

UNIVERSITY OF KWAZULU-NATAL

**Intuitive competitive intelligence: the entrepreneurial path to success
for small and medium-sized enterprises (SMEs) in the tourism sector
in the Eastern Cape Province**

By

Bulelwa Nguza-Mduba

(213573161)

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Supervisor(s): 1. Dr Emmanuel Mutambara
2. Prof. Fortune Ganda

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Name: Bulelwa Nguza-Mduba	No: 213573161	
Title: Intuitive Competitive Intelligence: The Entrepreneurial Path to Success for Small and Medium-Sized Enterprises (SMEs) in the Tourism Sector in the Eastern Cape Province		
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Supervisor's Signature:		
Date:		

Co- Supervisor's Name: Prof Fortune Ganda	
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ABSTRACT

The aim of this study was to examine whether small and medium-sized enterprises (SMEs) in the tourism sector in Eastern Cape Province (ECP) employed intuitive competitive intelligence (ICI) to succeed in the business world. The research objectives were to determine practices that assisted SMTEs in ECP, to succeed in the business world; ascertain how SMTEs enterprises' characteristics in ECP affected their ICI; investigate whether external forces influenced ICI practices of SMTEs in the province; identify a framework that could be developed to enhance understanding and research on ICI practices for SMTEs' entrepreneurial success in the ECP.

The study used mixed methods research. The study participants comprised of 100 business owners, 30 public body officials in the respective municipalities and 99 tourists, totalling 299 participants. For SMTEs sampling was done through random sampling, for public body officials, purposive sampling was used, while for tourists, convenience sampling was employed. The empirical data was gathered using a semi-structured questionnaire distributed to all the participants. The quantitative data analysis was done using the SPSS, in which descriptive statistics and regression analysis (multiple and logistic) were undertaken. The qualitative data analysis was achieved using inductive and thematic analysis procedures.

Findings confirmed that SMTEs are faced with challenges that affect their sustainability and entrepreneurial success, such as low level of education, dependence on a few workers who undertake multiple tasks in the enterprise, and racial background of business owners. Tourists indicated that SMTEs had poor infrastructure to access accommodation facilities, location of the facility and service provided. Public bodies did understand tourism policies though they did not have a reliable database of SMTEs to provide them with support, more especially those established in rural areas. Drawing from empirical studies and literature review, this research proposes an ICI framework to comprehend and research intuitive competitive intelligence practices. Recommendations mentioned that the study should be replicated in other provinces for comparison purposes of ICI application. A study of performance of district and local municipalities should be undertaken to determine and

try to solve problems that affect tourism activities, as well as developing strategies to attract tourists to ECP.

Keywords: *Intuition, Competitive Intelligence; Intuitive Competitive Intelligence; Small and Medium-sized Enterprises; Entrepreneurial Success; Tourism Sector; Eastern Cape Province; South Africa.*

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ABBREVIATIONS AND ACRONYMS

ABBREVIATION FULL NAME

B&B	Bed and Breakfast
BBSDP	Black Business Supplier Development Programme
BEE	Black Economic Empowerment
BIC	Bantu Investment Corporation
BIS	Business Intelligence Systems
BRAIN	Business Referral and Information Network
CI	Competitive Intelligence
CIP	Cooperatives Incentive Programme
CSBP	Centre for Small Business Promotion
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of Southern Africa
DEDAT	Department of Economic Development and Tourism
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
EC	Eastern Cape
ECP	Eastern Cape Province
ECDC	Eastern Cape Development Corporation
ECSECC	Eastern Cape Socio-Economic Consultative Council
EEDP	Emerging Enterprise Development Programme
FRAIN	Franchise Advice and Information Network
GDP	Gross Domestic Product
GNP	Gross National Product
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
IMEDP	Informal and Micro Enterprise Development Programme
IT	Information Technology
ICT	Information and Communication Technologies
ICI	Intuitive Competitive Intelligence

KIT	Key Intelligence Topics
NDP	National Development Plan
NGO	Non-Governmental Organisation
NTSS	National Tourism Sector Strategy
OECD	Organisation for Economic Co-operation and Development
SA	South Africa
SADC	Southern African Development Community
SALGA	South African Local Government Association
SAWEN	South African Women Entrepreneurs' Network
SEDA	Small Enterprise Development Agency
SEIF	Share Economic Infrastructure Facility
SIFE	Small Enterprise Finance Agency
SME	Small and Medium-Sized Enterprises
SMME	Small, Medium and Micro-Sized Enterprises
SMTE	Small and Medium-Sized Tourism Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEP	Tourism Enterprise Programme
TVET	Technical, Vocational, Education and Training
UNWTO	United Nations World Tourism Organisation
XDC	Xhosa Development Corporation

CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

The research explores the use of competitive intelligence and in particular, intuitive competitive intelligence, in small and medium-sized tourism enterprises (SMTEs) for them to succeed and be sustainable in the business world. The research study is undertaken in the Eastern Cape Province that is tourism inclined due to its natural vegetation and beaches that attract a significant number of tourists to the area. The chapter is organised in this manner: Section 1.2 reflects the background to the study. Section 1.3 outlines the statement of the problem, while Section 1.4 provides the research questions, and Section 1.5 highlights the research's aim and objectives. In addition, Section 1.6 presents the structure of the dissertation, Section 1.7 describes the significance of the study and Section 1.8 concludes the chapter.

1.2 Background

The research examines how the small and medium-sized tourism enterprises apply intuitive competitive intelligence in small and medium-sized tourism enterprises (SMTEs). There are many views on the descriptions of competitive intelligence, written by practitioners in the field (Miller and Layton, 2001: 110; Tarraf and Molz, 2006: 5; Lamb, et al., 2011: 44-45). Franco, Magrinho and Silva (2011: 336) view competitive intelligence as gathering and assessing economic data with the aim of utilising it for improving business operations immediately or in future. Consequently, through research, analysis of data as well as decision-making have to be emphasised to enable competitive intelligence practices to be useful for purposes for which they are meant (Pellissier and Nenzhelele, 2013a; Fakir, 2017; Calof, 2017; Tahmasebifard and Wright, 2018; Asghari, et al. 2019). All these authors tend to agree that competitive intelligence assists managers to identify opportunities and threats in the market environment for different purposes.

The PESTEL Model analyses macro environmental factors that are political, economic, social, technological, ecological and legal aspects that are external to business and cannot be controlled, but they influence business either positively or negatively. Porter's Five Forces Model of Competition, on the other hand, looks at threats posed by buyers, suppliers, rivals, substitute products or services and potential entrants, which either way affect the competitive environment as business depends upon them for survival (Porter, 1980; Porter, 1990; Du Plessis, et al., 2012: 158-159; All Answers Ltd., 2018). Another commonly used model is the SWOT Analysis which compares and aligns the strengths and weaknesses of a business with external opportunities and threats that are found in a competitive

environment (Bose, 2008; Gaspareniene, Remeikiene and Galdelys, 2013; Coca-Cola Ltd., 2017). Benchmarking, on the other hand, involves scanning of the environment to identify companies that excel in the competitive world and copying their best practices. Another model is that of the Competitive Intelligence Cycle which is designed to determine the steps involved in collecting, analysing and interpreting data to form intelligence that will boost business operations (Louw and Venter, 2013; Asghari, et al., 2019; Bhosale and Patil, 2019; Cavallo, et al., 2020). These various models and theories assist big and small businesses to identify the actions of competitors, their strengths and weaknesses, their strategic marketing plans, research activities and other useful information, but they do not make them successful and sustainable (Cant, et al., 2006; Adidam, Banerjee and Shukla, 2012). An analysis of these models and theories is fully discussed in Chapter Two.

Having mentioned competitive intelligence models and theories, it is worth comparing them to identify the gaps. All of the models of competitive intelligence mentioned above have a common theme or aspect of looking at the dynamic factors affecting a business or organisation in the competitive environment in various ways. They are easy to use, even in other countries, in both big and small enterprises for intelligence management. The SWOT Analysis Theory, on one hand, just gives a list of the strengths, weaknesses, opportunities and threats and does not realise that internal and external factors in the business environment are vigorously changing and require managers to apply intuition in decision making when representing the business (Erasmus and Strydom, 2013).

As far as PESTEL Analysis Theory is concerned, it poses challenges, as macro-environmental factors cannot be controlled by a business enterprise. It forces businesses to engage in activities that will suit active developments in a competitive environment. This model needs to be complimented by others. Furthermore, tourism businesses that operate nationally and internationally find it very difficult to apply it since they have to understand markets, competitors, consumers, technology, the economy, culture, laws, and the competitiveness of other provinces and countries. Porter's Five Forces Model of Competition, on the other hand, is commonly used but it only serves as a starting point for a more robust assessment of a firm's performance that must be further analysed by other relevant tools (Kompyte, 2018).

Benchmarking is another model that has been used to assist big and small businesses to improve on their operations by comparing themselves with industry leaders, with the purpose of copying best practices from their rivals. However, Benchmarking is short-lived and does not foresee what will happen in the future. The types of Competitive Intelligence Models outlined above can be useful for SA's SMMEs. The main challenge is that they cannot be used alone, as they need to complement each other. Furthermore, although they are relevant, small tourism businesses may not be aware of them. This then implies that small tourism businesses need to use their intuition for critical thinking in making

informed decisions pertaining to dynamic trends in the business environment. The envisaged Theoretical Framework of Intuitive Competitive Intelligence will try to include these aspects and modify them to suit small tourism businesses in South Africa.

The Intuitive Competitive Intelligence Framework is one that can assist small tourism businesses to be successful and be sustainable in the market environment. Moreover, it is widely known that small businesses have neither capacity nor wherewithal to organise this function. Yet competitive advantage lies at heart of a small business's existence. It is thus speculated that successful businesses (existing or aspirational) fulfil the function, if not formally, then intuitively (Bushe, 2019). Therefore, the path to the entrepreneurial success of small and medium-sized enterprises depends on their application of intuitive competitive intelligence practices.

Kulkarni, Robles-Flores and Popovic (2017) see Intuitive Competitive Intelligence (ICI) as application of competitive intelligence provided intuitively by entrepreneurs. Intuition may be ascertained as ability to understand truth through perceiving it without necessarily having proof (Kiel, 2019; Constantiou, Shollo and Vendelo, 2019). Intuition may further be regarded as act of making decisions without use of rational processes and immediate cognition. Decision-making using intuition involves a sense of abstract thinking that may be an impression (Chaston, 2009; Bocco and Merunka, 2013). Intuition is mostly used when managers have to make quick decisions about business activities without being rational. It has been widely used in all the various economic sectors and disciplines such as business, industry, education, agriculture, medicine, engineering, psychology, marketing, law, social sciences and humanities (Deltl, 2013; Fakir, 2017; Teece, 2018; Cavallo, et al., 2020).

Sadler-Smith (2016) sees entrepreneurial intuition as the charged acknowledgment and assessment of a business opportunity emerging because of automatic, fast, non-cognisant and associative processing. Entrepreneurs should be able to apply their intuitive intelligence and experiences on how to respond to market changes in a competitive environment. Aujiapongpan, Jintanee ru-zhe and Jutidharabongse (2020) aver that to remain competitive, associations are being challenged to accumulate tremendous measures of information created from day-to-day activities and client interactions. Managers have moved from settling on decisions that are upheld by data frameworks to using intuition to make decisions that are driven by proof from information.

It is worth explaining the entrepreneurial path to success for small and medium-sized tourism enterprises. The entrepreneurial path to success includes qualities that entrepreneurs possess which enable them to use intuition and competitive intelligence, as they play a significant role towards success and the sustainability of a business (Amiri and Marimaei, 2012; Burns, 2014; Bhat and Singh, 2018). There are personality qualities that are often associated with entrepreneurship which include

competitiveness, intelligence, determination, independence, confidence, intuition, imperiousness, and innovativeness, to mention a few (Louw and Venter, 2013; Bongomin, et al., 2018; Wathanakom, Khlaisang and Songkram, 2020). Therefore entrepreneurs should have self efficacy to perform better. Aspects of self efficacy include behaviour, motivation, human experience and cognition (Huang and Pearce, 2015). These qualities go hand-in-hand with the intuitive competitive intelligence that small and medium-sized tourism enterprises require to succeed in their businesses and be sustainable.

Small business owners in the tourism sector should have entrepreneurial intuitive minds to explore opportunities in the market environment and to use them to deliver results beyond the expectations of tourists and other stakeholders. At the same time, they should stay vigilant to potential threats that may affect their operations and hinder their path to success and sustainability (Mutyenyo and Madzivandila, 2014; Danish, et al., 2019).

It is now pertinent to explain the steps involved in the Intuitive Competitive Intelligence Framework that is proposed to guide small and medium-sized enterprises in the tourism sector to be successful and sustainable. Small tourism enterprises do not possess the resources to establish a well-structured unit to apply competitive intelligence, like big businesses do. Therefore, the study proposes that they use the steps of the ICI Framework. The ICI Framework's steps are mentioned below:

- Sustainable Strategic Planning Procedure.
- Sustainable Primary Intelligence Variables, in which intuition affects both internal and external factors.
- Sustainable Intuitive CI Collection Plan.
- Sustainable Intuitive CI Gathering.
- Sustainable Intuitive CI Evaluation.
- Sustainable Intuitive CI Distribution.

The above steps of the proposed ICI Framework are fully discussed in Chapter Eight. The following section states the research problem.

1.3 Statement of the research problem

Literature indicates that small businesses just use whatever information they get to their competitive advantage, without following any specific procedures (Bhorat and Steenkamp, 2016; Bhorat, et al., 2018). Managers of big businesses in various disciplines, on the other hand, apply intuition to make informed decisions when confronted with complex situations that need urgent solutions (Sewdass and Du Toit, 2014; Du Toit and Sewdass, 2014).

Competitive intelligence has been used by big businesses and small businesses alike in developed countries, but not necessarily by small and medium-sized enterprises in the tourism sector in South Africa (Gaspareniene, Remeikiene and Galdelys, 2013; Fakir, 2017). These businesses scan the environment to get intelligence in order to outcompete their rivals. Information gathered through this process normally follows some steps as big businesses have well-structured units equipped with CI experts to do such work (Matlay, 2000; Uit Beijerse, 2000). On the other hand, high costs associated with the level of expertise and skills imply that SMEs are not well resourced to employ qualified experts who are vital for company growth (Agwa-Ejon and Mbohwa, 2015).

According to South African Tourism (2015) and Maleka and Fatoki (2016), small and medium-sized enterprises with their own challenges of sustainability influence tourism industry. One of the challenges is that they do not possess the competencies and skills to adopt the latest communication technologies which can assist them to get information from the market environment, and to use intuition to make informed decisions that can lead to entrepreneurial success and sustainability (Lituchy and Rail, 2000; Williams 2003:19; Sewdass and Du Toit, 2014). Literature indicates that they lack a formal and systematic way of managing knowledge, which is important for successful implementation of intuitive competitive intelligence practices (Pellissier and Nenzhelele, 2013). Given these numerous obstacles which influence SMTE success, intuitive competitive intelligence is of fundamental importance, (Deltl, 2013), although questions are still being raised on whether it is used by these SMTEs (and to what extent) (Fakir, 2017). In this case, its abandonment can possibly affect financial performance along with ultimate business closure of SMTEs.

In the South African context, literature that focuses on the successful implementation of intuitive competitive intelligence practices has been scanty (Bi and Cochram, 2014). Adoption of intuitive competitive intelligence practices by vulnerable SMTEs could possibly be an important source of firm competitiveness to manage the many problems they encounter and become successful as well as sustainable (Ghobakhloo and Tang, 2015; Bongomin, et al., 2018). In this vein, given that intuitive competitive intelligence adoption in SMTEs within the South African context may possibly remain unknown, this study sought to bridge that existing gap by investigating how intuitive competitive intelligence adoption in SMTEs can influence their entrepreneurial path to success and sustainability, and to employ the study's results to propose an Intuitive Competitive Intelligence Framework to comprehend and research it as an activity.

1.4 Research questions

Based on the above research problem, the general research question underlying this study was:

- 1.) Do small and medium-sized enterprises in the Eastern Cape tourism sector use intuitive competitive intelligence practices to succeed in business world?

The specific research sub-questions were:

- 1.1) What practices assist small and medium-sized enterprises in the Eastern Cape tourism sector succeed in business world?
- 1.2) How do small and medium-sized enterprise characteristics in the Eastern Cape tourism sector affect their intuitive competitive intelligence?
- 1.3) Do external forces influence intuitive competitive intelligence practices of small and medium-sized enterprises in the Eastern Cape tourism sector?
- 1.4) Are external forces contingent on relationship between intuitive competitive intelligence practices and success for small and medium-sized enterprises in the Eastern Cape tourism sector?
- 1.5) What framework can be developed to enhance understanding and research on intuitive competitive intelligence practices for small and medium-sized enterprises' success in the Eastern Cape tourism sector?

1.5 Research aim and objectives

The aim of this study is to examine whether small and medium-sized enterprises in the tourism sector in the Eastern Cape employ intuitive competitive intelligence to succeed in the business world. Given the research questions and the aim of the study defined above, the research objectives are to:

- To determine what practices assist small and medium-sized enterprises in the Eastern Cape tourism sector to succeed in the business world;
- To ascertain how small and medium-sized enterprise characteristics in the Eastern Cape tourism sector affect their intuitive competitive intelligence;
- To investigate whether external forces influence the intuitive competitive intelligence practices of small and medium-sized enterprises in the Eastern Cape tourism sector;
- To explore external forces contingent on the relationship between intuitive competitive

intelligence practices and success for small and medium-sized enterprises in the Eastern Cape tourism sector; and

- To identify a framework that can be developed to enhance understanding and research on intuitive competitive intelligence practices for small and medium-sized enterprises' success in the Eastern Cape tourism sector.

1.6 Significance of the study

Small and medium-sized tourism enterprises play a significant part in South Africa, as they provide job opportunities to local communities which in turn improve their standard of living and boosts economic growth. Therefore, sustainability of SMTEs is integral for development of the country.

SMTEs are to be introduced to intuitive competitive intelligence practices to help them to identify their competitors, learn consumer trends and the behaviours of tourists, develop negotiation skills for dealing with suppliers and to be alert to environmental factors such as technology, the economy, society, politics and government demands that affect their small business enterprises. This can assist them to learn how to serve their customers (tourists) excellently, as well as how to deal with challenges to become successful and sustainable. The relevant government departments such as the Department of Tourism, the Department of Economic Development and Tourism, the Department of Trade and Industry and the Department of Small Business Development can use ICI for policy development to enhance and support SMTEs, by providing funding, training and mentoring, as well as assisting them to access markets. Furthermore, the study tries to encourage district and local municipalities to learn to assist SMTEs with their registration with the Companies and Intellectual Property Commission (CIPC), the South African Revenue Service (SARS) and the Unemployment Insurance Fund (UIF), capacitation and training them in business management skills.

The ICI Framework may influence students to adopt it when doing business-management and tourism related courses both at schools and colleges, as well as at universities. Furthermore, the ICI Framework can influence further studies in tourism and the small business sector by developing an entrepreneurial mind in students to establish their own small businesses in future. The results of the study will be shared with SMEs in the tourism sector and relevant departments of government to try and assist them in enhancing tourism development.

The generation of knowledge through the study can be further utilised by researchers in both public and private sector organisations, through conference presentations and publications in accredited and peer-reviewed journals such as the *African Journal of Tourism, Hospitality and Leisure*, the *Journal of*

Tourism Management, the *Journal of Tourism and Hospitality Research*, the *Journal of Entrepreneurial Education* and the *Journal of Information Management*. As a result, the researcher will develop both academically and professionally.

1.7 Structure of the study

The thesis is organised as follows:

Chapter One: Introduction

Chapter One presents the introduction and background of the study by highlighting intuition and competitive intelligence practices applied by big and small businesses in the world, inside South Africa, as well as in Eastern Cape Province. A brief overview of various examples of competitive intelligence models and theories is done, together with an analysis of their successes and failures. Furthermore, the statement of problem, research questions, objectives, structure of the study, as well as its significance is highlighted.

Chapter Two: Theoretical Models of Competitive Intelligence

Chapter Two presents first section of literature review of existing knowledge about competitive intelligence, previous investigations as well as contributions made by other researchers. It further explains literature on theoretical framework of competitive intelligence concept as well as systematic review of how competitive intelligence is developed and applied by corporate world. Finally, the chapter analyses businesses that are successful by applying intuition when making decisions and using competitive intelligence practices, and looks at the weaknesses of both intuition and competitive intelligence.

Chapter Three: SMTEs in the Context of the Eastern Cape Province

Chapter Three presents second section of literature review of SMTEs in the context of Eastern Cape Province. Demarcation of the province is in terms of district and local municipalities, metropolitan municipalities as well as tourism attractions in the province. The contribution of tourism as well as challenges of SMTEs are also highlighted. The chapter also identifies roles of various stakeholders in SMEs and tourism development.

Chapter Four: Research Methodology

This chapter presents research methodology used for this research, including research methods and design, population and sample, research data and data collection processes. The chapter also discusses data analysis processes, validity and reliability of the study and ethical considerations which have been considered in undertaking this research.

Chapter Five: Quantitative Results

Chapter Five presents quantitative findings of the study. The chapter also discusses quantitative results as an important component of addressing the study's research questions and objectives.

Chapter Six: Qualitative Results

Chapter Six presents qualitative findings of this research. The chapter also discusses qualitative results as an important part of addressing the study's research questions and objectives.

Chapter Seven: Integrated Results

This chapter presents integrated results extracted from quantitative and qualitative findings. The chapter also discusses integrated results as part of answering research questions and objectives. The conclusion of the research results is also discussed.

Chapter Eight: Summary, Conclusion and Recommendations

This chapter presents a summary of the research study based on the five research objectives. Thereafter, researcher makes a modest contribution to literature by proposing a framework to enhance understanding and research on intuitive competitive intelligence practices for small and medium-sized enterprises' success in the Eastern Cape tourism sector. This is followed by a conclusion and the study's limitations, together with the manner in which these limitations have been addressed.

1.8 Summary

Chapter One provided an introduction to the study by explaining intuition and competitive intelligence that are used by businesses to succeed in the market environment. A brief overview was provided of the various examples of competitive intelligence models and theories, together with an analysis of their successes and failures. Furthermore, the statement of the research problem, the research questions, objectives, significance, as well as the structure of the study was provided.

CHAPTER 2: THEORETICAL MODELS OF COMPETITIVE INTELLIGENCE

2.1 Introduction

This chapter provides a summary of the initial literature review on competitive intelligence in Section 2.2, and its development in Section 2.3. Intuitive competitive intelligence and the theories of competitive intelligence are analysed in Sections 2.4 to 2.6. Section 2.7 concludes the chapter. The research seeks to identify the manner in which small and medium-sized enterprises in the tourism sector apply intuitive competitive intelligence practices to sustain and succeed their businesses in the Eastern Cape Province. The identification of the tourism sector as a resource to create a local tourism industry to diversify the economic base is one of the key elements in perspectives of tourism research (Smith, 2014). Therefore, tourism's contribution to the economic growth of South Africa requires a theoretical explanation. Such an explanation is indeed an academic exercise that is mandatory when one conducts research. However, in the context of this work, a deliberate decision to narrow down this exercise has been taken. This is due to the study's focus on the Eastern Cape Province rather than on the entire country. Studies reveal that the Eastern Cape Province's tourism sector's performance is not as abundant as that of other provinces, hence it is the aim of this study to do a deeper enquiry into possible causes of identified poor performance.

In this regard, various theories have been considered with a view to select an appropriate approach that will satisfy study's quest for answers pertaining to the case of Eastern Cape. Selected theories used in the study include the CI Process Model, the CI Cycle, the CI Organisational Process or Intelligence Cycle, the SWOT Analysis, PESTEL Analysis, Porter's Five Forces Model of Competition, Benchmarking and Stakeholder Theory. This study argues that although all these theories seem relevant, the CI Cycle theory is perceived as a better choice when it comes to explanation of the manner in which small and medium-sized tourism enterprises of the Eastern Cape Province apply intuitive competitive intelligence practices to grow and sustain their businesses.

2.2 Competitive intelligence

For business enterprises or organisations to operate and survive, knowledge becomes central part, more specifically, in the current challenging and dynamic business environment. It is therefore significant to gather data and convert it into information, with the aim of producing knowledge that in turn will be analysed to become intelligence. The process of converting information into knowledge, followed by knowledge being analysed and changed into intelligence, is called competitive intelligence (John, 2006; Deltl, 2013; Kulkarni, et al., 2017). Louw and Venter (2010) also see competitive intelligence as being part of information and the management of knowledge to a large extent. They further ascertain that

when organisations scan the environment, that is applying competitive intelligence, they normally focus on external factors that affect business environment. This scanning of environment involves some activities that create raw data about customers, competitors, economic threats, technological trends, political influences and government laws amongst others. Furthermore, possible opportunities and threats in competitive environment are identified (Grant, 1998; Kompyte, 2018; Saddhono, et al., 2019).

For the business to continue with its operations it has to continuously organise data that is unstructured into meaningful information, so as to make informed strategic decisions. Internal information systems, commonly known as business intelligence systems, take care of the process. Business Intelligence Systems (BIS) give historical and quantitative structured information affecting business operations. Scientific studies focusing on computer and information systems are useful in the application of competitive intelligence practices to assist businesses to gather data from the marketing environment that will assist them to outcompete their rivals and become successful and sustainable (Wright and Calof, 2006; Tarraf and Molz, 2006; Mousavizadeh, et al., 2015; Dahoei, et al., 2018; Ledy Raola, Maria-Teresa and Gina Claudette, 2020). Underwood (2002) and Calakoglu (2011) both agree that competitive intelligence is a step-by-step process that a business undergoes to gather data about the socio-economic and marketing environment, with the aim of making informed decisions pertaining to its performance, which leads to the enterprise's success and sustainability.

In the CI process, strategic and important knowledge is acquired, considering the ethical principles of gathering and analysing information. The information is then organised and distributed to managers for strategic decision-making. Cook and Cook (2000) also support the above authors that competitive intelligence is a form of 'investigative journalism', and that managers should uphold ethical behavioural standards when collecting data. Lawrence and Weber (2010); and the Society of Competitive Intelligence Professionals (SCIP), as quoted by Ncube and Ndlovu (2015) and Asghari et al. (2019), concur with the above authors that ethics should be upheld in the application of CI. However, the CI Code of Ethics developed by the SCIP is criticised by other CI professionals, since they claim that other firms and industries have not adopted it (Nenzhelele, 2017).

Although CI is fairly considered by managers of businesses, its research is limited in academic literature (Wright, Pickton and Callow, 2002; Tarraf and Molz, 2006). Ghannay and Mamlouk (2015) also view CI as a process of identifying and collecting information that is relevant, from time-to-time, about prospective and existing competitors of the business. This entails searching competitors' future strategic directions. Competitive intelligence is widely used in big businesses and is well-structured but the case is different when comparing it with small enterprises. Some businesses normally link it with marketing department whereas, in others, it is a separate unit with its own workforce.

