

4

Conceptual Framework for Food Tourism Destination Marketing

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4.1 INTRODUCTION

Chapter 1 introduced the research problem; the purpose and objectives of the study; and the justification of the study, thereby providing a general orientation to the study. Chapters 2 and 3 presented a review of the relevant literature that lays the groundwork for this study, both from a destination marketing and a food tourism point of view. Chapter 4 details the construction of the conceptual framework. The first part begins with a discussion of the conceptual framework and its development, followed by the clarification of the food tourism destination marketing framework. Subsequent subsections elucidate the concepts and their interrelationships and extrapolate the food tourism enhancers to define the key food tourism destination marketing focus. In the second part of the chapter the envisaged research outcomes are presented. The chapter ends with a concluding summary.

4.2 CONCEPTUAL FRAMEWORK

The development and implementation of food tourism as an attraction at a destination requires a framework and specific approach to assist destination marketers and entrepreneurs in optimising the tourism potential of local and regional food to achieve increased destination competitiveness and sustainability. Researchers such as Boyne *et al.* (2003) have verified the need for such a framework that would enable stakeholders to cooperate and achieve effective implementation of marketing strategies regarding food tourism.

Conceptual frameworks provide *intellectual maps* which are utilised in the assessment of bodies of knowledge (van Zyl, 2002:31). They act as linking pins between theory and empirical data, in that they provide and identify boundaries; assist in the identification of key variables; indicate the relationships between variables; and provide guidance and direction in the research process (Pizam, 1994; Taylor, 1990; van Zyl, 2002). The development of a conceptual framework thus comprises four processes (Veal, 1997:44): *the identification of concepts; definition of concepts; exploration of relationships between concepts; and operationalisation of concepts*. Although an elaborate conceptual framework is not generally required for an exploratory/descriptive study which this research is, clear definitions of the concepts used are essential (Veal, 1997). The concepts, their interrelationships and operationalisation regarding the marketing of food tourism at a destination are therefore identified and discussed.

The flow chart, presented in Figure 4.1, depicts and outlines the **sequence of the development** of the conceptual framework. Each of the four individual figures portrayed in

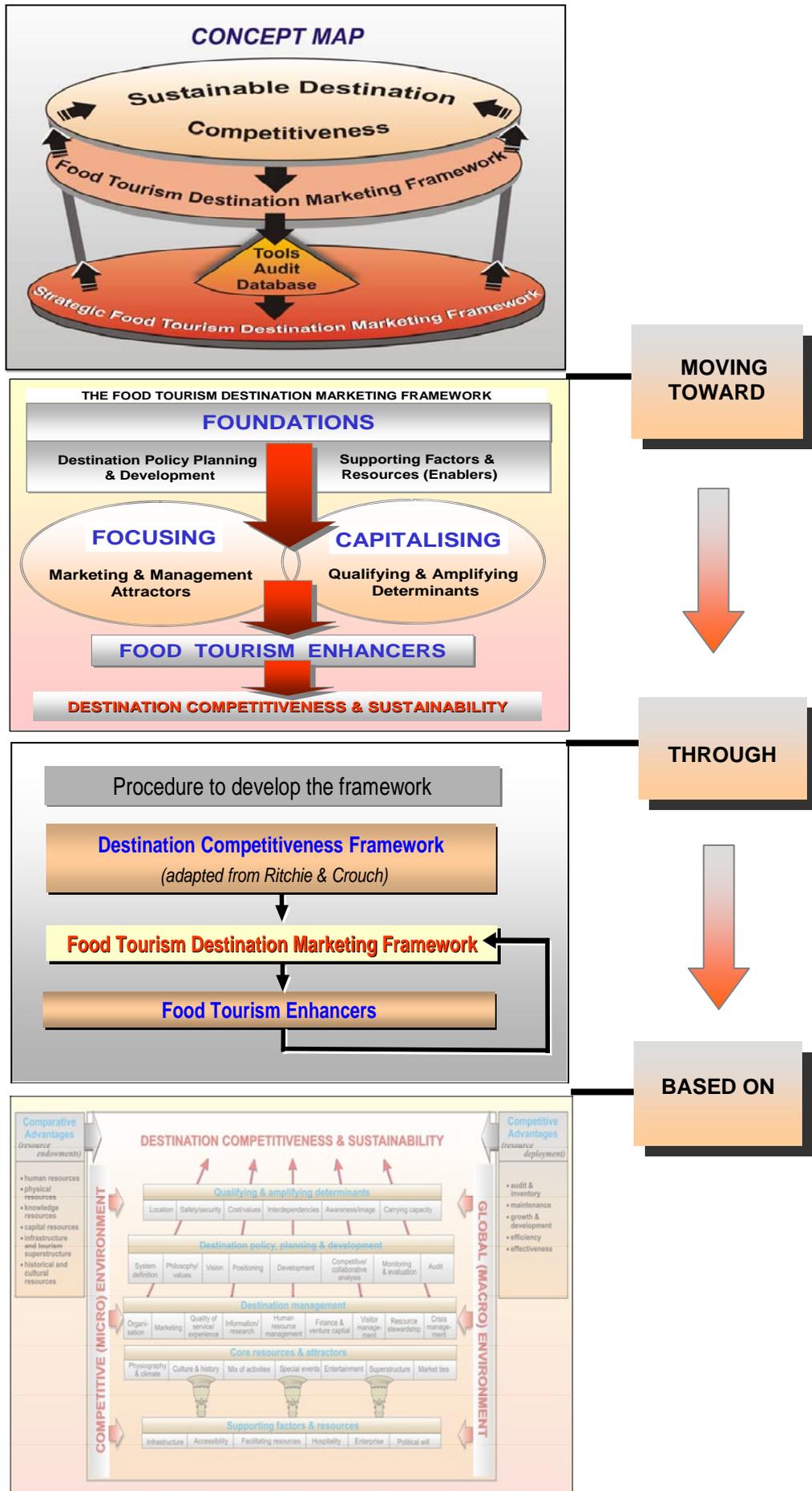


Figure 4.1: Flow chart depicting the sequence of conceptual framework development

Figure 4.1, represents a step and part of the procedure regarding the development of the conceptual framework. The **concept map** is the first figure and represents the rationale and unpacks the various stages in the development of the ultimate outcome of this study, a food tourism strategic approach. The compilation of the concept map is discussed in Section 4.2.1.

The **conceptual framework for food tourism in destination marketing** was constructed by moving from the concept map to the food tourism destination marketing framework as represented in the second individual figure in Figure 4.1. The food tourism destination marketing framework provides a diagrammatic exposition of the concepts and their interrelationships as represented in the different key areas of food tourism and food tourism enhancers and the subsequent enhancement of destination competitiveness and contribution to sustainability. The food tourism destination marketing framework is dealt with in Section 4.2.2.

The development of the conceptual framework for food tourism in destination marketing followed the **procedure** as depicted in the third individual figure in Figure 4.1. The destination competitiveness framework of Ritchie and Crouch (2003) was used as point of departure. The framework was adapted and destination marketing was extracted as the key focus area for this study. Food tourism was thereafter positioned within destination marketing and food tourism enhancers, as feedback into sustainable destination competitiveness. The development of the food tourism destination marketing framework is discussed in Section 4.2.3.

The development of the conceptual framework for food tourism in destination marketing was based on the **destination competitiveness and sustainability model of Ritchie and Crouch** (Ritchie & Crouch, 2003) as represented in the fourth individual figure of Figure 4.1.

In the four individual figures in Figure 4.1 only the main concepts and interrelationships are highlighted. Further elaboration of the structure of the framework follows.

4.2.1 The Concept Map

A distinction should be made between the **initial concept map; the food tourism destination marketing framework;** and the objective to develop a more comprehensive and **integrated strategic approach for food tourism destination marketing.** Each of these is an element and part of the procedure that contributes to the final outcome of the study,

namely to construct a strategic approach for developing and implementing food tourism in the course of the research.

It is necessary to unpack the concept map and discuss the rationale for its construction to clarify and understand the integration of the theoretical and empirical components of this study. Sustainable destination competitiveness has become a critical factor in destination marketing as discussed in Chapter 2. Destination competitiveness was therefore used as point of departure for the construction of the concept map and the subsequent development of the food tourism framework for destination marketing.

Food tourism is regarded as one of the attractions offered at a destination and it therefore is part of the marketing strategy of a destination. According to the literature reviewed in Chapter 3, food tourism is still recognised as a neglected and untapped component of destination marketing. As food tourism is the key focus of this study, it was extracted from the destination competitiveness framework and contextualised within destination marketing, culminating in the food tourism destination marketing framework. This process required information such as a food tourism database and tools such as an audit. Such comprehensive and detailed sets of information are necessary for planning and implementing food tourism in a destination. A product potential and attractiveness tool is also required for a strategic approach for establishing food tourism. Implementation of the framework and developing tools and strategies finally culminated in the food tourism strategy process to promote competitiveness in destination context.

The **concept map**, (Figure 4.2), depicts the inter-relationships of the concepts applicable to this study, and was developed in accordance with the research objectives of this study as outlined in Section 1.3.2. The **concept map** portrays the various elements of this study, namely, sustainable destination competitiveness, destination marketing, food tourism, tools (database and audit) and finally the destination food tourism strategic approach.

Each of the elements has their own set of concepts, which are contextualised in the food tourism destination marketing framework as outlined in Figure 4.3. These culminate in the Strategic Food Tourism Destination Marketing Framework to be presented in Chapter 7 and which was based on the empirical research process reported on in Chapter 6 and further evaluated as an applied case study evaluated in Chapter 8.

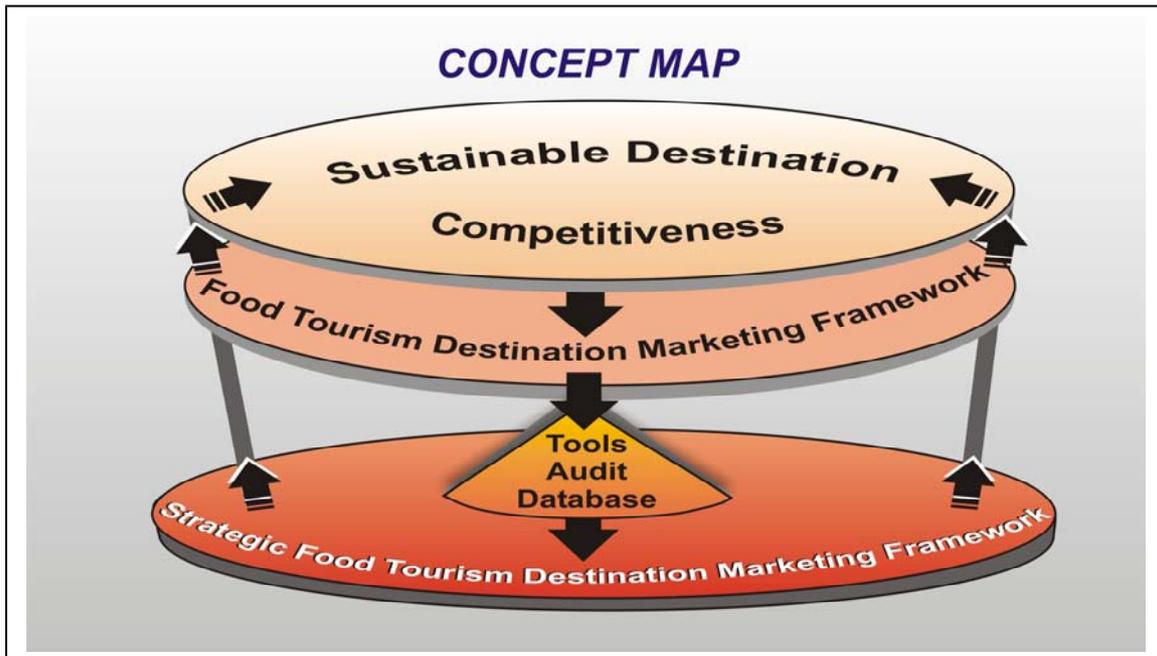


Figure 4.2: Concept map for food tourism destination marketing

4.2.2 Food Tourism Destination Marketing Framework

The primary aim of the conceptual framework presented in Figure 4.3, is to provide a structured and systematic description of the components and elements of food tourism as a

