualify as a fully fledged tourism destination. The four authors go on to say that the tourism industry is of sufficient economic importance and its impact upon economies, environments and societies is significant enough for the subject of tourism to deserve consideration.

As an area which is still relatively young compared to the mining industry, Cooper et al (1998: 24) say that tourism creates a lot of activities involving everyone and therefore requires special attention on its strategic management plan, research and approach. Ficksburg, as an emerging tourism destination should be one of the places to consider tourism as a resource to assist in development.

2.4.4 Tourism myths and realities

Cooper et al (1998: 13) further say that in the ever changing world, one constant in the last quarter of the twentieth century has been the sustained growth of tourism both as an activity and as an industry. This is where the growth of tourism as an industry has remained fixed while other allied services

which are dependent on it have grown proportionately is growth. Quoting the world Travel and Tourism Council, they say that by the mid-1990s', it was estimated that tourism was the worlds' largest industry (WTTC, 1996:3) because;

- Tourism directly and indirectly generates and supports 204 million jobs.
- Tourism is responsible for over 10% of the global gross domestic product (GDP), a figure that is focused to rise to over 11% early in the twenty first century.

It is clear that tourism is a major force in the economy of the world, an activity of global importance and significance.

Cooper et al, also state that there are many perceptions in tourism which are misplaced. Tourism is surrounded by a lot of myths which have contributed unrealistically to its glamorous image as demonstrated in table 1 below;

TABLE 1: MYTHS AND REALITIES OF TOURISWM

1	MYTH REALITY	The majority of tourism in the world is international Tourism in the world is predominantly domestic
2	MYTH REALITY	Most tourism journeys in the world are by air as tourists jet-set from country to country The majority of trips are by surface transport
3	MYTH REALITY	Tourism is only about leisure holidays Tourism includes all types of purpose visits including business, conference and education.
4	MYTH REALITY	Employment in tourism means substantial traveling and the chance to learn languages Most employment in tourism is in the hospitality sector and involves little travel.

SOURCE: Cooper et el (1998)

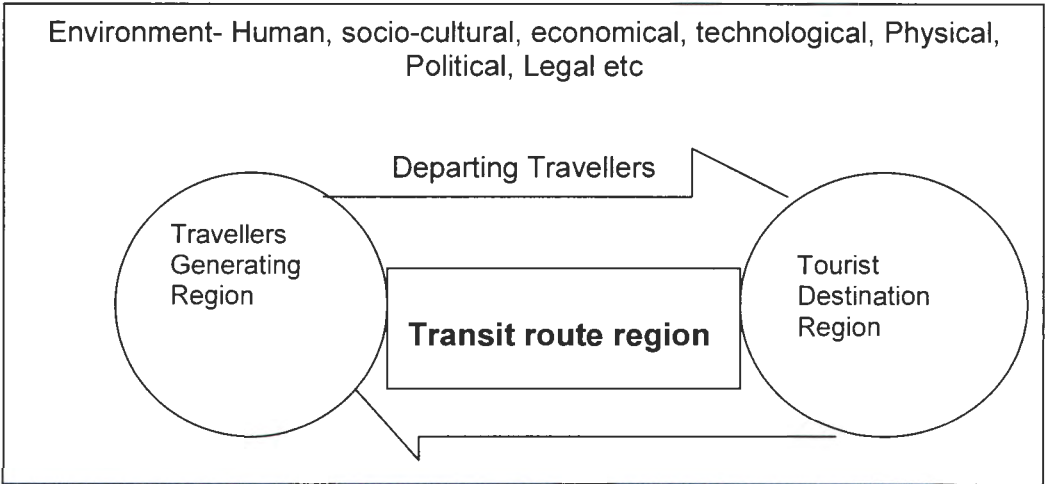
2.4.5 A tourism system

In response to issues affecting tourism, it is important at the outset to provide an organised framework for its effective management. There are many ways to do this. Individual disciplines for instance may view the activity of tourism as an application of their own ideas and concepts, and an approach to economic and self-sustainable satisfaction level. This is evident in Ficksburg as some businesses operate their entities in isolation towards the attainment of a developed and well managed tourism component such as private hotels, lodges and guest houses, restaurant owners, public and private transporters travel agents and tour guides.

The alternative is to take a multi-disciplinary or an inter-disciplinary approach which is an attempt to integrate a variety of strategies and disciplines which focus on tourism as reflected in figure 2 below (Jafari & Ritchie, 1981:42). This is where all the aspects that have an influence on tourism are considered and allotted a balance level of importance. These activities are the transport network, lodging facilities, attitudes of local people, language and many more.

Ficksburg ought to adopt an approach to tourism similar to that by Leiper (1980:66) where the author developed a basic tourism system model which describes three basic elements of tourists, geographical elements and tourism industry as per figure 2 below;

FIGURE 1: THE BASIC TOURISM SYSTEM



SOURCE: LEIPER (1990:70)

In his model, Leiper (1990:70) says the following;

(i) **Tourists**

The tourist is the actor in this system. Tourism after all, is a very human experience, enjoyed, anticipated and remembered by many as the most important times in people's lives. Defining the tourist and attempting to produce classifications of tourists from a set of different travelers is very cardinal. This is because the category of tourists is made of leisure or casual travellers, business travellers, excursion groups and people traveling on educational tours.

(ii) **Geographical elements**

Leiper further outlines three geographical elements in his model which are;

- (a) Traveler-generated region,
- (b) Tourist-destination region and
- (c) Transit route region.

The traveler-generated region represents the generating market for tourism and in a sense provides the "push" to stimulate and motivate travel. It is from here that a tourist searches for information, makes the bookings and departs. This region is what seems to be lacking in terms of the tourism aspect of Ficksburg. From what has so far been read about the area, it seems there is no vigorous force in the traveler-generated region which has enough impetus to stimulate people to travel to Ficksburg from all over the world.

Leiper (1990:89) proceeds to say that in many respects, the tourist destination region represents, the "sharp end" of tourism. At the destination, the full impact of tourism is felt and planning and management strategies are implemented. The destination too is the *raison d'être* for tourism, with a range of special places distinguished from everyday life by cultural, historic, or natural significance (Rojek and Urray (1997:24). The "pull" to visit destinations energises the whole tourism system and creates demand for travel in the generating region. It is, therefore, at the destination where the most noticeable and dramatic consequences of the system occur (Leiper, 1990:23).

Consequently, when the traveller-generating region has not been exploited effectively, the tourist destination region will also be affected. This is evident in Ficksburg because a lack of activity in the traveller-generating region results in a low turn out of visitors in the tourist destination region in which case it is Ficksburg. In order to stimulate interest in both the local and international visitors, the province through the Free State Tourism Authority and the government department responsible for tourism should introduce the following:

- Massive tourism advertising and marketing campaign of the area.
- Inject as much funds as possible to assist local entrepreneurs to start tourism related entities.
- Carry out a massive education drive on the local people.
- Introduce discounts for locals and organised groups wishing to visit certain places of interest.
- Introduce subsidies in the first years of introduction to attract many local visitors.
- Involve the local community in most of the initiatives on tourism being undertaken.