Du Toit (2015) maintains that one of main aims of competitive intelligence is to detect action of competitor at an early stage as well as eliminating potential surprise that could significantly affect turnover and profitability of the business in medium and long term, its market share as well as image. Whatever strategic framework is applied by a company for managing a business, the central component that needs to be considered is information about competitors. Information gathered from competitors enables the business to create tactics and techniques to copy their actions and apply them in one's own business with the aim of outcompeting them. Fundamentally, competitive intelligence enables the business to reduce informational asymmetry (Fakir, 2017).

Some organisations see CI as a management tool to improve performance. Guimaraes (2000) confirms that an organisation that designs and implements a CI programme can improve its performance and gain a competitive advantage over rivals. That can ultimately lead to success and the sustainability of an enterprise. Zulkefli, et al. (2015) aver that competitive intelligence practices can also be applied in higher education institutions, as they are normally conducted as businesses themselves. This, therefore, implies that the CI Framework can also fit well in the education sector, as well as other sectors of the economy.

All the above explanations seek to assist SMEs to describe their strengths and weaknesses as well as match these with their opportunities and threats in order to have a continuous competitive advantage over their competitors. This will enable them to understand their competitors and customers, as well as their regulators (Ncube and Ndlovu, 2015). The following section will identify the objectives, functions and benefits of competitive intelligence.

2.2.1 Objectives of competitive intelligence

From the literature review, there are a number of CI objectives as presented below:

Recognising and investigating trends in markets, forces, opportunities, risks and threats; combining and producing data/information to create new intelligence about customers, competitors and suppliers; forecasting evolutions in business environment evolutions such as in customers' requirements and competitors' actions, as well as factors influenced by political changes; reducing expenditure and maximising revenues; creating plans that are appropriate to compete successfully and giving significant information to the business to make strategic decisions within a short period of time as a support to its competitiveness (Sassia, et al., 2016).

Furthermore, Myburgh (2004: 47) derives the following objectives of competitive intelligence: "to make knowledge profitable; to avoid information overload; to manage and reduce risk; to ensure privacy and security of information and to utilise corporate information strategically". Therefore, competitive intelligence helps SMEs in the tourism sector to identify factors that affect the dynamic business

environment and create suitable plans to compete successfully as remain sustainable (McGonagle and Vella, 2002: 36).

2.2.2 Functions of competitive intelligence

According to STN (1996) and the ODC (2000), as cited by Berner (2001), the functions of competitive intelligence are: to eliminate surprising factors that could harm the business; to search for opportunities that the organisation can take advantage of; to yield competitive advantage by decreasing the time taken to react; to make better short and long-term planning; to give intelligence that is actionable for strategy creation; to bring about a better understanding of the organisation and to recognise threats (Gracanin, Kalac and Jovanovic, 2015). These functions are important for the SMTEs to know as they indicate the significance of competitive intelligence.

2.2.3 Benefits of competitive intelligence

Competitive intelligence is considered both in academic and business fields. New approaches and methods for fostering competitive intelligence are created by academic researchers. Some benefits derived from competitive intelligence process include increasing awareness of changes of other competitors in business environment as well as developing analytical skills for managers; integrating different departments and units through sharing of new ideas and knowledge inside the organisation; pointing out prospective customers and new competitors as well as encouraging establishment of new businesses; identifying and analysing new technologies, products and processes that influence an organisation's activities and behaviour; recognising and evaluating different situations from customers, suppliers, rivals or others that lead to success or failure; enlighten opportunities and problems of the business that will motivate the creation of strategic plans; developing an enabling environment for continuous improvement; illuminating the strategies of competitors; and getting insight into the external factors that influence the business (Sassia, et al., 2016). In one way or the other, small and medium-sized tourism enterprises can learn from these benefits to improve their business activities and be able to deal with their rivals, outcompeting them and becoming successful and sustainable. By copying the best practices of their competitors, they will be able to serve their clients and suppliers better.

Guimaraes (2000: 119) also postulates the benefits of competitive intelligence, which include “enhancing continuous improvement; checking on competitor strategies; providing better customer assessment; understanding of external influences; highlighting business opportunities and threats that will enable proactive strategies; improving the speed to market and thereby supporting rapid globalisation; improving the likelihood of company survival and increasing business volume” Getting insight into how the business is run by scanning the environment enables it to improve its operations in various ways, as already mentioned above.

All the above objectives, functions and benefits of competitive intelligence can also assist owners of small tourism businesses in becoming competitive and sustainable. They are relevant to share with the SMTEs as they may not be aware of and then and can learn how to adopt them for their competitive advantage. The following section will highlight the origin of competitive intelligence.

2.3 Development of competitive intelligence

Competitive Intelligence is a disciplinary field that developed during the sixteenth century. For example, Justinian, who was the Byzantine emperor (483 – 565), used monks that were taken from Chinese silkworm production for the purpose of learning how to create silk (Frauman, 1997, cited in Calof and Wright, 2008). During the seventeenth century, other historical happenings emerged. Small businesses found in India applied intuition to realise plans they wanted to pursue; how to overcome competitors and how to access markets (Juhari and Stephens, 2006). Furthermore, intuition did take place amongst businesses in China over 5 000 years ago (Tao and Prescott, 2000). Some researchers used competitive intelligence papers and texts, referring to the article written by Sun Tzu known as The Art of War, some 2004 years ago. The article provided a discussion on how to create intelligence that could be utilised in the military (Sun, 1988). Other authors of intelligence quote Frederick the Great (1740 – 1786), who maintained that it was impossible to be overthrown as intelligence enabled one to be aware of potential threats (Fuld, 1995; Pellissier and Nenzhelele, 2013; Nenzhelele, 2017).

Another example of competitive intelligence was developed in Britain in 1615, when a manufacturer of tea used it. An agent known as Mr R.L. Wickham, working for the East India Company, was sent to China to gather intelligence about tea and its importance to the British economy. After spending about ten years learning about tea production in China, Wickham came back and established a successful tea industry in Britain (Breed, 1999). Wright, et al. (2004) also commented that competitive intelligence was an old concept. They discovered it in Nathan Rothschild's timely intelligence, when he wanted to be rich through the London Stock Exchange after the Battle of Waterloo in 1815. A particular agent from his network of intelligence observed the overthrow of Napoleon and immediately sent carrier pigeons to Rothschild, who then sold a big number of shares. Shares prices dropped as people believed that the French had won the battle. Rothschild then repurchased the shares and waited for news saying that Wellington was the winner. That market correction assisted Rothschild to his fortune (Ferguson, 1999). As indicated in the examples above, even today, it is reported that 87 per cent of all big businesses, irrespective of where they are established, have the ability to apply intelligence in their business activities (Global, 2005; Pellissier and Nenzhelele, 2013a; Adom, Nyarko and Som, 2016).

Competitive intelligence has grown with the development of theoretical approaches, research, tools and practices in recent years. Based on the theoretical approach of “many to many communication”, the field has witnessed growth from use of semiconductors, to user-generated content to a variety of

applications for collaboration, to Web 2.0 and now to competitive intelligence (Quoniam, 2013). Nasri and Zarai (2013) contend that businesses that use CI practices are able to reach better performance in acquisition of new businesses whilst keeping already established ones at the same time, improving managers' operational skills in being able to control changing deviations in the market. They also believe that CI enhances performance of the business by integrating diverse ideas of managers for strategic decision-making. It is believed that CI can assist a business to modify its actions according to changing environmental and marketing trends. Xu, Liao, Li, and Song (2011) emphasise that it is important for businesses to identify risks in environment that they may face as well as plans that competitors may have which may impact them positively or negatively. As well, CI will be able to set a business apart from its competitors as it can assist it to identify potential threats of competition (Iyamu and Moloi, 2013; All Answers Ltd., 2018). The following section will discuss intuitive competitive intelligence.

2.4 Intuitive competitive intelligence

Hodgkinson, Langan-Fox and Sadler-Smith (2008) believe that intuition is the way we receive, store and process as well as retrieve information from our brains so as to be able to make decisions. This enables one to determine whether something is wrong or right. Like managers in big businesses, they sometimes use intuition to make decisions. This normally occurs when someone feels that he/she is under pressure, there is risk involved and there is a lack of information, and uncertainty prevails. They also believe that a person practises intuition in evaluating such internal and external cues and is not sure of which one is correct (Sadler-Smith, 2016; Aujirapongpan, et al., 2020). Intuition may further be viewed as act of sensing without use of rational processes but an immediate cognition. This includes a sense of something not perceptible or reasoned, or just a belief (Cholle, 2011). Du Toit (2015) believes that dynamic and complex competitive environment forces managers to be rational when making decisions. When executive authorities are faced with highly volatile environments, overwhelming information and need to make a rapid decision about a complex problem, they should use intuition instead of rational deliberation (Hayasi, 2001) as cited by Chaston (2009; Teece, 2018). According to UK Studies, intuitive thinking is a preferred business style and relates to superior small firm performance (Botha and Boon, 2008; Loureiro and Garcia-Marques, 2018; Kiel, 2019).

Laszczak (2012, cited in Kamila, 2018) believes that intuition plays some key roles in enhancing business operations, such as the filling of knowledge gaps and enabling the use of knowledge that is difficult to say by word of mouth, although outcomes come from experience. He further says that intuition assists in the application of decision-making procedures, as well as by giving a decision maker a sense of reality by offering him an opportunity to make a decision. Application of intuitive thinking takes place in various situations such as information gaps, lack of time and resources, information overload and increased levels of uncertainty (Kamila, 2018). Therefore, small tourism businesses can

improve their performance by applying the intuitive thinking style when confronted with urgent decisions.

Van Rensburg and Ogujiuba (2020) view intuition from mind-power ability as the final performance enhancing factor towards the success of entrepreneurs and small businesses. Mind-power ability refers to underlying internal drivers that assist entrepreneurs to perform better. They include such aspects as mindfulness (intuition), visualisation of goals to be achieved, and a sense of self-belief (confidence) (Burch, Cangemi and Allen, 2017; Kier and McMullen, 2018). A study conducted by van Rensburg and Ogujiuba, (2020) on 15 participants who were farmers in the agricultural sector in the Western Cape, South Africa, revealed that mind-power ability assisted these farmers to perform well and succeed in their different fruit and vegetable businesses. Furthermore these entrepreneurs manipulated both their conscious and subconscious minds to change any type of thought and directed it towards the envisaged outcomes, whether positive or negative. They aver that the positive effects of mind-power ability are encouraged for entrepreneurs and small businesses in South Africa, to be learned, developed and applied on a continuous basis to overcome obstacles in a consistent manner.

Huang and Pearce (2015) and Rasca and Deaconu (2018) maintain that entrepreneurs should have qualities of self-efficacy to perform better. These qualities of self-efficacy include behaviour, motivation, human experience and cognition (intuition) which can assist them to solve problems in this competitive environment. This also applies to other disciplines such as sports, medicine, education, law and banking sectors (Comeig, et al., 2016).

On the other hand, competitive intelligence is generally associated with the formal organisational function tasked with gathering, analysing and applying information aimed at delivering a competitive advantage to a specific organisation. The review above demonstrates that this is generally applied in large organisations. It is widely known that small businesses have neither capacity nor wherewithal to organise the function. Yet, competitive advantage lies at the heart of a small business's existence (Mina, Surugiu, Surugiu and Cristea, 2014). It is thus speculated that success (existing or aspirational) fulfils the function, if not formally, then intuitively.

Intuitive Competitive Intelligence (ICI) is thus advanced as fulfilment or yield of competitive intelligence delivered intuitively by entrepreneurs. Therefore, ICI practices may include evaluation of business environment by a manager in his own way. That is, examining the manner in which consumers behave, determining one's own current prices of products and services whilst comparing them with those of rivals as well as checking actions of the competitors with the aim of beating them (Stefanikova, Rypakva and Moraucikova, 2015). During this process, there are no formal structures designed, no

methods and tools created to apply competitive intelligence and no procedures followed. These seem plausible in the context of SMEs and, in particular, SMTEs.

It is worth noting that SMEs' success and sustainability depend on the qualities of the entrepreneurs, as mentioned in Chapter One above. A brief overview concerning entrepreneurs will be done below. Small business enterprises, more especially in the tourism sector, are owned and managed by one person who should have entrepreneurial orientation to succeed in the business (Kiyabo and Isaga, 2020). This person is responsible for all functions and decisions made concerning the operations of the tourism business, hence he/she needs to possess the requisite skills and experience. Meressa (2020) also concurs with the above authors that successful small businesses depend on the qualities, skills and experience of owner/manager.

Another research study on entrepreneurial orientation that could boost the success of hotels was conducted by Njoroge, et al. (2020) with 346 hotel managers in Tanzania. Results indicated that successful hotels employ managers that have entrepreneurial orientation in terms of innovativeness by providing good quality services that are standardised with product innovation that utilises advanced technology. As far as proactive risk taking is concerned, they make strong and risky decisions in identifying opportunities and are not necessarily influenced by the actions of their rivals. In addition, their approach to competition involves reliance on customer management, extensive marketing and flexible pricing based on competition. However these strategic actions are applicable only in western contexts and not necessarily in emerging economies like Tanzania, and the Eastern Cape Province for that matter. These hotels also need to be vigilant with environmental factors such as economic trends, culture and society that shape entrepreneurial opportunities. This research study indicates that companies that employ managers with entrepreneurial expertise tend to perform better than those that do not have such a calibre of managers.

A study that was conducted by Zhou, et al. (2019) in China with over 46 000 entrepreneurs revealed that personality differences, whether positive or negative, influence one's performance. The study concluded that entrepreneurs that have a positive attitude and drive tend to succeed more than those that do not have them. This then leads to the identification and evaluation of theories of competitive intelligence, with the aim of adopting the one that will be used for the study.

2.5 Theories of competitive intelligence

The study identified eight relevant competitive intelligence theories and models and developed one for the research study. Table 2.1 presents the theoretical aspects of competitive intelligence and continues on page 19:

Table 2.1: Summary of the Theoretical Aspects of Competitive Intelligence

Theoretical Aspects	Main Arguments	Contributor/Developer
Competitive Intelligence Process Model	CI Process Model uses the CI Research Model to be able to manage information appropriately. It has four phases, commonly known as fundamental research elements, including the following: Competitive threats are analysed Trends in the industry Influences in the market Timing	Cook and Cook (2000) Pellissier and Nenzhelele (2013a)
Competitive Intelligence Cycle	CI Process, also known as CI Cycle, was created with the aim of helping business enterprises and organisations to systematically do environmental scanning. CI cycle has five steps: Step 1: Strategic Planning Process Step 2: Key Intelligence Topics (KITs) Step 3: CI Collection Plan Step 4: CI Gathering and evaluation Step 5: CI Analysis	Louw and Venter (2010), Pellissier and Nenzhelele (2013a)
CI Organisational Process or Intelligence Cycle	CI Organisational Process It includes the following steps: Step 1: Planning and direction Step 2: Data and information collection Step 3: Analysis of data Step 4: Dissemination of intelligence	Santos and Correia (2010), Nenzhelele (2017)
SWOT Analysis Model	It identifies strengths (which are resources that provide an organisation with a competitive advantage) as well as weaknesses (challenges that tend to frustrate it when compared with rivals). On the other hand, there are opportunities and threats which the organisation cannot control but has to manage. Opportunities are aspects from external environment that can assist the organisation to improve its operations whereas threats are aspects that pose a disadvantage to the organisation. For	Bose (2008), Nasri (2011a and b), Louw and Venter (2013)

	example, a new bed and breakfast business enterprise that opened down the street will be in direct competition with the existing one.	
PESTEL Analysis	PESTEL Analysis (political, economic, socio-cultural, technological, ecological and legal) explains the model of factors in macro-environment that are utilised as part of assessment in strategic management. These macro-environmental factors are outside the business and cannot be controlled by managers but are affecting its operations directly or indirectly.	Tribe (2002), Louw and Venter (2013), All Answers Ltd. (2018)
Porter's Five Forces Model of Competition	Rivalry between existing firms Barriers to those seeking to enter the market Threat of substitute products Bargaining power of suppliers Bargaining power of buyers	Porter (1980), Porter (1990), Rogerson (2014) and ABC Marketing (2018)
Benchmarking	Benchmarking involves comparison of business activities of other companies within the same industry in order to copy best practices. Usually, they use performance metrics.	Ettorchi-Tardy et al. (2012), Kompyte (2018)
Stakeholder Theory	The main aim of stakeholder theory is that "managers must formulate and implement processes which satisfy all and not only those groups who have a stake in the business."	Freeman and McVea (2001), Sifolo (2010), Miles (2017)

Source: Researcher's Summarised Table from Literature (2019)

Table 2.1 continues from page 18 and the models and theories are discussed below.

2.5.1 Competitive Intelligence Process Model

Cook and Cook (2000) believe that a company that wants to manage information in a suitable manner should apply the CI Research Model. The point of departure in the process should be description of the need for it as explained in four-phase approach known as fundamental research elements. They include the following: competitive threats that are analysed, trends in the industry, influences in the market and timing (Cook and Cook, 2000). Hence, once basic research examination has been concluded and agreed-upon, Ten Stage CI Research Model may be done. Cook and Cook (2000: 17-27) identify the following ten stages of CI Research Model:

Stage 1: Need assessment. In this phase, basic need of the research is determined to identify whether the need is a competitive threat or market or industry analysis.

Stage 2: Formulate question. Once the need has been identified, questions may be asked for purposes of addressing it.

Stage 3: Organise process. This stage involves organising research and analysis process. This process examines both means to obtain information and ways to analyse and process it. It also determines resources available in the organisation in order to achieve required CI research outcomes.

Stage 4: Gather data. This involves gathering data that the organisation needs to effectively complete the CI project.

Stage 5: Organise information. At this stage, data collected in Stage Four above is turned into information. Analysis tools are used to turn data into information.

Stage 6: Sufficient information. The quality, quantity and reliability of information are determined in this stage. If there are any information requirements that are not sufficiently met, 'gaps' need to be identified so that correct and sufficient information may be obtained.

Stage 7: Analyse information into knowledge and intelligence.

Stage 8: Disseminate information to decision-makers. Intelligence is presented to decision-makers with a view of planning and action.

Stage 9: Act on intelligence. Strategic decisions are taken and acted upon.

Stage 10: Evaluate effectiveness. Outcomes of the project are evaluated by analysing resulting occurrences, both internally and externally (Pellissier and Nenzhelele, 2013a).

Figure 2.1 presents the process:

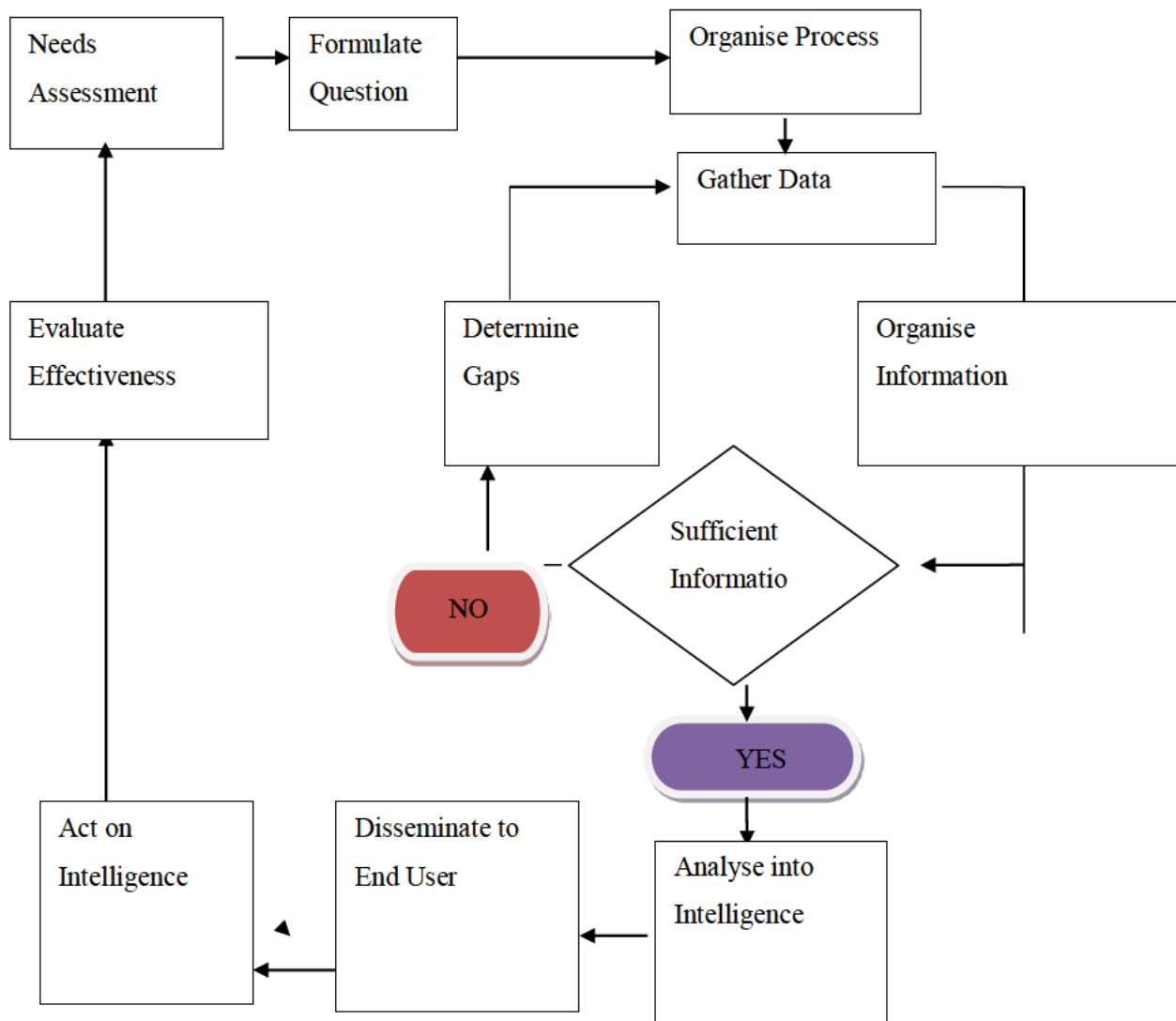


Figure 2.1: Competitive Intelligence Model

Source: Cook and Cook (2000:16)

The above model apparently indicates that competitive intelligence is another method of assessing environment for the purpose of identifying actions of competitors so as to overcome them. Basically, it is a process that follows established phases (Du Toit, 2015). Hence, competitive intelligence can be explained as applicable solutions deduced from a process that is systematic and includes preparation, investigating, evaluating and distribution of information on factors that externally affect competitive situation of the business or country (Calof and Wright, 2008). Bose (2008a) illustrates competitive intelligence as use of obtainable sources that are ethical and legal to locate and generate data about market environment and competitors. Data collected are then transformed into information, so that informed decisions can be made by affected parties.

Louw and Venter (2013) concur with the above authors, as they also believe that competitive intelligence involves collection of data, information and knowledge about actors in the industry, such as customers, competitors, suppliers and government. These work alongside with the organisation in business environment for the purpose of supporting decision-making for boosting its competitiveness. This actionable information allows various teams at senior management level to make significant decisions and actions aimed at facilitating the overall performance and competitiveness of the firm (Ferrier, 2001; Tahmasebifard and Wright, 2018; Cavallo, et al., 2020). Competitive Intelligence is important to assist managers to make informed decisions that will provide an edge to their competitors and further enable them to be successful and sustainable (Bulley, Baku and Allan, 2014).

Business enterprises use intelligence information to be aware of market trends in competitive environment. Furthermore, tourism businesses should continue to get sustainable intelligence for the purpose of growing and getting profits which in turn will sustain the business (Moratis and Melissen, 2019). Stefanikova and Rypakova (2015) believe that sustainability and competitiveness depend on each other, as they enable a business to become successful. Sustainable growth encourages the business to satisfy today's requirements but also to look at the future. It is well a known factor that growth of any business is characterised by long term perspective . Furthermore, Salguero, Gamez, Fernandez and Palomo (2019) also put forward that competitive intelligence is a business tool that supports organisations with their strategic management and enables them to outcompete the competitors by improving their performance. The information gathered on a continuous basis allows businesses to monitor actions of their rivals.

The competitive intelligence process consists of these steps: observing the business environment (information, external data and knowledge) and collecting, analysing, evaluating and distributing intelligence that will boost decision-making processes with the aim of making a better position for the organisation and improving competitiveness (Nasri, 2012). According to Viviers, et al. (2005), major areas of operation of competitive intelligence are planning and focus, collection, analysis, communication, organisational awareness and culture, as well as structure and process. According to literature, the phases of the competitive intelligence process are more or less the same, although they differ in terms and concepts (McGonagle and Vella, 1999; McGonagle and Vella, 2002; Viviers and Muller, 2005; De Pelsmacker, et al., 2005; Hoffman, 2006; Wright and Calof, 2006; Nolan, 1999 cited in Nasri, 2012). The phases will be further outlined below.

2.5.1.1 Planning and focus

Planning and focus phases describe needs with the purpose of gathering information relevant in the second phase (Montgomery and Weinberg, 1979; Daft, et al., 1988; Gilad, 1989; Herring, 1998; Porter,

1980, cited in Nasri, 2011a; 2011b). Viviers, Saayman and Muller (2005) and Herring (1999; 2000), quoted by Louw and Venter (2013), developed a systematic Key Intelligence Topics (KITs) process of determining particular intelligence requirements for the organisation. The Key Intelligence Topics included various aspects such as making and implementing significant decisions and incorporating creation of strategic plans and early warning themes, concerning technological trends, initiatives of competitors and actions of government. In addition, explanation of major players in specific marketplace, including the awareness of the organisation and culture as well as competitive intelligence process and structure, are done. Examples of other KITs involve employees, formal infrastructure, planning and focus, data collection, evaluation and the communication of information. This phase also identifies intelligence requirements of decision-makers who direct CI operations. Furthermore, the aim of doing CI is clearly described as well as people involved together with required resources and beneficiaries of actioned competitive intelligence. The next phase leads to information collection.

2.5.1.2 Information collection

During this phase, the business collects information that should be legal and ethical from external and internal sources as well as meeting KITs. A variety of sources (primary and secondary) are normally used by means of available techniques. Primary sources in the tourism sector may include employees of both the firm and that of competitors, government agencies, customers, suppliers, conferences and seminars. On the other hand, the secondary sources in which information is commonly sourced include reports of analysts, radio, TV, magazines and government acts and white papers. The type of information required influences the choice of a specific source, including ease of access and dealing with the source, availability, cost and quantity and quality of information (Viviers et al., 2005). There is a belief that the information required for competitive intelligence in the organisation is already available. However, the challenge is that this information is not necessarily known and used by decision-makers who need it urgently to make their decisions due to organisational, location or communication barriers. Fahey (2007, cited by Calof and Wright, 2008) has identified five key aspects that an intelligence researcher needs to focus on, which are competitor threats, marketplace opportunities, competitive risks, major weaknesses and live perceptions. He maintains that each type of intelligence source needs significant judgment, exercised by intelligence professionals.