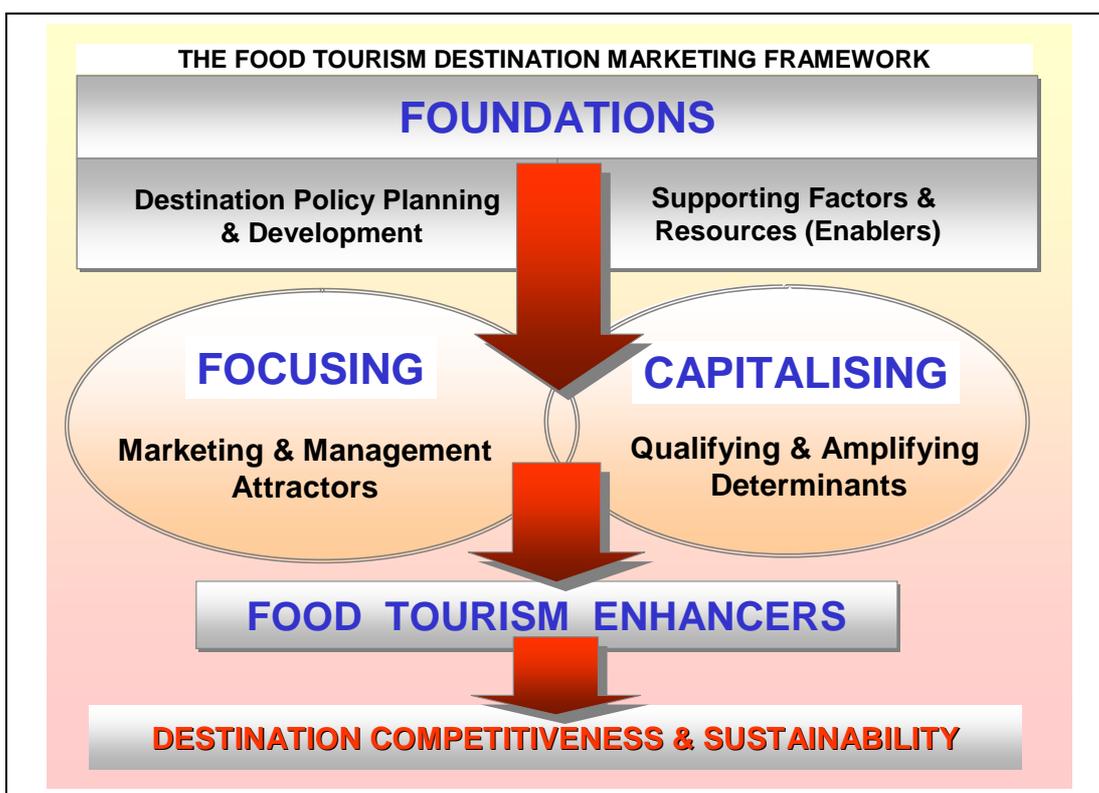


Figure 4.3: Conceptual framework: The food tourism destination marketing framework

key focus in the destination marketing process. Furthermore, the framework accommodates the concepts that stimulate formulation of research questions that guide the research process. Only the main concepts dealt with in this study are portrayed in Figure 4.3. Definition, operationalisation and clarification of all concepts are articulated in Annexure 2.

The **conceptual framework** is primarily derived from the adapted Ritchie and Crouch model and embodies an expression of theoretical perspectives associated with destination marketing and food tourism. Also incorporated and affecting the creation and structuring of the modelled framework are insights gained by the researcher from studying relevant tourism literature and promotional material of South Africa and key international destinations; national and international best practices; personal communication with relevant specialists in the field of destination marketing and food tourism; and observations of food tourism in the field.

In essence the model (Figure 4.3) provides a diagrammatic illustration of the key areas and their interrelationships in the food tourism destination marketing process. The foundations (policy planning and development and resources [enablers]) are required to enable the execution of the activities of focusing (marketing and management and attractors) and capitalising (determinants) in food tourism destination marketing. The key areas all contribute to the food tourism enhancers, which lead to and influence destination competitiveness and sustainability.

The conceptual framework therefore models a frame of reference that can be used as point of departure for contextualising empirical data relevant to the South African situation. Such information, in turn, informs the framework that serves as a blueprint when developing and implementing food tourism at a destination.

4.2.3 Procedure of Developing the Food Tourism Destination Marketing Framework

A **systems approach** was used in the development of the conceptual framework to integrate the various elements within the systems. The macro- and micro-environments; the elements or variables within the system; the relationships between the elements; the link between the environment; and the elements within the systems, were all taken into consideration during the development phase. The food tourism destination marketing framework does not propose to make a contribution toward the development of *systems theory*, but rather to use systems thinking in the conceptualisation and development of an appropriate food tourism destination marketing framework.

Various **destination competitiveness and sustainability frameworks and models** were reviewed (Dwyer, Forsyth & Rao, 1999; Heath, 2003; Kim, 2001; Ritchie & Crouch, 2003) and used as point of departure to contextualise the contribution of food tourism to the enhancement of the competitiveness and sustainability of a destination in the development of the food tourism destination marketing framework.

The food tourism destination marketing framework was primarily extracted from the Ritchie and Crouch framework, which is based on the systems framework, and further refined to focus specifically on food tourism (Figure 4.4).

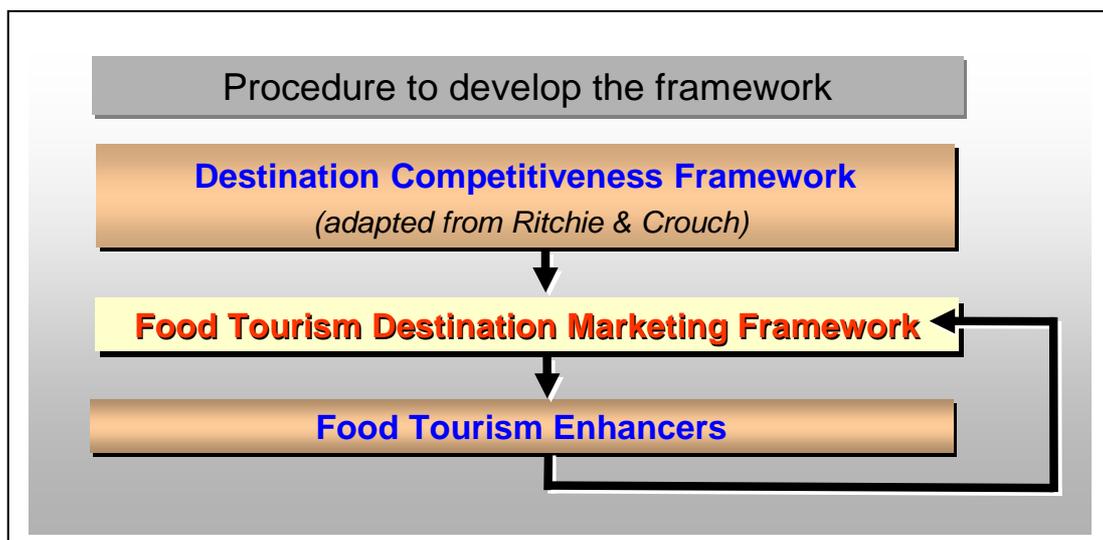


Figure 4.4: The procedure to develop the food tourism destination marketing framework

The Ritchie and Crouch framework (Figure 4.5) was adapted and rearranged to focus more specifically on destination marketing and to contextualize it with specific regard to food tourism.

The following procedure was executed to develop the framework:

- The framework of Ritchie and Crouch (2003) portrayed in Figure 4.5 was selected as the importance of destination marketing has escalated and the role of food tourism can now be clearly positioned. Furthermore, the contribution of food tourism to sustainability can be confirmed within the framework.
- The comparative advantages (resource endowments) are acknowledged and can be determined by the development of the food tourism database.
- The competitive advantages (resource deployment) can be determined through a product

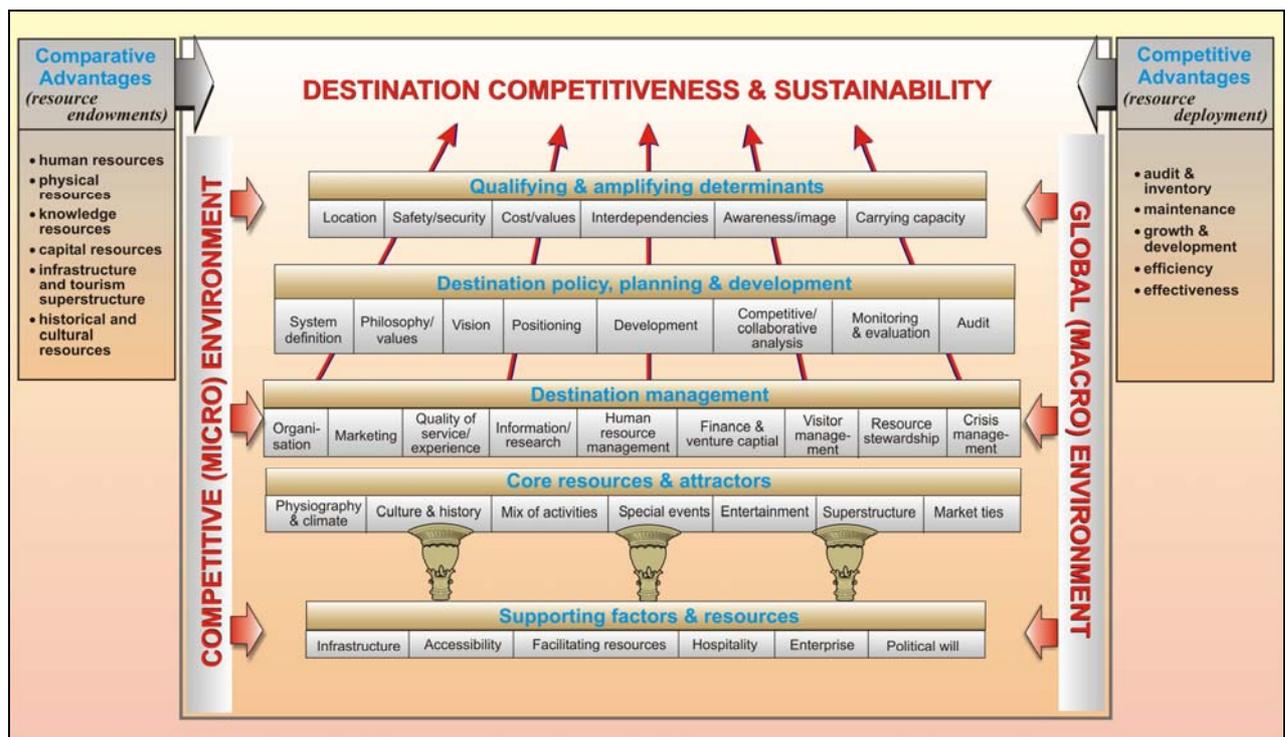


Figure 4.5: Ritchie and Crouch framework: Destination competitiveness and sustainability (adapted from Ritchie & Crouch, 2003)

potential and attractiveness tool and the execution of an audit.

- Concepts of the Ritchie and Crouch framework were adapted and culminated in the food tourism destination marketing framework. The food tourism destination marketing framework presented in Figure 4.3 was further refined to focus specifically on food tourism and is therefore based on and only an adaptation of the Ritchie and Crouch framework.
- The components of the food tourism destination marketing framework (Figure 4.3), illustrating the contribution of the three framework areas and how the components, elements and factors are interrelated.