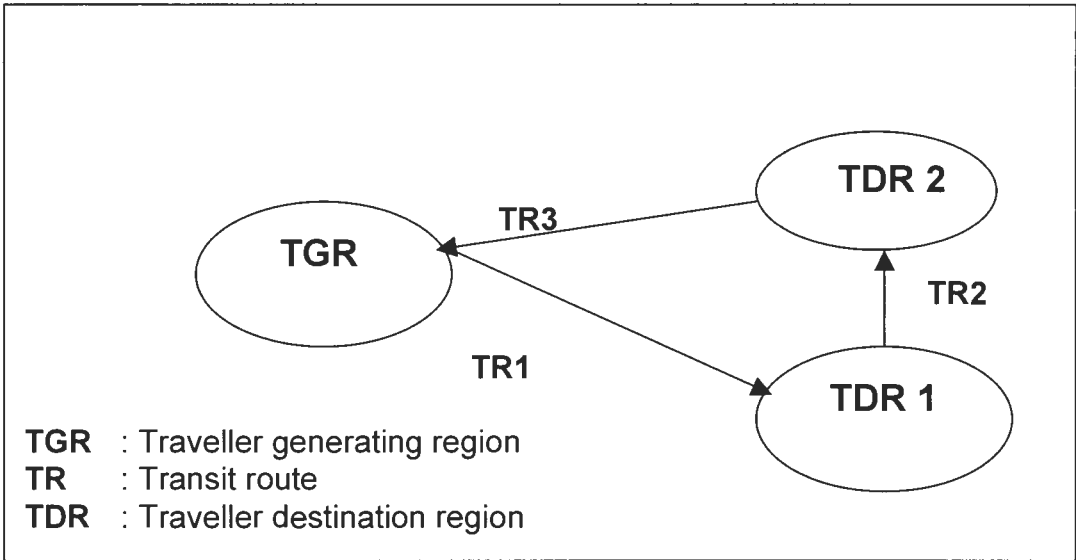
The transit route region does not simply represent the short period of travel to reach the destination, but also includes the intermediate places which may be visited enroute. There is always an interval in a trip when the traveller feels they have left their home region but have not yet arrived at the destination they choose to visit (Leiper, 1990: 22). Similarly, the Ficksburg tourism is affected by all the aspects in the basic tourism system. And for it to be effectively managed, authorities have to ensure that the generating region which is both local and international, the transit route which includes the road, rail, air and sea networks are effectively managed to add value to a visitors' life be it a local or foreign visitor. The transit route is adequately addressed in terms of Ficksburg. This is through the advanced transport and other networks available in South Africa. The intermediary cities and towns which are situated in between the traveller-generating region and the tourist destination are adequately equipped to handle the visitors who are in transit.

The Wilderness trail is one such example of visitors who may wish to access Ficksburg from that part of the country by road. The tourist destination region is in this case 'Ficksburg' where the visitors ultimately arrive and experience what they have always heard or read about the area. This is where the utmost attention must be paid in terms of management of facilities so that once a visitor is satisfied and happy with his/her stay, then that would be good publicity which would attract a lot more visitors to the area.

(iii) **Tourism industry**

The third element of Lepers model is the tourism industry, which can be thought of as the business and organisations involved in delivering the tourism product. The model allows for the location of various industrial sectors to be identified, such as travel agents and local tour operators who are mostly found in the traveller-generating region, attractions and hospitality industry in destination region. Transport also plays a major role in the tourist destination as in the case of this study, the tourist destination is Ficksburg. It is mostly unfortunate that the transport system in Ficksburg is not fully developed yet. In terms of air travel, the major flights only go up to Bloemfontein whereas only small chartered flights land at the airstrip in Ficksburg. Then there are no direct routes to Ficksburg using public road transport as the only routes available from Johannesburg and Pretoria are those which pass through Bloemfontein. It is difficult for tourists or visitors to locate the stations where transport to Ficksburg may be found in big cities as a result, this provides a challenge in terms of transport. The local transport system within Ficksburg is also not organised. Apart from car rentals such as the Ritz, Budget and Avis, the area does not have adequate local transport as there are no cabs. Only combi taxis are available but these only operate on pre-determined routes which do not include some of the places of interest to tourists. The transport sector is largely represented in the transit route as Leiper (1990:34) indicates in figure 3 below.

FIGURE 2: GEOGRAPHICAL ELEMENTS IN A DUO TOURISM SYSTEM



SOURCE: Leiper (1990:34)

2.5 Tourism marketing

When handling the issue of marketing tourism, it is imperative to cover all aspects that affect tourism such as transportation, lodging and catering facilities. As discussed previously, the challenges of transport in Ficksburg cannot be over emphasised as they form part of the weaknesses of tourism in the area. For starters, physical transport is not adequate. The lack of cabs or metered taxis' which are able to take visitors from one place to the other without having to get on a Kombi whose routes and crew are at times not tourist friendly is yet another set-back. Morgan (1996:14) asserts that advertising alone in tourism cannot succeed unless the product provides good value for money. The author goes on to say that one can visit a leisure center once after seeing an advertisement, but if it does not live up to ones' expectations, he/she will not go back again.

Barnard (1993:69) says that marketing is about enticing people to buy products and to ensure that those who buy are maintained as happy users of the product and are able to attest to others the satisfaction derived from the use of the product. The author says that it is not just about advertising, publicity or selling. It is the complete process of converting customer's spending power into effective demand for a specific product. Selling where the

actual product is exchanged for money is only done at a later stage in this process. The idea is to market to a potential customer once so that there is no need to market the same product to the same person to whom the marketing has been done before.

Barnard (1993:74) further says that in the marketing process, starting with needs and wants of the customer avoids putting sales people in an embarrassing position. This starts by identifying the needs of the customer as different customers will have different wants. Effective marketing often requires a focusing or targeting particular types of customers or segments of the total market. In line with this, Barnard (1993:79) continues to say that organisations have to decide on objectives as well as their best targeted customers. In doing this, four key elements are involved as described by McCarthy (2001:35) which are the 4Ps' of the marketing mix called;

Product	:	What to offer?
Price	:	How much to charge for it?
Place	:	How or where people can buy it?
Promotion	:	How to tell people about it?

All of the above need to be decided upon with the customers' needs and values in mind. It is therefore justifiable to conclude that marketing is a series of jobs and processes carried out by various members of the marketing department.

In terms of Ficksburg, the area requires vigorous marketing of various tourist attractions which would put it on the tourist map as a potential destination for local and international visitors. The historical sites, festivals and areas of natural scenic beauty are some of the focal points on which the marketing thereof may be based.

Marketing is an important tool in any business if the products or services rendered are to be known by the potential buyers. Ficksburg has a lot of challenges in this aspect as in any reasonable undertaking, advertisements must be posted on all media be it radio, television and print so that it is able to

reach as many people as possible which is not the case with Ficksburg. The presence of the adverts on the website will also add value to the marketing campaign especially with international visitors as most of them depend on the internet as a source of information where it is not easily accessible.

2.6 Tourism management by festivals

According to Sharma (2004:111), festival tourism is slowly gaining momentum in the Far East countries like China, Japan, Hong Kong and Taiwan. The author further says that this type of tourism branding is proving so popular and successful that the countries that have deployed it as a strategy claim that festivals are ranked third among the best revenue earning activities in the tourism facet.

Poon (1998:12) states that festival contemporary countries in America, Australia and several other countries have aligned themselves with festival development to match the standards of those that have already implemented it are recording increased turnovers in international visitors.

Taking another dimension on the topic, Nell (1998:12) asserts that visitor attraction events in countries of Europe that have centuries of festival tourism practice, have tripled, with six in every ten festivals. The author further says that in countries like Canada, the United States of America and 50 others, the indigenous people, in opening their cultural heritage celebrations to visitors have begun to expand significantly the regional festival calendars and festival tourism options.

In view of the fact that the Free State prides itself on festivals, the strategy of tourism management by festivals may be adopted by the authorities. This is because there are a lot of festivals which take place in the area with a potential to attract many visitors, hence its adoption would add value to the management of tourism.

2.7 The tourism market

Although tourism is a broad concept, it has a specific niche market in which it operates. Francois and Lionel (1995:26) say that the international tourism market is highly segmented by the types of products, clientele and destinations. The authors say that the analysis of tourism markets in each destination region of the world gives a general insight into current situations and past and future trends.

2.7.1 Tourism demand in Africa

It is a source of concern over the way Africa has been partitioned in terms of tourism trade by the World Tourism Organisation (WTO). Francois and Lionel (1995:36) say that the African region includes all the African countries as well as islands of the Indian Ocean, but excludes Libya and Egypt which are classified by the World Trade Organisation as part of the Middle Eastern region.

Francois and Lionel (1995:40) go on to say that the volume of international trade regarding tourist arrivals in Africa is very low as it only accounts for 3.7% of the world's total. Nelson (1999:162) also states that tourism demand in Africa is mainly in the North African countries, such as Morocco, Tunisia and Algeria which receive more than half the total number of visitors to the region. The author (He) proceeds to say that central Africa is particularly weak with 3% tourism flows and 1% of receipts, Twenty-two African countries receive less than 100 000 visitors a year while thirteen, less than 50 000 annually last sentence to be improved. The author however says that some countries are experiencing rapid growth both in the number of visitors they receive and in tourism receipts.