2.5.1.3 Sorting, capturing and storing of information

Dedicated teams must deal with arrangement, capturing and keeping of information. Furthermore, easily accessible files to store information in secured storage media must be organised. It is advisable that information that is related should be organised and captured together (Pellissier and Nenzhelele, 2013).

2.5.1.4 Analysis of information

This phase is significant and has a number of challenges. An experienced CI practitioner should do analysis of information. He systematically organises, puts into action and maintains a structure of pulling in and storing information. Furthermore, information that has been gathered needs to be assessed to realise its relevance and utility. There are a number of tools and techniques that can be used to create and analyse intelligence that supports intelligence topics. They include PEST (political/legal, economic, social-cultural and technological analysis) model, SWOT (Strength, Weakness, Opportunity and Threat) analysis, Porter's Five Forces Model and competitor profiling. If these analytical models are appropriately utilised, they can transform divergent pieces of information into actionable intelligence (All Answers Ltd., 2018).

As mentioned above, collected information should be arranged and kept in a database. Information that is stored in an electronic format becomes easy to evaluate and distribute (Nikolaos and Evangelia, 2012). Information collected during data gathering phase is changed into "actionable intelligence" in which strategic and tactical plans can be decided (Calof and Wright, 2008). The analysis phase is completed by producing some intelligence products in the form of documents. This includes activities like benchmarking, results of competitors, company profiles, industry or market analysis, supplier or customer profiles, daily reports, technology assessments, impact analysis of the strategy, opportunities and risk reports together with everyday competitive intelligence bulletins (Bose, 2008a). It is advised that CI practitioner should continuously communicate with decision-makers to make sure that their intelligence needs are considered (Friedrich and Isaacs, 2010; Gracanin, et al., 2015).

2.5.1.5 Dissemination of information

During this phase, decision-makers are given actionable competitive intelligence that is of a good quality by using safe and secure modes of communication. Relevant information is formatted in an orderly manner and distributed to correct users that have authority and responsibility to implement findings at the right time. Since competitive intelligence has different methods of communication, it is wise to choose the best one. Sometimes the findings can be distributed using the reports, meetings or dashboards (Erasmus and Strydom, 2013).

There are other aspects of competitive intelligence that should be noted. They include feedback, decision-makers, process and structure, organisational awareness and culture. They will be highlighted below.

2.5.1.6 Feedback

This is one of key factors that affect competitive intelligence process. CI practitioners keep a constant touch with decision-makers to make sure that they deliver relevant and timely intelligence. Fleisher (2001) believes that feedback, in turn from the affected parties, is significant for improvement of CI activities for future and also to enhance review of a strategy of the organisation. Furthermore, feedback that is continuous, maintains quality and makes sure that timely adjustments to KITs are done. This exercise also provides opportunities for CI professionals to do some evaluation and undertake midcourse adjustments and deal with trends and problems that arise. Feedback affords CI professionals to revise original intelligence request for improvement of service delivery (Ettorchi-Tardy, Levif and Michel, 2012). Achievement of competitive intelligence process depends on implementation of relevant policies and procedures. Furthermore, CI requires a friendly atmosphere and structure that may be formal or informal, giving the employees an opportunity to comment freely towards improvement of competitive intelligence system (Viviers, Saayman and Muller, 2005). It should be noted that all phases of competitive intelligence process are interconnected and success of one depends on the other one's success (Strauss and Du Toit, 2010).

2.5.1.7 Decision-makers

Another important aspect to consider in competitive intelligence process is decision-makers. Decision-makers play a major role in competitive intelligence process since they are initiators and users of actionable competitive intelligence. They, therefore, should be consulted throughout CI process with the purpose of determining if their needs have changed so as to make adjustments to produce relevant intelligence.

2.5.1.8 Process and structure

Policies, procedures, code of ethics and structures within the organisation affect competitive intelligence process. CI practitioners should adhere to these aspects when applying competitive intelligence. Failure to comply may jeopardise the business and result in legal consequences. Therefore, organisations have to incorporate CI code of ethics in their policies. Furthermore, a CI activity that follows a systematic process will produce a good quality of intelligence (Calof and Wright, 2008).

2.5.1.9 Organisational awareness and culture

All the employees should be made aware of competitive intelligence practices. This will ensure that a culture of CI awareness and competitiveness are optimally achieved. It will also result in generating quality competitive intelligence. Employees that are familiar with CI will assist in the process and not

easily provide information to competitors. Therefore, organisations have to capacitate their workers on the importance of competitive intelligence and its benefits to the organisation. This will eliminate challenges of CI and contribute to smooth production of competitive intelligence (Nasri, 2012).

This model is normally used by big corporates but not necessarily by small tourism businesses. Since it is well-structured and has distinguished phases to follow, including key aspects in applying competitive intelligence practices, even the small businesses can use it but will have to adapt it to suit their own situations. In addition, most of small businesses do not have a dedicated formal structure in which competitive intelligence practices can be undertaken, as all business functions depend on one owner/manager in the case of the B&Bs. In that case, they have to develop a structure to assist with application of competitive intelligence process. The following section will describe the CI Cycle.

2.5.2 Competitive Intelligence Cycle

Louw and Venter (2010) also established CI Process known as CI cycle to help businesses and organisations to systematically scan the environment. The CI cycle consists of the following steps:

Step 1: Strategic Planning Process

This planning phase becomes the central point of doing competitive intelligence activities. It gives direction to priorities and scope to be covered by competitive intelligence process for the entire organisation.

Step 2: Key Intelligence Topics (KITs)

In this step, focal points for CI are identified, as it is difficult to assess the whole business environment. These focus points are known as Key Intelligence Topics (KITs).

Step 3: Competitive Intelligence Collection Plan

This phase centres on development of CI Collection Plan. This consists of generating sources of data that will be utilised, people included in the process of collecting data and how data will be gathered. Both primary and secondary sources of data contribute a lot in gathering data, as they complement each other. Therefore, they should both be applied. Primary sources of data involve knowledge sourced from consumers and customers, competitors, employees, suppliers, distribution channels, complementors and opinion leaders (Hellriegel, et al., 2013).

On the other hand, secondary sources of data include information received from market organisations that specialise in research, company records, public libraries and online sources such as internet (Cant, et al., 2006). The main advantages of primary data are that it is accurate and timely although expensive whereas secondary data is easy to get and cheap but may not be reliable since it may consist of historical

information. Internet is also a significant tool for generating primary intelligence. For instance, the establishment of weblogs (blogs) creates an intelligence ability for keeping in touch with the stakeholders and customers in both quantitative and qualitative concerns online (Louw and Venter, 2010; Kulkarni, et al., 2017).

Step 4: CI Gathering and Evaluation

This step involves the gathering of data as outlined in the collection phase. Sources of data are also assessed for value added and credibility.

Step 5: CI Analysis

In this step, evaluation of competitive intelligence that has been generated is undertaken with designed tools. Limitations and gaps in data and results are also identified during this phase. Then strategic decision-makers receive results. Decisions that they make will affect key intelligence topics.

Figure 2.2 shows the process:

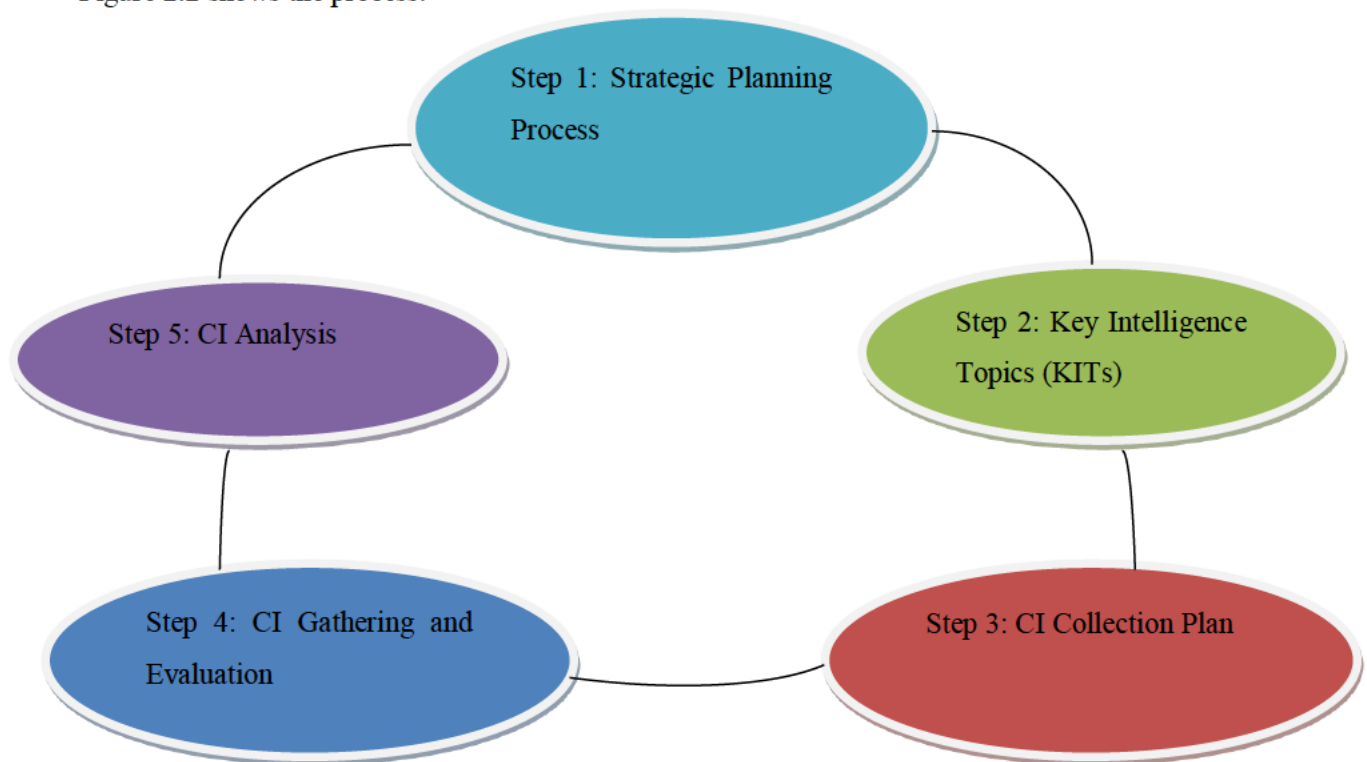


Figure 2.2: The Competitive Intelligence Cycle

Source: Louw and Venter (2010: 149)

From Figure 2.2, it is clear that competitive intelligence process is seen as a cycle of phases that are interconnected. The result of one phase becomes input of the next one. In addition, decision-makers, structures, processes, organisational awareness and culture as well as feedback affect all the phases of

competitive intelligence and they need to be considered (Pellissier and Nenzhelele, 2013; Strauss and Du Toit, 2010).

Enterprises need to constantly know what their rivals are pursuing in a business environment that is competitive (Weiss and Naylor, 2010). Competitive intelligence is used as a key tool to assist the enterprises becoming informed of the plans and behaviours of competitors. For instance, small businesses (B&Bs) in the tourism industry should monitor actions of their rivals at any given point in time. Actionable intelligence that is generated by competitive intelligence assists enterprises in making informed decisions (Ferrier, 2001). Moreover, CI enables enterprises to have a competitive edge and assists them to improve performance (Brody, 2008). Shi (2011) is of the view that competitive intelligence came about through military theory, economics, marketing, information science and strategic management. It is sufficient to note that Society of Strategic and Competitive Intelligence Professionals (SCIP) launched the professional code of ethics for competitive intelligence which guarantees that CI is applied legally and ethically.

A study conducted by Carr (2003), referred to by Pellissier and Nenzhelele (2013), discovered that experts in the field define CI process as a cycle that utilises scientific methods and pyramid consisting of four-point models. Some scholars identify a number of phases in CI process, whilst others explain just a few. Calof and Wright (2008) view CI process as a cycle made up of the following four phases: planning and direction, collection of data, analysis of information and dissemination of intelligence. These two scholars name information collection phase, data collection, and exclude capturing and storing of information. Their CI process model does not include critical factors such as decision-makers, organisational awareness and culture, feedback as well as structure and process as identified by other scholars.

Kahaner (1998), as quoted by Pellissier and Nenzhelele (2013), also defines CI as a cycle process that has four phases that are planning and direction, data and information collection, analysis and distribution of intelligence to those who will want to utilise it. This CI process model skips capturing and storage of information. Furthermore, it refers to information collection phase as data and information collection phase, which is unnecessary repetition, as organised data is part of information. Melo and Mederios (2007) add evaluation to Kahaner's (1998) CI process cycle, resulting in a five-phase cycle, including planning, collection, analysis, dissemination and evaluation. These scholars also do not include capturing and keeping of information as well as influential aspects.

Cruywagen (2002), as quoted by Pellissier and Nenzhelele (2013) and Nenzhelele (2017), views CI process as a cycle with a number of clearly defined phases, including planning and direction, collection, evaluation, analysis and dissemination. Although Cruywagen (2002) adds feedback, other influential

factors such as decision-makers, organisational awareness and culture as well as process and structure are not incorporated. Again, capturing and storage of information phases are overlooked. According to Viviers, et al. (2005), CI process is a cycle that consists of planning and focus; collection; analysis; communication and awareness; culture; process and structure. This CI process model also skips information capturing and storage as well as feedback. Botha and Boon (2008), on the other hand, view CI process as a cycle having seven phases: intelligence needs and determining key intelligence topics; planning and direction; collection; information processing; analysis; dissemination; intelligence users and decision-makers. This model incorporates critical factors as phases and skips feedback. However, unlike other scholars, they realise that capturing and storing gathered information is significant.

According to the SCIP (2007), as quoted by Bose (2008a), CI is a cycle made of five phases: planning and direction, collection activities, analysis, dissemination and feedback. This CI process model does not include information, capturing and storage and other influential factors such as decision-makers, organisational awareness and culture as well as processes and structures. According to Sawka and Hohhof (2008), as quoted by Pellissier and Nenzhelele (2013), CI process is a cycle made up of the following interrelated phases: planning and direction, collection, analysis and production and dissemination. These scholars define information analysis phase as analysis and production. This implies that intelligence is created in analysis phase. Their CI process model eliminates information capturing and storage and all the influential factors previously mentioned. Competitive intelligence, according to Shi, Mou and Wan (2009), referred to by Pellissier and Nenzhelele (2013), is a cycle process consisting of describing CI demand, collecting information, processing it and offering final services to meet the demand. Likewise, Cucui (2009) and Shi et al. (2009), both quoted by Pellissier and Nenzhelele (2013), explain their CI process phases differently. They exclude information, capturing and storage and all other influential factors.

According to Haddadi, Dousset and Berrada (2010), referred to by Pellissier and Nenzhelele (2013), CI is a cycle process that starts with understanding a need, researching and collecting information, processing information and distributing information. These scholars use different phase names and exclude information, capturing and storage. They also skip all critical factors and describe only information analysis phase and processing of information. Apparently, CI process is discussed through a cycle of phases. The reason behind the application of a cycle is that CI process is continuous and never stops. Furthermore, the cycle shows that the phases are interconnected. The output of one phase is the input of the following phase (Strauss and Du Toit, 2010). The CI Organisational Process or Intelligence Cycle are highlighted in the following section.

2.5.3 CI Organisational Process or Intelligence Cycle

Santos and Correia (2010) developed the CI Organisational Process that includes the following steps:

- **Planning and Direction**

According to Santos and Correia (2010), this stage starts with determination of information needs of relevant users. These needs may include information about major customers, market research needs or financial matters.

- **Data and Information Collection**

This stage includes identification of methodology to be used for gathering of data and sources from which data will be collected, which are both primary and secondary data, which are sourced from internal and external sources respectively (Nenzhelele, 2017).

- **Analysis of Data**

Data collected from the above stage is produced to become information that results in knowledge which, in turn, results in intelligence. This is a critical stage and is the heart of CI Cycle, as information needs to be properly organised (Bose, 2008a).

- **Dissemination of Intelligence**

During this stage, results are disseminated to managers who are consumers of competitive intelligence. It is significant that intelligence be distributed at the right time in order to ensure that information is current and not outdated (Saddhono, et al., 2019). The following section gives a brief description of the SWOT analysis model.

2.5.4 SWOT Analysis Model

SWOT analysis is one of the tools that are used by management when doing strategic planning as well as assessing the business for competitive advantage. It is not clear who developed the SWOT Analysis tool but some authors believe that it was created by Albert Humphrey, who was in charge of a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s, utilising information from Fortune 500 companies (Nasri, 2011b; Gaspareniene, et al., 2013). However, Humphrey is not sure himself that he was the one who created SWOT and the real originators are still unknown. Some decision-makers in the industry apply it even to date, as it enables managers of organisations to identify strengths (which are resources that provide an organisation with a competitive advantage) as well as weaknesses (challenges that tend to frustrate it when compared with rivals). On the other hand, there are opportunities and threats which organisation cannot control but has to manage (Bose, 2008; Adom, et al., 2016).

Opportunities are aspects from external environment that can assist the organisation to improve its operations whereas threats are aspects that pose a disadvantage to the organisation. For example, a bed and breakfast business enterprise that opened close to the existing one will be in direct competition (Louw and Venter, 2013). In other words, the organisations such as the B&Bs have to constantly scan the environment in order to determine both internal and external factors that affect their operations, favourably or unfavourably. This tool is normally applied in four parameters in which managers often require and provide answers to questions to create important information for each parameter and determine their competitive advantage. This can assist the small tourism businesses to be kept abreast of the changes in the market environment such as changes in consumer preferences, attitudes, beliefs and values. It is, therefore, important that strengths and weaknesses match opportunities and threats in order to enable small businesses to have a strategic fit. See an example of a SWOT Analysis of a typical B&B, known as Home to Home at Vincent in East London, in the form of a table.

Table 2.2: Showing SWOT Analysis of a Typical B&B

Strengths	Weaknesses
<ul style="list-style-type: none"> • Tourism attractions in the area • Location: convenient to impress visitors and tourists • State-of-the-art facilities • High turnover • Well-trained and friendly staff 	<ul style="list-style-type: none"> • Theft by employees • Uneducated employees • Seasonality of the business • Limited facilities to accommodate more visitors during peak season
Opportunities	Threats
<ul style="list-style-type: none"> • Expand the business by building more rooms and conference facilities • Employ a dedicated manager to ease burden on owner 	<ul style="list-style-type: none"> • Many rivals at Vincent • Unstable economy due to political instability • Climate changes • Infrastructure • Expensive transportation to the Eastern Cape Province • Crime • Quality of water

Source: Researcher's Framework (2019)

However, SWOT analysis is just one method of differentiation and has its own problems. For example, it may encourage managers of small businesses to just compile lists and not necessarily think about

solutions to the problems for achieving the stated objectives. Furthermore, lists of factors affecting the business may not be prioritised by these managers. The best way of using SWOT analysis is to match strengths and weaknesses with opportunities and threats. However, it assists small businesses in deciding which aims, and objectives are achievable so that they can persuade those. In addition, it provides organisers with opportunities to develop practical and effective outputs that lead to sustainability of the business by gathering meaningful competitive intelligence to gain maximum profitability. In addition, key organisational priorities such as producing increased turnover and attracting visitors and tourists are determined through compiling SWOT analysis (Hellriegel, et al., 2013; Acheampong, 2017).

Limitations

Overall, it should be considered by managers that SWOT is a point of departure for understanding competitive environment and cannot, by its own, indicate how managers should attain a competitive advantage. Because SWOT analysis is showing at a glance situation of competitive environment of small business at a particular point in time, the analysis might not notice rapid changes in both internal and external environments. Furthermore, it is believed that SWOT may affect the performance of an organisation, and list of factors may not necessarily assist managers in implementing its strategy (Erasmus and Strydom, 2013). Other people feel that SWOT is easy to design, but without critically thinking, it can be misrepresented. Some small businesses may be obsessed with one strength and neglect other factors such as threats, weaknesses and opportunities. Another limitation of a SWOT analysis is that it is simply developed to support previously decided goals and objectives (Bose, 2008b). Having highlighted SWOT analysis, the following section will discuss PESTEL Analysis as another method of doing competitive intelligence.

- **PESTEL Analysis**

Another method of checking competition in macro-environment is the PESTEL analysis. The PESTEL analysis (political, economic, socio-cultural, technological, ecological and legal) describes a framework of macro-environmental factors used when management assesses the environment. These macro-environmental factors are outside the business and cannot be controlled by managers but are affecting its operations, directly or indirectly. Managers are supposed to continue doing external analysis to be informed of changes in these factors. On the other hand, PESTEL analysis becomes a salient tool for understanding position of the business, potential and direction for operations and market growth or decline (Louw and Venter, 2013; All Answers Ltd., 2018).

Political environment is important in tourism businesses, as it affects their operations in terms of policy, laws and regulations. In democratic Republic of South Africa, it is important to be aware of next

elections, as this will influence change and direction of government (Tribe, 2002). Tourism organisations are also affected by the economic environment since if it is in a downturn, tourists would not be able to visit it, whilst if it is in an upturn, consumers would have enough money to spend on holidays. This implies that changes in interest rates and prices of products and services will affect consumer behaviour of tourists. National economic environment involves both fiscal and monetary policies which are indicated by an economic growth rate as indicated in Gross Domestic Product (GDP), levels of income and inflation which directly affect tourism businesses to a large extent which in turn impact on international competitiveness (Tribe, 2002; Louw and Venter, 2013).

Socio-cultural environmental factors also affect the manner tourism businesses operate, as society is influenced by consumers' behaviour in their own values, attitudes and beliefs. For instance, tourism business depends on local people to get employees who must understand their attitudes to work, their culture, savings and investment as well as ethics (Erasmus and Strydom, 2013). Ecology, on the other hand, which is normally known as physical environment, is another factor that affects any business organisation. It consists of natural resources such as flora and fauna, manufactured infrastructural improvements including roads and bridges as well as mineral wealth. Even a tourism business is dearly affected by poor infrastructure, as tourists may not be able to visit their accommodation facilities if roads and bridges are bad. This then affects economy of local community, as it leads to businesses slowing down and retrenchments may ensue, affecting entire local areas (Louw and Venter, 2013; Kompyte, 2018).

Another environmental factor that affects tourism business is technology which continues to bring about innovation and change to business world through development and research. Nowadays, tourism businesses use internet to market their businesses through social media that is commonly used by consumers. It enables them to easily get in touch with prospective tourists and reduces advertising costs. Furthermore, technology transforms organisational inputs into outputs. Technology also includes sharing of knowledge, tools, techniques and actions used to change ideas, data and materials into finished goods and services (Ghobakhloo and Tang, 2015). Even tourism businesses gain a lot from telecommunications, as they use state-of-the-art technology such as computers, telephones/cell phones, TVs, electric stoves and electric blankets for communicating and comfort of their clients. Services offered by accommodation businesses in tourism tend to be competitive, as they need to offer excellent service to their customers aiming at spreading word-of-mouth advertising for competitive advantage, sustainability and gaining maximum profits (Deltl, 2013).

Another environmental factor that affects tourism businesses is the legal one. Every state has its own laws pertaining to the manner in which businesses should operate. This may include laws that affect the employment, health and safety of employees, clients and the local community, consumer protection,

monopolies and mergers. Furthermore, South Africa is a democratic country in which trade unions directly or indirectly affect the performance of organisations as well as the welfare of employees. As a result, employees in general feel that their own rights regarding conditions of employment should be considered, although some of the tourism businesses may not be aware of this. Furthermore, tourism businesses need to comply with the registration and tax laws of the country (Hellriegel, et al., 2013; Indiatsy, et al., 2014).

All above macro-environmental factors also influence and are influenced by international environment, especially when considering countries that do business with South Africa. Tourism businesses that operate internationally find it very difficult to apply since they must understand markets, competitors, consumers, technology, economy, culture, laws and competitiveness of other countries (Erasmus and Strydom, 2013; Bhosale and Patil, 2019). The following section will look at Porter's Five Forces Model of competition in tourism industry.

2.5.5 Porter's Five Forces Model of Competition

Porter developed a Five Forces Model to determine effects of competition to business operations. This is another model that assists tourism businesses to ensure competitive intelligence aiming at understanding their rivals from various aspects. This is aimed at identifying factors in market environment that can pose opportunities and threats for the business (Porter, 1980; 1990; Hellriegel, et al., 2013; Adom, et al., 2016). It is sufficient to mention that tourism business cannot control these factors, as they are happening outside its organisation but directly affect it. To survive the business, must consider active changes resulting from market environment. Below is a diagram indicating these factors.