Considering the preceding theoretical perspectives on destination marketing, destination competitiveness and sustainability and food tourism, it can be reasoned that the three framework areas can be identified as the key areas of contribution in the food tourism process, namely:

- **Foundations:** Policy, planning and development; Resources (enablers).
- **Focusing:** Management and marketing; Attractors.
- **Capitalising:** Determinants.

The elements and components of each area can enhance food tourism in their own specific

manner by means of identified food tourism enhancers.

4.2.4 Clarification of the Food Tourism Destination Marketing Framework

The framework was organised into three **key areas of contribution** (Figure 4.3):

- **Foundations:** destination policy, planning and development; supporting factors/resources/enablers. These activities/actions/aspects are the foundation and are assumed to be in place as a component of the policy and strategic plan of a DMO. Although these factors do influence the sustainability and competitiveness of food tourism, they will only be recognized but not be addressed in this study.
- **Focusing on:** marketing and management activities; core resources and attractors. These activities / actions / aspects are the key focus area of food tourism and will be further explored in the study.
- **Capitalising on:** qualifying and amplifying determinants. These elements are accepted as present and in order and although they influence the sustainability and competitiveness of food tourism, they will be only recognized but not addressed for this study.

The key food tourism focus culminated in identifying the **Food Tourism Enhancers** (Table 4.1), which could contribute to competitiveness and enhance the sustainability of the destination. As far as its competitiveness and sustainability with regard to food tourism enhancement is concerned, a profile of the destination can be developed by assessing the key areas in the food tourism destination marketing framework and their specific food tourism enhancers. Research outcomes regarding the possible contribution of all key areas to enhancement of food tourism will be formulated at the end of this chapter. The organisation of the three key areas constitutes the food tourism destination marketing framework. The framework will be used as a frame of reference for the research process and thus inform the final outcomes of the study.

4.2.5 Food Tourism Enhancers

The actual food tourism experience can be considerably enhanced by means of the resources and activities present in a destination. Food tourism enhancers are elements of all three key areas in the food tourism destination marketing framework. Enhancing food tourism in a destination comprises various actions requiring specific resources (Figure 4.6).

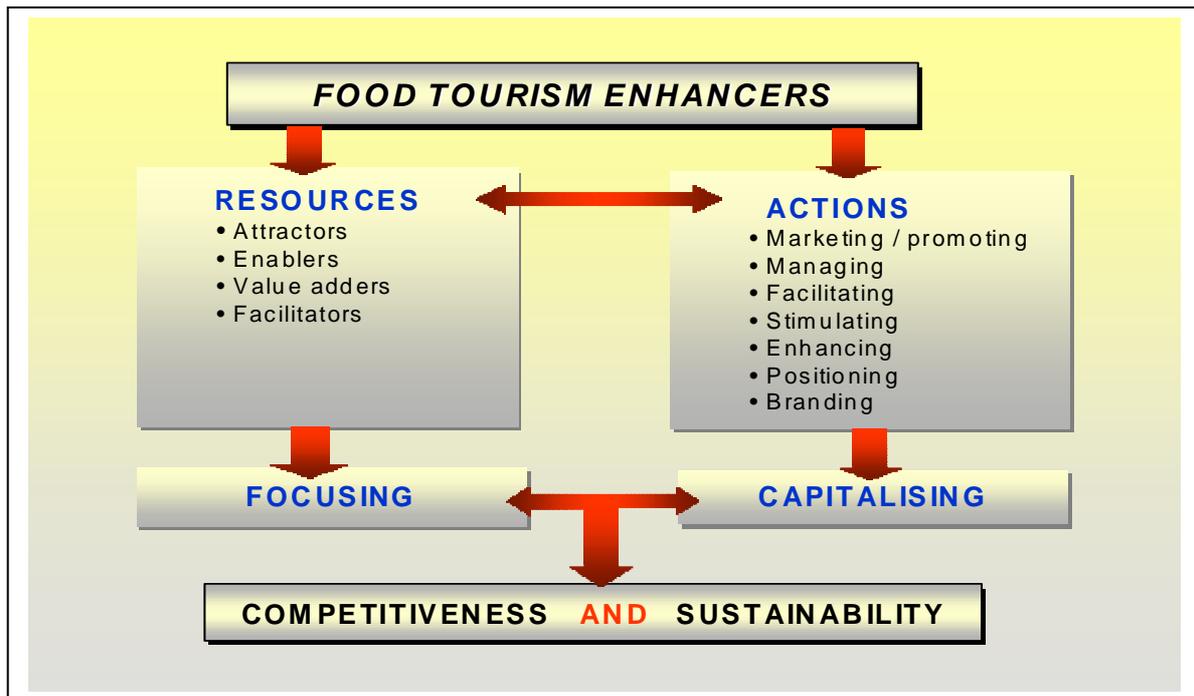


Figure 4.6: Food tourism enhancers as elements of the food tourism destination marketing framework

These actions and resources can be viewed as the dimensions of food tourism enhancers and are components of all three key areas of the food tourism destination-marketing framework.

The presence and availability of the resources at a destination and the actions implemented by DMOs could contribute to food tourism enhancement. This could then add value to the competitiveness and sustainability of the destination.

The concepts, their relationships and operationalisation as food tourism enhancers are contained in Table 4.1 and explained and clarified in Annexure 2 according to key areas and specific elements.

4.3 ENVISAGED RESEARCH OUTCOMES

As a result of the combination of research techniques and tools used and the research approach adopted for this study, envisaged outcomes for testing and implementing this framework were formulated, as they would determine the nature of the research process. Emanating from the conceptual framework, the following research outcomes were formulated:

- **To contribute to identity and branding for South African cuisine**

Table 4.1: Contribution of food tourism enhancers to destination competitiveness and sustainability

CONTRIBUTION OF FOOD TOURISM (FT) ENHANCERS TO DESTINATION COMPETITIVENESS AND SUSTAINABILITY	
FRAMEWORK AREA: FOUNDATIONS	
Destination Policy Planning and Development	FOOD TOURISM ENHANCERS
<ul style="list-style-type: none"> • System definition • Philosophy / Values • Vision • Development • Human resource development • Finance and venture capital • Visitor management • Resource stewardship • Crisis Management 	<ul style="list-style-type: none"> • FT part of policy formulation of destination • FT accentuates cultural importance in destination • FT included in vision statement of destination • FT stimulates development of resources • FT stimulates development of human resources • FT stimulated by finance & venture capital allocation • FT contributes to matching supply & demand • FT enhances resource stewardship development • Food and beverage facilities component of crisis management strategy
Supporting factors and Resources (enablers)	FOOD TOURISM ENHANCERS
<ul style="list-style-type: none"> • Infrastructure • Accessibility • Facilitating resources • Hospitality • Enterprise • Political will 	<ul style="list-style-type: none"> • Proper signage will facilitate FT • Accessibility required for FT • Knowledge regarding local foods / cuisine will be accessible / available • Required to facilitate & enable FT • FT will stimulate / require new venture development • A positive attitude and commitment will promote FT
FRAMEWORK AREA: FOCUSING	
Destination Marketing and Management	FOOD TOURISM ENHANCERS
<ul style="list-style-type: none"> • Organisation • Marketing • Quality of service / experience • Competitive / Collaborative analysis • Monitoring and evaluation • Information / Research • Positioning / branding / Image • Audit 	<ul style="list-style-type: none"> • FT can be included in organisational functions • FT a niche market product important in marketing • FT can enhance quality of service / experience • Formation of partnerships between DMOs / regions • Possible as result of FT database • Development of database with accessible information • FT as key / supportive attraction / specific product • Evaluating FT potential
Core Resources and Attractors	FOOD TOURISM ENHANCERS
<ul style="list-style-type: none"> • Physiography & climate • Culture & history • Mix of activities • Special events • Entertainment • Super-structure • Market ties 	<ul style="list-style-type: none"> • Agricultural linkages / local food products • Culinary heritage / local pride / food attractions • 'On-theme' activities (routes/ festivals/ events/ tours) • Food shows (gourmet festivals/ food activities) • Cultural villages • Additional services that facilitate FT • Capitalising on linkages with people at origin markets
FRAMEWORK AREA: CAPITALISING	
Qualifying and Amplifying Determinants	FOOD TOURISM ENHANCERS
<ul style="list-style-type: none"> • Location • Interdependencies • Safety / security • Cost / value 	<ul style="list-style-type: none"> • Specific FT product linking destinations and tourism markets (wine/ wild-life/ routes/ themes) • 'On-theming' linking to other types of tourism (wine/ heritage & cultural/ health/ routing) • Food safety/ hygiene/ high sanitary standards • Comparative cost/ values for money in comparison with other international destinations

The ultimate vision of this study is to provide an identity for South African cuisine and to position it both nationally and internationally.

- **To contribute to responsible and authentic food tourism, development and marketing**

Understanding and managing the complex relationships between, markets, stakeholders and destination products and services is the key to success in the total process of destination marketing.

- **To create awareness and involvement on the part of stakeholders**

To create an awareness regarding the role that food tourism can play in the total spectrum of destination marketing and involve stakeholders from the tourism industry in general, the DMOs more specifically and definitely the providers of the various food experiences in a destination.

- **To provide a destination food tourism strategy and process model for future food promotion as an integral part of destination marketing**

To develop a destination food tourism strategy and process whereby the DMOs can optimise the tourism potential of local and regional foods in destination marketing.

- **To provide added value linkages with agriculture and tourism**

Food tourism is emerging as a special interest niche market, with close relationships to other aspects of tourism, such as sustainable tourism, eco-tourism, cultural tourism, rural tourism and wine tourism. The integration of the food industry with the tourism industry can be seen as a strategic move to develop their combined economic potential.

- **To develop rural tourism in accordance with the vision and philosophy of the Tourism White Paper**

The tourism industry can assist in “dynamising” the agricultural sector by contributing to an increased demand for new agricultural products and services e.g. farm tourism, regional produce and post harvest production (Government of South Africa, 1996). Tourism will bring development to the rural areas, such as infrastructure that is lacking. In addition, providing opportunities for the rural people to share in the benefits of tourism development (Government of South Africa, 1996:16).

- **To provide added elements to enhance destination competitiveness**

Developing culinary tourism as a niche market in South Africa holds great potential for increasing the number of local and international tourists and in cultural tourism that is sustainable to contribute to the further development of the country’s infrastructure and increased market opportunities. South Africa has the developed sophisticated infrastructure and untapped tourism potential to offer the tourist not only cuisine

comparable to the best in the world, but also authentic culinary experiences reflecting the ethnic, cultural and culinary wealth and diversity of the various regions. In this way it would be possible to implement sustainable tourism to preserve both the cultural and natural resources of the country (Bernard & Zaragoza, 1999:8).

4.4 CONCLUSION

This chapter has been devoted to explaining the construction of the food tourism destination marketing framework. First the sequence and procedure of developing the framework was introduced. Next the rationale and unpacking of the framework was outlined. Thereafter the food tourism enhancers and their contribution to destination competitiveness were discussed and explained. Finally the envisaged outcomes for the study were formulated. Chapter 5 provides an explanation of the methodology that was used in testing and implementing this framework.

5

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5.1 INTRODUCTION

This chapter focuses on the research design and methodology procedures applied in this study. The range of methods and approaches used fall primarily within the paradigm of quantitative research. However, qualitative techniques were also included in this study, culminating in a mixed methodology paradigm. The case study served as methodological application and assessment of the strategy and procedures developed in the study. Included in this chapter are the following: research framework: goals and objectives; choice of research design and methodology; research population selected for the study; description of the respondents; study group compilation; variables investigated; quantitative and qualitative instrumentation used; data collection methods; processing of the data; data presentation; and validity and reliability of the data. Following the initial outline of the research design, the chapter explicates the situational analysis approach used in this study, which is based on a quantitative research design, but includes and implements both quantitative and qualitative techniques. The chapter concludes with a discussion of the validity and reliability aspects of the study.