According to Nelson (1999:164), quoting data sourced from the WTO, South Africa is the leading country in the sub-Saharan Africa with three million tourists a year. The author continues that the report states that in 1972, it ranked second in terms of receipts behind Morocco and in front of Tunisia. The WTO report also states that South Africa attributed the results to a highly

developed hotel industry, and efficient internal and international transport systems.

2.7.2 Indicators of tourism demand

Boniface and Cooper (1987:29) assert that one of the most useful indicators of effective demand in any particular population is travel propensity. This measure simply considers the penetration of tourism trips in the population. The two authors go on to say that there are two forms of travel propensity;

- (i) Net travel propensity, which refers to the percentage of the population that takes at least a single tourism trip in a given period of time.
- (ii) Gross travel propensity, which gives the total number of trips taken as a percentage of the population. It is a measure of penetration of 'trips', not individual travellers.

According to Boniface and Cooper (1987:32), it is clear that as second and third holidays increase in importance, so does gross travel propensity become relevant. Keyser (2002:69) says that the "suppressed demand" component also needs to be added to the perceptions of Boniface and Cooper. He says that prospective tourists in this category, according to Keyser, do not travel for several reasons. These include the fact that there are those who do not participate in tourism because of some constraints, for example financial and time. This is where the concern of needs analysis comes in. Is it money to purchase a holiday that tourists need, or is it time?

Marketing is also about making tourism products and services accessible to potential visitors, and thus enabling visitors to purchase the products. It means making products and services affordable to those who need them but could not have them because of their financial position. But marketing also entails advertising and promoting products that have been tailored to potential consumers. This part of marketing fits in well with Keyser's (2002:69) sub-category of "Deferred demand". According to this writer, people in this category do not travel because of lack of information about travel. they are simply not aware of facilities and tourist attractions at a destination.

2.7.3 Energisers and effectors of demand

Gray (1990:12) says that motivation is one aspect that energises the demand for tourism. The writer defines it according to the Classic dictionary which states it as “causing a person to act in a certain way”. Gray (1990) also draws attention to the word “motive” which was also defined from the dictionary as being concerned with initiating movement or inducing a person to act. Alluding to the above definitions, he further adapts the topic to a model designed by Maslow on the hierarchy of needs. He emphasises that just like in Maslows model, tourism falls within the same context in that by human nature, a person needs to be recognized and be rewarded. Therefore, in pursuit of that, it is justifiable to conclude that humans need some sort of a break from their routine activities and this break may be referred to as tourism depending on the context in which one may interpret it. He also stressed that tourism activities are not only experienced by those who are in formal employment but involves every human being regardless of what one does for a living.

De Kadt (1999:46) also says that the measurement of economic impact on tourism is far more involved than calculating the levels of tourist expenditure that estimates its economic impact based on tourist expenditure cannot only be inaccurate but also very misleading. It is therefore important to draw the difference between the economic impacts associated with tourist expenditure and that associated with development of tourism. The author states that the former refers to the effects of the on-going changes in the tourist expenditure whereas the latter is concerned with the impact of the construction and finance of the tourism related facilities. These elements of finance and construction are equally important for Ficksburg tourism management as they have a huge impact on the overall standard of tourist satisfaction.

2.8 Summary

The literature reviewed for this study reveal that management of both public and private tourism assets is significant and dynamic and should be effective in order to add value to the industry. Resulting from this literature review, the following conclusion can be made;

- Setting clear organisational objectives and translating them into discrete tourism management objectives and strategy disseminated throughout the government and private sectors is a fundamental prerequisite to the successful application of the principle in the efficient management of tourism resources.
- It is vital to establish government or private organizational participation at the highest level in order to foster great tourism benefits. Its strategic focus should be on the purpose for and the manner in which all tourism property is held and the best strategies to follow to ensure that the maximum benefits are derived from the portfolio in question and likewise to the country as a whole.
- Effective tourism management is best achieved by setting performance objectives and measurable monitoring and evaluation procedures. The reviews of the literature demonstrates conclusively that organisations applying the above principle of real effective tourism management produce better results than those that do not. The next chapter will focus on the research design. This will reflect the methodological framework employed by the study, the sampling design procedures, data collection procedures and instruments, construction of the questionnaire and will finally discuss the administration of the questionnaire.

The following chapter focuses on the research design. This chapter reflects the methodological framework employed for the study, the sampling procedures, and the data collection techniques.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter commences by discussing the research design, which incorporates the methodology, the techniques, sampling procedures, data collecting instruments and the data analysis

The research design to be used in this study will mainly involve the qualitative method while a reference to the quantitative method will occasionally be made. The use of both these research methodologies is important as the researcher occasionally wishes to refer to numbers or counts. Indeed, Bless and Higson and Smith (1995:99-100) believe that the qualitative and the quantitative methods complement each other.

Three tourism related entities in Ficksburg was used as units of analysis. The entities chosen were those whose core function involves the management aspect of tourism in the area as well as entities that have physical contact with tourists in the various industries which include the attractions, transportation and hospitality.

3.2 Qualitative Research Method

The above research method has been opted as one of the preferred methods for this particular study because it assists in developing an analysis based on the observations of the pattern in which events occur. There are several factors in Ficksburg that are an influence to the holistic success of the tourism sector in the area, hence the need to utilise this method as well. Further, lending the study to the quantitative method of research alone may not provide an accurate account of the current situation as some important aspect which may not be covered under the qualitative method were covered under the quantitative method. Just as there are various philosophical perspectives

which can inform qualitative research, so there are various qualitative research methods.

A research method is a strategy of inquiry which moves from the underlying philosophical assumptions to research design and data collection. The choice of research method influences the way in which the researcher collects data. Specific research methods also imply different skills, assumptions and research practices.

It is necessary to note that the current study is positioned within the interpretive and critical theoretical frameworks, perspectives that have implications for the methodology and the techniques of collecting data. If it is accepted that the interpretive framework is concerned with understanding, describing and explaining the beliefs, values and intentions of people (Henning et al, 2004;20), then It becomes necessary to employ the qualitative method. This is precisely because the latter, according to Henning et al (2004:5), is the “type of inquiry in which the *qualities*, the *characteristics* or the *properties* of a phenomenon are examined for better understanding and explanation”. Thus, the following activities would be carried out by the researcher:

- Observation (for example of tourism products and services)
- Conduct interviews (for example with individuals and/or groups of people) Henning et al (2004:5).

The choice of the qualitative form of enquiry was also influenced by the researchers' need to attempt to see the tourism in Ficksburg from the perspective of community members in that area. Actually, one of the conditions to be satisfied by the researcher applying this method is that they be committed to view life through the eyes of community members. Close involvement with the participants under study is a prerequisite (Bryman, 1984:78) as this would enable the researcher to understand why the research subjects think or behave the way they do.

Appropriate to the qualitative enquiry is the case study approach to collecting data. How then did the research fit this technique? As the topic states, this research is based on the study of Ficksburg as a case. Given that the researcher is concerned to investigate and understand real-life experiences of

the people of Ficksburg as well as the real-life tourism situation in that area, the case study seemed appropriate for this sort of investigation. Also, the researcher attempted to carry out an in-depth investigation which is typical of case studies. This perhaps explains why Bennett et al (1995:7) used the case study approach in their book on the real-life problems confronting managers of organizations.

The term "case study" has multiple meanings. It can be used to describe a unit of analysis (for example a case study of a particular organisation) or to describe a research method. The discussion here concerns the use of the case study as a research method.

Case study research is the most common qualitative method used in information systems. Although there are numerous definitions, Yin (2002:44) defines the scope of a case study as follows:

3.2.1 Reasons for using a case study

A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (Yin 2002:38). Clearly, the case study research method is particularly well-suited to the current research, since the object of our discipline is the study of the management system of tourism a particular area, and "interest has shifted to organizational rather than technical issues" (Benbasat et al. 1987).

Case study research can be positivist, interpretive, or critical depending upon the underlying philosophical assumptions of the researcher. Benbasat et al. (1987:125) are advocates of positivist case study research, whereas Walsham (1993:24) is an advocate of interpretive in-depth case study research.

Babbie (2001:285) writes that "The limitation of attention to a particular instance of something is the essential characteristic of the case study". However, this research also referred to the province, Free State, and the country South Africa as a whole. This is necessary for a better understanding of Ficksburg as the focus of the study. This study on Ficksburg warrants a "case" design type precisely because, as Henning et al (2004:42) put it, it requires "multiple methods in order to truly capture the case in some depth".