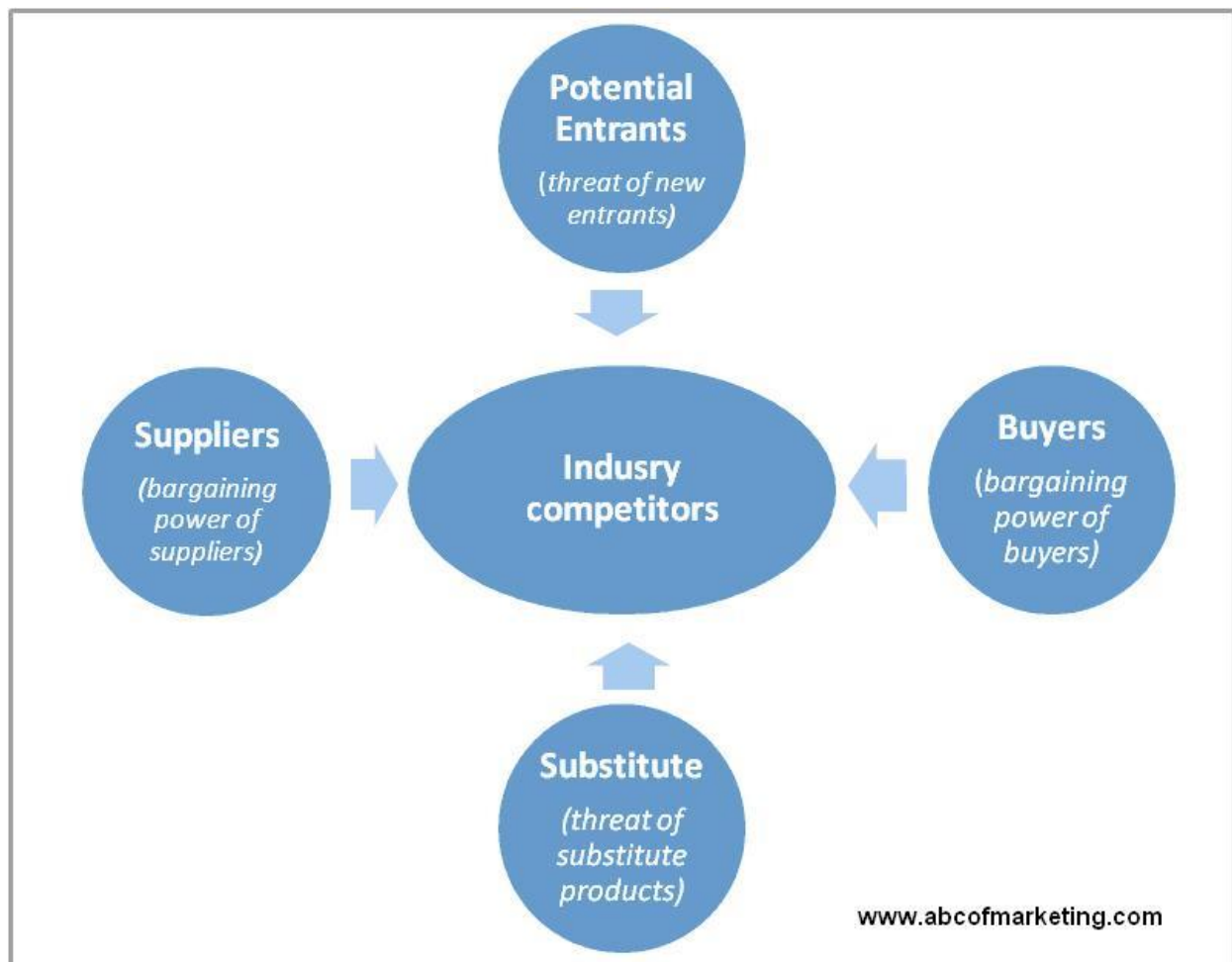


Figure 2.3: Porter’s Five Forces Model of Competition

Sources: Porter (1980; 1990), adapted from Marketing ABC (2018)

These forces of competition are discussed:

- Rivalry between existing firms

Tourism industry is represented by a substantial number of competitors which clearly shows that there is rivalry among them. Tourism businesses have to monitor their competitors’ actions to take advantage of them. Rivalry among competitors in the tourism industry may include strategic plans like price-cutting, promotions, service quality and advertising in order to outcompete them. Tourism businesses are normally established next to each other and therefore tourists tend to easily compare their products and services to a large extent, hence they have to provide excellent service to their clients. Other factors to compare in this industry include increases in prices, differences between products and exit barriers in the market as well as fixed costs relative to value added. Analysis of competitors assists B&Bs to know strengths and weaknesses of competitors with the aim of creating a competitive advantage (Erasmus and Strydom, 2013; Hellriegel, et al., 2013; All Answers Ltd., 2018).

As far as rivalry amongst competitors is concerned, it is sufficient to include comparisons between formal and informal sector tourism businesses. Comparison, in fact, largely reflects thinking of

authorities in government to establish units that will meet requirements of specific interests in different sections (Habermass, 1989). Furthermore, categorisations tend to create policies that marginalise certain tourism businesses and lead them to illegal and insignificant sectors of economy (Devey, Skinner and Voladia, 2006: 302).

Formal economy includes enterprises, businesses and economic activities that are protected, checked and taxed by government. This form of formal tourism business sector has both domestic and international connotations which focus on development of a connection between hotel businesses and conference centres as well as exhibition centres which are focus for this type of a tourism business (Rogerson, 2014). Erasmus and Strydom (2013) ascertain that the formal sector consists of large businesses that are formally registered and are responsible for most of South Africa's economic activities. Some of these businesses are listed on the Johannesburg Stock Exchange (JSE) and include hotels, commercial banks, network service providers, mining companies and other big businesses. They provide employment opportunities to a number of South African citizens and contribute to the Gross Domestic Product (GDP) as well as the Gross National Product (GNP) of the country. In South Africa, big businesses contribute approximately 80 per cent of the country's economic activity through turnover while small, medium and micro-enterprises contribute about 20 per cent. This implies that, although large businesses contribute a larger portion to economy, even small businesses take part in economic activities of a country (Erasmus and Strydom, 2013; Global Entrepreneurship Monitor, 2018).

Another consideration in informal tourism is that of migrant entrepreneurs and cross-border traders in Southern Africa. These informal tourism sector businesses, mostly owned by women, are trading in cross-border areas of the country and in Southern Africa like Swaziland, Lesotho, Zimbabwe, Mozambique and Malawi (International Organisation for Migration, 2010; Chilya, Masocha and Zindiye, 2012; Jamela, 2013). African trade is characterised by migrant entrepreneurs or cross-border traders (Brenton and Gamberoni, 2013). This is also prevalent in Johannesburg, South Africa, where a large number of informal business travellers, mostly informal traders, temporarily cross the borders of South Africa, in order to shop, trade and sell (Crush, 2005; Jamela, 2013; Rogerson, 2014). Cross-border trading is more prominent in Southern Africa compared with the rest of the African continent, due to the fact that after South Africa achieved democracy, it enhanced its informal economy which enabled unemployed people to sell goods for their living (Crush, 2005; Indiaty, et al., 2014).

These new migrant business entrepreneurs are connected 'to strong formal and informal transnational networks of entrepreneurship and trade' (Peberdy and Rogerson, 2000: 22; Acheampong, 2015). Furthermore, aspects of growth of domestic tourism businesses should be noted. For tourism scholarship, Mitchell and Ashley (2010: 8, cited by Rogerson, 2015), comment that some traders are known as business tourists because they go to big cities to buy stock with the purpose of selling them to people in their rural areas. Scheyvens (1999) and Scheyvens (2008) mention that there is a common

observation that research in business tourism in informal sector is more prevalent in global world than in domestic South Africa. This is happening in Africa in which emphasis on tourism research is concentrated in formal rather than informal sector domestic tourism business (Malgas and Zondi, 2020). One exception is an investigation of Maseru, Lesotho, which showed a promising informal economy of tourism business which included herders and farmers selling livestock and purchasing supplies, craft producers and sellers, informal shoppers, traditional herbal vendors as well as makers and sellers of traditional Basotho weapons (Rogerson and Letsie, 2013).

The study by Afrika and Ajumbo (2012) indicates that women constitute about 70 per cent of the informal cross border traders. Another study undertaken in Zimbabwe by Jamela (2013) emphasised that women were trading in informal cross border areas for the main objectives of feeding their children and providing funding for both schooling and tertiary education. This also happens in South Africa, as women work hard by trading in fresh food, groceries, clothing and craft products to support their family members, specifically their children (Peberdy and Crush, 1998; Peberdy, 2000a; 2000b; 2007, cited by Rogerson, 2014). These women normally travel for approximately a week per month to buy and sell their goods straight to customers and shops and they may be involved in cross-border shopping (Peberdy and Rogerson, 2000). These findings of women that participate in cross border trading for a living are also supported by other researchers in the field (Brenton and Gamberoni, 2013; Jamela, 2013). For these businesses to remain successful and sustainable they use their intelligence.

It should be noted that cross-border trading is not happening without challenges. These obstacles include transport, harassment by police, xenophobic attacks and visa challenges, especially in South Africa (Jamela, 2013). The vulnerability of these traders is indicated when some women have to involve themselves in transactional sex in exchange for assistance in passing through border controls and getting transport and accommodation that is cheaper (International Organisation for Migration, 2010; Chiliya, Masocha and Zindiye, 2012).

Hence, the informal sector in South Africa consists of workers and enterprises that are not under government regulation. In this regard, informal economy also includes spaza shops such as an informal café or shop that is established in a specific house in township, street vending, sewing, selling second-hand clothes, hawking, brewing traditional beer, artisanry, small farming and other hand-to-mouth economic activities. They also include wage-earning jobs like crop-harvesting, cleaning and any other unprotected occupation (Ask Media Group, 2019). Acheampong (2015) also avers that informal activities are often noticed by levels of skills that are low, less capital, fluctuating and low incomes, limited access to technology and organised markets as well as unforeseeable and poor working conditions. They use their intuition to decide on the business activities that can make them successful and sustainable. Furthermore, they are often excluded from government regulations in terms of official statistical counting and are out of formal labour systems and protection of the society. Due to the fact

that these businesses are not registered, they are not subjected to paying tax and their turnover per annum is very low compared to formal sector tourism businesses. In addition, they are not included in the Gross Domestic Product (GDP) or the Gross National Product (GNP) of a country (Devey, et al., 2006; Statistics South Africa, 2019).

The informal economy is normally called the black market, the shadow or the underground economy. The majority of the informal sector includes poor black people that are unskilled and unemployed and living below the income threshold. Scholars believe that the informal sector motivates people to become entrepreneurial (Bhat and Singh, 2018). Furthermore, informal sector is developing due to the lack of government support of providing employment and international competition (Ask Media Group, 2019). Therefore, it is clear that authorities have to consider challenges to ensure that there is maximum productivity from informal activities (Letsema Consulting, 1999). Furthermore, these two sectors should rather support each other than compete as advised by authorities in the development agenda of sustainable tourism (Koch, et. al, 1998; United Nations World Tourism Organisation, 2014).

Tourism businesses are also divided into formal and informal sectors. As far as rivalry amongst them is concerned, formal shops, such as curio shops established inside hotels, complain about existence of informal hawkers and women selling beadwork and artwork just in front of hotels. They believe that they are taking their business since these hawkers sell at lower prices compared to the ones inside hotels and thus have a competitive advantage over them (Acheampong, 2015).

Some companies tend to merge in order to become industry leaders and outcompete their rivals. For instance, some companies get into mergers and acquisitions as well as partnership agreements which take place at national, regional and local levels. For example, in 2003, Gold Reef Resorts and Tsogo Sun Holdings formed a merger of their respective hotel and gaming businesses which became one of the leading hotel and gaming companies in South Africa. That contributed maximally through capitalisation of the market, among other listed developing market peers, in Europe, the Middle East and Africa (EMEA) region. As a result, that combination led to them becoming industry leaders in hotel and gaming resorts in South Africa. In South Africa, Tsogo Sun is SABMiller's hotels and gaming associate which offers business operations throughout Africa, the Middle East and the Seychelles. In South Africa, resorts that specialise in gaming include Suncoast Casino and Entertainment World, Montecasino, Ridge Casino, Caledon Casino, Emnotweni Casino, Hemingway's' Casino and Century Casino. Furthermore, Tsogo Sun also possesses the Southern Sun hotels group which is the biggest hotel group and timeshare operator in the country. Gold Reef, on the other hand, owns entertainment complexes and resorts throughout the country, in Silverstar Casino, Gold Reef City Casino and Theme Park, Goldfields Casino, Mykonos Casino, Golden Horse Casino, Garden Route Casino and Queens Casino (Mail and Gaurdian, 2010). This means that giant companies in tourism businesses merge with the purpose of continuing to be leaders in this industry, at the expense of small businesses.

Another example of agreement between businesses is that of British Petroleum (BP) petrol supplier and Pick 'n Pay. BP petrol supplier established an alliance with Pick 'n Pay in order to expand in forecourt retail offerings by building convenience stores at fuel stations. Partnership between BP petrol suppliers and Pick 'n Pay Express convenience stores continues to increase, which in turn competes with Engen's agreement with Woolworths Food. "We have reached a standard agreement with the National Empowerment Fund to help mainly black women franchisees to become successful BP franchise owners" commented Iain Conn, BP's Chief Executive of Marketing and Refining (Bizcommunity, 2013). Greig (2003) also did a study on the strategic alliance between Woolworths and Engen. He commented that if the market was saturated, forming a strategic alliance between a strong and a weak company was one of the best options to develop a competitive advantage. In this manner, new markets can be created and already operating ones can be boosted to outcompete their rivals. For instance, the move to sell products at Woolworths-Engen forecourt stores has enabled Woolworths to move into a new market where they can sell a product group known as home meal replacements (HMR's). There are no close competitors, except for Pick 'n Pay and BP petrol suppliers, which enables Woolworths to capitalise on this move. Establishment of this strategic alliance led to the development of customer confidence, which in turn boosted their turnover. The two parties that were involved benefitted financially from the venture (Greig, 2003).

Another competition in the tourism industry takes place between Small and Medium Enterprises (SMEs) and big businesses (Bizcommunity, 2013). These two types of businesses are also competing for space in the market. The bigger ones are able to promote their businesses widely enough to capture a large share of the market but at a cheaper price than small ones who have limited funds. Furthermore, big companies even capture the market of small businesses. For example, a small Women's Cooperative at Port St Johns selling beadwork and artwork was absorbed by another white company that decided to buy from them and supply their staff to all hotels and curio shops in the province (Acheampong, 2017). This implies that life does not improve for these women living in the rural areas and this affects almost all small businesses in those areas.

It is sufficient to give another example, of the traditional dancers, who are normally absorbed by hotels to entertain their tourists and pay them small amounts of money but gain a lot through their dancing. As a result, these hotels are able to attract more visitors than ordinary small B&Bs. Moreover, this leads to inequalities in development, as tourism authorities in government tend to concentrate and provide support to ones in urban areas rather than in rural areas. Therefore, the ones in urban areas will always lead in the industry instead of those in rural areas. In addition, living conditions of rural people will not necessarily improve. It is significant to consider that small tourism businesses live below bread line compared to big companies (Acheampong, 2011).

The differences between large businesses, medium and small businesses lead to what is known as a “separatist” problem, which appears prominently in some tourism publications. The authorities like to establish two different policies and plans for development for big businesses and small ones, which leads to opposing objectives (Timothy and Wall, 1997; African National Congress, 2006). Some research publications in the tourism sector continue to raise a concern about this dilemma (Sinclair, 1998; Wannhill, 2000). A fundamental approach to use is that of combining the two through interactions between them to yield positive results (Goldstein, 1999). The concept of combination, as mentioned previously, is seen as a suitable approach to apply in many aspects to make sure that there is development that is sustainable.

Another example of rivalry amongst competitors is that of East London International Convention Centre (ELICC) that was established and tended to absorb already existing market of other B&Bs and hotels in the area. Small tourism accommodation and other businesses were adversely affected by this establishment since it was a direct rivalry to them. ELICC tended to have a high demand and asked other small tourism businesses to assist with accommodation when they had an overflow. What transpired was that small businesses tended to rely on the industry leader for business and did not have any other strategies to promote and improve their businesses. This implies that their competitive intelligence practices became static (Acheampong, 2017). They should rather copy strategies used by ELICC and adapt them to their small tourism businesses instead of relying on them for getting business.

Another tourist attraction is found in Amathole Region in Amahlathi and Nkonkobe local municipalities where there is a small town known as Hogsback that has beautiful mountains and natural vegetation. Every July, the tourism Local Economic Development (LED) Unit normally organises a tourism event known as “Hogsback Christmas in July Winter Festival” (HCJWF) – a concept adopted from Australia by Anleen Low and first celebrated in 2001 – as a strategy to eliminate fluctuation of the tourism season and to boost visitor numbers (Mekuto and Tseane-Gumbi, 2017, as cited by Acheampong, 2017). This event entices a number of tourists and visitors from the international world. A number of local small indigenous businesses in tourism are invited to showcase their products and services to tourists and visitors. As a consequence, an increased number of B&Bs have been established in the local area and tourists are attracted. This big event takes place once a year but after that it becomes quiet (Acheampong, 2011). It is ideal to hold this Christmas July on a continuous basis, for example, quarterly, to boost local economy.

- Barriers to those seeking to enter the market

There are various factors that become barriers to entry in tourism accommodation business. Such barriers include economies of scale which include costs per unit or service provided that are normally achieved over time. Some clients, more especially, tourists tend to prefer a specific brand due to service

quality offered by that specific B&B. Another important barrier to entry is product differentiation. In this case, accommodation facility in terms of cleanliness, size of rooms, conference and dining facilities, freshness, staff attitude, access to distribution and its rating in various tourism categories. Another factor to note is government laws pertaining to requirements to be met to establish an accommodation business (Louw and Venter, 2013; All Answers Ltd., 2018). Therefore, small businesses like the spaza shops cannot compete with the industry leaders such as Pick 'n Pay which have sufficient capital to start and expand their businesses throughout the country.

- Bargaining power of buyers

Customers always want to pay low prices irrespective of product or service offered. When doing so, they tend to have bargaining power over small tourism businesses. The tourism businesses have to use intuitive competitive intelligence activities in order to determine preferences and needs of the buyers and their concentration, for information sharing, how to serve them beyond expectation, product substitutes, that is when clients look for other accommodation facilities when they are not satisfied with current ones, as well as comparing prices to total expenditure (Porter, 1980; Louw and Venter, 2013). For instance, big businesses such as the hotels normally buy in bulk from suppliers and then gain benefits of economies of scale as well as huge discounts whereas small buyers like B&Bs do not have sufficient financial resources to enjoy such benefits. In turn, hotels tend to offer a number of accommodation packages cheaper than small businesses.

- Bargaining power of suppliers

Suppliers in the tourism sector tend to have a relative bargaining power which influences their opportunity costs. Consideration of the bargaining power of suppliers, product differences, volume of suppliers' production, brand identity and lack of substitutes tend to influence tourism businesses, as they depend on suppliers to get labour, capital, finished products and support services such as roads, water, electricity and sewage (Porter, 1990; Hellriegel et al., 2013). These services normally affect daily business operations of a tourism accommodation facility. For example, if B&B does not have water or electricity, clients will complain and leave that facility which affects its image.

Even suppliers prefer to supply to big tourism businesses such as hotels than B&Bs, since they are sure of getting business that will ensure that they continue to have business with them. In turn, hotels tend to offer lower prices than their counterparts since they enjoy benefits of economies of scale. An example is that of a women organisation in Post St Johns that sell their supplies of beadwork and artwork to some white businesses which in turn supply to all surrounding hotels in the province.

- Threat of substitute products/services

Generally, all competitors even in the tourism industry tend to produce or provide substitute products and services that can easily replace those of other competitors. Threats of substitute products and services are influenced by customer price sensitivity, economic efficiency of alternatives, number of available alternatives and forwarding costs (Erasmus and Strydom, 2013; All Answers Ltd., 2018). Thus, B&Bs should be aware of the fact that if they do not provide best service to tourists and clients, these people can look for other alternative accommodation such as hotels, guest houses as well as other related types of accommodation. This, in turn, affects their profits and sustainability.

The main benefit of using Five Forces Model of Competition is that it is easy to apply, as it does not require technical skills or special training. Furthermore, it gives a clear picture of business environment in which tourism business functions. Some factors may be more relevant to that sector than others, however, all these factors are interrelated (Safari, Farhang and Rajabzadehyazdi, 2016). It is important to draw up an accurate profile of major competitors in the sector. For instance, a B&B should be aware of surrounding competitors for monitoring their actions to achieve a competitive advantage (Erasmus and Strydom, 2013). Profolus (2013) mentions the fact that this model is more specific compared to the SWOT and PESTEL analytical tools, as it develops a model for identifying competition in the tourism sector and how it affects a small business's performance.

However, there are critical disadvantages of Five Forces Model as mentioned by Profolus (2013). It only serves as a starting point for a more robust assessment of firm performance that can be further analysed by other relevant tools. Another problem with this model is that it focuses on qualitative examination of key strategic position of a firm and does not provide a tool for quantifying these forces. Concentration on qualitative aspect of evaluation may be subjective. As a result, bias can be formed depending on the individual using the model. Furthermore, the model is not necessarily suitable for a firm that has diversified products and service offerings like the tourism industry in which different types of such businesses prevail. Some critics also mention that the model does not determine interaction and collusion that may happen among competitors, suppliers and buyers which may affect business's performance (Safari, Farhang and Rajabzadehyazdi, 2016). In addition, the model just lists factors that affect a business either positively or negatively but does not provide factors that may result in a competitor having a sustainable competitive advantage over its rivals. Furthermore, it works best for non-profit businesses and does not consider that competition is continuously changing locally, regionally and internationally due to innovation (Profolus, 2013). However, small tourism businesses are able to use the model as a starting point for analysing their competitors.

Having discussed forces that shape competition in the tourism industry, benchmarking will be highlighted.

- Benchmarking

Benchmarking takes place when a business compares its operations in terms of specific excellent practices and performance metrics with those of its competitors in the same industry (Ettorchi-Tardy, Levif and Michel, 2012). Small businesses in the tourism sector can use benchmarking tool to compare themselves with leading ones in the industry in terms of service, accommodation, staff profile and turnover as well as image. This process involves gathering of data in order to know what other competitors are doing in their business activities in order to copy best practice. Furthermore, benchmarking knowledge is useful for management actions (Wibowo and Grandhi, 2017). However, to gain benefits of benchmarking knowledge, certain aspects need to be considered such as developing and maintaining knowledge, improving knowledge access, keeping repositories, enhancing knowledge environment and valuing knowledge (Mousavizadeh, Ryan, Harden and Windsor, 2015). Main aim is to improve company's performance by motivating employees to learn how such an organisation can achieve excellently.

Other businesses normally use quality, time and cost depending on the industry concerned (Hungund and Mani, 2019) and try their level best to outcompete their rivals. They further looked at factors at a firm level such as size and age of the firm, educational qualifications of managers together with their experience and culture as well as external factors such as competitors, clients, technology and ecosystem. Sometimes benchmarking is known as "best practice benchmarking" or "process benchmarking" which assists management to assess some aspects of their procedures and activities compared with their rivals, usually within the same peer group, for copying best practices (Hellriegel et al., 2013; Indiatsy, et al., 2014; Indriastuti, Nugroho and Aryanto, 2017). It becomes salient to keep records properly as well as managing knowledge when doing benchmarking to have organisation's memory of all business operations (Bafna, Pramod and Shrwaiker, 2019).

Taschner (2016) also developed a conceptual framework for a logistics benchmarking project by SME in Germany to assist them in improving their logistics management. This then allows small businesses in the tourism sector to establish strategies on how to improve performance and copy specific excellent practices in the industry. Depending on dimensions used, benchmarking may be a once-off event or a continuing process in which the company needs to improve its business operations. Hellriegel, et al. (2013) believe that benchmarking has seven basic steps which include defining organisation's products and processes to be benchmarked. These functions may include production, marketing, financing, human resources management and inventory management. Second step may include identification of

best performers in each function such as comparing one's B&B with the rivalry in terms of promoting it. This step is followed by gathering and analysing data to identify gaps between functions or processes compared with those that are best in the tourism industry. Fourth step includes setting of improvement goals with set targets. Fifth step stipulates creation and actioning of strategies to close gaps identified in the third step. After implementation of plans, evaluation of results takes place so as to determine if benchmarking process did, in fact, yield positive results (Kompyte, 2018).

Although benchmarking has some benefits, it also has some limitations. Since it cannot be used alone it should connect with other information sources including changes in consumer preferences and other macro-environmental factors such as economic changes, technological trends and political and legal environments. Furthermore, it always considers present situation and does not predict what may happen in future. In addition, it may lead to short-term competitive advantage that may not necessarily be sustainable (Hellriegel et al., 2013). For instance, a tourism business, that is established nearby a competitor, may cut prices for accommodation services which forces the other one to follow suit with the aim of outcompeting the other one, only to learn that the cutting of prices was short-lived. Therefore, tourism businesses should use it with caution. The following section will discuss stakeholder theory.

2.6 Stakeholder Theory

Another theory that is used in competitive intelligence practice is stakeholder theory. Before stakeholder theory can be explained, a stakeholder must be defined. There are many views that researchers write about the definition of a stakeholder. However, Freeman and McVea (2001) define a stakeholder as “any group or individual who is affected by or can affect the achievement of an organisation's objectives.” Reynolds, Schultz and Hekman (2006), Sheehan and Ritchie (2005), Jonker and Foster (2002), as well as Jones (1995, cited by Sifolo, 2017) concur with the above definition and define a stakeholder as a group or individuals within sphere of influence of an organisation, including those who can affect or are affected by the business.

Edward Freeman is often credited as a pioneer of stakeholder theory since 1980s. According to Freeman and McVea (2001), a stakeholder approach emerged following work of Edward Freeman in 1984, titled, *Strategic Management- a Stakeholder Approach*. Freeman's idea, however, was not necessarily new, as it was founded on work done by James Emshoff in 1978 as well as Ian Mitroff and Richard Mason in 1982. It is argued that stakeholder theory was essentially a response to observed challenge by Freeman that theories of the time were “inconsistent with the quantity and kinds of change that were occurring in the business environment of the 1980s”. Defining this theory in a video for Darden

Graduate School of Business Administration (Internet Video, 13 May 2009), Freeman (2013) states that:

The Stakeholder Theory is an idea about how businesses really work. It says that for any business to be successful, it has to create value for customers, suppliers, employees, communities and financiers, shareholders, banks and other people with money. It says that you can't look at any one of their stakes or stakeholders if you like, in isolation. Their interest must go together, and the job of a manager or entrepreneur is to work out how the interest of customers, suppliers, communities, employees and financiers go in the same direction.

Freeman and McVea (2001) maintain that idea behind stakeholder approach is that “managers must formulate and implement processes which satisfy all and not only those groups who have a stake in the business.” That implies that managers should promote good relationships with employees, customers, shareholders, suppliers, communities and other groups in a way that enhances long-term survival and sustainability of a business, a firm or a sector. Therefore, this model emphasises “active management of business environments, relationships and promotion of shared interests” (Freeman and McVea, 2001; Ali and Abdelfettah, 2016). Jones and Harrison (2018) also believe that instrumental stakeholder theory emphasises performance results for firms of highly ethical relationships with stakeholders characterised by high levels of trust, information sharing and cooperation. Seemingly, this theory helps businesses to understand relationships between the business and its stakeholders as well as outcomes of these relationships (Harrison and Sa de Abreu, 2015).

Clearly, this approach forces businesses to continue doing an environmental scanning of all these stakeholders for identifying dynamic changes in the competitive world. As noted by Lawrence and Weber (2010), stakeholder approach can contribute some benefits for both organisation and society at large. Recalling SALGA’s assertion that tourism combines private and public sectors and follows an approach that boosts the community, it seems fitting to include the Stakeholder Theory in competitive intelligence operations of small tourism businesses in the Eastern Cape Province.

Another critical aspect in the debate on stakeholder approach is that it assesses both factors inside and outside the organisation that may influence its strategic planning process (Sheehan and Ritchie, 2005, cited in Le, et al., 2012). This idea matches well with Freeman and McVea’s (2001: 34) assertion that “stakeholder approach is a strategic management process rather than a strategic planning process.” Stakeholder theory gives direction to what needs to be done by the business by looking at the manner it can influence and be influenced by environment. In this regard, it could be argued that this approach is about improvement of strategic management of a tourism business (Timur and Getz, 2008; Patikas,

2015; Pedrini and Ferri, 2019). They believe that stakeholder theory enables business owners to articulate shared sense of value created for their businesses and develops cohesion amongst core stakeholders.

Stakeholder theory also assists managers in learning on how to do business and determine types of relationships that are needed to create service delivery on stakeholders' purpose. In addition, stakeholder theory assists businesses to manage both their internal and external stakeholders for gaining competitive advantage (Minoja, 2012).