5.2 RESEARCH DESIGN APPROACH

In this study the researcher determined the role of food tourism as a key component of destination marketing by assessing the current use and future potential of local and regional food as a tool in destination marketing in South Africa. Accordingly, certain tools, namely TOURPAT, FOODPAT and the Product Potential and Attractiveness Tool, and a Strategic Food Tourism Destination Marketing Framework were developed. These can provide destination marketers and current and prospective entrepreneurs with a procedure and tools to develop and implement food tourism at a destination. The utilisation of this procedure and specified tools could optimise the tourism potential of local and regional food in destination-marketing strategies in the various destinations and tourism regions of South Africa.

The focus of this exploratory-descriptive research study was to perform a situational analysis on the use of local and regional foods as a tool in destination marketing so as to develop a strategic approach which could assist DMOs with the correct procedure of developing and implementing food tourism as part of their destination-marketing strategy.

5.2.1 Research Framework: Approach and Methodology

The ultimate goal of this study was to develop a Strategic Food Tourism Destination Marketing Framework and offer guidelines for destination marketers, current and prospective entrepreneurs to facilitate optimisation of the tourism potential of local and regional foods in future destination marketing.

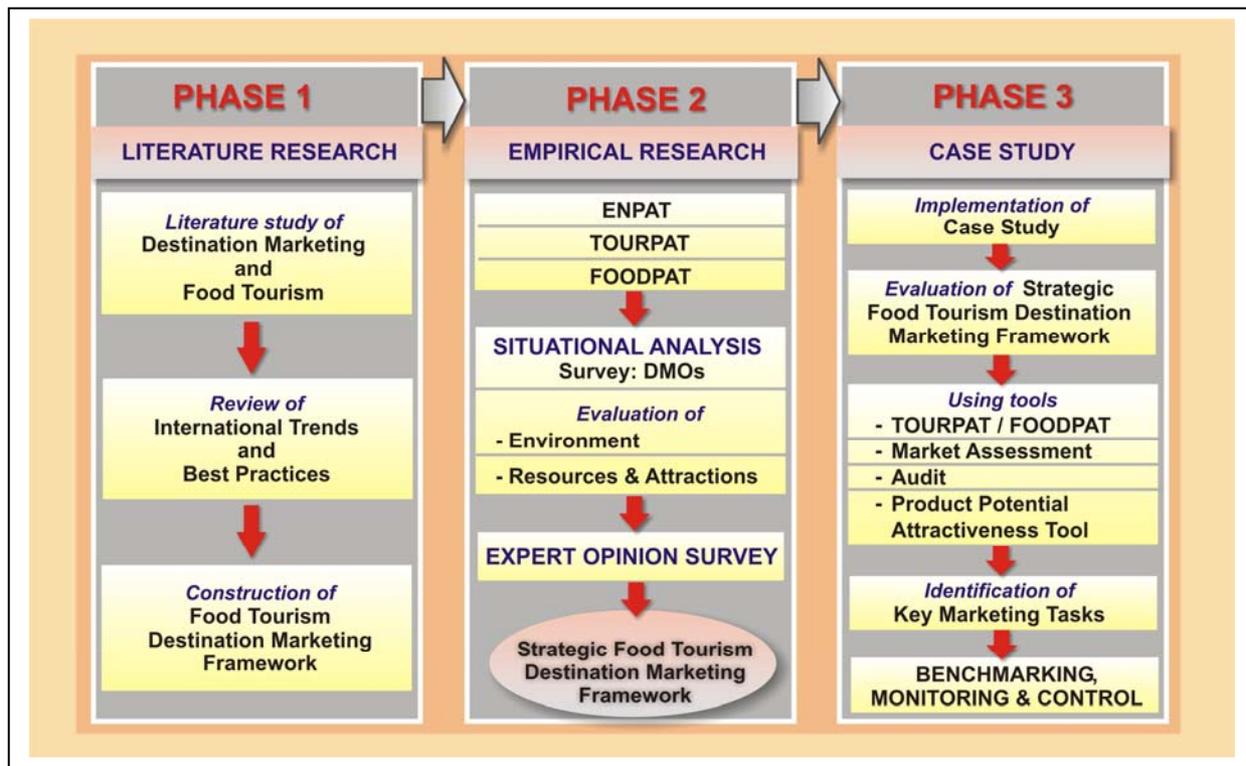


Figure 5.1: Research framework: Approach and methodology

In order to achieve the objectives of the study, the research was executed in three phases (Figure 5.1), where the components of each phase are outlined. In phase one a build-up to the study by means of a thorough review of the existing relevant literature was created and a review of international trends and best practices was appraised (Chapters 2 and 3), culminating in the creation of a food tourism destination-marketing conceptual framework (Chapter 4). This incorporated concepts from the fields of food tourism, destination-marketing and sustainable competitiveness.

Phase two embodied the core of the study in which empirical research tested the derived theoretical basis. The literature study provided sufficient justification for a situational analysis regarding food tourism in South Africa, the focus of Chapter 5. Flowing from this and supported by the assessment of best practice and analysis of survey results of solicited

expert opinions, the Strategic Food Tourism Destination Marketing Framework was confidently developed (Chapters 6 & 7).

In phase three, the outcome of the study, the Strategic Food Tourism Destination Marketing Framework was evaluated in a specifically selected case study with regard to its feasibility in practice and food tourism destination-marketing tasks were indicated (Chapter 8).

5.2.2 Research Design

This study is an exploratory-descriptive study utilising the systems framework as applied in destination marketing. Although tourism can be subjected to a variety of investigative methods, the systems approach is preferred as it has the attribute of meaningfully integrating other approaches into a comprehensive method to facilitate dealing with both the macro and micro issues in the surrounding internal and external environments (Goeldner, *et al.*, 2000:25; Hall, 2000; Keyser, 2004; Laws, 1991; Lumsdon, 1997; Papadopoulos, 1999a).

5.2.2.1 Rationale for an exploratory-descriptive study

Exploratory research concerns the exploration of a relatively unknown and new interest research area as is the case of food tourism (Babbie & Mouton, 2001:79; Mouton & Marais, 1990:43). According to Jennings (2001) findings from exploratory research can be used to create possible categories and determine certain concepts applicable to the new subject of study. Cooper and Schindler (2001:139) conclude that through exploratory research *researchers develop concepts more clearly, establish priorities, develop operational definitions and improve the final research design.* According to Veal (1997) descriptive research is very commonly used in the field of leisure and tourism studies. However, much of this type of research is exploratory, as the main aim in this field is to discover, describe or map patterns of behaviour and actions. Neumann (2000:21) regards descriptive research as providing a picture of a tourism phenomenon, depicting the 'who' and 'how', whereas the 'what' being established by the exploratory component of the research design. Gunn (1994:4) avers that many facets of the tourism phenomena have not been described adequately, therefore descriptive research is of great value as it contributes to the establishment of a basic inventory and assists in decision making and strategy development. One of the aims of this study was to develop a conceptual framework for food tourism as a component of destination marketing, justifying the exploratory-descriptive research approach applied in this study.

An additional reason why this research approach is used is the constant change that occurs regarding tourism phenomena (Heath, 2002). The providers of tourism products and services need to stay abreast of constant changes and respond to changing market conditions. Descriptive research provides the industry with up-to-date information and assists them in managing and strategizing (Cooper & Schindler, 2001; Veal, 1997). Food tourism is a form of niche tourism that constitutes part of the new approach to tourism and as reported earlier, food tourism has received scant attention and, until recently, very little has been published. A combination of the exploratory and descriptive approaches could meet the needs of the providers in the tourism industry with a specific focus on food tourism.

Whilst this study is fundamentally exploratory-descriptive, as it meets the demands regarding the objectives set for this study, the challenge and contribution of this study lies in the ultimate development and the subsequent design and implementation of the Strategic Food Tourism Destination Marketing Framework, which could contribute to theory development and application in the tourism discipline.

5.2.2.2 Applying the mixed method research paradigm

As this study aimed at providing information regarding the food tourism situation in South Africa and applying the resultant Strategic Food Tourism Destination Marketing Framework as a case study, a mixed method research paradigm was selected as the most appropriate paradigm in which to achieve these aims. The specific research methods used in this study suit Miles and Huberman's (1994:41) proposed mixed method in which they suggest four possible combinations in a research design. The following quotation demonstrates how this study (in parentheses) has followed their methodology: *alternation between qualitative exploratory research* (the literature and international trends and best practices review), *that informs the construction of a quantitative data collection tool*, (the survey questionnaire and situational analysis procedure), *followed by further qualitative field work*, (expert opinions and the case study) *to achieve a deeper understanding of the quantitative findings*. Jennings (2001:135) is of the opinion that this combination of methods is a *succession of research projects each informed by the findings of the former and are more like multistage research utilising complementary methodologies throughout the study*. Both quantitative and qualitative data collection techniques were utilised and the various data sub-sets were integrated to achieve the proposed outcomes of the study. The type of study, data collected and the application thereof justified the linking of the methods (De Vos, 1998; Decrop, 1999; Jennings, 2001). The combination of quantitative and qualitative techniques can yield more valid and reliable findings, as several data collection tools and methods were used to gather information regarding the food tourism situation in South Africa.

5.2.2.3 Cross sectional nature of the study

The study is cross-sectional, as the information was collected continuously over a period of twelve months providing a *snapshot of one point in time* (Cooper & Schindler, 2001:136). Exploratory-descriptive research according to Babbie and Mouton (2001) is often cross-sectional, as is the case of this study where the situational analysis regarding food tourism in South Africa deals with a single time frame in the ongoing process of destination-marketing and the use of local and regional foods. This poses an inherent problem regarding the data collected, but is counteracted by the development of tools, TOURPAT and the Product Potential and Attractiveness Tool and an active culinary database, FOODPAT, which could be utilised to monitor the situation regarding the food tourism potential in the various regions in South Africa.

5.2.2.4 Situational analysis approach

To develop a Food Tourism Destination-Marketing Framework and ultimately design a Strategic Food Tourism Destination Marketing Framework a situational analysis research approach was selected for this study. Situation analysis can be used in research projects that draw on a wide variety of information sources (Clarke, 2005). It is considered to be the foundation of marketing planning, utilised for existing operations to determine 'where are we now' (Morrison, 2002:107). In order to achieve the overall goal of this study it was necessary to adopt a research design that would ensure an understanding of the macro and micro environments in a destination regarding the strengths, weaknesses, opportunities and threats that influence food tourism as a component of destination-marketing. Practical use of the Strategic Food Tourism Destination Marketing Framework could assist users and lead to optimising the tourism potential of local and regional foods in destination marketing.

5.2.3 Applying the Situational Analysis Approach

The section details the practical application of the situational analysis to gain insight into food tourism and its role in destination marketing.

5.2.3.1 Rationale

A preliminary investigation of the food tourism phenomenon and the role it plays in destination marketing was necessary prior to developing a strategy and procedure for implementing and assessing food tourism in a destination. It was necessary to adopt a systems-based research approach that would provide a description and identification of the situational and marketing factors, in both the external and internal environments, in terms of the following aspects: their attraction base; marketing tools and strategies; promotional gaps

and constraints; actions and strategies required or in place to address gaps and constraints that play a role in food tourism and destination-marketing. Only once these had been identified and described, could a relevant strategy and procedure be identified to implement food tourism in a destination.

The situational analysis is used in marketing research where it is regarded as the foundation of sound marketing decisions and the central tool in the design and management of any activity or intervention (Morrison, 2002). The National Resources Conservation Service (NRCS) of the USDA (United States Department of Agriculture) (2004:1) define a situational analysis as *a systematic method of collecting, analysing and delivering information about current resource conditions, issues, problems, opportunities and challenges facing stakeholders within a defined geographic area or an area of common interest.*

5.2.3.2 Characteristics and features of the situational analysis approach

The situational analysis includes an assessment of internal strengths and weaknesses, as well as external opportunities and threats (SWOT) and culminates in a SWOT profile (Figure 5.2) regarding the resources and conditions in a destination. The internal and external situation analysis can produce a large amount of information which may not all be relevant (NetMBA, 2005). However, the SWOT profile can also serve as an interpretive filter to reduce the information to a manageable quantity of key issues.