A case study design according to Henning et al (2004:3), is used for the purpose of gaining an in-depth understanding of the situation and the meaning for those involved. It is an intensive study of a unit of analysis such as a community.

A case focuses on one or a few cases, for example, a town, a group or an organization. The point made by Yin (2002:122) above that a case study is an empirical study that studies a real-life situation is quite relevant. This research is an empirical study which attempts to investigate the real-life situation in Ficksburg. Bell (1993: 8) states that case studies are particularly appropriate for individual researchers because they give an opportunity for one aspect of the problem to be structured in some depth within a limited time scale.

Bryman (1989: 171) states that a case study can be a site such as an organisation or a department within an organisation. The author further argues that activities can also be viewed as units of analysis in case studies and that a case can also be a person or an organisation. However, Huysamen (1994: 169) states that the unit of analysis in a case does not necessarily have to be a site, organisation or human (example: individual, family, community) but can also involve personal documents like diaries or letters.

Baldrige (1983: 31) states that a case study is basically an explanatory piece of research carried out in one field setting by utilising a variety of techniques so that a case study researcher is not bound by one method but capitalises on any approach that might unravel a new puzzle. Case studies are directed at the understanding of the uniqueness and the idiosyncrasy of a particular case in all its complexity (Huysamen, 1994: 168). According to the author, there are three aspects to consider when conducting a case study.

Firstly, the case is to be defined or demarcated, that is meaningful boundaries are to be determined. In this study, an attempt has been made to indicate that Ficksburg is the geographical area focused on. The other aspect considered by Huysamen is in agreement with what Baldrige (1993:31) has stated above, namely a point related to triangulation. In this regard, the study did not

use questionnaires only, but also used semi-structured interviews, consulted documents in the department and made observations to gather data.

Secondly, the observation technique is also used. This is where Tourism seems to lend itself very well to the observation technique of collecting data, and this goes even for the infrastructure and available facilities that serve to support the tourist activity and business. In this particular study, the investigator originates from and occasionally visits Ficksburg, and therefore has the benefit of engaging in what Boyd et al (Schreuder, 1995:232) refer to as the “the process of recognising and noting people, objects and occurrences rather than asking for information”. If “there is almost inevitably an element of interpretation” by the investigator in this study, then the latter also has to rely on what the people of Ficksburg say and do. This is where the concern of the interview technique comes in.

The interview technique refers to the qualitative research methodology adopted in this investigation lends itself well to the use of the interview technique. The researcher’s decision to use the interview was based on the need to cancel out or minimize the potential of the researcher’s personal factors influencing or altering the phenomena under study.

One of the assumptions underlying the use of the interview is that information about how the people of Ficksburg feel and think of tourism is best expressed in the language they understand best. Lindsay et al (1999:111) write that some of the characteristics of the in-depth or open interview render it particularly appropriate in this study. The characteristics are the fact that the technique allows room for clarification of information and the minimization of ambiguity among others.

3.2.2 Data analysis methods

There are several methods of data analysis available to researchers. But for the purpose of the current study, the following was adopted for use:

- **Modes of Analysis**

Although a clear distinction between data gathering and data analysis is commonly made in quantitative research, such a distinction is problematic for many qualitative researchers. For example, from a hermeneutic perspective it is assumed that the researcher’s presuppositions affect the gathering of the

data - the questions posed to informants largely determine what you are going to find out. The analysis affects the data and the data affect the analysis in significant ways. Therefore it is perhaps more accurate to speak of "modes of analysis" rather than "data analysis" in qualitative research. These modes of analysis are different approaches to gathering, analyzing and interpreting qualitative data. The common thread is that all qualitative modes of analysis are concerned primarily with textual analysis.

Although there are many different modes of analysis in qualitative research, just three approaches or modes of analysis will be discussed here: hermeneutics, semiotics, and approaches which focus on narrative and metaphor. It could be argued that grounded theory is also a mode of analysis, but since grounded theory has been discussed earlier, that discussion will not be repeated here.

3.2.3 Sampling design and procedures

For the purpose of this study, the design used was the random sampling procedure. In view of the current study, as already mentioned, several entities operating in the tourism industry were identified and used as units of analysis. These were the tour operators to deal with transportation management, the hotel industry concerned with the lodging, the tourist boards and information services. The population for this study was the staff members in the organization mentioned and community members.

A sample was derived from these entities where one hundred randomly selected respondents were chosen in and drawn from the entities. Community members were also randomly selected. The respondents were issued with a standard questionnaire and interviewees were asked their own questions.

Given the homogenous nature of the community, a smaller sample of the interviewees was chosen. Huysamen (1994:47-48) states that a smaller sample of a homogenous population can be sufficient to represent that population.

The other element was that of consulting documents in the units of analysis to ascertain what the trend has been in the past, so that through the documents,

it was easy to determine by way of a trend analysis what the situation has been in the past and the direction it is heading. Some of the documents that were considered are the policy documents, the details of passengers or people who have hired or rented cars in a given period of time, the trends in terms of tourism from Statistics South Africa and the economic indicators through the various newspapers, magazines and journals that are relevant to tourism management. The questionnaire was also be deployed as a tool of data collection. This is so because the questionnaire had two types of questions. The open ended and close ended questions. The open-ended questions which were aimed at allowing the respondents to expand further on the subject especially on those points that were likely to be left out when using close-ended questions. Closed ended questions were discouraged because of different interpretations and meanings which individual respondents attach to different terms and words.

3.2.4 The questionnaire

(i) Construction of questionnaires

The questionnaire was meant to achieve the objective of this research and its design is crucial as it contained the reason for the validity of the research findings. This is so by virtue of the fact that the questions which the respondents were expected to answer were those which were pertinent to the study. The questionnaire was equally tested for validity to ensure that it was relevant and value adding to the study.

All questions were presented in a readable and presentable manner. The questionnaire was classified into three categories. The first part provided biographical data of the respondents, and then the second part sought to find out about the tourism sector where the respondent belongs and the third and final element of the questionnaire sought to find out the strategy employed by management, and where it fits in in the overall tourism management structure

and its significance. Also included in the questionnaire was the aspect which was able to enquire the view of the staff members towards tourism promotion at a personal level in their line of work. A copy of the questionnaire is attached to this study as appendix B.

The questionnaire was made up of close ended questions. This is because it was the intention of this study to guide the respondents in order to have uniformity.

(ii) Advantages of questionnaires

Using a questionnaire has been found to have several advantages and the following are the advantages as stated by Bailey (1994: 148).

- The questionnaire considerably saves money: A mailed study costs far less than an interview study with the same sample size.
- The questionnaire is time saving: Mailed questionnaires can be sent to all respondents simultaneously and most of the replies will be received within a week or so, while interviews are generally performed sequentially and may take months to complete.
- The questionnaire may be completed at the respondent's convenience.
- The questionnaire provides greater assurance of anonymity: Since there is no interviewer present who can identify the respondent later, the respondents may be more willing to provide socially undesirable answers or answers that violate norms.
- The questionnaires have standardised wording: Comparison of respondent's answers is facilitated by the fact that each respondent is exposed to exactly the same wording. However, differential understanding of questions may lessen this advantage.
- The questionnaires help to guard against interviewer bias: There is no opportunity for the respondent to be biased by an interviewer.
- The questionnaires secured information: Mailed questionnaires allow the respondent to consult records, confer with colleagues or conduct research before answering.

(iv) Administration of questionnaires

In total, the 100 sets of questionnaires were hand delivered and follow-ups were carried where possible and then collected once completed. Networking has been identified to be very essential (very essential) in carrying out the survey and was effectively used. Before the questionnaire was distributed, it was pre-tested by using three managers of tourism entities that did not form part of the sample. The purpose of the pre-testing was to ensure that:

- The vocabulary and instructions are simple and clear.
- None of the words are ambiguous
- None of the statements are inappropriate, and
- The attention of the respondents was also be drawn to the duration of the procedure.