For instance, a B&B should promote good relationships with customers by providing excellent service, as it relies upon them for gaining profits and sustainability. It should be noted that customers can build up or destroy a business by word-of-mouth advertising. So, satisfying their needs beyond expectation is also promoting the business to outside world. On the other hand, suppliers also need to be treated well, as they can easily stop supplying to the tourism business if there are no good relationships like not sticking to payment arrangements. Tourism business normally relies on community to get employees since this type of business is labour intensive, therefore, owner must also consider needs of society in local areas. Furthermore, authorities also put forward their laws and regulations on how a business must conduct itself which also sometimes puts a strain on the business, like having to consider by-laws in the case of a typical B&B (Sifolo, 2010). This implies that a typical tourism business has to develop bargaining power and strategies of dealing with all stakeholders.

Noting above stated points, it is imperative that a typical tourism business, being faced with diverse and dynamic competitive environment, should develop strategic relationships with its core stakeholders. Nonetheless, it should be noted that it is not always possible for businesses organisations to accommodate interests of all stakeholders at once. Furthermore, stakeholders may have contradictory interests (Mellahi, Frynas and Finlay, 2005; Ritcher and Dow, 2017; Pinto, 2019). Some would aver that not all stakeholders have an equally legitimate claim to activities and resources of the organisation (Freeman, 1984). Some authors believe that stakeholder theory cannot be used alone and it has to be accompanied by other theories, as it is not an end itself. For instance, Griseri and Seppala (2010) argue that stakeholder theory does not evaluate stakeholders' interests on basis of ethical principles. Some scholars further maintain that stakeholder theory has implications for individual, rather than collective managerial, decision-making (Reynolds, Schultz and Heckman, 2006). Some authors criticise it saying that although it is simple, it is debatable and unclear (Fassin, 2008; Chen and Turner, 2012). This forces Stakeholder Theory to be effective and relevant.

However, one could argue that stakeholder approach is about management of diverse interests (Griseri and Seppala, 2010; Pedrini and Ferri, 2019). According to Murphy and Murphy (2004) and Phillip (2004), stakeholder approach considers the various actors in the competitive environment which include

workers, customers, shareholders, suppliers, local communities and the state. Furthermore, to be able to apply stakeholder approach successfully, managers of organisations should understand stakeholders' inherent interests (Ali and Abdelfettah, 2016). Ultimate objectives would be, as noted by Freeman (2013), to ensure that “shareholders and financiers, customers, suppliers, employees and communities can, together, create something that no one of them can create alone.” Therefore, tourism businesses in the province should identify their key stakeholders and try to manage them thereby finding a niche for prosperous operations. If managed properly, stakeholder approach can lead to synergy between organisations and shareholders and financiers, customers, suppliers, employees and communities as proposed by (Freeman, 1984; Laczniak and Murphy, 2012; Uribe, Ortiz-Marcos and Uruburu, 2018). The following section elaborates on stakeholder types.

2.6.1.1 Types of stakeholders

Some scholars differentiate between market and non-market stakeholders. For instance, Lawrence and Weber (2010) maintain that business organisations, in general, and tourism businesses, specifically, are involved in both market and non-market stakeholders. The same author further adds that market stakeholders are those that are “engaged in economic transactions with a company as it comes out of its primary purpose of providing a society with a good service” (Lawrence and Weber, 2010: 8; Fassin, de Colles and Freeman, 2016). Driessen and Hillebrand (2013) call for distinguishing between market and non-market stakeholders, and that some businesses are not able to identify key issues that may be important to both types of stakeholders. Thus, market stakeholders provide capital in a firm or an organisation in order to get a profit or return on investment (Berman and Johnson-Cramer, 2019). Figure 2.4 provides a graphical illustration of market stakeholders of a business.

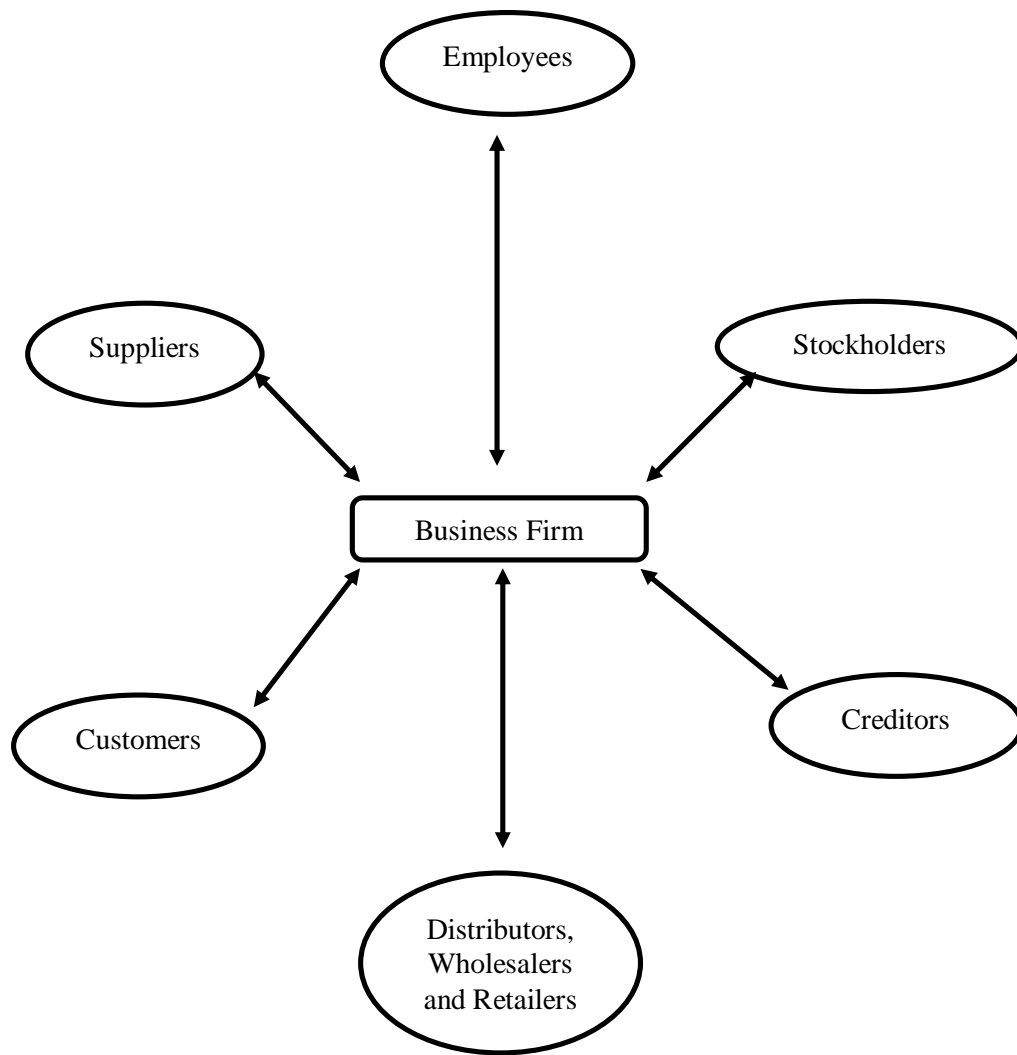


Figure 2.4: Showing Market Stakeholders

Source: Lawrence and Weber, (2010: 8), adapted from Sifolo (2017)

On the other hand, non-market stakeholders are people and groups who do not necessarily do business with the organisation but are influenced or can influence its actions (Mellahi, Frynas and Finlay, 2005; Lawrence and Weber, 2010; Ekpobomene, 2012; Sifolo, 2017). According to Ekpobomene (2012), non-market stakeholders include various levels of government, media, community, nongovernmental organisations, business support groups and general public (as indicated in Figure 2.5).

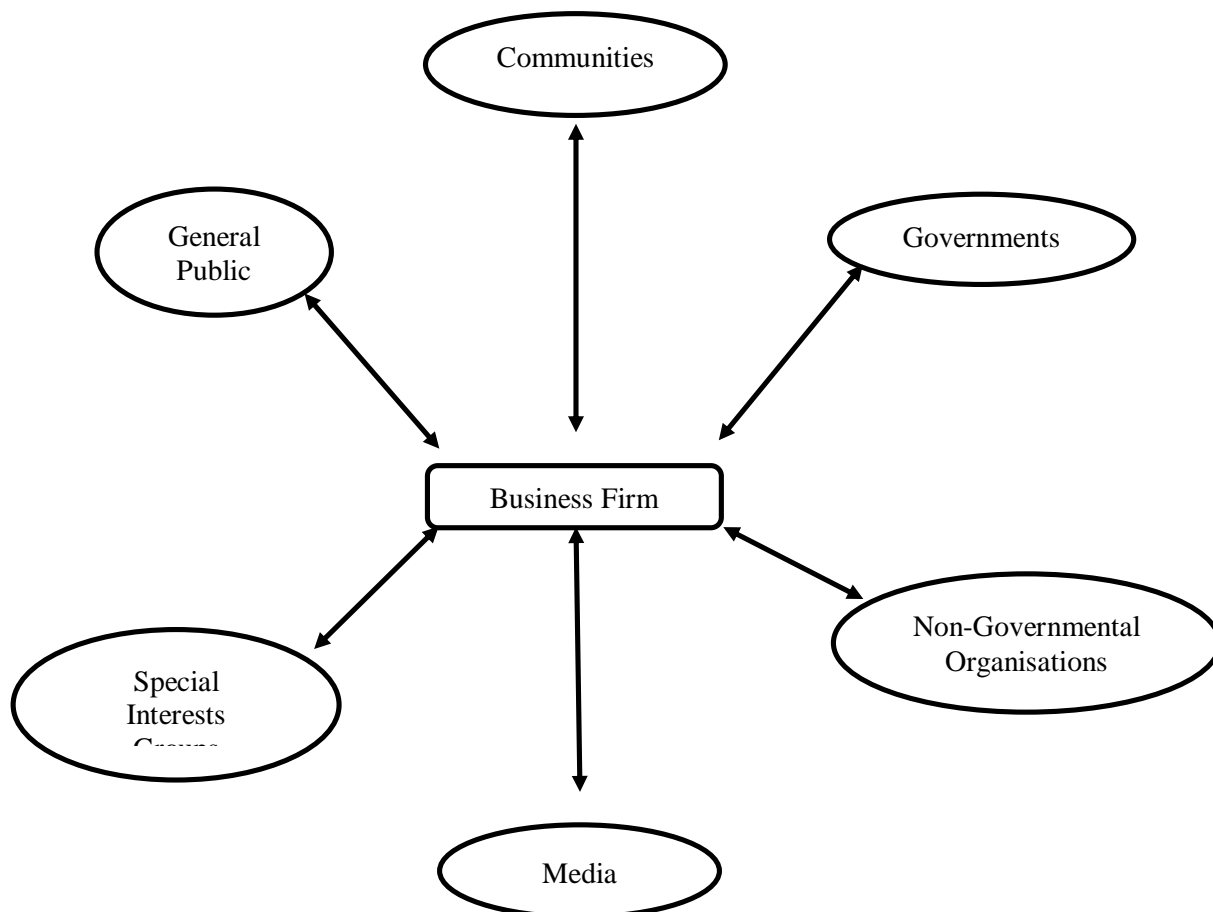


Figure 2.5: Showing Non-market Stakeholders

Source: Lawrence and Weber (2010: 10), adapted from Sifolo (2017)

According to Clarkson (1995, cited in Mellahi, Frynas and Finlay, 2005), the market system may also be formed by communities and governments that offer markets and create infrastructures, whose regulations and laws should be adhered to, and whom taxes and other requirements should be met as well as directing activities of a business. It could be maintained that distinction between market and non-market stakeholders provides a simplified way to understand real-world business setting. Timur and Getz (2008) point out that local community and government (residents and local businesses, organisations and associations) are key decision-makers that may influence competitive world (Sifolo, 2010; 2017). However, Mowforth and Munt (2008) state that governments and policymakers hold the majority of the power.

It is sufficient to note that interest is on market stakeholders, with specific attention on customers, employees, suppliers, distributors such as wholesalers and retailers, stockholders and creditors. Some authors tend to differentiate market and non-market stakeholders into main and subordinate categories. For instance, Clarkson (1995, cited by Sifolo, 2017) differentiates stakeholders into primary and secondary categories. He believes that primary stakeholders are the most important stakeholders whose

decision not to participate in a business organisation could result in that company closing down. On the other hand, he maintains that secondary stakeholders include those that do not affect the business directly but can influence or be influenced by them. They include business chambers and advisory boards, gas stations, community groups, incentive planners, media and media retail outlets together with universities. Nonetheless, it should be considered that scholars focus on many factors of stakeholder topics as indicated by Saftic, Tezak and Luk (2011); and Miles (2017). This specialised focus could be an important contributor to the fact that stakeholder topic is rather broad. In this context, Tkaczynski (2009, cited in Saftic, Tezak and Luk, 2011), clarifies this divergence in a graphical fashion as shown in Table 2.3.

Table 2.3: Showing Diverse Types of Stakeholders

Stakeholder Type	Stakeholder	Author
Primary	City Officials (Local Government Organisations)	Blain, Levy and Ritchie (2005); Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan, Ritchie and Hudson (2007); Sheehan and Ritchie (2005)
	Competitors	Sautter and Leisen (1999)
	Destination Marketing Organisation	Blain, Levy and Ritchie (2005); Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan, Ritchie and Hudson (2007); Sheehan and Ritchie (2005)
	Hotels	Blain, Levy and Ritchie (2005); Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan, Ritchie and Hudson (2007); Sheehan and Ritchie (2005)
	Tourism Attraction Operations/Convention Centres	Blain, Levy and Ritchie (2005); Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan, Ritchie and Hudson (2007); Sheehan and Ritchie (2005)
	Transportation Companies (e.g. buses, airports, etc.)	Blain, Levy and Ritchie (2005); Sautter and Leisen (1999)
	Tourists	Sautter and Leisen (1999); Sheehan and Ritchie (2005)

	Restaurants	Blain, Levy and Ritchie (2005); Sautter and Leisen (1999)
Secondary	Chamber of Commerce/Advisory Board	Morgan and Pritchard (1999); Sheehan and Ritchie (2005)
	Community Groups	Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan and Ritchie (2005)
	Gas Stations	Sautter and Leisen (1999)
	Incentive Planners	Blain, Levy and Ritchie (2005); Morgan and Pritchard (1999); Sautter and Leisen (1999); Sheehan and Ritchie (2005)
	Media	Sautter and Leisen (1999); Sheehan and Ritchie (2005)
	Media Retail Outlets	Blain, Levy and Ritchie (2005); Sautter and Leisen (1999); Sheehan and Ritchie (2005)
	Universities	Blain, Levy and Ritchie (2005); Sheehan and Ritchie (2005)

Source: Saftic, Tezak and Luk (2011), adapted from Sifolo (2017)

The above table shows the types of stakeholders that affect and are affected by a typical tourism business. The above section also highlighted different approaches to competitive intelligence practices which express opinions of intelligence practitioners. Hence, having discussed above theories on competitive intelligence, the Proposed Framework to understand ICI for SMTEs guides the study (refer to Chapter 8 regarding the conclusion).

2.7 Analysis of the competitive intelligence models

It is sufficient to give a brief analysis of these models and theories, as they have been already critically analysed above. All the models of competitive intelligence discussed above have a common factor of looking at dynamic factors affecting a business organisation in competitive environment in various ways. Some use same approaches such as the Competitive Cycles as developed by Santos and Correia (2010); and Louw and Venter (2010). They are both easy to use, even in other countries, in both big and small enterprises for intelligence management. Although they are not necessarily applying similar techniques and tools of collecting and analysing data, they utilise similar approaches. They all realise that users of intelligence require results to make informed decisions.

Cook and Cook (2000) present a process of managing intelligence that is long. That is acceptable, as their approach was created some time ago. Although their model involves a number of steps, they cover

similar content as the above approaches. SWOT analysis theory on the other hand, just gives a list of strengths, weaknesses, opportunities and threats. The analysis does not understand that both inside and outside factors in the business environment are vigorously changing. Furthermore, it is believed that SWOT may affect performance of an organisation, and list of factors may not necessarily assist managers in implementing its strategy. Other people feel that SWOT is easy to design, but without critically thinking, may lead to misrepresentation (Bose, 2008; Erasmus and Strydom, 2013).

As far as PESTEL analysis theory is concerned, it poses challenges, as macro-environmental factors cannot be controlled by a business enterprise. It forces the business to engage in activities that will suit active developments in the competitive environment. This model needs to be assisted by others. Furthermore, tourism businesses that operate nationally and internationally find it very difficult to apply it since they have to understand markets, competitors, consumers, technology, the economy, culture, laws, and the competitiveness of other provinces and countries (Brenton and Gamberoni, 2013). Porter's Five Forces Model of Competition is commonly used but it only serves as a starting point for a more robust assessment of firm performance that can be further analysed by other relevant tools (Coca-Cola Ltd., 2017). Another problem with the model is that it focuses on qualitative examination of critical position of a firm that can be subjective and does not provide a tool for quantifying these forces (All Answers Ltd., 2018). As a result, bias can be formed depending on the individual applying it. This model was developed a long time ago, therefore, other models have to be created for closing the gaps found in the model.

Benchmarking is another model that has been highlighted to assist small tourism businesses to improve in their operations by comparing themselves with the industry leaders by copying best practices from their rivals. However, benchmarking is short-lived and does not foresee what will happen in future (Kompyte, 2018). Types of Competitive Intelligence Models outlined above can be useful for SA's SMMEs to try and use them. The main challenge may be that these small tourism businesses may not be aware of them. They are relevant but they cannot be used alone, as they need to complement each other. Furthermore, the small tourism businesses need to use their intuition for critical thinking in making informed decisions pertaining dynamic trends in the business environment. The envisaged Theoretical Framework of Intuitive Competitive Intelligence will try to include these aspects and modify them to suit small tourism businesses in South Africa.

Despite this, the issue of sustainability is also critical and should be prioritised. According to UNWTO (2013), each type of a stakeholder has the ability to create negative effects or stifle continued existence of the sector. For example, and as pointed out by UNWTO (2013), stakeholders may poorly execute their roles and responsibilities. In addition, governments may not include critical plans when doing planning and management while businesses may peruse areas for exploitation and tourists may not

necessarily see them. This example illustrates critical aspect of ensuring that a stakeholder relationship is not only based on symbiosis but is continuously nurtured for optimum results. This point is captured well by SALGA (2013) that municipalities need to be assisted with capacity to enhance development of their local tourism sector and that success of the sector rests on partnerships from all levels of government and other stakeholders. South African Local Government Association (SALGA) further states that efforts to support municipalities “need to be focused and consolidated, yet at the same time, flexible enough to accommodate the differences in municipalities” (SALGA, 2013). This assertion is perhaps a clarion call to DEAT as the provincial authority to take due cognisance of Eastern Cape tourism sector. This point is succinctly made by the UNWTO (2013: 19-20) and is summarised in Table 2.4 and continues on page 55.

Table 2.4: Showing Stakeholders and Roles in Sustainable Tourism

Stakeholder Type	Role in Delivering Sustainable Tourism
<u>International Development Assistance Agencies</u> <ul style="list-style-type: none"> • Multilateral agencies and programmes • Bilateral agencies 	Integrating tourism in the development of policies and agreements Financial and technical assistance to sustainable tourism and individual programmes and projects
<u>National Government</u> <ul style="list-style-type: none"> • Tourism Ministry • Other ministries • Tourism agencies (e.g. Tourist Board) • Other government delivery agencies • Resource management bodies (e.g. National Parks service) 	Tourism policy and strategy development and implementation Relating tourism to wider policies and strategies Legislation, standards and regulations relating to the sector Infrastructure planning and development Resource management Communication, information and marketing
<u>Local Government and Destination bodies</u> <ul style="list-style-type: none"> • Regional government • Local authorities (e.g. district councils) 	Local strategic direction and planning Implementation of policy and regulations Local infrastructure development and management

<ul style="list-style-type: none"> • Destination management organisations (e.g. public, private, etc.) 	Stakeholder engagement, coordination and support
<u>Private Sector businesses</u> <ul style="list-style-type: none"> • Tourism and trade associations, national and local • Tourism service providers (e.g. hotel businesses) • Tour operators – international and incoming • Suppliers to the sector (e.g. food producers) • Investors – international and domestic 	Representation of, and influence on the tourism sector Operations of tourism services Link to domestic and international markets Product development, investment and improvement Employment creation and generating local income Reflecting economic, social and environmental sustainability issues in development and operations
<u>Employees and Related Bodies</u> <ul style="list-style-type: none"> • Labour unions • Individual workers in the sector 	Representing interests of employees Human resources planning and development Provision of a reliable service in return for income
<u>NGO's – International, National and Local</u> <ul style="list-style-type: none"> • Sustainable development NGOs • Environment, conservation and cultural NGOs • Social and community NGOs 	Representing different stakeholders' interests Engaging in strategic planning and development Stakeholder coordination and supporting implementation Capacity building and provision of expertise
<u>Education and Training Bodies</u> <ul style="list-style-type: none"> • Universities, colleges and teaching bodies • Research institutions • Technical experts and advisory bodies 	Knowledge gathering and dissemination Supporting policy and strategy development Capacity building and training Specific advice and expertise
<u>Local Community</u> <ul style="list-style-type: none"> • Community councils and respective bodies 	Engaging in planning and decision on tourism at a local level

<ul style="list-style-type: none"> • Traditional structures (e.g. tribal chiefs/bodies) • Organised groups (e.g. women, youth, etc.) • Local formal and informal traders • Individual households 	<p>Representing and communicating local community's interests</p> <p>Pursuing equitable benefit sharing within communities</p> <p>Interacting with tourists to mutual benefit</p> <p>Receiving income from tourists spending</p>
<p><u>Consumers or Tourists</u></p> <ul style="list-style-type: none"> • Individual tourists • Consumer networks, clubs and societies • Travel media and social media users 	<p>Providing a main source of income to the sector</p> <p>Behaving responsibly towards the environment and local communities in travel choice and actions</p> <p>Communication of information and opinions on destination and sustainability issues, accurately and fairly</p>

Source: UNWTO (2013)

Table 2.4 continues from page 54.

The following section highlights the positive impact of intuition and competitive intelligence on the performance of businesses.

2.8 The positive impact of intuition and competitive intelligence towards performance of businesses

Intuition and competitive intelligence have been generally applied by big corporates, as well as small businesses in the world, and more especially in developed countries. This proves to assist businesses to succeed in a competitive environment and hence become sustainable. Managers in various businesses believe that there are sometimes quick decisions that need to be made after getting information of market changes in an environment. These decisions are made using competitive intelligence practices, where they apply their intuition to solve such problems (Liebowitz, et al., 2019). Rauf (2014) believes that intuition is based on knowledge and previous experience. As a result, in banking and industrial sectors it is commonly used by managers to decide on the complexity of challenges in these sectors which require them to put aside designated structures and rational processes of decision making and instead rely on their intuition. This takes place after searching for and through information from the external environment.

Huang and Pearce (2015) prefer intuition over focussing only on external factors by doing scanning, which is competitive intelligence. They believe that business managers need to use their own inner thinking to lead in a different approach and improve all round performance. Nuthall and Old (2018) conducted a study on farmers to determine if they used intuition in decision making processes. The results indicated that they used it in planning, using previous knowledge and experience, technical skills acquired, as well as personal reflection. Intuitive abilities tend to assist managers to make decisions when confronted with challenges in a dynamically competitive environment. Scharmer (2008, cited by Rauf, 2014) avers that a study on the intuitive decision making model was conducted with 3 000 employees in a specific company to test its usefulness in decision making. Results showed that in the marketing and sales departments, challenges were solved using the intuitive innovative method (Volker, et al., 2015). According to Shah and Horne (2012, cited by Rauf, 2014), forty-three per cent of employees rely on rational decision making in stable environments, whereas nineteen per cent believe in using intuition when making decisions. Some small businesses do use an integrated approach when making decisions. Marcos and Antonio (2016) conducted a study of forty-five small businesses in the Commercial and Business Association of Sergipe – ACESE and discovered that they too used an integrated approach to make decisions. Pena (2006) and Baylor (2011) believe that in the midst of a changing competitive environment, a decision maker has to apply intuition when collecting data which may influence an objective. They further proclaim that for managers to be successful they need to have intuition, and if they do not they have to develop it.

Another study conducted by Ledy, et al. (2020) revealed that entrepreneurs from different cultures use intuition and experience rather than rational decision making when doing strategic planning. In addition, a study conducted in China by Zhou, et al. (2019) revealed that entrepreneurs that have a positive attitude and inner drive to succeed tend to do better than those that do not. This implies that successful businesses use intuition to make decisions when confronted with complex situations in the competitive environment. This intuition is informed by knowledge gained from the competitive environment, from actions of competitors, consumer and buyer patterns and behaviour, the needs of the suppliers, technology, society, the legal and political environment, as well as the economy, which is competitive intelligence. Tahmasebifard and Wright (2018) also conducted a study with companies on the application of competitive intelligence in market performance, with subtypes such as competitor intelligence, market intelligence and technological intelligence. Results confirmed that CI and its subtypes did have an impact on the market performance of a company.

Locander, Locander and Weinberg (2020) also conducted a study on 250 business-to-business salespeople using the Sensemaking Model and Dual Process Theory to determine how they controlled the cognitive demands associated with information processing and decision making during a sales encounter. Results showed that intuition assisted them to make quick decisions in the adaptive selling

process. This implies that intuition is fairly used by corporates in various sections of the business world, but not necessarily in small and medium-sized enterprises. A study conducted by Constantiou, et al. (2019) indicated that there is a positive relationship between intuition and business success, more especially in financial performance in SMEs. Kiel (2019) believes that since intelligence machines tend to replace human expertise, it is salient that humans should focus on intuition when making decisions, as the machines are only programmed to do work without necessarily thinking about outcomes. Desouza and Awazu (2006), cited by Fakir, 2017) see that the role of intelligence, specifically knowledge that is available in the business from expertise, know-how, skills, intuition and ideas, can lead to the success of an SMME. Due to the complex environment small business managers have to make quick decisions using a combination of intuition, decision support tools such as spread sheets, and historical reports when faced with challenges (Bocco and Merunka, 2013).

Large enterprises, on the other hand, commonly use Information Technology Solutions such as Enterprise Resource Planning to make informed decisions. Their tools are more structured than those of small businesses (Canes, 2009). SMMEs in developing countries are using Information Systems (IS) to process business data inputs into outputs such as wisdom, knowledge and decisions (Kulkarni, et al., 2017; Dahoei, et al., 2018; Bhosale and Patil, 2019). However, application of Information and Communications Technology (ICT) and IS has been weak in the SMMEs as they don't have the capacity such as financial resources and expertise to utilise those, more especially in South Africa (Bi and Cochram, 2014; Tremblay, et al., 2018). On the other hand, competitive intelligence is applied in SMMEs and becomes more effective in developed countries than in the developing countries. Some managers do not understand that the benefits of technologies and information systems initiatives are that they can assist them to know their competitors' actions, customer trends and behaviours, suppliers and technologies in the competitive environment, with the aim of taking advantage (Gaspreniene, et al., 2013; Fakir, 2017).