Strengths can serve as a foundation for achieving sustainable competitiveness and may be used to increase market share and the market size. Weaknesses may lead to a destination having a less competitive position. Destinations ought to focus on addressing weaknesses in the following areas: target markets (needs, wants and consumption trends); value to the target market; attraction (product); promotional activities; and marketing communications (Li, Duan, Kinmen & Edwards, 1999; Morrison, 2002).

Opportunities for a destination are potentially positive circumstances. Where there is a demand and the consumer needs are not being satisfied, an opportunity for competition arises. Threats on the other hand are the weak situations a destination experiences (Morrison, 2002). Providing solutions to these problems can contribute to increased competitiveness in a destination (Ritchie & Crouch, 2003).

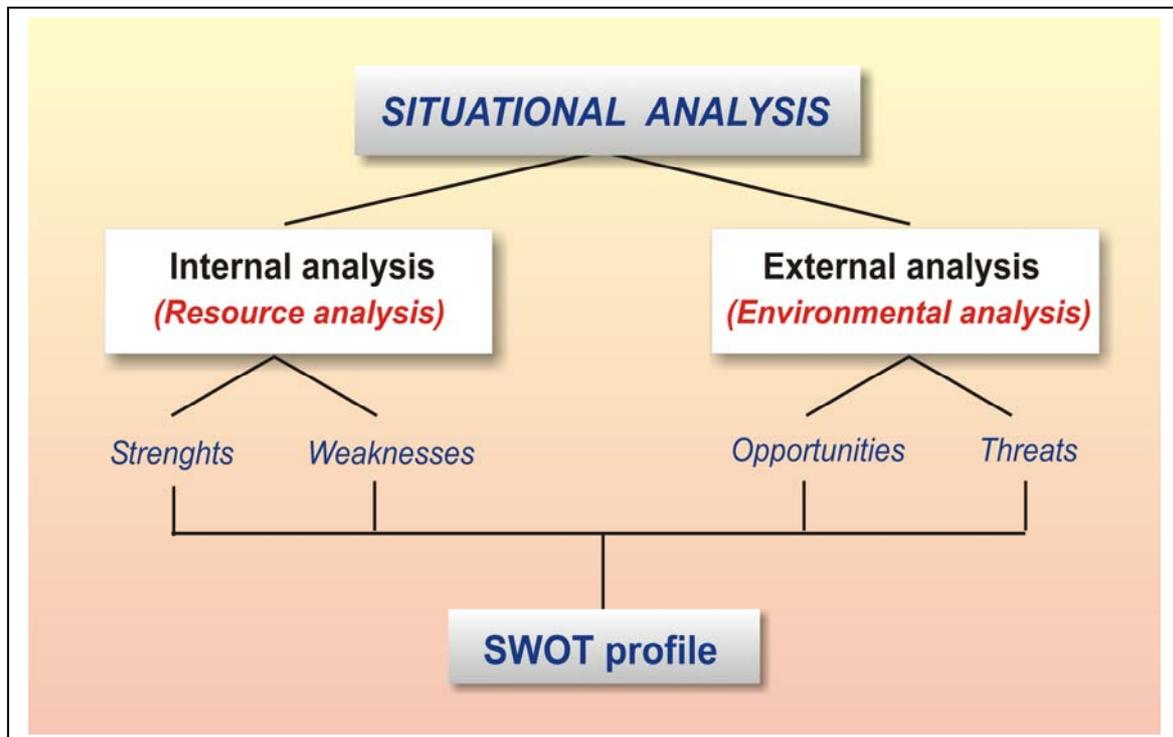


Figure 5.2: The link between a situational analysis and a SWOT profile (adapted from NetMBA, 2005)

By understanding these four aspects of the situation, a destination can better leverage its strengths, correct its weaknesses, capitalise on opportunities, and deter potential threats (NetMBA, 2005). Cognizance of the external opportunities and threats should be taken and then related to the internal strengths and weaknesses in a destination.

With reference to this study, the situational analysis describes the major issues, problems, and needs facing stakeholders in planning and implementing food tourism in a destination. By simultaneously assessing external and internal factors in a region with regard to policies, man-made and natural resources, facilities, services, markets and competitors, stakeholders in destination-marketing can develop and plan for food tourism activities and experiences in the destination. The results of a situational analysis are used by existing operations for long- and short-term marketing planning (Morrison, 2002).

The NRCS of the USDA (2004:2) regard a situational analysis as important for conservation planners as it assists the stakeholders in discovering needs and identifying problems. As food tourism needs to perform a similar function, a situational analysis is an appropriate method of data collection and analysis. The execution of a situational analysis in this study, addressed the *status quo* of food tourism in South Africa and more specifically in the various tourism regions within South Africa. The current status of food tourism was thus identified and the issues surrounding food tourism were highlighted and contextualized. Finally a

strategy to develop and implement food tourism in a destination was identified by DMOs and participating stakeholders.

Advantages and disadvantages have been listed by the NRCS of the USDA (2004:2) and Morrison (2002:108) regarding the use of a situational analysis and will be discussed in the next section.

5.2.3.3 Benefits of applying the situational approach

From the literature it is apparent that there are both advantages and disadvantages in applying a situational analysis. Taking the advantages and disadvantages into consideration the situational analysis approach was selected for this study as it provided the researcher with the opportunity to:

- **Collect a large amount of information** providing a visual picture of the food tourism situation in South Africa on a national, provincial and regional level.
- **Study several locations**, which was a requirement for this study, as initially the whole of South Africa was included in the study (survey) and finally the focus was on a specific region, used as the case study.
- **Include several stakeholder groups** in the situational analysis. Although the focus in this study was primarily on DMOs, in the case study all interested stakeholders were included.
- **Analyse a narrowly defined time period** and continue the analysis over an expanded time period. Although this study is a reflection of a specific time period, utilising the tools and structures, e.g. FOODPAT, TOURPAT and the Product Potential and Attractiveness Tool, information could have been gathered and managed for longer time periods.
- **Generate qualitative and quantitative data** to describe current conditions from a variety of natural resource and social data sources, namely ENPAT, TOURPAT, data from Statistics South Africa; census data regarding the cultural and language representation of the country, tourism reports; promotional material and various policy documents.
- **Integrate different data sets** such as natural resource data and social data and apply the information through a framework, such as the Strategic Food Tourism Destination Marketing Framework, which was developed as an outcome of the situational analysis, to assist DMOs and other stakeholders in developing and implementing food tourism in a destination.
- **Perform an assessment of the current situation**, which provided an outline of recommendations, identified a list of potential activities, and culminated in a

communication plan that could be applied by interested stakeholders regarding food tourism.

Considering the justification for utilising a situational analysis it is clear that it can also be both specific or broad based in its focus and purpose. The strategic planning of destination marketing commences by asking the question 'where are we now?' (Heath, 2002). This study sought to identify the situation 'where are we' and simultaneously 'where would we like to go' thereby dealing with the present and the future simultaneously. The execution of a situational analysis of this nature can benefit the DMOs, other stakeholders, tourists, the destination, the tourism region, and finally the country as a whole. Furthermore Heath (2002:32) also contends that *it is important that marketing goals, objectives and strategies are not determined and implemented until this analysis is completed*. The steps in conducting the situational analysis are discussed in the next section.

5.2.3.4 Steps in conducting the situational analysis

As the aim of the situational analysis is to collect, analyse and deliver information, the following seven steps as adapted from the National Resources Conservation Service (NRCS) (2004:2) and the Tourism Recreation Research and Education Centre of the New Zealand Ministry of Tourism (2003:2), were executed to conduct the situational analysis regarding food tourism in South Africa:

1. Identification of the situation, using physical, planning, and social boundaries

Geographic Information Systems (GIS) were used to define physical boundaries. In this study the provincial boundaries, magisterial boundaries and tourism region boundaries were identified using GIS. The geographical data required for geographical references came in the form of study place names, postal codes and addresses. This identification allowed for grouping of regions regarding tourism attractions, food tourism marketing activities, food products and language and cultural group orientation in South Africa.

2. Identification of and contacting DMOs and stakeholders in the various tourism regions to introduce and discuss the food tourism situation in South Africa

This step was initiated by attending INDABA, the annual South African tourism-marketing exhibition in 2001 (pilot study) and 2002 (final study). Leading South African destination and tourism product marketers, from the public and private sector as well as key overseas tour operators attended this tourism exhibition.

3. Compilation of a database of all the DMOs, Tourism business Units (TBUs), stakeholders, individuals, and groups, with an interest in food tourism issues

A major goal was to ensure that all DMOs and relevant interest groups and individuals were included in the database so as to gather the relevant information and determine a representative profile of the situation regarding food tourism in South Africa. Information was sourced from tourism offices on a national, provincial and regional level. Local tourism offices and other stakeholders interested in food tourism were also included in the database.

4. Gathering of information from secondary or existing sources to describe the resource conditions relevant to this study

• ***Information from secondary sources:***

Secondary data collection concentrated on the compilation and analysis of existing statistical data, policy papers and promotional literature from a wide range of sources, including South African national data banks, research centres, governmental ministries, tourism development agencies and distribution companies such as KPMG and Grant Thornton and the Internet. Secondary data was used to establish patterns and trends in the agriculture, tourism and related food infrastructure sectors.

A description of the resource conditions of this study was obtained from various sources namely:

- an existing database ENPAT/TOURPAT which is an Environmental Potential Atlas (ENPAT) developed by the Department of Environmental Affairs and Tourism in collaboration with the University of Pretoria. It is a collection of environmental, social and economic geo-referenced (geo) graphical features, which are linked to an attribute database on national, provincial and regional levels. TOURPAT (Tourism Potential Atlas) is a more focused database which includes cultural data and data on tourist attractions; and
- the culinary database, FOODPAT, which was developed through the execution of a secondary data analysis. The information was sourced and analysed by studying the following material:
 - EXPLORE [a comprehensive book containing tourism information of all the tourism regions in South Africa];
 - promotional material of the tourism regions in South Africa (collected at INDABA);
 - available websites of the tourism regions in South Africa; and

- the VEZA compact diskette, containing comprehensive information of tourism in South Africa.

FOODPAT, the culinary database and culinary atlas, are additional features and components that were incorporated into TOURPAT to function as a decision support tool for strategic destination management.

The parameters and data (Annexure 3) were extracted from the ENPAT/TOURPAT database and assisted in highlighting the potential for sustainable and competitive development of food tourism within a destination. Furthermore, gaps and constraints relating to the potential of food tourism development in a region were identified and the opportunities and strengths highlighted in a region to facilitate the planning and implementation of strategic marketing.

Microsoft Access was used to develop FOODPAT and the information was organised, classified and arranged in specific groups to facilitate a user-friendly version of the database and for possible analysis of the data. The information was transposed and then saved in Excel format in preparation for statistical analysis. A programme specialist and a research assistant performed the development of FOODPAT. The researcher was not directly involved in the secondary data analysis personally but participated in the monitoring of the statistical analysis procedures. That technical expertise could support this important part of the research contributed greatly to the reliability of the data collection procedure.

FOODPAT³, (Annexure 4), comprises of three main fields:

- the food resources of the environment and existing food products, which forms the basis for FOOD INFORMATION;
- places of FOOD interest that serve as FOOD ATTRACTIONS for tourists e.g. a factory, wine estate, store, farm stall, restaurant and culinary heritage; and
- FOOD EVENTS that take place or are offered because of the existing resources and food attractions e.g. wine routes, cheese festivals and so forth.

³ The food product information, food attraction and food event data included in the culinary database FOODPAT was extracted from tourism information sources available at the time the survey was carried out. It reflects the information from a tourism attraction perspective and does not presuppose to include all available information regarding the presence and distribution of food, events and attractions.