All copies of the questionnaire were accompanied by a covering letter (Appendix A). The letter explained the purpose of the survey and its intentions. It was written in a friendly tone and in a formal manner and this helped to encourage the response rate. Bell (1993:85) states that a good covering letter is ideal and fundamental in stimulating interest and response to the survey, the letters were distributed to randomly selected employees and the identified units of analysis. The covering letter informed respondents that their information will solely be used for educational purposes and that confidentiality will be guaranteed.

3.2.5 Data analysis techniques

The data analysis technique used in this study is the non-parametrical statistical technique. This technique has been preferred because:

- (i) The observations are independent
- (ii) The tests do not require measurements so strong as that required for parametric tests.
- (iii) The variable under study has underlying continuity.
- (iv) The data under the study is nominal and ordinal to which this test will apply.

- (v) The data is of a superior nature in power when it comes to considering population distribution.

As most of the data collected is both qualitative and quantitative in nature, survey analysis techniques, including categorical data analysis, were used. Results were presented in tables, charts and graphs depending on the outcome of the study.

3.3 Summary

This chapter presented an overview of the research methodology that the researcher found suitable for the study. The methodology and the techniques for collecting data seemed appropriate in terms of their potential to find an answer to the research problem, and to realize both the aim and objectives of the study. A modest attempt has been made to provide some justification for the choice of analysis and sampling techniques, and the methodological framework-one that also fits into the theoretical framework. The next chapter focuses on the analysis and interpretation of the data collected.

CHAPTER 4

RESULTS

4.1. INTRODUCTION

The previous chapter contained the specific details of how the research was conducted, from the problem statement to the methodologies and techniques of collecting data.

This chapter is concerned with discussing the analysis and interpretation of the collected data. With reference to the research problem in this study, the analysis attempts to determine the effectiveness or impact of management on tourism products and services on offer in Ficksburg.

4.1.1. AGE DISTRIBUTION OF RESPONDENTS

In Table 4.1, the age distribution of the sample is given.

TABLE 4.1: AGE DISTRIBUTION OF RESPONDENTS

AGE	RESPONDENTS	%
20 – 30 years	32	32%
30 – 40 years	30	30%
40 -50 years	18	18%
Above 50 years	20	20%
TOTAL	100	100%

Table 4.1 above shows the way the respondents were distributed in terms of age. The reason for this was to ascertain the relevance of age on choice of store as well as the expected customer service level. The sample shows that 32% of the respondents were between the ages of 20 and 30 while 30% were between the ages of 30 to 40 years. The 40 to 50 years category was represented by 18% of the respondents while the above 50 years category accounted for 20%. It is therefore suggested that all the age categories in the sample are actively associated with tourism in one way or the other.

4.1.2. SECTOR OF TOURISM

In table 4.2 the tourism sector where the respondents belong is depicted.

TABLE 4.2: RESPONDENTS' AFFILLIATE TOURISM SECTOR

SECTOR	RESPONDENTS	%
Hotel / Lodges	50	50%
Other sectors in the hospitality industry	10	10%
Travel Agency	35	35%
Tour Operator	5	5%
TOTAL	100	100%

Table 4.2 above presents the sectors in the hospitality industry where the respondents belong. This was deemed necessary because the particular tourism sector is a big determinant and an influence on the results of the study as these sectors are the first line people to meet the tourists. It was particularly pertinent to this study because there was a need to compare the response patterns of respondents in different sectors. From table 4.2 above, 50% of the respondents earn work in the hotel industry, 10% are in other sectors within the hospitality industry, 35% work in travel agencies and 5% are in the tour operators employment.

4.1.3. GENDER OF THE RESPONDENTS

Table 4.3 presents the statistical data on gender where 18% of the respondents were male and 72% were female. The sample of respondents was divided into male and female. The reason was to determine the effect of gender on the views regarding certain aspects of the survey as male respondents perceive similar things differently from female respondents.

TABLE 4.3: GENDER DISTRIBUTION OF RESPONDENTS

GENDER	RESPONDENTS	%
Male	18	18%
Female	72	72%
TOTAL	100	100%

4.1.4. RESPONDENTS’ MARITAL STATUS

TABLE 4.4: RESPONDENTS’ MARITAL STATUS

STORE	RESPONDENTS	%
Married	20	20%
Single	25	25%
Divorced	40	40%
Widowed	15	15%

TOTAL	100	100%
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Table 4.4 above presents in percentages, the results of the respondents in terms of marital status, where the sample reflected that 20% of the respondents were married, while 25% were single with 40% of the respondents being divorced while 15% were widowed.

4.2. SURVEY BASED RESULTS

The overall results of the survey in response to the questionnaire are presented in the tables below. This is based on the total aggregate observation of results from all the stores combined.

4.2.1. PRESENCE OF A MANAGEMENT STRATEGY IN FICKSBURG

TABLE 4.5: TOURISM STRATEGY IN FICKSBURG

SCALE	RESPONDENTS	%
Strongly disagree	70	70%
Disagree	5	5%
Neither	20	20%
Agree	0	0%
Strongly agree	5	5%
TOTAL	100	100%

Table 4.5 reflects the availability of a tourism management strategy in Ficksburg. This aspect was very important to the study because it assisted in determining whether workers in the hospitality industry are aware of the

tourism management strategies which govern the sectors in which they operate. Resulting from the sample, 70% of the respondents strongly disagreed, 5% merely disagreed while 10% were neutral with 15% agreeing and none strongly agreeing.

4.2.2 NUMBER OF TOURIST ATTRACTIONS IN FICKSBURG

Table 4.6 below presents the way respondents replied to the statement which inquired as to whether there were so many tourist attractions in Ficksburg.

TABLE 4.6: TOURIST ATTRACTIONS IN FICKSBURG

SCALE	RESPONSE	%
Strongly agree	70	70%
Agree	10	10%
Neither	0	0%
Disagree	20	20%
Strongly disagree	0	0%
TOTAL	100	100%

The above shows that 70% of the respondents strongly agreed that there were a lot of tourist attractions in Ficksburg. 10% percent merely agreed to the statement while 20% of the respondents disagreed. The disagreement shows that there are other tourist attractions which may not be adequately advertised for most people to know about.

4.2.3 EASY ACCESS TO PLACES OF INTEREST

Table 4.7 presents the response to the question of easy access to places of interest in Ficksburg. This was cardinal to the study because it was a determinant to the question of management strategies that have been put in place by the authorities in order to ease the mobility of tourists within the area.

TABLE 4.7: EASY ACCESS TO PLACES OF INTEREST

SCALE	RESPONSE	%
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Strongly agree	0	0%
Agree	20	20%
Neither	0	0%
Disagree	0	0%
Strongly disagree	80	80%
TOTAL	100	100%

Table 4.7 shows data on the response to the issue of easy access to places of interest in Ficksburg and its impact on tourists’ choice of holiday destination. The respondents’ views were such that 80% strongly disagreed that there was easy access to places of interest in Ficksburg while 20% merely disagreed. Therefore, it would be justified to conclude that the majority of the respondents in the sample strongly feel that accessibility to places of interest in Ficksburg is not easy.

4.2.4 THREAT OF SECURITY FOR TOURISTS

Table 4.8 shows the response to the question of security of tourists in the area and its impact on the inflow of tourists as a potential destination.

TABLE 4.8: THREAT OF SECURITY FOR TOURISTS

SCALE	RESPONSE	%
Strongly agree	20	20%
Agree	0	0%
Neither	5	5%
Disagree	10	10%
Strongly disagree	65	65%
TOTAL	100	100%

Data in table 4.8 show that 20% of the respondents strongly agreed that there is an inherent threat of security for tourists while 5% remained neutral as they were of the opinion that as much as there was a security threat for tourists in the area, it was not an issue to be concerned about. Important was that 65% strongly disagreed and categorically stated that there was no threat of security in the area for tourists and 10% equally shared the same sentiments and disagreed with the notion that there was a security threat on tourists in the area.

4.2.5 AVAILABILITY OF TRANSPORT

TABLE 4.9: AVAILABILITY OF TRANSPORT NETWORK

SCALE	RESPONSE	%
Strongly agree	68	68%
Agree	22	22%
Neither	0	0%
Disagree	0	0%
Strongly disagree	10	10%
TOTAL	100	100%

Table 4.9 above shows that 68% of the respondents strongly agree and say that the transport net work is adequate in Ficksburg while 22% merely agreed. On the other hand albeit low, 10% strongly disagreed and stated that there is a poor network of transport in Ficksburg.