A study conducted by Gracanin, et al. (2015) also concurs that CI practices are applied in developed countries like Serbia and European countries, as well as in Japan and the United States of America. Another study undertaken by Du Toit and Sewdass (2014) revealed that competitive intelligence was used by big businesses in Morocco. Sewdass and Du Toit (2014) conducted a study on CI experts in big businesses in South Africa to determine the current state of competitive intelligence. Their respondents consisted of postgraduate degree holders who were in the middle or senior management level. Results indicated that 55 per cent of them agreed that they used CI to cope with changes in the business environment, whereas 60 per cent indicated that they believed that CI was important to remain in agreement with government legislation. This implies that CI is applied by big businesses but not necessarily in small tourism businesses for different purposes.

Successful businesses tend to rely on competitive intelligence to enhance competitiveness by gaining important knowledge about their market environment. In countries like Japan, the USA, Sweden and France SMMEs are supported by government programmes in the adoption of CI, whereas in South Africa the government has not yet supported businesses with competitive intelligence (Momeni, et al., 2012; Cass and Sok, 2014; Dahoei, et al., 2018; Loureiro and Garcia-Marques, 2018). On the other hand a study conducted by Gaspareniene, et al. (2013) concluded that CI can be applied by both big and small companies. The main differences between these two sectors involve access to competitors' information and CI findings. Both sectors can use similar ways and tools to collect information from their competitors, although outcomes in interpretation and analysis of the data may differ since small businesses do not have a functional CI structure, unlike big corporations. Big companies normally employ CI experts to do intelligence gathering since they have financial and other resources to do so. The existence of a competitive business environment in which big firms and governments use competitive intelligence practices on a global scale to outcompete small businesses, puts more pressure on their survival as well as on their success (Tarraf and Molz, 2006; Adom, et al., 2016). As a result, they have access to secret information more easily than their counterparts.

Kosa and Mohammed (2017), on the other hand, believe that adoption of entrepreneurial activity by managers depends on their passion which is influenced by their entrepreneurial background, government support and the environmental uncertainty in which the business operates. In this case internal resources should be matched with external environments, since businesses that have high human and capital resources are more passionate in engaging in entrepreneurial activity. All those that receive government support tend to engage fully in entrepreneurial activity and become more successful than those who do not get such support.

Therefore, a business may use ICI practices by analysing business environment in one's own way which includes checking current prices of one's products compared to those of competitors, assessing their actions in order to outcompete them and checking behaviour of consumers for satisfying their needs beyond expectation. All these activities are performed without having any formal structures nor following any processes and procedures but assist managers of businesses to make quick decisions based on their intuition (Dahoei, et al., 2018; Bhosale and Patil, 2019). These then seem plausible in the context of small and medium-sized enterprises which is the focus of the study.

There are some companies in the world that use intuitive competitive intelligence practices to be successful. They include airline ticket sellers, sport analytics, tech start-ups, and investment banking and trading companies. The airline industry excels in applying intuitive competitive intelligence as they have to change prices quickly after getting a piece of information from their competitors about a sudden change in prices, so as to attract more frequent flyers. This is done to remain competitive and be

sustainable. Another strategy followed by the airline industry is to keep track of frequent flyers and then increase prices over time for certain routes and dates, since they are certain that earmarked clients will definitely fly on these dates. The sport industry is one of the most competitive industries in the whole world. These organisations need to access, process and analyse, as well as interpret external data in order to remain competitive and successful. In addition, while processing and analysing data intuitive cognitive skills are at play to make informed decisions, as the industry is very dynamic. Examples include Billy Beane who managed to take the baseball team, Oakland Athletics, to tremendous levels of success with limited budgets but through intuition and competitive intelligence practices. Other perfect examples take place in the football sector in the world, where teams like Sevilla FC and Southampton FC perform very well every year in spite of their limited budgets. The reason for them succeeding is that they scan the industry and access new data and insights and share that information with their management teams (Gracanin, et al., 2015; Kirilov, 2019).

Another fantastic competitive intelligence example is tech start-ups. Start-ups normally use intuitive competitive intelligence practices just to confuse markets. While big companies have sufficient financial, human, physical and technological resources, start-ups often overcome them in certain niche markets as they tend to specialise. They concentrate on a specific field and understand the needs and cries of clients through competitive intelligence and try their level best to satisfy them beyond expectation, thus increasing their customer base. An example is Airbnb that managed to use technology, understand consumer needs and behaviours, as well as the dynamics in society to disturb the hotel industry. They have advantages of low overheads, different product offerings with unique experiences, convenience, lower prices, cultural exposure, values and attitudes, compared to hotels who have advantages of consistency, travel itinerary, trust and safety, to mention a few (Burger, 2016; Nenzhelele, 2017). Investment banking and trading is another perfect case that applies intuitive competitive intelligence, since all bankers have access to the same intelligence as far as financial statement reports, news channels and industry research papers are concerned. Those who are conversant with the available information and gain comprehension tend to outperform the rest (Kompyte, 2018).

Reference for Business (2020) also avers that there are some companies that have been successful through the use of intuitive competitive intelligence practices. They include companies in the Japanese automobile industry that analysed the US automobile industry in 1970 and discovered that families in the country were becoming smaller and wanted smaller, more fuel-efficient cars. Then they did research and manufactured such types of cars, which made them successful in beating the leaders in the industry. Another example is that of Wal-Mart stores, which outperformed Sears company by developing their own state-of-the-art distribution channel, after learning that Sears had problems and as a result customers complained. In the same vein, AT&Ts is another company that excels in using intuitive competitive intelligence. They employ experts to monitor other companies in the competitive

environment in various aspects which include those that tend to employ their own employees. This led AT&Ts to identify among other issues in emerging companies that were their threats (Gasparenienė, et al., 2013).

Other companies that use intuitive competitive intelligence practices include Coca-Cola, that applies political, economic, social and technological variables (PEST) and Porter's Five Forces analysis to identify various external factors which assist them to make informed decisions in the market environment. They believe that continuing to interact with their consumers, suppliers and distributors, buyers and other partners assists them to identify emerging trends to be overcome, which makes them competitive through intelligence. Hence Coca-Cola is still a well-known leader in the beverage industry that continues to claim its place in the market (Coca-Cola Ltd., 2017; All Answers Ltd., 2018; Cavallo, et al., 2020). Another company that practises intuitive competitive intelligence is Tsogo Sun. For them to sustain their business and be competitive they always strive to satisfy the needs of customers beyond expectation, meet the needs of their stockholders, focus on durability, remain financially sound with highly skilled workers, and to comply with regulations. Furthermore, they continue to scan the environment to identify opportunities and threats (Tsogo Sun, 2019).

Other research organisations that deal with competitive intelligence include the Society of Competitive Intelligence Professionals (SCIP), the Competitive Intelligence Division of the Special Libraries Association (SLA), Fuld and Company Inc. and the Institute for Strategy and Competitiveness at the Harvard School of Business. These organisations specialise in research with companies and other organisations that deal with competitive intelligence practices (Reference for Business, 2020).

The above examples cite the big companies that have applied intuitive competitive intelligence practices when undertaking business operations and become successful. However, since the concept is fairly new there is limited research to prove that intuitive competitive intelligence has been applied by small businesses in general, and SMTEs in particular in South Africa. In 2014, as mentioned above, it was discovered that Morocco was the only country in Africa that introduced a national competitive intelligence system (Maune, 2014; Du Toit and Sewdass, 2014). The following section will identify the negative impact of intuition and competitive intelligence on the performance of businesses.

2.9 The negative impact of intuition and competitive intelligence towards performance of businesses

Intuition is commonly used by managers to make decisions when confronted by complex situations in the competitive environment. Although it has its own benefits, there are also weaknesses associated with the application of an intuitive thinking style. When someone believes only in himself/herself or

using his/her mental ability to make decisions sometimes he/she makes mistakes, more especially when doing so without getting sufficient information about a situation or an act of a competitor (Burch, et al., 2017). In addition, making decisions under pressure tends to fail some operations of businesses (Malgas and Zondi, 2020).

Pena (2006) and Baylor (2011) maintain that intuition cannot be used alone but should be supplemented by other decision support systems and simulators. They further comment that it is difficult to find managers that have an intuitive thinking style to make informed decisions to gain a competitive advantage. Baylor (2011) further assumes that a manager cannot be intuitive unless he/she has intimate knowledge of the issue under discussion. In addition, intuition is a time consuming process coupled with energy and money required to do it, and it may place pressure on managers that need to make decisions. Lieberman (2000) avers that everybody does have intuitive ability, however, not everyone can develop it to a degree that can be applied for strategic decision making. Additionally, it becomes expensive and difficult for an ungifted person to acquire it. Even for businesses to hire persons with the requisite skills and experience, retaining them becomes expensive (Huang and Pearce, 2015). Furthermore, intuition cannot be kept anywhere as it depends upon an individual's mental ability (Hogarth, 2002; Chaston, 2005; Constantiou, et al., 2019).

Baylor (2011) mentions that the process of thinking intuitively sometimes becomes a puzzle and time consuming. One can miss the right timing of using intuition, which can lead to a chance being lost. Furthermore, he believes that it is hard to find out the exact and correct information that can activate the intuitive decision making process. Pena (2006) is of the view that intuition may be flexible but in a discounted manner, since people's ability to use it in a decision making process differs from person to person. Further to that it is difficult to solve certain problems if its function lacks stability. Hogarth (2002) also believes that intuition does not have a logical structure of processing information. This implies that sometimes intuitive decisions are made quickly, without thorough and logical thinking, which may miss salient sources of information (Bocco and Merunka, 2013). That leads to the discussion of the challenges of competitive intelligence.

Comcowich (2017) avers that one of the challenges of competitive intelligence is collecting massive amounts of data from social media, as that can be overwhelming to managers. The said managers need to analyse and interpret data for it to be readily available for decision makers. Furthermore, the need to trace social media that is covered in different languages, as well as placing context in its rightful place, poses some problems. Moreover vocabulary in social media is not standardised. Tools used to monitor the information are free, but they have problems as they provide statistical data and are restricted to English language coverage. These tools need to serve the needs of all departments found in a business,

and have to be adjusted to suit each department. Wachira (2015) and Comcowich (2017) believe that CI requires knowledgeable members of staff to review media mentions for both content and context.

Transformation of information into actionable CI is a serious challenge for businesses (Barnea, 2014). Fatti and Du Toit (2013) mention that smaller businesses find it more difficult to apply competitive intelligence than big businesses. They furthermore mention that practising CI as well as using the latest technology to sift through an information overload is also a challenge for SMEs. Another CI weakness is that it is time consuming and requires thorough environmental scanning by experts to apply it (Intelligence Node, 2020).

Another CI weakness is that it is more quantitative than qualitative, as far as measuring it is concerned. It becomes difficult to measure its direct impact in a business enterprise, as its effect is indirect (Du Toit, 2015). In addition, there are some inhibitors to applying business intelligence in the public sector which include data quality, user training, age of the executive managers and their attitude towards technology, organisational support and culture, variables of the system quality and other external factors such as brand, consumer perceptions, suppliers, as well as competitors' actions (Mansell and Ruhode, 2019).

Muller (2007) and Degaut (2015) identified some challenges in CI application which include, limited resources to implement the plans, difficulty in retaining the CI experts in the company. In addition it not easy to realize the return on investment from the CI units and the managers are not willing to be involved in CI activities. Another challenge is that it is not easy to get timely and relevant information and the employees have to be capacitated on how to apply competitive intelligence (Muller, 2009; Nenzhelele, 2016).

Since CI's benefits outweigh its weaknesses, it implies that it is useful but cannot be applied alone and it needs to be supplemented by intuition. In addition, intuition needs to be accompanied by competitive intelligence to make a success of a business. The following section will highlight the effect of entrepreneurship on the performance of managers in business.

2.10 Effect of entrepreneurship on the performance of managers in business

It is believed that managers that have entrepreneurial skills tend to perform better than those without. However, there is also a dark side of entrepreneurship. This discussion will highlight those weaknesses. The mere fact that entrepreneurs take risks poses a challenge because some opportunities identified and applied are not as prosperous as they initially appear to be. Hence they tend to fail within a short space of time (van Rensburg and Ogujiuba, 2020). Furthermore, entrepreneurs normally grow fast but start

out as small businesses. Entrepreneurs may have a passion for a specific venture or business but lack the skills, education and experience to practice that passion (Rasca and Deaconu, 2018).

There is limited literature that supports the combination of intuition and competitive intelligence in the tourism industry. A few examples have been given in big businesses in general. They tend to focus on the application of mind-power ability that enables entrepreneurs to succeed by using cognition, motivation and human experience. On the other hand, some successful businesses use competitive intelligence alone by establishing well-structured units to conduct such intelligence (Huang and Pearce, 2015). Therefore, if small and medium-sized enterprises in general, and specifically in the tourism industry, can apply intuitive competitive intelligence they can succeed in their business, be competitive in the market environment and become sustainable. Hence this study is trying to close that gap by developing a framework to understand ICI for SMTEs in the Eastern Cape Province.

2.11 Summary

The chapter commenced by explaining the concept of competitive intelligence, its development over years in a systematic manner, its functions as well as benefits, together with intuitive competitive intelligence and the factors that affect it. The different models perceived by different authors in the field were compared and analysed. The types and roles of stakeholders that enhanced the sustainability of the tourism sector in the Eastern Cape Province were discussed. The chapter ended by identifying the companies and organisations that have been successful because of the application of intuitive competitive intelligence. In addition, the weaknesses of both intuition and competitive intelligence practices were identified. The following chapter discusses SMTEs in the context of the Eastern Cape Province.

CHAPTER 3: SMTEs IN THE CONTEXT OF THE EASTERN CAPE PROVINCE

3.1 Introduction

This research examines how small and medium-sized tourism enterprises (SMTEs) use intuitive competitive intelligence (ICI) practices to succeed and sustain their businesses in the Eastern Cape Province. This chapter is organised in this manner: Section 3.2 gives the evolution of the Eastern Cape Province, coupled with a literature review in order to learn about the study region. Section 3.3 provides a discussion of the Eastern Cape Province in terms of the district, metropolitan and local municipalities, while Section 3.4 stipulates the population of the ECP. Section 3.5 describes the economic status of the province. In addition, Section 3.6 highlights the tourism attractions in the ECP, Section 3.7 highlights the tourism sector in the ECP, and Section 3.8 explains the contribution of tourism to the economy of the country. Furthermore, Section 3.9 indicates the types and categories of SMTEs in the ECP. Section 3.10 explains the contribution of SMTEs in the ECP, and Section 3.11 identifies their successes and challenges. In addition, Section 3.12 identifies the risks inherent in the tourism industry, while Section 3.13 provides a situational analysis of the ECP. Section 3.14 shows the resilience of tourism in the ECP, and Section 3.15 describes tourism development. Section 3.16 explains the role played by the government and other non-government organisations in developing tourism in the region, and Section 3.17 highlights the tourism regulatory framework. Section 3.18 concludes the chapter.

It is worth noting that tourism in the Eastern Cape Province is one of the focus areas of the study and it contributes significantly to the economy. Therefore, it becomes salient to provide an overview of the province, how it was developed, and its demarcation in terms of district and local municipalities in which it boasts of tourism attractions, with the hope of making people aware of this region for tourism gains and leisure. Giving an overview of the province is another way of attracting tourists to places of interest (Rogerson, 2016).

SMTEs are also the focus of the study, therefore it is proper to explain them in terms of definitions, types and categories, their challenges and their successes in order to attract other people to join in the industry as it is known by the researcher that there is high unemployment in the province. The types of visitors that access the province need to be explained, with the hope of alerting small tourism businesses about the types of tourists to serve, with their different needs and perceptions (Acheampong, 2017). Both small tourism businesses and public tourism bodies from the respective departments and municipalities, as well as other stakeholders need to be aware of the risks affecting the tourism industry in order to try and minimise them (Sifolo, 2017). Furthermore, government departments will be able to

improve their policies for enhancing tourism development in all respects (Department of Small Business Development, 2019).

3.2 Evolution of the Eastern Cape Province

Before the country achieved democracy in 1994, it was divided into homelands due to the apartheid regime. The aim was to separate black communities from white ones. As a result, black South Africans were allocated separate pieces of land based on their ethnic groups (Stultz, 1980). Transkei, as a homeland, was the first one to be given self-governance and independence in 1976. One of the reserves of the authorities at the time was to obtain cheap labour while maintaining control over the movement of black people. For instance, Bantustans were subject to constant underdevelopment and the people there were forced to migrate to mines to get employment (Southall, 1982).

Southall (1982) also mentioned that black economic enterprise development was promoted through the Xhosa Development Corporation (XDC) and the Bantu Investment Corporation (BIC), but it was limited and did not present a threat to the white industry due to the fact that the focus was on agriculture, just to boost the economy. Furthermore, sustainable enterprise development was not intended to be a priority for black entrepreneurs in the Transkei and other homelands. Although homelands were independent, they were controlled by the apartheid government. The focus of this research is in the Eastern Cape Province, since it is the second largest of South Africa's nine provinces in as far as surface area is concerned. It covers an area of approximately 169.80 km², about 13.9 per cent of the total area of South Africa (Statistics South Africa, 2007). Figure 3.1 shows the land area of South Africa by province.

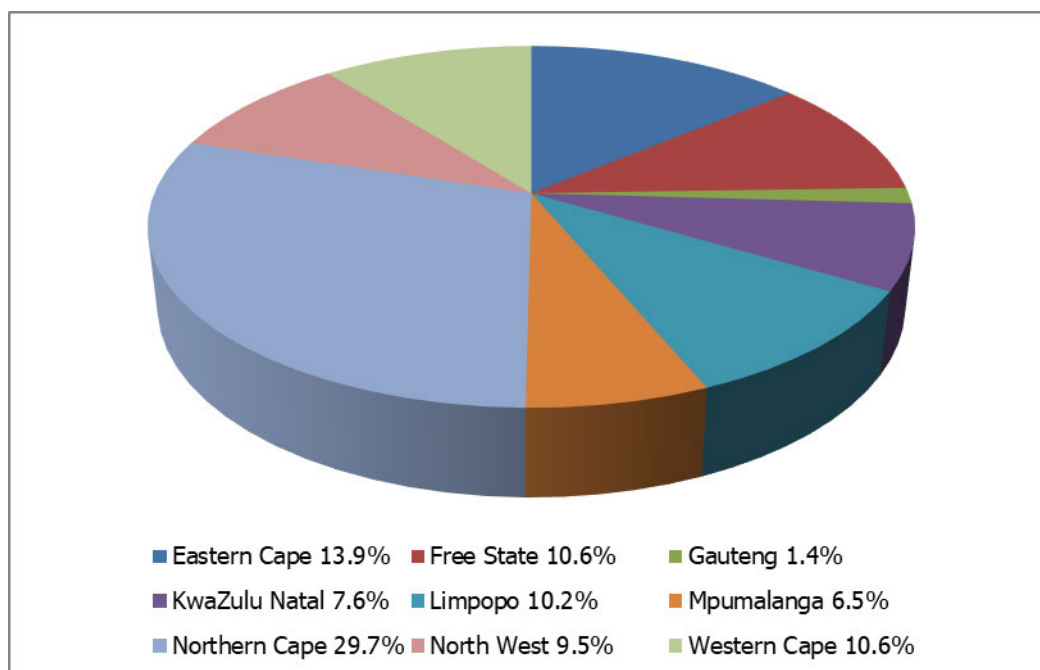


Figure 3.1: Showing the Land Area of South Africa by Province

Source: Statistics South Africa (2007)

Furthermore, the Eastern Cape Province is dominated by high unemployment rates, poverty, as well as underdevelopment. Bhisho (named after the river), derived from indigenous word for buffalo, is the capital town of the province. The natural beauty of the province tends to attract a number of tourists to visit the area (Acheampong, 2011: 48). As a result, the Eastern Cape Province tourism sector contributes 6.6 per cent of South Africa's tourism market. Ntonzima and Binza (2011) mention that in 2009, out of 9 933 966 foreign tourists that visited the country, 367 557 of them visited the Eastern Cape which takes a share of 3.7 per cent of the foreign visitors.

3.2.1 Eastern Cape Province after 1994

After South Africa acquired a democratic government in 1994 there were some remarkable changes in the country. One of the changes was to incorporate homelands into the South African government and dividing the country into nine provinces. They include the following: Eastern Cape, Northern Cape, Western Cape, KwaZulu-Natal, North West, Limpopo, Gauteng, Free State and Mpumalanga. Each province boasts of its own tourism attractions. See Figure 3.2.



Figure 3.2: Showing Nine Provinces of South Africa

Source: Statistics South Africa (2007)

The section below outlines the tourism activities taking place in these South African provinces.

Eastern Cape

Eastern Cape Province got preference as the centre of the study due to its large surface area when compared with the other provinces of South Africa. More importantly, it is characterised by a high unemployment rate, poverty and underdevelopment (Du Toit, Erasmus and Strydom, 2010; Chimucheka and Mandiphaka, 2015; Young, 2019). The tourism industry in the Eastern Cape Province accounts for approximately 6.6 per cent of the tourism market in South Africa. In 2009, out of 9,933,966 foreign tourists who visited South Africa, 367 557 of them visited the Eastern Cape Province which accounted for 3.7 per cent of the foreign visitors and the numbers have increased to 3.9 per cent in 2014 and 3.11 per cent in 2018 (South African Tourism, 2009; Mutenyoka and Madzivandila, 2014; Statistics South Africa, 2018).

This province is attractive to people that love nature. It boasts itself of beautiful sandy beaches, forests and high mountains. The province is perfect for hiking lovers, sailing, surfing, watching animals, as well as bird viewing. There are two national parks found in the province, Addo and Tsitsikamma. The three apartheid resistance movements, namely the African National Congress (ANC), the Black Consciousness Movement (BCM) and the Pan Africanist Congress (PAC), as well as a number of famous political people were established in this province, including two former Presidents of South Africa, Nelson Mandela and Thabo Mbeki, and others like Govan Mbeki and Steve Biko, to mention just a few. The province is divided into two metropolitan municipalities, six districts and thirty local municipalities which in total make thirty-eight municipalities (Acheampong, 2011).

Northern Cape

Northern Cape prides itself by diamonds' fields found in Kimberly as well as popular red sand desert known as "The Kalahari". Furthermore, it has the Namaqualand that boasts of colourful flowers.

Western Cape

Most foreign tourists visit the Western Cape on their trip to South Africa. Cape Town is the "Mother City" of South Africa and is famous for Table Mountain and Robben Island. Other main attractions of this province are the Garden Route and the Cape Winelands with Stellenbosch, Franschhoek and Paarl.

KwaZulu-Natal

KwaZulu-Natal province is known as the "Zulu Kingdom", and here the Zulu king is still the highest and most respected authority in the local areas. Although it is modernised, it still has a prevalence of old traditions of the Zulus. Main attractions in the province are the South and North Coast, the Elephant

Coast and the Drakensberg. The province is popular for holding prestigious national and international tourism events.

North West

South Africa's biggest national park, known as Pilanesberg, is found in this province. The national park has a volcano crater that is 1000 million years old. Other interesting tourism attractions in the province include Sun City with its casinos, superb hotels and waterparks.

Free State

The Free State is popularly known as the farming province, since most of the country's farms are found in this area. The province is situated at the centre of South Africa, and is supplied by two rivers, the Vaal and Orange rivers. Furthermore, the province has the Golden Gate Highlands National Park that is attractive to tourists.

Limpopo

This province was formerly known as the "Northern Province". Limpopo is found at the borders of the African countries of Mozambique, Zimbabwe and Botswana. This border location, on its own, attracts a number of tourists from African states. Moreover, a part of the Kruger National Park is also found in this province, which is also attractive to many tourists.

Gauteng

Gauteng is popularly known as the "Place of Gold", since gold and diamonds are found in this province. Although the province is small when compared to other provinces, it has the highest population density. Furthermore, Johannesburg and Pretoria, big metropolitan cities, are found in this province.

Mpumalanga

Mpumalanga is well known for the Kruger National Park, which is popular with its Big Five game - lion, elephant, buffalo, rhino and leopard - and attracts a significant number of tourists to the area. Moreover, there are a number of farmers producing citrus plants. But Mpumalanga also offers diversity in nature, including plantations and mountain ranges (TripAdvisor, 2018).

The next section will identify different types of municipalities found in the Eastern Cape Province.

3.3 District and local municipalities in the Eastern Cape Province

The role played by local government in the Eastern Cape is found in local and district municipalities in the area. Two metropolitan municipalities (Buffalo City and Nelson Mandela Bay) and six district

municipalities are found in the province. The district municipalities are in turn divided into thirty local municipalities (Statistics South Africa, 2007).

Figure 3.3 identifies the metropolitan, district and local municipalities in the province.

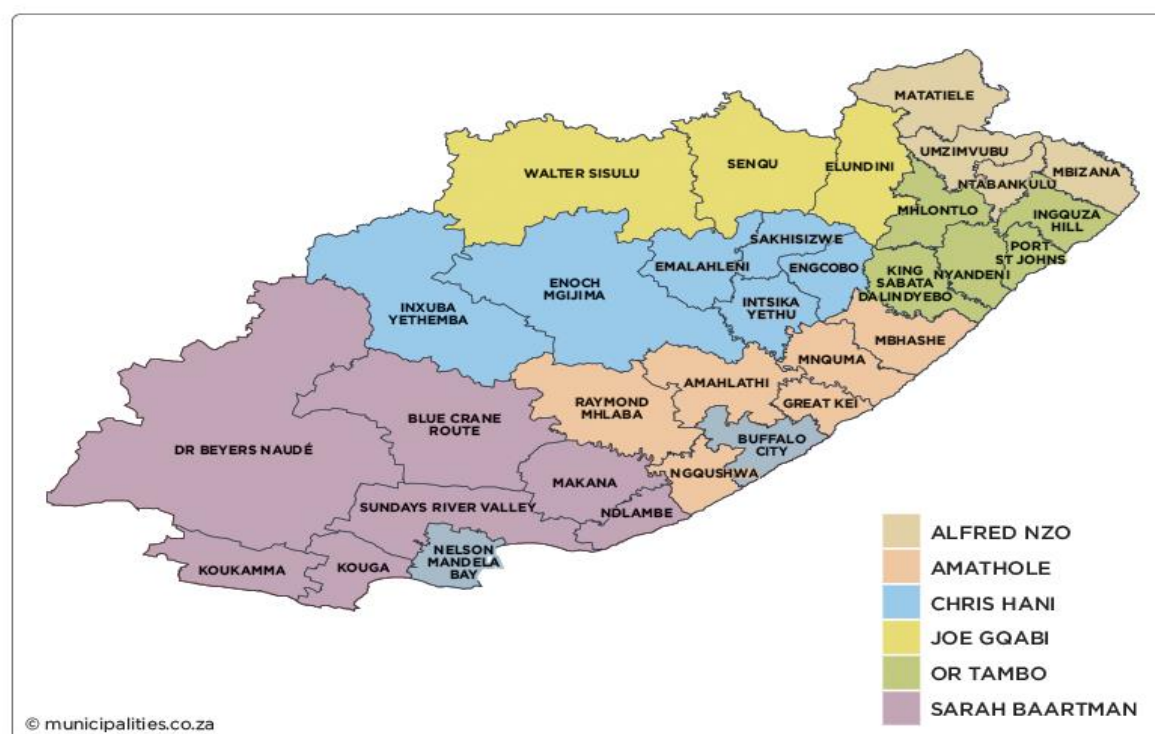


Figure 3.3: Showing Metropolitan, District and Local Municipalities in the Eastern Cape Province

Source: Statistics South Africa (2007)

In Figure 3.3, the district and metropolitan municipalities in the province are the ones which are labelled in capital letters and also shaded. The six district municipalities and their local municipalities, in brackets, are Alfred Nzo (made up of Umzimvubu and Matatiele); Amathole (Amahlathi, Great Kei, Mbashe, Mngquma, Ngqushwa and Raymond Mhlaba); Cacadu (Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Kou-Kamma, Makana, Ndlambe and Sunday's River Valley); Chris Hani (Emalahleni, Engcobo, Inkwana, Intsika Yethu, Inxuba Yethemba, Lukhanji, Sakhisizwe and Tsolwana); OR Tambo (Qaukeni, King Sabata Dalindyebo, Mbizana, Mhlontlo, Ntabankulu, Nyandeni and Port St. John's) and Ukhahlamba (Elundini, Gariep, Maletswai and Senqu) as well as two metropolitan municipalities which are Buffalo City Metro and Nelson Mandela Metro.