5. **Gathering of information from primary data sources**

Data from primary sources consisted of a stakeholder survey, utilising a questionnaire that was mailed electronically to all DMOs in South Africa, and a local and global expert opinion survey utilising a semi-structured personal individual interview technique.

- **Stakeholder survey:**

The key focus and objective of the survey was to perform a situational analysis of South Africa's current usage of food as destination product and marketing tool: The following issues were addressed in the survey:

- **Position of Tourism Attraction:** Included the position of destinations with attractions; the positioning of food tourism as an attraction; and the perception of constraints associated with food tourism as an attraction.
- **Marketing and Promotion:** Involved determining the marketing tools and strategies used to promote food tourism at a destination; determining the perception of constraints / promotional gaps in the marketing of food tourism; determining the perception of actions required to address gaps/ constraints linked to the marketing of food tourism; and determining the perception of strategies required to optimize food tourism at a destination.

- **Expert opinion survey:**

An expert opinion survey was conducted by means of semi-structured in-depth interviews regarding the following: comment on food tourism perspectives locally and nationally; the importance of food tourism in their field of expertise; suggestions for the development, organisation and marketing of food tourism locally and nationally; and recommendations for food tourism in South Africa.

6. **Analysing the situation**

The collection and collation of data from the primary and secondary sources constituted the external (environmental) and internal (resource) analysis, a key component of the situational analysis and major determinants of the SWOT profile.

- **External (environmental) analysis:**

The external environmental analysis comprised the compilation of a profile of a destination regarding the opportunities and threats pertaining to the **macro-environment analysis, market analysis** and **competitor analysis**. The constant

change that occurs in the environment required that an analysis of the present environment and the probable future environment should be executed first, so as to determine the major **threats and opportunities** for the destination and the respective stakeholders in the destination.

The business units and stakeholders cannot control the environmental forces that affect a destination. For a DMO to be effective, synergy is required between the environmental opportunities and the marketing strategy (Heath, 2002). Continuous environmental scanning to determine trends can assist DMOs to anticipate changes and determining the subsequent opportunities in a destination.

An **opportunity** is the chance to introduce a new product or service that can generate superior returns. Opportunities can arise when changes occur in the external environment. Many of these changes can be perceived as **threats** to the market position of existing products and may necessitate a change in product specifications or the development of new products in order for the destination to remain competitive (NetMBA, 2005).

Changes in the external environment may be related to:

- macro-environmental factors e.g. economic environment; political and regulatory environment; new technology; social changes; and ecological factors;
- existing and potential markets: customers/consumers; market trends; and
- key competitors; suppliers; partners.

The SWOT profile is a summary of the external environmental factors listed as opportunities and threats with regard to the macro-environment analysis, market analysis and the competitor analysis (NetMBA, 2005).

- **Internal (resource/ attraction) analysis:**

The internal (resource) analysis comprises a comprehensive evaluation of the internal environment's potential **strengths** and **weaknesses** in comparison to competitors and provides a destination with a base with which to develop an effective positioning strategy (Heath, 2002). Factors that were included in the food tourism internal analysis by DMOs, included the following: **Attractions; Accessibility; Amenities; Activities; Ancillary services; Attitude; Available packages** (Heath, 2002:66).

The SWOT profile summarized the internal factors of the firm as a list of strengths and weaknesses. Heath (2002:75) is of the opinion that *these strengths and weaknesses indicate the degree to which environmental opportunities can be exploited and threats avoided.*

- **SWOT profile:**

On completion of the situational analysis, a SWOT profile was generated and used as the basis of goal setting, strategy formulation, and implementation. The completed SWOT profile was arranged as portrayed in Figure 5.3. When a strategy is formulated, the interaction of the quadrants in the SWOT profile is important. The strengths are leveraged to pursue opportunities and to avoid threats, and DMOs are alerted to weaknesses that need to be overcome in order to successfully pursue opportunities (NetMBA, 2005).

The methods used to acquire the inputs to the SWOT matrix affect the quality of the analysis. The information was therefore obtained utilizing appropriate and thorough methods and techniques. The quality of the analysis was greatly improved as a variety of both quantitative and qualitative methods and tools were utilized as proposed by the execution of the situational analysis (National Resources Conservation Service, 2004; NetMBA, 2005)

INTERNAL	
Strengths	Weaknesses
1.	1.
2.	2.
3.	3.
EXTERNAL	
Opportunities	Threats
1.	1.
2.	2.
3.	3.

Figure 5.3: SWOT profile (adapted from NetMBA, 2005)

A SWOT analysis is useful for reducing a large quantity of situational factors into a more manageable profile, however the SWOT framework has a tendency to over-simplify the situation by classifying the environmental factors into categories in which they may not always fit (NetMBA, 2005; Panagiotou & van Wijnen, 2005). What is more important than the mere classification of these factors is an awareness of them and the development of a strategic plan to use them to the advantage of the destination. To counteract this limitation the information from the three datasets was integrated to affirm the situational analysis.

7. The compilation of results, conclusions and recommendations

The data analysis and presentation of the data concluded the situational analysis procedure. This is presented in Section 7.3 and the SWOT profile is included in the compilation of the Strategic Food Tourism Destination Marketing Framework and identification of proposed guidelines.

The data collection for this study comprised the stakeholder survey and the expert opinion survey. The following sections outline the compilation of the study group, the methods of data collection and the procedures of data analysis for both the stakeholder group and expert opinion group.

5.3 KEY STAKEHOLDER SURVEY

The focus group for this study were DMOs on provincial and regional levels in South Africa. The incorporation of local tourism offices in each region was included as a component of the participating group of respondents, as these local offices represented the region. The use of local and regional food as a marketing tool/strategy in destination marketing at this level was determined and their potential for incorporating food tourism in their operations was assessed. A Strategic Food Tourism Destination Marketing Framework and guidelines regarding the development and implementation of food tourism in a destination was proposed as an outcome of the analysis of data gathered.

5.3.1 Study Population

In research the term 'population' defines the entire group of phenomena under study as specified by the objective of the research (Yoon, 2002). Jennings' (2001:136) view of a population is applied to this study as indicated in parentheses: population comprises *all the study subjects (DMOs) or study units* (provincial tourism boards and regional tourism offices)

that are the focus of the research project. As the objective of this study was to determine the role of local and regional food in destination marketing, the target population of this study was the governmental DMOs of all the provinces and tourism regions in South Africa. The study area showing the nine provinces and 55 tourism regions is presented in Figure 5.4⁴. Nine provincial tourism boards, 55 regional tourism organisations and 182 local governmental tourism offices in the magisterial districts of each region constituted the target population (Figure 5.5). Since these official bodies represent the provincial tourism boards and regional tourism offices. Eliciting the opinions of their representatives was a sensible choice as Heath (2002) points out, they have the capability, the structure, the capacity and necessary systems to implement the destination marketing strategy in the various provinces and tourism regions.

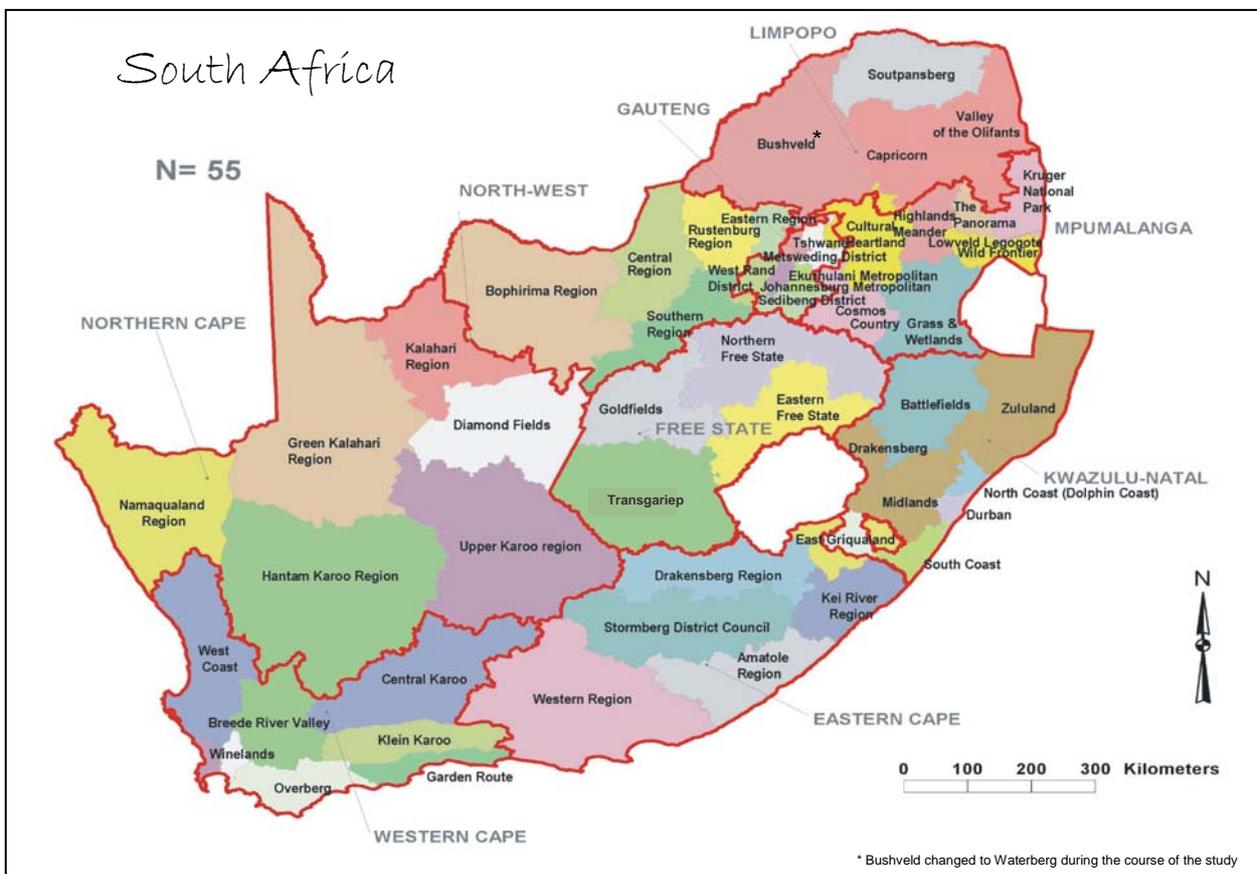


Figure 5.4: Study area: Provinces and tourism regions of South Africa (adapted from ENPAT, 2001)

⁴ The names of the tourism regions used are as they were allocated in 2001 and portrayed in ENPAT when the survey for this study was performed. The name Bushveld has subsequently changed to Waterberg.

5.3.2 Census Procedure for Survey

The size of the study target population [N=246], namely, the DMOs in all provinces and regions, was accepted as reasonable. Number-wise it is small enough to be manageable yet it is large enough to accommodate the inherent characteristic of the population being investigated. This procedure can also be described as saturation sampling or a saturation survey since it involves a *unique population that is not too large* (Jennings, 2001:446). Cooper and Schindler (2001:164) would refer to this method as a ‘census study’ in which all elements of the population are counted. They insist that, in this case, two conditions would determine its feasibility: (i) *when the population is small and (ii) necessary when the elements are quite different from each other*. This study complies with both requirements as all governmental DMOs were included and the resource analysis of all the tourism regions differed from one another regarding local and regional foods. When a sample is small and variable, as is the situation in this study, any sample that is drawn may not be representative resulting in inaccurate calculated values regarding the population. As the survey for this study was executed electronically, cost and speed of data collection were not factors that had to be taken into consideration. The important aspect was the accuracy and the availability of population results, both aspects that verified the taking of a census appropriate for this study.