4.2.6 PROMOTION AND MARKETING OF TOURISM

Table 4.10 below presents the way the respondents perceive promotion and marketing of tourism in Ficksburg. It is evident from the statistics in the table that 40% were in agreement that Ficksburg tourism is effectively marketed and promoted while 60% strongly disagree and state that the rate at which tourism is being marketed and promoted in Ficksburg is below par.

TABLE 4.10: PROMOTION AND MARKETING OF TOURISM

SCALE	RESPONSE	%
Strongly agree	40	40%
Agree	0	0%
Neither	0	0%
Disagree	0	0%
Strongly disagree	60	60%
TOTAL	100	100%

4.2.7 COMPETITIVE FACILITIES WITH SUNCITY CAPE TOWN & DURBAN

In Table 4.11 the way the respondents' perceived the facilities in Ficksburg relative to those in Cape Town, Durban and Sun City. 5% of the respondents strongly agreed that facilities in Ficksburg were competitive at the same standard with those in Cape Town, Durban and Sun City while 95% strongly disagreed and stated that facilities in Ficksburg were by far not competitive to those in Cape Town, Durban and Sun City.

TABLE 4.11: COMPETITIVE FACILITIES

SCALE	RESPONSE	%
Strongly agree	5	5%
Agree	0	0%
Neither	0	0%
Disagree	0	0%
Strongly disagree	95	95%
TOTAL	100	100%

4.2.8 INVESTMENT IN THE TOURISM SECTOR BY GOVERNMENT

The table below depicts the response to the question of whether government has invested enough in the Ficksburg tourism sector. The response was such

that 60% strongly agreed that there was a huge investment by government while 30% were neutral or didn't know and 10% disagreed.

TABLE 4.12: INVESTMENT IN TOURISM BY GOVERNMENT

SCALE	RESPONSE	%
Strongly agree	60	60%
Agree	0	0%
Neither	30	30%
Disagree	10	10%
Strongly disagree	0	0%
TOTAL	100	100%

4.2.9 FESTIVALS AS AN ATTRACTION OF TOURISTS

The number of flights to Ficksburg per week was also another aspect which was meant to determine the strategy in terms of air travel of tourists to and from Ficksburg. Table 4.13. Shows that the response was such that 61% strongly agreed, 11% agreed while 28% were neutral

TABLE 6.13: ATTRACTION OF TOURISTS BY FESTIVALS

SCALE	RESPONSE	%
Strongly agree	61	61%
Agree	11	11%
Neither	28	28%
Disagree	0	0%
Strongly disagree	0	0%
TOTAL	100	100%

4.2.10 ADVANCE BOOKING OF FLIGHTS & ACCOMMODATION

Regarding the issue of the advance booking of flights and accommodation in Ficksburg, the respondents responded in such a way that 90% strongly

agreed that there was so much accommodation while 1% agreed merely with 9% strongly disagreeing.

TABLE 4.14: ADVANCE BOOKING OF FLIGHTS & ACCOMMODATION

SCALE	RESPONSE	%
Strongly agree	9	9%
Agree	1	1%
Neither	0	0%
Disagree	0	0%
Strongly disagree	90	90%
TOTAL	100	100%

4.3. Analysis of data from the interviews

The data analysed is derived from the interview questions which are presented at appendix B. According to the interviewees, the Free State Provincial government does not include Ficksburg in the overall provincial tourism related projects for the province. However, only a few places and festivals are included, which makes it veru difficult for the whole Ficksburg to benefit from the tourism projects. The mangaung Cultural Festival (MACUFE) is a popular annual event which takes place in the Free State. Thios is one event which is attended by a lot of visitors. The provincial tourism has this event on its calenders hence the wide publicity. Unlike Ficksburg, there isnt any such place of interest or fwstival which is accorded attention of that magnitute. Sentiments were also expressed to the effect that Ficksburg had so many features which would contribute to tourism development in Ficksburg such as the:

- Festivals
- Historical sites
- Museums
- Different tribal group in the area
- Various cultures
- The Maluti mountains

- And the rich history of the area.

It was further noted that not all the features highlighted above are fully exploited by the authorities. Only the Cherry festival has been accorded the cognisance by the tourism sector while other important aspects of tourism development in the area such as the Maluti Mountains, the different tribal groups in the area as well as the art galleries as the two were not given the same level of importance. As a result, these potential attractions have since been relegated into oblivion.

There was general satisfaction with regards to infrastructure such as roads while the only problem identified was that which was related to signage.

4.3 Summary

This chapter was about the way respondents responded to a set of questions and statements provided to them in the form of a questionnaire. The purpose was to establish the perceived customer service level and thereby determine the adequacy of tourism management in Ficksburg. Following the analyses of the data, the next chapter will discuss the results, draw conclusions and offer recommendations of what could be done to improve the areas that have been found to be inadequate.

CHAPTER 5

CONCLUSION IMPLICATIONS AND RECOMMENDATIONS

5.1. Introduction

In this chapter the author intends to present findings of the study, to offer recommendations that would improve the situation in terms of making the tourism sector more viable, and to conclude the study.

5.2. Summary of the main findings related to the research questions

5.2.1. Finding No. 1: Age distribution of respondents

It is necessary to note that the responses to the question on age revealed an even distribution of people participating in the tourism business (Refer to table 4.1). It is perhaps also important to indicate that the age groups referred to in the study are the right people to participate in this industry.

The above result implies that the tourism industry has no age limit or restriction as there are so many opportunities for all ages. The younger ages provide vigour and new excitement in the sector for tourists while the older employees are retained as an asset through the vast experience they possess in the industry.

5.2.2. Finding No. 2: Tourism sector to which the respondent is affiliated

The finding of the study with regards to the above is that hotels lodges and national parks account for the majority of the respondents in the sample (Refer to table 4.2).

The conclusion drawn from the above is that hotels, lodges and national parks provide an initial impression of the tourists as the way the facilities are managed. They somewhat have an overall impact on the way the services are going to be rated by the tourist.

The above finding and conclusion imply that other areas of the tourism sector such as the travel agencies, road transport and tour operators do not feel they are a part of the tourism sector as a result of which their strategies are not oriented to boost or enhance the overall scenario of tourism management.

5.2.3. Finding No. 3 : Gender of the respondents

The study found that 72% of the respondents employed in the tourism industry are female while 18% are male. In essence, there are more female employees in the sector than the male folk.

In view of the above observation, it is justifiable to conclude that the majority of employees seeking a career in the hospitality industry which ultimately makes up the hotel sector are female. These are deployed as waitress, bar ladies, croupiers, chefs, tour guides, clerks in travel agencies, wildlife scouts, hotel receptionists and front office managers.

The finding implies that most operators in the hospitality industry find females to be better value adding to their businesses compared to the male as a result, they prefer employing females.

5.2.4. Finding No. 4 : Respondents' marital status

The findings of the study are that the majority of the respondents in the sample are not committed to any spouse as in the form of a marriage. Some are single because they have never been married before, while others are divorced while some are widowed (Refer to table 4.4).

Based on the study conducted with respondents as parameters, there was evidence that indeed many people employed in the hospitality industry are not married while the majority of the few who are married are mainly deployed into normal working hour shifts such as 08h00 – 16h00.

This implies that the majority employees who are not married are able to successfully discharge the duties of the hospitality industry because they do not come from homes with restrictions as the industry has awkward operating hours which make some of the spouses feel uncomfortable to have their wives or husbands work such shifts.

5.2.5. Finding No. 5 : Presence of a management strategy in Ficksburg

The finding of the study regarding the presence of a tourism strategy in Ficksburg is that there is inadequate strategy as the majority strongly disagreed to the statement. Consequently, through the 5% response of respondents who strongly agreed to the statement, it may be assumed that the existence of the strategy is only known to a few players in the industry. For the sake of this study, a finding of the inadequacy of the strategy shall be adopted (Refer to table 4.5). The study concludes that there cannot be any meaningful tourist activity if there is no tourism management strategy for businesses in the tourism industry to follow.

This implies that the Ficksburg has no direction in terms of management of tourism. What this also means is that planning and control, referred to earlier in this study, are not effective.