Table 3.1 shows the district and metropolitan municipalities in the province in terms of population, area and population density.

Table 3.1: District and Metropolitan Municipalities in the Eastern Cape

	Name	Code	Seat	Area (km ²)	Population (2016)	Pop. Density (per km ²)
	Alfred Nzo District Municipality	DC44	Mount Ayliff	10,731	867,864	80.9
	Amathole District Municipality	DC12	East London	21,117	880,790	41.7
	Buffalo City Metropolitan Municipality	BUF	East London	2,750	834,997	303.6
	Chris Hani District Municipality	DC13	Queenstown	36,407	840,055	23.1
	Joe Gqabi District Municipality	DC14	Barkly East	25,617	372,912	14.6
	Nelson Mandela Bay Metropolitan Municipality	NMA	Port Elizabeth	1,957	1,263,051	645.4
	OR Tambo District Municipality	DC15	Mthatha	12,141	1,457,384	120.0
	Sarah Baartman District Municipality	DC10	Port Elizabeth	58,245	479,923	8.2

Source: Boundaries (2016); Community Survey (2016)

As indicated in the table above, the Eastern Cape Province is divided into two metropolitan and six district municipalities. This indicates that the province is one of the biggest provinces in the country in terms of population, area and density. Table 3.2, indicates the local and metropolitan municipalities in the province in terms of the area, population and population density, and continues on page 71.

Table 3.2: Local and Metropolitan Municipalities in the Eastern Cape

	Name	Code	District	Seat	Area (km ²) ^[1]	Population (2016) ^[2]	Pop. Density (per km ²)
	Amahlathi Local Municipality	EC124	Amathole	Stutterheim	4,505	101,826	22.6
	Blue Crane Route Local Municipality	EC102	Sarah Baartman	Somerset East	11,068	36,063	3.3
	Buffalo City Metropolitan Municipality	BUF	Amathole	East London	2,750	834,997	303.6
	Dr Beyers Naudé Local Municipality	EC101	Sarah Baartman	Graaff-Reinet	28,653	82,197	2.9
	Elundini Local Municipality	EC141	Joe Gqabi	Maclear	5,019	144,929	28.9
	Emalahleni Local Municipality	EC136	Chris Hani	Lady Frere	3,484	124,532	35.7
	Engcobo Local Municipality	EC137	Chris Hani	Ngcobo	2,484	162,014	65.2
	Enoch Mgijima Local Municipality	EC139	Chris Hani	Queenstown	13,584	267,011	19.7
	Great Kei Local Municipality	EC123	Amathole	Komga	1,700	31,692	18.6
	Ingquza Hill Local Municipality	EC153	OR Tambo	Flagstaff	2,477	303,379	122.5
	Intsika Yethu Local Municipality	EC135	Chris Hani	Cofimvaba	2,873	152,159	53.0
	Inxuba Yethemba Local Municipality	EC131	Chris Hani	Cradock	11,663	70,493	6.0
	King Sabata Dalindyebo Local Municipality	EC157	OR Tambo	Mthatha	3,019	488,349	161.8
	Kou-Kamma Local Municipality	EC109	Sarah Baartman	Kareedouw	3,642	43,688	12.0

Kouga Local Municipality	EC108	Sarah Baartman	Jeffrey's Bay	2,670	112,941	42.3
Makana Local Municipality	EC104	Sarah Baartman	Grahamstown	4,376	82,060	18.8
Matatiele Local Municipality	EC441	Alfred Nzo	Matatiele	4,352	219,447	50.4
Mbhashe Local Municipality	EC121	Amathole	Dutywa	3,303	277,250	84.0
Mbizana Local Municipality	EC443	Alfred Nzo	Bizana	2,415	319,948	132.5
Mhlontlo Local Municipality	EC156	OR Tambo	Qumbu	2,880	189,176	65.7
Mnquma Local Municipality	EC122	Amathole	Gcuwa	3,137	246,813	78.7
Ndlambe Local Municipality	EC105	Sarah Baartman	Port Alfred	1,841	63,180	34.3
Nelson Mandela Bay Metropolitan Municipality	NMA	Sarah Baartman	Port Elizabeth	1,957	1,263,051	645.4
Ngqushwa Local Municipality	EC126	Amathole	Peddie	2,115	63,694	30.1
Ntabankulu Local Municipality	EC444	Alfred Nzo	Ntabankulu	1,385	128,848	93.1
Nyandeni Local Municipality	EC155	OR Tambo	Libode	2,474	309,702	125.2
Port St Johns Local Municipality	EC154	OR Tambo	Port St Johns	1,291	166,779	129.2
Raymond Mhlaba Local Municipality	EC129	Amathole	Alice	6,357	159,515	25.1
Sakhisizwe Local Municipality	EC138	Chris Hani	Cala	2,318	63,846	27.5
Senqu Local Municipality	EC142	Joe Gqabi	Lady Grey	7,329	140,720	19.2
Sundays River Valley Local Municipality	EC106	Sarah Baartman	Kirkwood	5,995	59,793	10.0
Umzimvubu Local Municipality	EC442	Alfred Nzo	Mount Frere	2,579	199,620	77.4
Walter Sisulu Local Municipality	EC145	Joe Gqabi	Burgersdorp	13,269	87,263	6.6

Source: Boundaries (2016); Community Survey (2016)

Figure 3.2 continues from page 70 and clearly indicates that all the municipalities are integrated through the Integrated Development Plan (IDP). The aim of the IDP is to ensure that there is cohesion and continuous development between the entire municipality and its citizens (communities, municipality, councillors, stakeholders and national and provincial sector departments). Although municipalities continue to face unique challenges in participation and the implementation of certain projects, there are government policies guiding the municipalities in the different areas. The question arises whether these municipalities know exactly who their key tourism stakeholders are. According to the National Department of Tourism (2011) in its National Tourism Sector Strategy (NTSS), tourism authorities and departments should perform some tourism specific duties. It is the responsibility of local district or towns' councils and private businesses in a local area to establish these tourism authorities and departments. Since it is a legal entity that represents these parties, it should be financially supported by the local authority and the private sector or industry members found in the area, as well as from its own income, including marketing committees. As far as its constituency is concerned, it should include a significant number of persons who were previously disadvantaged and be registered with the provincial tourism authority. Although the NTSS has proposals in relation to tourism activities and engagements with stakeholders, it is still a challenge since municipalities do not necessarily apply IDPs according to the mandate.

3.4 Population of the province

The province has approximately 6,522,700 people and it is ranked as fourth province with a density of 39/km² and the sixth density rank in the country. The Eastern Cape has a number of tribes such as the Xhosa people like the AmaMpondo, AmaMpondomise, AbaThembu, AmaXesibe, AmaHlubi, AmaBomvana, AmaBhaca, and other tribes. Population groups consist of blacks (86.3%), coloureds (8.3%), whites (4.7%) and Indians or Asians (0.4%). Seemingly, the majority of people are black. Common languages used in the province are Xhosa (78.8%), Afrikaans (10.6%), English (5.6%) and Sotho (2.5%) (Jump Up, 2018). The following section will highlight the economic status of the province.

3.5 Economic Status of the Province

The Eastern Cape, as mentioned above, is one of the poorest provinces in the country. This comes as a result of the province being established out of former homelands that have high levels of poverty and its people depend entirely on subsistence agricultural activities. The province is characterised by a lack of jobs, underdevelopment and poor service delivery of the 'homeland' areas (Eastern Cape Development Corporation (ECDC), 2007; Acheampong, 2011). According to the Eastern Cape Socio-Economic Consultative Council (ECSECC) (2018), the Eastern Cape's recent economic performance indicated that its GDP expanded by 0.7 per cent as compared to the South African GDP of 2.2 per cent from quarter to quarter. However, the GDP growth rates declined by 0.3 per cent for the province, and by 0.1 of a percentage point nationally on a year-on-year basis. However, higher contributions to growth were made mostly by manufacturing and transport, as well as the finance and business services industries (ECSECC, 2018). Furthermore, the Eastern Cape is located with situations of modernity, growing industry and severe underdevelopment. This is evident, particularly, in the former homeland areas of the Transkei and Ciskei, through a number of dualisms of a floundering subsistence agricultural sector and a developed commercial farming sector, as well as between concentrations of fairly well developed and efficient social and economic infrastructure in the western parts of the province and its virtual absence in the eastern part (Eastern Cape Government [ECG], 2004). In addition, its average monthly expenditure indicates that the province is still the poorest of them all.

3.5.1 Labour market

As far as the status of the labour market in the Eastern Cape is concerned, unemployment is still a problem, as many people are not working. The Statistics South Africa Labour Force Survey 2Q (2010) indicates that during the second quarter of 2010, there were 4 040 000 people in the working age group of 15-64 years, of whom 2 320 000 (57.4%) were not necessarily economically active (NEAP). The results of the Quarterly Labour Force Survey (QLFS) – Q2:2019 - for the second quarter of 2019 released

by Statistics South Africa, indicate that the official unemployment rate increased by 1.4 percentage points to 29.0 per cent, compared to the first quarter of 2019. The number of unemployed persons increased by 455 000 to 6.7 million in Q2: 2019 compared to what was seen in Q1: 2019, resulting in an increase of 476 000 in the labour force against 376 000 people that were looking for jobs in 2010. Some 771 000 people (62%) were absorbed by the formal sector in 2010 (Statistics South Africa, 2010 cited in Eastern Cape Socio-Economic Consultative Council, 2011).

South Africa's working-age population increased by 150 000 in Q2:2019 compared to what was seen in Q1:2019. Results further indicated that the number of discouraged work-seekers decreased by 248 000 and other not economically active population numbers decreased by 77 000, resulting in a net decrease of 326 000 in the number of those who were not economically active (Statistics South Africa, 2019). Upon comparing statistics of the number of unemployed people in 2010 and 2018/2019, a slight improvement was noted, as indicated above. Apparently, the Eastern Cape is trying to create jobs in a steady way. However, if one compares the rate of creating jobs against the number of people that are not employed, it is salient that government should consider serious investment in the tourism sector to create more job opportunities. In addition, people have to be capacitated with the purpose of encouraging them to engage in tourism activities as a way of improving their standard of living.

3.5.2 Industry and a developed SME sector

The Eastern Cape hosts the largest component of the South African automotive manufacturing industry, including primary and secondary support activities. Similarly, the province has a comprehensive mixture of established SMEs that operate in financial services, tourism, agriculture, manufacturing and value-added sectors. Several Chambers of Commerce, industry associations and similar intermediaries support the industrial base and SME players. Targeted skills, technology, research and development issues pertinent to players in this sector have to be elevated for joint consideration. Joint planning between government, the private sector and research centres has to be encouraged, supported and promoted. Through innovation arrangements, the province could set sector specific targets, for example, beneficiation, skills development, technology development, intellectual property development, etc.

Science Parks in the province could be used to support and incubate new enterprises and facilitate the commercialisation of research products (Department of Economic Development and Environmental Affairs and Tourism, 2013). East London and Port Elizabeth are the two main industrial centres specialising in automotive industry. For example, the DaimlerChrysler plant is found in East London whilst General Motors, Ford and Volkswagen's assembly lines are found in the Port Elizabeth-Uitenhage area. The economy of the Eastern Cape is boosted by vehicle assembly and accounts for approximately 7.5 per cent of national manufacturing productivity. There are three harbours in the province, which are Port Elizabeth and East London, and the third one is a deep-water port being built

at Coega. In addition, there are four airports known as Port Elizabeth, East London, Mthatha and Bulembu which connect to the main ones found throughout the entire country. In some areas, there is relatively good rail and road infrastructure. It is noteworthy to mention that the province has been identified as a prime concern for growth and economic development through an export-orientated zone (Acheampong, 2011; 2015a; 2015b). As a result, the first commercial ship was anchored in the Port of Ngqura in 2009. Other sectors such as eco-tourism, finance, real estate, hotels and restaurants, business services, wholesale and retail trade enable development of the economy of the province (Eastern Cape Provincial Government, 2018; Tripadvisor, 2018).

3.5.3 Agriculture

Since the province is rural, the agricultural sector can boost economic growth by providing job opportunities to rural communities. The primary activity is agricultural and forestry potential with livestock farming. Livestock farming that includes cattle, sheep, goats, pigs as well as poultry, dairy products, hides and wool are the main agricultural products produced in some areas of the province. The Karoo also specialises in sheep farming. The Provincial Department of Agriculture also supports livestock farming. Approximately 12 feedlots that are working have been provided by the province. It is envisaged that they will increase by four in the 2018/2019 financial year. Furthermore, black farmers tend to benefit from these feedlots and are motivated to sell their beef produce in the Berlin Beef Business that is also financially supported by both private and public sectors. Currently, 5 893 cattle have been sold and have realised an income of R38 million for smallholding farmers. All these efforts are intended to enhance the development of the economy of the province (Eastern Cape Provincial Government, 2018).

Agricultural produce such as maize, deciduous fruits, sorghum, vegetables, tea and coffee are also produced in the province. For instance, the Alexandria-Grahamstown-Fort Beaufort-Seymour area produces citrus fruits and dairy products, pineapples and chicory, while tea and coffee are cultivated at Magwa in the north eastern part of the province. Langkloof Valley also specialises in deciduous fruit orchards. It is sufficient to mention that people in the former Transkei region rely heavily on subsistence farming which includes cattle, maize and sorghum-farming. Another development is that of the establishment of an olive nursery through an agreement with the University of Fort Hare to produce a nucleus of olives in the province.

Forest products in the province are found in the Keiskammahoek areas and the northern parts of the former Transkei. Furthermore, Tsitsikamma National Park, situated on the southern border, provides a dense indigenous forest whereas Stutterheim specialises in timber plantations. The, fishing industry concentrates on commercial as well as recreational fishing and the turnover is approximately R200

million a year (Eastern Cape Development Corporation, 2007). The basis of the province's fishing industry is seafood (squid). There is some commercial and recreational fishing for line fish, access to line-catches of hake and the gathering of marine resources. All these activities take place in the coastal areas. Game farming is also developing in certain areas, being encouraged by eco-tourism (Eastern Cape Provincial Government, 2018).

Since the agricultural sector dominates in the province, the private sector is motivated to invest in 'agro-processing' to increase production in the manufacturing sector. In this regard, the province has planted over 201 000 hectares of maize over the term, with a yield of 600 000 tonnes. In addition, it is envisaged that 55 000 hectares of grain will be planted with an estimated yield of 193 000 tonnes (Eastern Cape Provincial Government, 2018).

Figure 3.4 indicates the main agricultural products found in the coastal regions of the country:

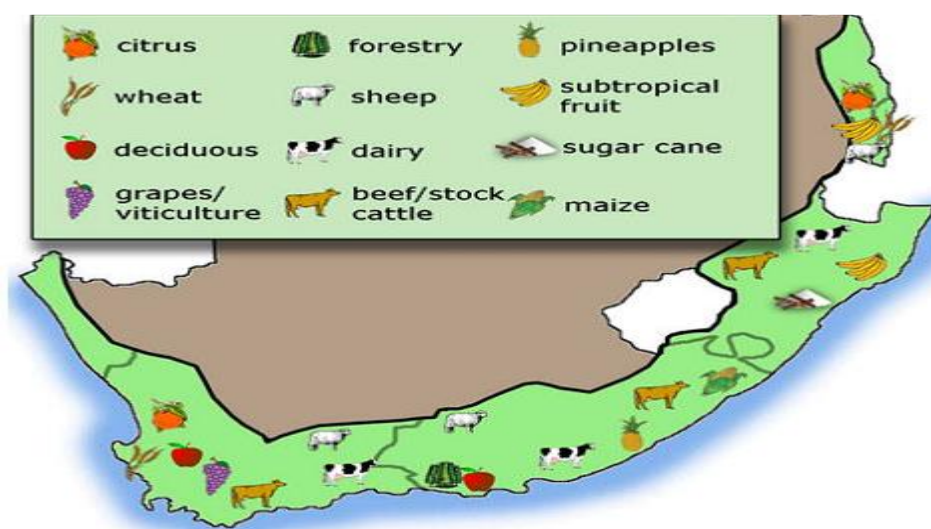


Figure 3.4: Main Agricultural Products in the Extended Coastal Belt of South Africa

Source: Myfundi (2013)

This then leads to introduction of four universities and twenty-six Technical, Vocational, Educational and Training (TVET) colleges found in the province.

3.5.4 Four Universities and Colleges of the Eastern Cape

Four universities have produced a number of graduates through training, generated new knowledge and conducted leading research. These higher education institutions are further supported by 26 Training, Vocational, Educational and Training (TVET) colleges and other training providers.

These universities contribute significantly in boosting the economy of the province and they are important economic role players that should be actively engaged, especially in research, innovation and technology transfer through collaborative initiatives with government and business. It is important for government and private businesses to engage these institutions to establish avenues for sponsored applied research that meets provincial interests and supports the broader agenda for socio-economic development. International partnerships between the government and businesses could be coordinated with those of higher education institutions so that there are synergies and a common focus in articulating medium to long-term provincial issues pertaining to innovation and development (Department of Economic Development and Environmental Affairs and Tourism, 2013). All the above initiatives and strategic plans could also assist the development and sustainability of small enterprises in the province. Some universities and TVET colleges do offer tourism-related programmes which can also assist SMTEs in the province in how to establish and manage their businesses.

With numerous opportunities that can be explored through the economic sectors of the province, those opportunities can assist the people to establish tourism-related businesses and boost the economy and the country. Statistics South Africa (2015) avers that Gauteng and the Western Cape Province recorded the highest provincial growth rates of the economy for 2013, whereas the Eastern Cape had a growth rate of 0.4 per cent. Table 3.3 indicates the economic contribution of the different provinces.

Table 3.3: Provincial Contribution to the South African Economy

Province	Provincial Contribution		
	1998	2008	2013
Western Cape	14.0	14.0	13.7
Eastern Cape	8.2	7.3	7.7
Northern Cape	2.1	2.3	2.0
Free State	5.1	5.5	5.5
KwaZulu-Natal	16.0	16.6	16.7
North West	6.4	6.4	6.8
Gauteng Province	33.9	33.8	33.8
Mpumalanga	7.0	7.2	7.6
Limpopo	6.2	6.9	7.3

Source: Gross Domestic Product Annual Estimates 2004 – 2013 (Statistics South Africa, 2015)

The Eastern Cape has been contributing fairly to the GDP compared with the other provinces since in 1998 it achieved 8.2 per cent, decreasing in 2008 by 7.3 per cent, and improved in 2013 with 7.7 per

cent. Although the province has many economic activities and a rich history, it remains in the middle when compared with other provinces. Therefore, carefully examining the tourism sector in the province is crucial. It is also worth mentioning that the GDP growth for South Africa was 0.2 per cent in 2019 (World Bank National Accounts Data and OECD National Accounts Data, 2019).

The premier, Phumulo Masualle, in his 2018 State of the Eastern Cape Province Address (SOPA) in the Bhisho Legislature, claimed that the economy of the province was increasing steadily, as job-creating investors continued to offer employment to a sizeable number of employees. For example, the Volkswagen Group of South Africa (VWSA) invested in social and corporate investment opportunities that would enhance local manufacturing capacity for black-owned suppliers of automatic parts. According to Volkswagen (2016), the Volkswagen BEE Trust offered R86 million worth of funding for such companies in 2016. Furthermore, the Beijing Automotive Holdings Company (BAIC) is putting in R11 billion to boost the economy and the Coega Industrial Development Zone is being built to further create a significant number of jobs for local communities.

Furthermore, the Eastern Cape Development Corporation (ECDC) financed and supported 1 940 SMMEs and cooperatives. The premier further highlighted that there are well-established manufacturers in the province that are investing in the new capacity of two key sectors, which are maritime and wind power, to enhance the economy. In addition, rail links have been upgraded to export manganese through the province. The province is developing fast into South African wind-farm hotspots in Cookhouse and Jeffery's Bay, which will contribute approximately 1 185 megawatts (MW) to the national electricity grid (Young, 2019; Eastern Cape Business, 2019). The premier further requested people to tour homes of the legends, including Nelson Mandela, Walter Sisulu, Oliver Tambo, Govan Mbeki, Winnie Madikizela-Mandela and Desmond Tutu, Robert Sobukwe, etc. (Eastern Cape Provincial Government, 2018).

3.6 Definitions and nominal classifications in tourism research

Before identifying the nominal classifications in tourism research, it is important to explain the term and its related concepts, as applicable in the study. Researchers in tourism define it as “a collection of activities and industries that delivers a travel experience, including transportation, accommodation, eating and drinking in establishments, retail shops, entertainment businesses, activity facilities and other hospitality services provided for individuals or groups travelling away from home” (Coltman, 2001; Acheampong, 2011; Hammersley, 2014). According to Mathieson and Wall (1982:1, cited in Mason, 2015: 6); tourism involves “the movement of people on a temporary basis to other places other than their own, engaging in activities such as leisure, relaxation, games and other forms of entertainment during their stay in those places and enjoying the facilities offered to satisfy their needs”. Clearly, one

observes that tourism definitions vary and have changed over time with the appreciation of both academics and businesses.

Other researchers in tourism, such as Hunziker and Kraf (1942, cited in Holloway and Taylor, 2006: 15), see tourism as the “sum of the phenomenon and the established relationships culminating from temporal travel and the stay of visitors that are not connected to any earnings activities”. This definition was generally accepted for a number of years until some authors decided to include other aspects in tourism by explaining the concept further. Some authors believed that the definition did not consider domestic tourism, which is the most common one. In 1981, Association Internationale d’Experts Scientifiques du Tourisme (AIEST) viewed tourism as “any activity that is undertaken by a tourist outside his or her own home which may take place over a day or overnight away from home” (Ghanem, 2017: 16).

Tourism contributes to economic growth since it is capable of changing and supporting other sectors of the economy, such as SMEs (DEAT, 1996: 18-22). The tourism sector, because of its employment intensive nature, is recognised as an important sector in creating job opportunities. In addition, the tourism sector is a large employer in South Africa (estimated at over 600 000 people) and ranks as the fourth largest industry after mining, agriculture and trade. In most developing countries, it is the responsibility of government to develop policies that can boost tourism development (South African Tourism, 2013; United Nations World Tourism Organisation, 2013). According to the World Travel and Tourism Council (WTTC), the travel and tourism industry is one of the largest industries in the world and an important booster of the economy in most countries (World Travel and Trade Council, 2015). The same trend has been observed across all countries partaking in the tourism industry. For example, after the 2010 FIFA Soccer World Cup competition held in South Africa, the tourism market changed by creating new products. As a result, tourism entrepreneurs have gained popularity as key drivers of economic growth and development (Nieman and Nieuwenhuizen, 2009: 43-46; Sifolo, 2010; Fakir, 2017).

It is apparent that there are benefits to be derived from the tourism sector, that can enhance development (Ford and Peeper, 2008; Telfer and Sharpley, 2008). Dwyer, Forsyth and Spurr (2004) believe that the tourism sector and economic development of the country are mutually dependent. Dwyer, Forsyth and Dwyer (2010: 41, cited by Dwyer, (2015) further argue that “when the economic and social welfare of a country improves, travel and tourism naturally increases, as it becomes more important to the government and its leaders”. Although the tourism industry contributes positively to the economy of the country, it does have challenges that impact the sector negatively. For instance, Rogerson (2005) points out the challenge of inconsistency in the supply of high-quality local goods which directly affects operations, turnover and profitability of small and medium-sized tourism enterprises. Du Cros and

McKercher (2014) also aver that there are difficulties associated with tourism concerning the establishment of a tourism business like a B&B, since these are not normally given capital by commercial banks to start these types of business due to red tape. Moreover, suppliers are not keen to supply to these small tourism businesses, as they are not sure of regular payments. The suppliers prefer to supply to big corporates like hotels. This clearly indicates that SMTEs have to apply their intuition to source raw and finished products from suppliers in the competitive environment.

South African Tourism (SAT) (2015) identifies growth as one of the important elements in boosting the economy by providing job opportunities and increasing the Gross Domestic Product, as indicated above. The Department of Labour (2008:10) believes that the longer the tourists stay and increase their spending patterns in South Africa the better, as this is of critical importance. According to Dupeyras and MacCallum (2013), in South Africa commentators note that even politicians recognise that tourism creates jobs and boosts infrastructure and wealth that leads to sustaining social and economic development of the country. The National Tourism Sectoral Strategy (NTSS) of the NDT highlights the vision and objective to make South Africa one of the leading tourist destinations while creating a total of 225 000 jobs in 2020 (Acheampong, 2015a; b). The NTSS wants to enhance the contribution of tourism to the economy from R189.4 billion (2009) to R318.16 billion in 2015 and R499 billion by 2020 (DIRCO, 2012) as mentioned by Acheampong (2015a; 2015b). All sectors of the economy should work together in order to support the tourism industry through policies and clear implementation procedures and processes.