Provincial Tourism Boards (9)								
GP	FS	NW	LIM	KZN	EC	WC	NC	MP
Regional Tourism Organisations (55)								
6	4	5	4	8	6	8	6	8
Local Tourism Offices (182)								
3	8	3	16	30	19	80	8	15
Total (N) (246)								

Figure 5.5: Breakdown of provincial, regional and local tourism offices in South Africa

The target population was identified from official listings for all provincial, regional and local tourism offices in South Africa. A database was compiled giving the name of the DMO, its province, region and magisterial district it represented, the contact person, the postal

address, e-mail address, telephone and fax details. The information was sourced at INDABA, from the various websites of the provincial, regional and local tourism offices and from promotional material of the various regions regarding their local tourism offices. The accuracy and completeness of the database was verified by recording the contact details and status of each DMO. Each office was electronically or telephonically contacted, to verify the information and to add any missing information.

The total target population was included in the study and a questionnaire was electronically mailed to each of the 246 DMOs. A response rate of 45,5% was achieved for this study as 112 questionnaires were returned. It is important to achieve a high response rate when utilising an electronic mail-based survey to keep response bias to a minimum. The total of the provincial (Variable 76), regional (Variable 77) and local office (Variable 78) responses was computed and the response rate of each of the nine provinces individually calculated.

Two important factors to take into consideration regarding the response rate are: the percentage response rate; and the number of responses received (Cooper & Schindler, 2001). Babbie and Mouton (2001:261) regard a response rate of 50% as adequate for analysis and reporting, whilst Cooper and Schindler (2001:314) consider mail surveys with a return of 30% as satisfactory. The percentage response rate reflects the number of respondents participating in the survey divided by the total population that returned their questionnaires expressed as a percentage. The response rate for mail surveys is generally lower when compared to surveys in general. As this study is classified as a mail survey a lower response rate is considered acceptable.

5.3.3 Data Collection Design

The data collection process, access to the respondents, the data collection techniques and procedures used regarding data gathering for this study are discussed in the next section.

5.3.3.1 Data collection instruments

Phase two, which constituted the empirical research executed for this study as illustrated graphically in Figure 5.1, utilised two primary research methods and a secondary method for data collection. A self-administered survey method, in the form of an electronically mailed structured questionnaire, which was both, web-based and in Word format, constituted the quantitative component of the study (Annexure 5). An expert interview survey constituted the qualitative component of the study. The compilation of the FOODPAT database entailed a destination marketing audit regarding the environment, relevant resources, competitors and

existing and potential markets. The measurement instruments utilised to gather primary data are discussed in the next section. The destination-marketing audit is described as component of the situational analysis as step number '4' in Section 5.2.3.4 and concerns information gathered from secondary sources. The destination marketing audit is primarily a data mining procedure that integrated information from various sources and the questionnaire and contributed to elements of the SWOT profile.

5.3.3.2 Stakeholder questionnaire

The electronically mailed questionnaire was used as data collection method for the quantitative part of the research (Annexure 5). According to Schonland and Williams (1996) surveys which are sent via electronic mail to a selected group of people who have been approached to participate in the study, lead to a more successful response rate. Moreover it is recognised as a method that delivers reliable results; provides access to the required information; and is easily processed. The questionnaire consisted primarily of close-ended questions but some open-ended questions were also included to accommodate answers that did not fall into specific categories. The questions covered information regarding the attractions of the particular destination; the role of food as a key or supportive attraction; marketing tools and activities applied by destination marketing organisations; marketing constraints and gaps and possible strategies that can be applied to market the food experiences of a destination. The questionnaire was divided into three sections its structure is summarised in Table 5.1.

Table 5.1: The Structure of the self-administered stakeholder questionnaire

SECTION	ATTRIBUTES	QUESTIONS
1	Destination attractions	Question 1.1
	Food as destination attraction	Questions 1.2 – 1.3
2	Marketing	Question 2.1
	Marketing strategy/tool	Question 2.2
	Promotional gaps / constraints	Questions 2.3 – 2.4
	Actions	Question 2.5
	Strategies	Question 2.6
3	Contact information	Question 3.1
	Recommendations	Question 3.2

The questions in Section 1 and 2 were such that the respondents had to either select the most appropriate answer or to select all appropriate options as listed. Question 3.2 was the only open-ended question and was the final question of the questionnaire to facilitate analysis and classification of the responses received. These features of the questionnaire facilitated the ease of completing the questionnaire and consumed less time, which

contributed to the accuracy and precision of the information supplied by the respondents, and therefore enhanced the reliability of the data collected.

Section 1 contained questions 1.1 to 1.3 regarding the attractions of the destination. Question 1.1 determined the respondents' perception or assessment of the attractions in their destination (province/region) by means of rating the type of attraction as key/supportive/minimal attraction/ no attraction, by means of a 4-point rating scale where '4' indicated key attraction, '3' supportive, '2' minimal and '1' no attraction. In question 1.2 determined the key components of food as an attraction at a destination were listed as six items reflecting the perceived key components of food tourism as an attraction in a destination, namely routes, festivals, events, attractions, restaurants and local/regional products, of which the respondent could select all options. Question 1.3 six suggested reasons for food not being regarded as an attraction at the destination were given, namely funds, insufficient knowledge, marketing efforts, unaware of tourism potential, limited potential for food tourism and other attractions being more important, of which the respondent could select the main reasons therefore. Respondents were required to select what they felt were the main reasons for this, but could give all listed options.

Section 2 covered the marketing aspects regarding local/regional food at a destination. Questions 2.1 required the respondents to identify whether food is used as a marketing tool. If the response was positive, question 2.2 offered a list of 14 items representing the various marketing strategies and tools, used to promote local and regional food as an attraction. From these a respondent had to select a response. Question 2.3 required a respondent to identify any gaps/constraints that existed in the promotion of food as an attraction. If the response was positive, Question 2.4 consisting of 13 items identifying the gaps and constraints regarding the promotion of food at a destination, had to be answered. Question 2.5 contained 12 items determining that would explain the respondents view regarding actions required addressing the gaps and constraints. Question 2.6 suggested 12 items that could determine the respondent's opinion regarding the importance of possible strategies to optimise the food tourism potential of a destination by means of a 3-point scale where '3' indicated major importance, '2' limited importance and '1' no importance.

Section 3 covered the contact information, which was crucial for the analysis and integration of the three data sets of this study, namely the survey data, FOODPAT information and the TOURPAT information. Since GIS techniques were applied to geo-reference their data, the respondents had to provide information regarding their geographical orientation. The province (V76), the region (V77) and the Town/Magisterial district (V78) were recorded.

Additional contact information was gathered to facilitate further liaison and to check the correctness of the database.

Once the final survey questionnaire had been developed, the questionnaire that included a cover letter (Annexure 6) was sent via e-mail to all the DMOs.

5.3.3.3 Pre-test and pilot study procedures

Prior to collecting the main data for the study a pilot study was conducted to test the questionnaire in order to improve clarity, readability and ensure comprehensibility. Once the initial survey questionnaire was developed, based on an extensive literature review and the objectives of the study, the initial pre-test survey questionnaire was circulated to several faculty members, statistical advisors, graduate students in the Department of Tourism Management at the University of Pretoria and selected stakeholders in the tourism industry. The main purpose of this procedure was to evaluate the questionnaire for content and validity as a measurement tool, prior to distribution. Secondly, to establish if it was necessary to review the survey design, layout, and wording, or clarify any ambiguous measurement items. Participants were encouraged to provide feedback regarding the survey questionnaire and comments were accommodated in its revision.

To then execute the pilot study, the corrected questionnaire was distributed to a group of 80 stakeholders in food tourism and South African local, regional and provincial DMOs that were represented at INDABA during 2001. From the pilot study the researcher was able to ensure that the categories provided for the questions were valid and reliable, that the terms were understandable, that the question flow was logical, that the time required to complete the questionnaire was acceptable and, especially, that the questionnaire was suitable for analysis. Of the 80 questionnaires distributed 58 were returned and suitable for analysis. Jennings (2001:253) not only justifies the necessity of a pilot study but also recommends that at least 50 participants should be involved in the pilot study to determine the effectiveness of the tool, its implementation and its analytical capability. The questionnaire process implemented for this study met these requirements. The only adjustments made to the final questionnaire were the incorporation of additional categories in questions that were presented in the open-ended questions by the participants of the pilot study.

5.3.3.4 Data collection procedures

Since the major focus of this study was a South African situational analysis regarding the use of local and regional food in destination marketing, a situational analysis approach was followed, as outlined in Section 5.2.3. The target population was provincial and regional

DMOs in South Africa identified utilising information available from the Government website, provincial and regional mailing lists and promotional material of the tourism regions within South Africa. The contact information was also sourced and verified at INDABA during 2001 and 2002, as all the provincial and governmental offices were represented there. The self-administered survey questionnaire, which was finalised from the pilot study, was electronically mailed to 246 DMOs during October 2002. The completed questionnaires were collected until February 2003. Prior to sending the survey questionnaire, respondents were contacted telephonically and electronically to request them to participate in this research and in the survey process. Reminder e-mails with the questionnaire attached and instructions for accessing the website for retrieving the questionnaire were sent in November 2002 and again in January 2003 to the DMOs who had not yet responded. The reason for the time lapse between the initial survey and the reminders was the December-January vacation break and the workload of the DMOs during that period of time, as this is an active tourism period in South Africa.

To reduce the possible sources of error during data collection by means of the questionnaires, these precautions were taken: A cover letter was attached to the questionnaires to emphasise the purpose and need for the study. In an effort to motivate respondents to answer questions seriously and truthfully, the cover page stated the researcher's affiliation and informed the respondents of guaranteed confidentiality and that the information would not be made public. Furthermore, an additional incentive was that FOODPAT and TOURPAT would be available so that it could be utilised by the DMOs to assist them in developing and implementing food tourism in their regions. The returned questionnaires were checked to ensure that they came from the identified target population. To minimise error and facilitate data capturing and analysis, all close-ended questions were pre-coded. The returned questionnaires were coded to enable computer data analysis. The preceding procedures contributed to the reliability and validity of the study.

5.3.4 Data Analysis

The purpose of analysis was to establish an integrated and coherent understanding of the findings, to integrate the various datasets with one another and to provide a coherent situational analysis of the use of local and regional foods in destination marketing, culminating in a SWOT profile. The conceptual food tourism destination-marketing framework as developed in Chapter 4 served as a model for the evaluation of the data. The research data for this phase of the methodology originated from the stakeholder survey, the expert opinion survey and the compilation of FOODPAT.

The quantitative data collected was coded as numerical representations to facilitate statistical analysis, which was performed utilising the software package Statistical Analysis System (SAS), Version 8. According to Jennings (2001:303), the software package enables researchers to:

- *Enter and store data.*
- *Utilise retrieval strategies.*
- *Engage in statistical analyses.*
- *Generate graphs and reports.*
- *Manage research projects.*
- *Write reports.*

In this regard the researcher followed the advice of others for example Babbie and Mouton, (2001), Jennings (2001) and Veal (1997) with regards to statistical analysis and collected data. Codes were allocated to each of the response sets in the questionnaire, and numerical codes were assigned for each response. These responses were converted into a series of numbers for capture using SAS for further statistical analysis. The researcher cleaned and checked the data by examining the coded data for any incorrectly assigned codes and corrected the errors by reviewing the original data.

As this study was a situational analysis, the data was analysed using descriptive statistics and integrated with the data from the other data sets (Expert Opinion Survey, FOODPAT and TOURPAT). The integration of the data from the various sources and collected utilising a variety of methods contributed to the validity and reliability of the data. Descriptive statistics were used to meet the objectives set for this study, which entailed the execution of a situation analysis of South Africa's current usage of local and regional food as destination attraction/experience and marketing tool. The data presentation includes graphs, frequency and percentage distributions to summarise, tabulate and present data in a manageable form.

The data obtained from the DMO survey was analysed statistically. The analysis sheets constitute 322 pages and are available from the researcher. The expert opinion survey is discussed in the next section.