5.2.6. Finding No. 06 : Easy access to places of interest

The study has revealed that the majority of the respondents in the sample are not committed to any spouse as in form of a marriage. As some are single because they have never been married before, while others are divorced with some being widowed (Refer to table 4.4). Based on the study conducted with respondents as parameters, there was evidence that indeed many people employed in the hospitality industry are not married while the majority of the few who are married are mainly deployed into normal working hour shifts such as 08h00 – 16h00.

This implies that the majority employees who are not married are able to successfully discharge the duties of the hospitality industry because they do not come from homes with restrictions as the industry has awkward operating hours which make some of the spouses feel uncomfortable to have their wives or husbands work such shifts.

5.2.7. Finding No. 7 : Tourist's security is threatened in Ficksburg

It has come to the researcher's notice that the security of tourists in Ficksburg is compromised by the absence of a plan to instil a sense of safety among prospective visitors. The majority of respondents strongly disagreed that there was such a strategy. Consequently, through the 5% response of respondents who strongly agreed to the statement, it may be assumed that the existence of the strategy is only known to a few players in the industry. For the sake of this study, a finding of non-existence of the strategy shall be adopted.

The study concludes that without a known / unknown strategy, it is difficult to give a direction as to where and how the tourism in the area must be managed. The tourism business environment should always include the

security environment. And if this is ignored or given little attention, one could not speak of effective tourism management.

5.2.8. Finding No. 8 : Number of tourist attractions in Ficksburg

The investigation has revealed that Ficksburg has tourist attractions (Refer to table 4.6). Based on this, it can be expected that Ficksburg should have the potential to increase her participation level in the tourism field. Based on the study conducted with respondents as parameters, there was evidence that indeed there are many attraction sites which are good enough to boost the population of visitors to the area. This implies that the area has great potential to attract large numbers of tourists to visit the cites.

5.2.9. Finding No. 9 : Easy availability of transport in Ficksburg

The finding of the study regarding the easy availability of transport in Ficksburg is that transport is easily available in Ficksburg (Refer to table 4.9).

Based on the study, the conclusion drawn is that the transport system in the area is good enough to handle the needs of modern tourists. This implies that the majority of entities in Ficksburg can competitively handle volumes of tourists in terms of transport without any problems.

5.2.10 Fnding No. 10 : Adequate promotion/marketing of Ficksburg

The finding of the study as to whether or not Ficksburg is adequately promoted is that the area is not adequately promoted or marketed both locally and abroad (Refer to table 4.10).

Based on the results, the conclusion drawn is that Ficksburg does not record a large number of tourists that the place could handle because of inadequate marketing and promotion of the area. Implied here is a relatively low number of tourists visiting the area. It is necessary to ensure that the marketing drive cuts across sub-national/provincial as well as international boudaries. Tourism is a global phenomenon, and it is the changes in this macro-environment that the marketing manager should respond to.

This implies that with there is no adequate promotion of the vast tourist attraction in the area which means that very few tourists are attracted or enticed to visit Ficksburg.

5.2.11 Finding No. 11 : Competitiveness of tourism facilities in Ficksburg

The finding of the study is that facilities in Ficksburg are not competitive as compared to those in Sun City, Durban and Cape Town (Refer to table 4.11). The study concludes that Ficksburg is not In the same league with Sun City, Durban and Cape Town as a result of which a different strategy should be adopted in order to boost the figures of visitors to the area. This therefore implies that the Ficksburg tourism is still underdeveloped and needs to be developed to attain a higher status.

5.2.12 Finding No. 12 : Public and private sector investment in Ficksburg

The finding of the study through the opinion of the majority of the respondents is that there is investment by both the public and private sectors in Ficksburg.

The conclusion is that the transport system is in order and up to date (Table 4.9) and there is adequate investment by both the public and private sectors thereby providing a challenge to the authorities responsible for the Ficksburg tourism management to put strategies in place which will encourage more tourists to visit Ficksburg and utilise the available facilities. This implies that the tourism potential of Ficksburg is not being exploited to the maximum.

5.2.13 Finding No.13 : Attraction of tourists by festivals

The findings of the study is that festivals are an attraction of tourists to Ficksburg (Refer to table 4.13). The above result draws a conclusion that Festivals are the only attractions which are adequately advertised to bring in tourists to the area. This implies that the majority of tourists only know the festivals as the only occurrences of interest in Ficksburg and the attendance is overwhelming.

5.2.14 Finding No. 14: Advance booking of Flights & accommodation

The finding of the study regarding the advance booking of Flights and accommodation is that there is no need to book in advance as seats and accommodation are always available every time a person travels (Refer to table 4.14).

Based on the study, it is concluded that not so many people travel to Ficksburg as is evident by the availability of accommodation and seats on the flights that go to Ficksburg. This implies that the area is either not qdequately advertised or not marketed aggressively because the area should have a significant number of visitors or tourists who come to see the vast tourist attractions available.

5.3. Recommendations

The analysis of the results by the researcher had various implications as presented in the preceding sub paragraph 5.2 and also resulted into certain conclusions meing made. In view of the analysis, implications and conclussions drawn from the results, the following recommendations are advised:

- The Ficksburg area should be marketed as a potential tourist destination as it has the potential to attract scores of local and international visitors in form of tourists.
- The current setting in terms of age distribution in the industry should be maintained as it collocates with the specific needs of the industry.
- The tourism related entities both private and public must develop minimum standards to which all firms in the hospitality industry must conform in order to improve management standards in all sectors of tourisrn.
- Members of the public must be sensitized on the demands of the hospitality industry and that those enlisting for it should be prepared to

work according to the demanding schedules of the sector. This goes for other sectors of the tourism industry. For instance, the tour managers often have to contend with stressful situations causing extreme fatigue.

- Gender preference must not be the sole basis of employment in the industry as this was rather done in a way that it is not a detriment to the professional operation requirements of the industry based on the needed knowledge and skills of prospective employees.
- A body comprising representatives from all tourism entities must be established in order to recommend a tourism management strategy for Ficksburg. This is a strategy that will ensure that all the marketing of attractions in the form of holidays, advertisements and promotion of packaged tours so that the tourism in the area may reach its full potential.
- A strategy be put in place so that the area is marketed both locally and abroad in order that the abundant transport network available for tourists may be exploited to the maximum.
- A massive promotion and marketing campaign be devised in order to widely advertise the tourism potential of Ficksburg.
- The area should be marketed vigorously especially emphasizing on attractions which are only unique to Ficksburg such as the “Cherry Festival”.
- A body should be established to over-see the implementation of a tourism management strategy in Ficksburg.
- All other tourist attractions and places of interest in Ficksburg should be marketed and promoted the way it is done for the festivals.

5.4. Limitations of the study

This study is only limited to a convenience sample of staff employed in the hospitality industry who comprised the total population in the sample. As such, it is not representative of the overall commuter scenarios in South Africa and its results may only be used and interpreted in the researcher's context. It should be remembered that results of a case study may be generalised to other situations in the country and internationally.

The decision to focus on the make up of age, gender and tourism sector categories as units of analysis was due to the need to analyse the responses and gauge them against the biographical data given. This was also followed by an initial positive response from this category during the pre-testing stage of the questionnaire. Otherwise it could have included all categories of people in the industry.

The researcher was further concerned that the convenience sample may not be representative of the total tourism sector base and its impact in terms of operations and activity data. However, the demographic data indicated that the sample obtained was in line with expectations as discussed in the preceding chapters.

The study is also limited to the analysis of the management of tourism in the Ficksburg area in its entirety and therefore, information researchers were omitted from the study. Conclusions made are based on the Ficksburg situation at the time when the research was being conducted. It is worth noting that the finding, conclusions, implications and recommendations are not to be used for a similar topic in other areas as the conditions under which the current research was done are unique to Ficksburg.

5.5. Future research

The analysis of the management of tourism in the Ficksburg area is a very wide and inexhaustive subject which is also dynamic. Different researchers try by all means to conduct studies on the subject matter but because of general limitations and human nature, it is practically impossible to cover and exhaust all aspects that relate to the topic. Therefore in view of the above, it is the

wish of the researcher, to state that the above study is merely the starting point for further and detailed research. Therefore it is recommended that further research be conducted in this area in the future.