5.4 EXPERT OPINION SURVEY

5.4.1 Expert Group

The selection of individuals with expert knowledge regarding food tourism, both locally and internationally, was done by means of purposive and snowball sampling. According to Jennings (2001:139), when applying purposive sampling the researcher decides who will be involved in the study based on their knowledge base and the focus of the study, as was the situation in this study where experts in the field of food tourism were selected. Snowball sampling is used with difficult to reach participants and when the researcher is not informed regarding the *network connections* (Jennings, 2001:139). In this case the researcher identified other experts on recommendation of the initial identified participants. Consequently, there is no specified sampling frame for selecting the experts in this study, as the researcher relied on informal networks of association between experts in the field of food tourism. Twenty local and ten international experts were selected from the areas listed below:

- Food tourism event planner and coordinator.
- Local and regional champion in the food tourism industry.
- Leading chefs.
- Media specialists in the food tourism area.
- Tourism and hospitality leaders utilising food tourism as promotional tools.
- Leading company personal responsible for food tourism development and marketing.
- Culinary heritage specialists.
- Local community leaders/organisations utilising local and regional food as a marketing tool.
- Leading academics in the food tourism field.

5.4.2 Data Collection Design

The expert opinion survey represents the qualitative method of gathering, processing and utilising important information from a group of experts on food tourism (Papadopoulos, 1999b). Expert sampling is the selection of 'experts' as identified by the researcher, and these are people who have *specialist knowledge with which to make informed opinions or comments* (Jennings, 2001:140). Celliers (1973) is of the opinion that experts help to define the situation more definitely and assist the researcher in gaining important information

regarding the practical and technical aspects of the research process. De Vos (1998:181) contends that the purpose of expert interviews is to discover unknown perspectives and to confirm or reject the researcher's own views. The interview and questionnaire used for the interview check (Annexure 7), covered the following: food tourism perspectives locally and nationally/internationally; the importance of food tourism in their field of expertise; suggestions for the development, organisation and marketing of food tourism locally and nationally; and recommendations for food tourism development in South Africa.

This study used of more than one data source to gather information regarding the use of local and regional food as a marketing tool in destination-marketing: primary data from the stakeholders and experts and secondary data from various databases and relevant literature. In addition stakeholders completed a questionnaire and an expert opinion survey was conducted. These techniques supported the construct validity of the research. The application of pre-testing and executing a pilot study contributed to the increased validity of the questionnaire and reliability of the study.

5.4.2.1 *Expert opinion interviews*

A representative number of experts, both locally and internationally were approached for their experience and opinions regarding food tourism. The survey was executed to verify the information gathered from the stakeholder survey and to discover any additional unknown perspectives. The 'snowball' method, where one expert puts the researcher into contact with another expert, was used to contact experts representative of spheres of experience in the field of food tourism. Twenty local experts were contacted telephonically and a personal meeting arranged. Information was gathered using a semi-structured face-to-face interview schedule. Tape recordings were made of the interviews and this enabled the researcher to pay close attention to the discussion. Transcriptions were made after all the interviews had been completed. Each interview lasted approximately 30 minutes. The researcher explained the aim and importance of the study to the respondent prior to conducting the interview. The respondents were assured that the information recorded would be used only for the academic purposes of the study.

Semi-structured interviewing is based on the use of an interview guide (Jennings, 2001; Veal, 1997), which is a written list of questions and topics which need to be covered in a particular order. The interviews were broadly guided by the following five questions:

1. What are your views on food tourism in general?
2. What are your perspectives regarding food tourism in your area and in South Africa?

3. What role does food tourism play in your area of expertise?
4. What suggestions can you make regarding the development, organisation and marketing of food tourism in your area/ in South Africa
5. Do you have any further suggestions/ ideas/ recommendations for food tourism development in South Africa?

The respondents were free to expand on the topic and to relate their own experiences and views. The interviewer intervened only for clarification of concepts and ideas. Blanche and Durrheim (1999) and Veal (1997) conclude that the benefits of an unstructured interview include the opportunity it affords the interviewer to interact with the respondents in a conversational setting so as to get to the core of the subject under discussion. Semi-structured interviews are generally the most useful, as they allow full exploration of the topic, yet retain a degree of structure, which ensures that most of the information obtained is relevant and manageable (Veal, 1997).

Ten international experts involved with food tourism, were contacted via e-mail and were asked to complete the open-ended questions from the expert interview schedule used for the local experts. The questions were e-mailed to the respondents, which they completed and returned to the researcher. No restrictions were made regarding the length of responses made.

5.4.3 Data Analysis

According to Blanche and Durrheim (1999), qualitative analysis tends to be primarily an inductive process of organising data into categories and identifying patterns. For this study a content analysis method was followed to analyse the qualitative component of the data gathered. To allow for assessment of the qualitative data, the presentation of the data presented the opinion of the majority with discrepancies being recorded where appropriate. This allowed for additional and in-depth perspectives of experts in the field of food tourism. The data collected in the expert opinion surveys was transcribed and analysed by classifying, organising and coding the information, and placing it in a framework based on the interview checklist. As suggested by several other researchers and specifically noted by Babbie and Mouton (2001), Jennings (2001) and Veal (1997), the essence of the analysis procedure was to return to concepts, the aim and objectives of the research, and begin to sort and evaluate the information gathered in relation to the questions posed. In this way an explanation of the actual meaning of the data and logical reasoning was achieved. The procedure was complete when the researcher felt that the interpretation could be shared with DMOs and

other stakeholders interested in food tourism and that it would make a meaningful contribution to theory. The analysis was performed for its potential to identify core content and trends regarding food tourism planning, implementation and management.

To sum up, the data was analysed utilising procedures deemed suitable for the study after being collated and applied in the construction of a Strategic Food Tourism Destination Marketing Framework. This, in turn, was assessed for implementability in a selected case study. The results collected from the case study were summarized and the findings and possible recommendations for strategy planning and future research were identified. Data analysis and interpretation were described in the discussion on the research design and summarised in tabular form in Table 5.2. The objectives of the study were correlated to the method of data analysis and the data set or source of data identified.

5.5 VALIDITY AND RELIABILITY

The value and applicability of the results of any research study are determined by the validity and reliability of the respective data collection methods. Validity implies the extent to which the information collected by the researcher truly reflects the phenomenon being studied (Babbie & Mouton, 2001; Jennings, 2001; Neuman, 2000; Veal, 1997). Reliability refers to the extent to which research findings would be the same if the research were to be repeated at a later date or with a different sample of subjects (Babbie & Mouton, 2001; Jennings, 2001; Neuman, 2000; Veal, 1997).

From the preceding perspectives it is clear that requirements regarding validity and reliability of the study were taken into consideration throughout the study. A summary of the validity and reliability requirements is presented in the next section.

5.5.1 Validity

Prerequisites for generalisation of findings entail using a representative sample of the target population and ensuring a sizable and representative response. Steps to ensure the aforementioned were met, as the entire target population was included in the study and a census was performed to gather the relevant data.

Table 5.2: Data analysis methods according to objectives of the study and data sets/sources utilised for analysis

DATA ANALYSIS		
OBJECTIVE	METHOD	DATA SET / SOURCE
Development of a theoretical framework providing a strategic context for food tourism in destination marketing	Literature review; secondary data analysis (SDA) [chapters 2-6]	Literature; FOODPAT
Execution a situation analysis of South Africa's current usage of food as destination product and marketing tool	Secondary data analysis (SDA) Primary data analysis: questionnaire (descriptive statistics); expert interviews [Chapters 6-7])	FOODPAT TOURPAT / ENPAT Questionnaire Expert interviews
Exploration of current best practices both nationally and internationally	Secondary data analysis (SDA) Website analysis Primary data analysis: questionnaire (descriptive statistics); expert interviews [Chapter 4]	FOODPAT Questionnaire Expert interviews Web Site Analysis
Establishment of key elements of competitiveness from a food tourism perspective	Literature: competitiveness framework analysis; ENPAT / TOURPAT mapping analysis by establishing relationships between the variables and identifying spatial patterns and distributions to verify elements of competitiveness regarding food tourism in South Africa [Chapter 2]	Literature FOODPAT TOURPAT / ENPAT
Development of a Product Potential and Attractiveness Tool, an audit / inventory and food tourism competitiveness assessment which will contribute to the development of a Strategic Food Tourism Destination Marketing Framework for optimal and responsible development and marketing of food tourism	Combination of qualitative and statistical methods of analysis ENPAT/TOURPAT mapping analysis by establishing relationships between the variables and identifying spatial patterns and distributions [Chapter 6 –7]	FOODPAT TOURPAT / ENPAT Questionnaire Expert interviews
Application of the Strategic Food Tourism Destination Marketing Framework in a selected case study to determine the 'implementability' of the framework	Organization of data; categorisation of data; interpretation of information; identification of patterns; portrait construction of case [Chapter8]	FOODPAT TOURPAT / ENPAT Questionnaire Expert interviews Case Study
Provision of recommendations and guidelines for the implementation of the Strategic Food Tourism Destination Marketing Framework in the South African context	Summary of interpretations and applications. [Chapter 9]	FOODPAT TOURPAT / ENPAT Questionnaire Expert interviews Case Study

5.5.1.1 Content/theoretical validity

Content/theoretical validity refers to what extent a measure covers the range of meanings included within the concept (Babbie & Mouton, 2001). To support content validity the following steps were taken whilst compiling the DMO survey questionnaires:

- a wide variety of sources were consulted in order to identify the aspects applicable to the use of local and regional food in destination marketing;
- literature sources for the literature review were obtained via an electronic and library search;
- experts from the hospitality and tourism industries evaluated the questionnaire for content and measurement validity; and
- a pilot study was executed to test the questionnaire and to ensure its validity.

5.5.1.2 Construct validity

Construct validity is based on the logical relationships among variables (Babbie & Mouton, 2001). Construct validity refers to the extent to which a scale, index or list of items measures the relevant construct and not something else (Babbie & Mouton, 2001).

To support construct validity the following steps were taken:

- More than one data source was used to gather information regarding the use of local and regional foods in destination marketing and food tourism *per se*. Information from the DMOs, experts in the field of food tourism and a situational analysis focusing on the resources in the destination was collected and integrated.
- More than one method was used to gather information. A questionnaire was distributed electronically; an expert opinion survey was conducted and a destination audit, outlined in Chapter 7, was executed.
- A valid measurement instrument was finally obtained through sound conceptualisation.
- A technical expert collected and collated the GIS data.
- In consultation with the researcher, an IT programme specialist developed the culinary database and a research assistant did the data mining, utilising the sources mentioned above.

5.5.2 Reliability

Research also aims at producing reliable data. Therefore, if the same measures were used and similar conditions prevailed, the data collected would be similar from situation to situation (Babbie & Mouton, 2001).

To reduce the possible sources of error during data collection by means of questionnaires, the following precautions were taken:

- A cover letter was attached to the questionnaires to emphasise:
 - the purpose of the survey;
 - the researcher's affiliation; and
 - that confidentiality was guaranteed.
- The questionnaire was constructed in such a manner that:
 - it did not take long to complete;
 - the questions were easy to understand and were relevant to the topic; and
 - the questionnaire was subjected to a pre-test and trial run by means of a pilot study.

The steps outlined above have contributed to the accuracy and precision of information supplied by the respondents, and has therefore enhanced the reliability of the data collected.

5.6 CONCLUSION

This chapter has been devoted to explaining the research methodology used to conduct the research study in line its goals and objectives. The research design and the situational analysis research approach were presented. The range of methods and approaches that were applied, fall primarily within the paradigm of quantitative research. Both quantitative and qualitative tools and techniques were used, contributing to a mixed methodology approach. The chosen approach was customised to suit the requirements of the study and was applied in the various methodology phases. The selection of the target population, data collection tools and techniques, and data analysis were explained. Finally the issues of validity and reliability of the study were discussed. The results and findings of the empirical phases of the study are presented in Chapter 6.