5.6. Summary

This chapter discussed the findings, the conclusion and the implication of the results. This was derived from a detailed research conducted in the manner that was prescribed in chapter four which discussed the research design and methodology. It is also worth noting that the current results are based on the quantitative model used. The results could have probably been different if the methodology was different as well as if the model used was that of qualitative. It is therefore justifiable to conclude that indeed a management strategy of tourism has a great impact in the improvement of tourism the Ficksburg area.

5.7. Conclusion

The main reason for the study was to analyse the tourism management strategy in use in the Ficksburg area. In order to achieve this, it was found imperative to consult literature on the above subject which other researchers and writers had written. This provided an overall understanding and gave so much impetus to the study in the sense that other issues which the researcher did not know about were brought to his attention.

The research design and methodology provided another cardinal aspect of this research. This is where an option of the methodology to be used was adopted where the use of the questionnaire and interview were found to be the best data collection instruments. Reasons as to why these were preferred were given in the previous chapters.

The results were presented in a clear and understandable manner in the form of tables. The study generally found that as much as there were a lot of tourist attractions in Ficksburg, the area was not adequately marketed or advertised. This was against the backdrop of abundant transport, accommodation and many tourist attractions which ordinarily should have been attracting much more visitors to the area than what the situation is at present.

The study through the results also displayed that contrary to the assumption that Ficksburg was competitive with places like Sun City, Durban and Cape Town, the area was currently not competitive because its tourism capacity was still underdeveloped and required to be tapped into in order to be developed.

Finally, the study gave its findings, implications, conclusions and recommendations and further advised that further research needed to be done as the subject was inexhaustive.

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20 August 2006

To whom it may concern

Dear Respondent

REQUEST TO PARTICIPATE IN A RESEARCH EXERCISE

You are humbly requested to participate as a respondent in a research exercise. The research is being conducted within the confines of the tourism sector for academic purposes only.

Please rest assured that confidentiality will be maintained and nothing in part or in full will be referred directly to you.

Attached hereto is a questionnaire which you are requested to complete.

Thanking you in advance for your participation.

Yours faithfully,

L. Mofokeng
PRINCIPAL RESEARCHER

QUESTIONNAIRE

SECTION 1 : BIOGRAPHICAL DATA

AGE	20 – 30 YEARS	30 – 40 YEARS	40–50 YEARS	ABOVE 50
TOURISM SECTOR	HOTEL	ADVERTISING	TRAVEL AGENCY	TOUR OPERATORS
GENDER	MALE	FEMALE		

SECTION 2 : SURVEY

		1	2	3	4	5
1	There is a tourism management strategy in place in Ficksburg	Strongly disagree	Disagree	Neither	Agree	Strongly agree
2	There are so many tourist attractions in Ficksburg	Strongly disagree	Disagree	Neither	Agree	Strongly agree
3	Places of interest are easily accessible in Ficksburg	Strongly disagree	Disagree	Neither	Agree	Strongly agree
4	Security is not a threat to tourists	Strongly disagree	Disagree	Neither	Agree	Strongly agree
5	Transport network is readily available to tour Ficksburg	Strongly disagree	Disagree	Neither	Agree	Strongly agree
6	Ficksburg tourism is adequately promoted and marketed	Strongly disagree	Disagree	Neither	Agree	Strongly agree
7	Tourism facilities in Ficksburg are competitive	Strongly disagree	Disagree	Neither	Agree	Strongly agree
8	There is a lot of investment by government & the public sector in the Ficksburg tourism	Strongly disagree	Disagree	Neither	Agree	Strongly agree
9	The festivals attract a lot of tourists to Ficksburg	Strongly disagree	Disagree	Neither	Agree	Strongly agree
10	Bookings for Lodging and hotel facilities in Ficksburg are done in advance	Strongly disagree	Disagree	Neither	Agree	Strongly agree

INSTRUCTIONS

Mark with an X in the appropriate square. For example

1	☒ Bloemfontein is the capital of the Free state province	Strongly disagree	Disagree	Neither	Agree	Strongly agree
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The researcher would like to thank you for your time to participate in this noble exercise

RESULTS IN DETAIL

	Q1					Q2				Q3				Q4				Q5				Q6				Q7				Q8				
RESP	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1	X					X				X						X				X			X				X							
2		X						X					X		X			X			X				X	X							X	
3			X						X			X				X				X			X						X			X		
4		X				X					X				X			X			X					X				X				
5	X						X						X			X					X			X				X					X	
6			X					X				X				X			X			X			X				X			X		
7		X				X					X				X			X		X	X		X			X	X						X	
8			X						X			X				X			X		X			X					X			X		
9		X				X					X				X			X			X			X					X			X		
10	X					X				X				X				X			X			X			X						X	
11	X						X									X					X			X		X				X				
12	X						X			X						X				X							X			X				
13	X					X				X				X				X				X			X					X				
14			X						X				X			X				X			X						X			X		
15			X						X				X			X				X			X						X			X		
16	X					X			X					X				X			X			X			X							
17				X																														
18	X								X					X				X			X			X		X				X			X	
19			X						X				X			X				X			X						X			X		
20		X							X							X												X						X
21		X				X			X							X									X		X			X				
22	X						X			X				X				X				X		X			X			X				X
23			X						X				X				X				X			X					X			X		
24			X			X				X				X				X			X			X			X							
25					X																													
26					X																													
27	X					X				X								X			X		X		X				X				X	
28		X				X		X			X			X		X				X						X			X			X		
29																																		
30	X					X				X				X				X			X			X			X			X				
31																																		
32	X						X			X							X				X		X		X				X					

APPENDIX 1

	Q1					Q2				Q3				Q4				Q5				Q6				Q7				Q8			
RESP	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
33	X						X				X							X			X				X		X				X		
34									X					X							X					X							X
35						X				X						X				X				X					X				
36	X						X					X				X			X				X				X					X	
37	X							X					X			X						X			X			X					X
38	X					X				X						X			X				X						X				
39	X								X			X		X			X			X			X				X		X				
40	X					X				X						X			X				X						X				
41	X								X			X		X					X				X					X				X	
42		X					X				X				X						X				X			X					X
43				X				X					X					X					X			X				X			
44				X				X			X							X				X					X			X			
45		X						X			X			X				X					X							X			
46				X						X							X				X				X				X				
47										X						X					X				X				X				
48		X							X		X			X				X					X				X						X
49					X																												X
50					X	X					X			X				X					X				X			X			
51	X					X				X							X			X			X					X					
52				X			X			X			X					X										X					
53		X							X			X						X										X					X
54	X							X			X				X			X					X				X			X			
55	X					X				X						X			X				X					X					
56									X		X			X				X					X				X						
57					X	X																											X
58		X																															
59	X					X	X				X							X					X			X				X			
60									X			X		X					X				X					X				X	
61	X					X																											
62						X	X				X				X			X					X				X				X		
63																																	
64		X						X			X			X				X					X			X				X			
65					X		X				X							X					X			X				X			
66	X					X			X					X								X				X							

APPENDIX 1

RES	Q1					Q2				Q3				Q4				Q5				Q6				Q7				Q8			
	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
67		X				X							X			X		1		X		X		3	4	1	2			X			
68				X					X		X					X				X	X									X			
69					X			X				X			X				X				X				X				X		
70		X					X				X			X				X				X					X		X				
71			X						X				X				X			X			X						X				
77					X			X				X			X			X					X				X						X
78		X							X		X			X				X			X	X						X		X			
79					X			X				X			X			X					X				X						X
80		X							X		X					X		X					X			X				X			
81		X				X				X						X				X			X					X					
82			X						X				X				X			X		X				X				X			
83			X			X							X				X					X				X				X			
84		X							X	X			X			X	X			X					X				X				
85					X			X				X			X			X					X			X				X			X
86					X			X				X			X			X					X			X				X			X
87		X				X					X		X			X	X		X			X						X		X			
88																																	
89									X	X						X	X			X		X				X							
90					X			X				X			X				X					X			X					X	
91				X			X						X										X				X			X		X	
92				X			X						X										X			X			X		X		
93			X			X				X						X			X				X			X				X			
94					X			X				X			X				X					X			X			X			X
95				X		X					X					X	X		X			X						X		X			
96																																	
97																																	
98		X				X							X				X			X		X				X							
99				X			X				X			X				X					X			X				X			
100				X			X				X			X		X		X					X			X							