Cooper, et al. (2008: 3) mention that the travel and tourism industry accounted for 10.3 per cent of the world's gross domestic product in 2006 (sales were US\$6,477.2 billion), whilst the travel and tourism industry in the world provided 234 million jobs (8.7% of the world's total employment). According to the World Travel and Tourism Council (2018, cited by South African Government, 2018), tourism has boosted the South African economy as it contributed 2.9 per cent in 2016 and 2.8 per cent in 2018 of the real gross domestic product (GDP), which amounted to R139 billion in 2018. In 2016 total employment in South Africa (both formal and informal) amounted to 15.8 million workers. Of these, 4.4 per cent were directly employed in the tourism sector, a rise from 3.8 per cent recorded in 2015 (Statistics South Africa, 2018). Although there was a slight decrease in 2018, tourism still contributed a significant number to the GDP. It further speculated that this amount would grow up to R145.3 billion for 2019. Therefore, South Africa, like other countries, can also grow the tourism industry and enhance its Gross Domestic Product. Clearly, the contribution of the tourism industry is also acknowledged by government and private sectors across the world.

It is apparent that South Africa is known for its high unemployment rates (25%) (Statistics South Africa, 2015), high poverty rates - for instance more than half of South Africans are poor, translating to 30.4

million South Africans living in poverty as of 2015 (Statistics South Africa, 2017) - and a high level of inequality in income distribution. As a result of these statistics, South Africa was ranked first out of 85 countries in 2011 data for having the highest unemployment rate in the world (Gordon and Hodgson, 2012). SMEs' development is therefore imperative for the emancipation of the South African economy, and the application of intuitive competitive intelligence may be appropriate to ensure their success and sustainability. In this context, the tourism sector has unique qualities that affect its potential sustainability.

Tourism is a popular term that involves both supply and demand being acquired in various forms and utilised throughout the world. UNSTATS (2008: 50) defines tourism as the "activities undertaken by persons identified as visitors. A visitor is someone who is making a visit to a destination outside his/her usual environment for less than a year for a holiday, business, leisure and recreation, education, health or other purposes. This scope includes a variety of tourism activities wider than the traditional perception of tourists, which included only those travelling for leisure".

It is generally known that the creator of developed mass tourism was an English evangelist by the name of Thomas Cook, who on the 5th of July 1841, assembled the first package tour in which he hired a train to transport a group of 570 temperance campaigners from Leicester to a rally in Loughborough which was 20 miles away. That was a historical event on its own. Cook realised that there was a business opportunity in the sector and he was recognised as the world's first tour operator and created travel agencies as they are generally known today. He sold tickets cheaper than those of competitors and then established the world's first travel company, as well as sold travel cheques to travellers. In 1851 he further organised an exciting and successful trip by taking more than 165 000 tourists to visit the Great Exhibition (Theobald and Hobbs, 1998; Bramwell, 2004). Hunt and Layne (1991: 11) acknowledge that "travel" was the commonly used term until 1987, when "tourism" was accepted as the term to "singularly describe the activity of people taking trips away from home and industry".

Coltman (2001) views tourism as an integrated activity that involves economic, political, social, cultural, urban, rural, formal, informal and environmental sectors of any economy. Different definitions that have developed over time intended to satisfy the particular purposes of organisations that apply them. On the other hand, academics define tourism in terms of the specific disciplines such as sociology, geography or anthropology from which they come (World Travel and Trade Council, 2015). Other definitions came about from the government offices, business board rooms and public meetings. It is important to define tourism in the following manner: from business, educational, legal and government policy and development planning perspectives. Firstly, as a major business activity, tourism needs to be regulated. Secondly, when tourism is learned at schools, students and educators should be aware of its boundaries, which are of particular concern. Thirdly, authorities that are responsible for developing

policies and legislation involving tourism need to know it well. Governments also need to incorporate tourism in their strategic plans and ensure that it is supported for overall development of the process (Dupeyras and MacCallum, 2013).

Another way of defining tourism is through these terms: leisure and recreation. It is sufficient to mention that sometimes the terms, leisure, recreation and tourism, are seen as synonymous which adds to the fact that most of people, including academics, think that tourism is just a branch of leisure. Some schools of thought quote Urry as one of such authors perpetuating the misconception of tourism “as a leisure activity”. He is of the view that leisure is different from work that is organised and planned (Urry, 1994: 2). Leisure takes place when a person is relaxing and chooses what to do with his or her time and is not doing any work-related activity. Boniface and Cooper (1994: 2) also define leisure as “time that the individual has at his disposal when other activities like sleep, work, and other basic needs have been met”.

Boniface and Cooper (1994: 2) believe that recreation includes any activity done when a person is relaxing. Such activities can include daily leisure such as going to theatres, sports, day trips, restaurants, visiting tourism attractions, picnicking and business travel, as well as home-based activities such as watching television, reading, socialising and gardening. Other definitions of tourism are approached conceptually or technically. The main concepts involve activities that are different from those of the destination’s residents, stays including day visitors, travel and the temporary time span of the visit. According to Cooper, et al. (2005), technical definitions require that an identified activity must meet specific standards to qualify to be classified as tourism. Such a definition may demand a certain distance to be travelled, as well as that the length of stay which should be a minimum of one day up to a maximum of one year before it can be confirmed that tourism did take place. The purpose of this approach is to differentiate between a temporary visitor and a resident staying in his own place (Dwyer, 2015).

3.6.1 The time spent

The development of international explanations on tourism started in 1937 by Council of League of Nations which came with definition of international tourists for statistical purposes. Council described a tourist in the perspective of time that one travels, for instance 24 hours or more in a country other than that in which he/she normally stays. This may include travel for personal reasons or health, to business meetings or travel for pleasure (Gallagher, 2005). Burkart and Medlik (1981: 41, cited by Acheampong, 2011), quote Swiss Professors, Werner Hunziker and Kurt Krapf’s, definition of tourism from their publication on general theory of tourism in 1942 as “the sum of the phenomena and relationships arising from the travel and stay of non-residents, in so far as they do not lead to permanent residence and are

not connected with any earning activity.” This definition specifies time that tourist spent in another place. From this temporality perspective, Mathieson and Wall (1995) also concur with above authors that tourism is the temporal travelling of people to destinations outside the normal workplace and home including activities done during the stay as well as facilities developed to satisfy needs of tourists.

According to Burkart and Medlik (1981: v), tourism takes place when people move out of their residential places and work on a short-term basis and take part in various activities during their stay at these destinations. The World Tourism Organisation (WTO) (2015) also believes that tourism involves activities of persons travelling to places outside their normal homes for not more than one successive year for business, leisure and other purposes, including both overnight and same-day visitors (Gallagher, 2005; Rogerson, 2015). The more tourists stay at a particular accommodation facility, the higher the turnover and revenue for the owner. It explains without doubt that SMTEs should provide excellent service that meets the required standards.

Based on type and aim of the journey, whether it is for business or leisure, Lickorish and Jenkins (1997: 2) classify tourism under the following three headings: Day tripper/visitor - an excursion undertaken just for a day or less than a day; Domestic tourism trip - a trip taken within boundaries of the country and International tourism trip - a journey that is taken internationally. Gunn (1994: 4), as one of researchers in the field, avers that tourism “encompasses all travel with the exception of commuting”. Ritchie, Goeldner and McIntosh (2003: ix), on the other hand, describe tourism as “the science, art and business of attracting and transporting visitors, accommodating them and graciously catering for their needs and wants”. They believe that tourism is influential in that “it is the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors” (Ritchie, et al., 2003: 4).

3.6.2 Peace promotion

Another view of tourism is looked at from a peace promotion perspective. According to D' Amore (1987); Dann (1988); and Taylor (1988), tourism is a tool for promoting peace in the world in the sense that experiences and different cultures learned by tourists can promote understanding between people, thereby decreasing prejudices. Ritchie, et al. (2003) also concur with the above authors that tourism can contribute to peace, specifically, if tourists can make casual conversance with their hosts (Acheampong and Tichaawa, 2015).

3.6.3 The experiential perspective

Graburn (1989) and Nash (1989) explain tourism as an activity which can create stress and new experiences in people that want to travel by their logo: “Travel and see and learn new things”. Referring to western visitors travelling to rural areas of developing and underdeveloped countries, Graburn (1989: 22-36) and Ghanem (2017) spotlight tourism as the "sacred journey" of the western traveller in which he expects great experiences and lessons. Nash (1989: 37-52) illuminates tourism as a “form of imperialism” – a situation caught in between the haves and not haves, in which lesser-developed countries satisfy the needs and pleasures of visitors from more developed countries, making sure that they are satisfied during temporary short-term visits by doing “everything possible to satisfy first world visitors during short periods of their sojourn”. It is from the thought of cultural diversity that Shames and Glover (1989: 2) evaluate this duality by emphasising that the "service experience" of tourism is a "social experience" and as such depends on "human interaction", whose “nature or form is determined by culture or cultures of interacting individuals”.

It is also from this perspective that Smith and Eadington (1992: xiii) created an explanation of tourism which mentions that “tourism is, in fact, a significant learning institution”. Tourism “is the means by which people seek enjoyment and other advantages when one visits new tourism attractions and new situations on a temporal basis in which the tourist becomes free from work and the boredom of routinised chores at home” (Smith and Eadington, 1992: 27, cited by Acheampong, 2011). Small and medium-sized tourism enterprises should try to satisfy the needs of tourists beyond their expectations to attract more visitors and visits.

3.6.4 The business motive perspective

As far as the business perspective is concerned, Ryan (1991: 5-6) refers to tourism as “a study of the provision of accommodation and supportive services for those travelling away from home, in which they pay for such services and tourism business owners provide employment as well as gaining profits”. Tourism in this definition is seen as a profit-making activity, which is the aim of any business (Hall, et al., 2015). From this perspective, Tribe (1997: 60) thus confirms tourism as involving a specific set of stakeholders; “... the sum of the phenomena and relationships arising from the interaction in generating host regions of tourists, business suppliers, governments, communities and environments”.

3.6.5 The product perspective

Authors that believe in this approach argue that the nature of the product of facility will determine the type of tourists that will visit a particular facility which, in turn, can lead either to mass tourism or

alternative tourism. The United Nations' World Tourism Organisation (2010) believes that mass tourism takes place when a number of people visit a place at one time; learning the impact of so many people on the particular destination, as well as the impact of single tourists that visit regularly. Analysts of this perspective argue that mass tourism can only develop when technology improves, providing modes of transport that can assist many people in a short space of time to places of leisure interest, so that these tourists can enjoy the advantages of their leisure time (Indriastuti, Nugroho and Aryanto, 2017).

According to Swiss author, Fink (1970, cited in Vanhove, 2005), the basic characteristics of mass tourism are: "involvement of many of people; collective accommodation, organisation of travelling that is done together and carefully including the holidaymaker in a travelling group" (Vanhove, 2005: 50-77). An example of mass tourism is package tours. This works well for the accommodation facilities, such as back packers' lodges and farms that can assist large numbers of tourists like touring students and groups of sports teams engaged in tournaments. Owners and managers of these businesses need to apply their intuitive thinking style to afford comfortable and affordable price charges for such visitors. As the same time they need to check the prevailing prices in the competitive environment.

Smith and Eadington (1992) and Newsome, Moore and Dowling (2002) illuminate that alternative tourism is a tourism activity that strengthens contact and relationship between tourists and hosts as well as broader community. Alternative tourism includes forms of tourism that tend to be aligned with social, natural and local community values and beliefs which further enable both visitors and hosts to enjoy positive and valuable interaction and shared experiences. An example of alternative tourism is ecotourism (Wearing and Neil, 1999, cited in Newsome, et al., 2002).

3.6.6 The origin of the tourist perspective

Tourism has also been described on the basis of the place of origin of tourists; associating it with places they may be visiting. In practice, tourists are classified in broader terms as local (domestic) or international (foreign). The United Nations World Tourism Organisation (UNWTO) (2006) defines a domestic tourist as any person residing in his residential place in a country, travels to any other place within boundaries of the same country outside his or her usual environment for a period not exceeding 12 months, whose main aim is relaxation that is paid for in the place visited. The United Nations' World Tourism Organisation (2006; 2010; 2013) also describes an international tourist as any person who travels to a country other than that in which they reside for a period not exceeding 12 months, and whose main purpose of visit is relaxation and recreation that is paid for in the country visited. The visitors may stay at least one night in private or collective accommodation in the country they visited (United Nations' World Tourism Organisation, 2006d; 2013).

It is worth knowing the destinations from which tourists are coming in order to provide excellent service. Domestic and international tourism are also categorised into inbound, outbound, internal, national and international tourism. Inbound tourism is international tourism, which means visits to a country by people who are not residents of that country. It refers to tourism done by non-resident visitors within economic territory of the country of reference. Outbound tourism is also international tourism and refers to residents leaving their country and visiting another one. It is tourism of resident visitors outside the economic territory of the country of reference. Inbound and outbound tourism can further be classified into internal, national and international tourism. Internal tourism consists of domestic tourism and inbound tourism. It is tourism of visitors, both residents and non-residents, within the economic territory of the country of reference. National tourism comprises of internal tourism and outbound tourism. It is tourism of resident and non-resident visitors, within and outside the economic territory of the country of reference. International tourism consists of inbound tourism and outbound tourism (United Nations' World Tourism Organisation, 2006; 2010; 2013; Hall, et al., 2015).

3.6.7 The type of activity performed by the tourist

Another way in which tourism has been explained is through the type of activity performed by a visitor, which is normally termed the “purpose of visit” (McIntosh, Goeldner and Ritchie, 2003; Medlik, 2003). In this classification model, it is apparent that visitors travel for various reasons and spend money to satisfy specific needs. Aims of such travels can be either for pleasure or business, and/or both. Some people like to take tours just for pleasure or for the sake of change because they are bored or want to experience new things, like historical happenings and heritage, health, rural tourism, ethnic, farm-based and nature-based (eco-) tourism, personal development, visiting friends and relatives, social status and for recreation. Such travels enable them to take a break from work and routines at home, as well as to relax. Others travel away for establishing business agreements or emphasising those that are already existing, or for educational purposes to study or sports objectives to compete in some sports codes. The purpose of travelling therefore also explains the categorisation of tourism (Warn, 2001; Medlik, 2003; McIntosh, Goeldner and Ritchie, 2003; Maleka and Fatoki, 2016).

Tourism can also be described according to the nature of activities visitors undertake at places they visit. Choosing a destination tends to influence potential tourist, as she or he thinks about the activity to be enjoyed at that place before thinking about affordability. The nature of activities to be undertaken by visitors can be classified according to active and passive tourism. Active tourism requires tourist to be mentally and physically active throughout the tour and following adage of protection of biodiversity, sustainability and conservation of culture. The main aspects to consider during tour are education and recreation, respect and contemplation, exercise and active involvement with the assistance of a local

friend and a tour guide that is academically competent (Active-Tourism, as adapted by Acheampong, 2011; 2017). Active tourism is explained by "way of visiting", enjoyment of tour depends on the attitude of tourist, activities that he engages in as well as intellectual and human movement regardless of destination. Examples of activities in this category are usually dangerous, challenging and adrenaline-pumping and may be felt as disagreeable, unpleasant, traumatic, reckless or boring. Such activities involve sports, adventure tourism and eco-tourism.

Active tourism has three main objectives: **Recreation:** It allows one to relax away from home and work schedules. A tourist can have fun and the pleasure one wants in a relaxed environment. **Education:** Active tourism enables one to learn about new things and different cultures and beliefs like the types of traditional food people eat, languages they speak, and their way of living. **Benefit:** Tourism is beneficial to both tourists and local businesses, as it improves the economy and development of the area. Active tourism is physically and socially sustainable. Active tourism involves nature and provides work for local people (Active-Tourism, adapted from Acheampong, 2011, 2017).

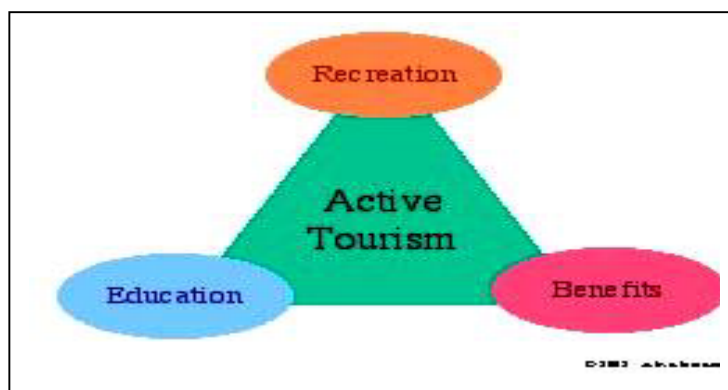


Figure 3.5: Showing a Model on the Importance of Active Tourism

Source: Active-Tourism (2010), adapted from Acheampong (2011; 2017)

Passive tourism, on the other hand, is also travelling for leisure for watching the natural environment without being active. The main reason for this type of tourism is relaxation and enjoying the comfort of the place visited. Furthermore, there are no relationships developed during this tour, since the tourist visits a place that he/she knows of in advance. Passive tourists enjoy a destination by enriching their spirit as well as relaxing. Examples of passive tourism include theatre going, whale- and birdwatching, cruises, sightseeing, sun and sand beach holidays, and so on (Budowski, 1976; Acheampong, 2015). These tourists use small and medium-sized tourism businesses such as B&Bs for accommodation. This implies that they should think strategically about how to accommodate walk-in tourists that often surprise them. On the other hand, they are faced with competition as tourists tend to compare their facilities and prices with those of their rivals (Statistics South Africa, 2018).

3.6.8 The duration of the trip and the distance travelled

Tourism can also be defined according to time visitors spend to travel to the place, as well as the distance covered when going to that place. This then leads to classification of tourism into three categories: day trip, weekend break and annual holiday (Warn, 2001; Medlik, 2003; McIntosh, et al., 2003).

A day trip is an excursion that a tourist can make in which he goes to a specific place and comes back home on the same day. It is particularly popular with families that have young children, or people that own pets, or those that are too weak to travel easily. These tourists normally go for shopping, religious celebrations or sports happenings in local areas (Kier and McMullen, 2018).

A weekend break is normally known as the time for relaxing outside one's home. It is a short vacation package for two or three days, usually from Friday evening through to Sunday evening. This is advantageous for workers, as they want some time to relax and unwind. There are special low fees charges for such short holidays. Weekend breaks normally include trips taken within boundaries of the country (Hall and Page, 1999; Medlik, 2003; McIntosh, et al., 2003; Mason, 2015).

An annual holiday refers to the period when a person takes a break, away from work and home, to enjoy themselves and relax. It is a common law in every country that workers are given a break so that they can relax and enjoy themselves in the manner they like. Such holidays are provided with full remuneration, and they are taken once a year for up to a calendar month. These families normally use annual holiday to travel overseas to visit their relatives and friends (Warn, 2001; Medlik, 2003; Hall and Page, 2014).

From the discussion above it is apparent that tourism can be explained through specific criteria, using nominal classifications and descriptions (Habermas, 1989; Dann, 1997). Franklin (2007: 139) adds an interesting factor in defining tourism, by mentioning that tourism activity is continually broadened, as "the definitions always run into the problem sooner or later of having to include machines, financial movements, bureaucratic systems, human bodies, technologies, places, translations, temporalities, natures, texts and a great many more." By this statement, Franklin demonstrates that tourism will keep on expanding as human activities change (Budowski, 1976). These classifications assist small tourism businesses to be informed about the types of tourists that visit their facilities, so that they are able to serve them well using their intuition. The following section analyses the definition of a visitor within the context of a tourist.

Visitor

There was an inter-governmental conference on tourism in Rome in 1963, followed by a meeting of the Statistical Commission of the United Nations in 1968. Both agreed that a visitor should be defined in this manner: for statistical purposes, 'visitor' refers to any person visiting a country other than that he resides in for any purpose other than following an occupation paid from within the country visited (Acheampong, 2011; 2017). A visitor is a common name that describes all tourism forms explained above for the same range of purposes. According to UNSTATS (2008), "visitor" includes three separate classifications, which are that tourists are visitors travelling away from home for one or more nights for any of the reasons noted above (domestic or from abroad). Another category is same day visitors, also known as tourist day visitors, who may spend at least three hours away from home for recreation, general leisure and social purposes. They are usually local residents of an area. The last category includes leisure day visitors who may spend less than three hours away from home, for recreation, general leisure or social purposes. These short stay leisure day visitors subscribe to the economy of the local visitors and the destination management decisions should also consider them. This group of visitors consists of residents of tourism destinations and their local catchment areas (UNSTATS, 2008; Ghanem, 2017).

Furthermore, Ugurlu (2010) suggests three criteria that should be met to qualify a trip as belonging to tourism. They are that tourism involves the displacement of an individual outside his usual environment. There should be a purpose for the trip, which should not include compensation from within the place visited. Another criterion is duration, which normally refers to the maximum number of days an individual is displaced together with or without an overnight stay.

Attention will now be given to tourism industries available in the sector.

Tourism Industries

The United Nations World Tourism Organisation (UNWTO) and the Organisation for Economic Co-operation and Development (OECD) posits that "tourism industries" is globally recognised as the definition of twelve standard industrial classifications of sectors of the economy that provide products/services consumed by visitors. The income gained by these tourism sectors is assessed through surveys of visitor expenditure from the demand side, mostly in the private sector but including some public sector services/products. Although the term is commonly used by media and politicians, as well as professionals, there is no recognised definition of the tourism industry, both nationally and internationally (United Nations World Tourism Organisation, 2013; Camilleri, 2018).

Visitor Economy

Another commonly used term nowadays is ‘visitor economy’ which refers to overall demand and supply within which visitor activities take place in all sectors of the economy, directly or indirectly. Seemingly, the term is broader than the explanation of tourism industries, as it encompasses all staying and non-staying visitors such as leisure day visits and business day visits, not currently included as part of tourism industries. Visitor economy also includes activities involving expenditure incurred when private and public sectors provide services and products for visitors. It also includes primarily activities and extensive expenditure by the public sector on creation, maintenance and development of infrastructure within which visitor activities happen. Visitor economy can also include national, sub-national and international geographical places that are not necessarily confined by existing historical borders. Therefore, tourism industries are seen as a subcategory of the visitor economy.

Visitor Destination/Tourism Destination

Visitor destinations are places in which effects of, demand for and supply of tourism services, within defined limits, can be assessed. Visitor destination is favoured more than tourism destination, as it encompasses all categories of visitors. Typically, such destinations may include both private and public sector organisations. In addition, they are marketed as places to visit in which some management processes for visitor-related matters are considered. In South Africa, for instance, at a local level, destination boundaries are usually, but are not always, equal with one or more local authorities or designated parts of such administrative areas (for example, national parks). On the other hand, at a regional level, destination boundaries will always be a sum total of local authority administration areas. At a national level, the boundaries belong to the nation. UNSTATS (2008) aver that these levels reflect EU agreements on destination areas. Tourism attractions in the Eastern Cape Province will be discussed in the next section.

3.7 Tourism attractions in the Eastern Cape Province

In 2013, “KwaZulu-Natal and Limpopo were destinations of choice for most domestic tourists with roughly 15 per cent of trips destined for these provinces” (Statistics South Africa, 2013: 12). The survey showed that the Eastern Cape was visited by fewer tourists compared with other provinces, with just 9.0 per cent, consisting of the travellers that travelled per day (Statistics South Africa, 2013). Figure 3.6 indicates the destinations that the tourists visited in KZN, which was leading with 24 per cent, the largest share of the holiday trips. Although the ECP had a nine per cent figure as far as destination source market in 2012 was concerned, it was still not showing the best picture compared with other provinces (South African Tourism, 2013).

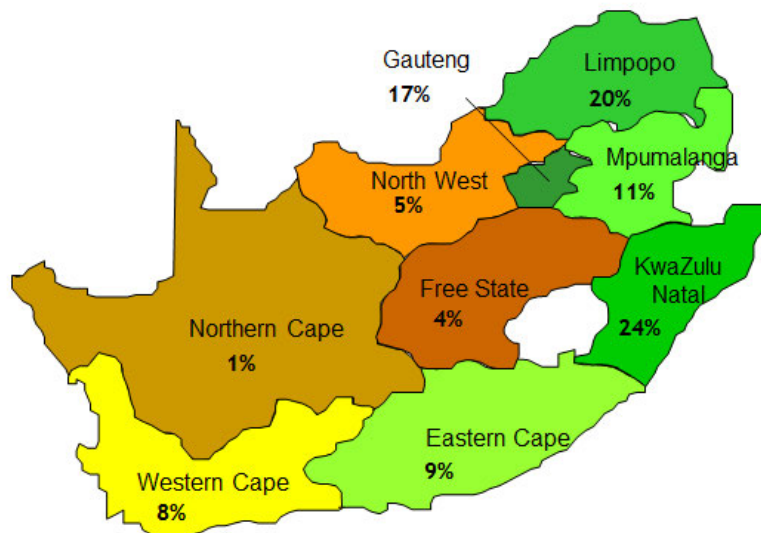


Figure 3.6: Showing Destination Markets in South Africa as of 2012

Source: South African Tourism (2013)

In the Eastern Cape, tourism development has faced some obstacles during the past decades, including those challenges described in the Eastern Cape Provincial Tourism Government White Paper of 2005. Figure 3.7 shows that the Eastern Cape was ranked third in terms of budget allocation for tourism and received R212 million. Mpumalanga received R333 million and KwaZulu-Natal received R212 million. The total budget allocation for all of the provincial departments for tourism in 2014/5 was R1.5 billion (South African Tourism, 2015).

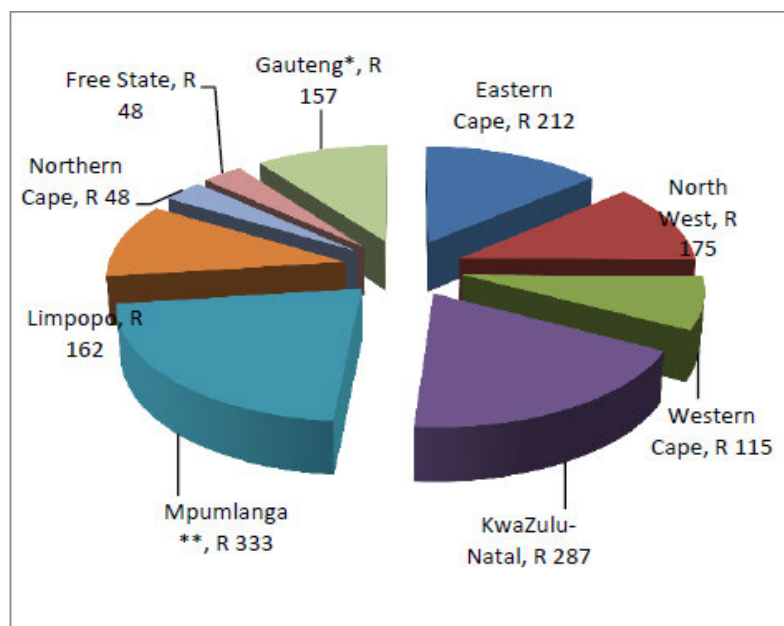


Figure 3.7: Provincial Tourism Budgets in R Millions for the Period of 2014/5

Source: South African Tourism Review (2015)

Diagram 3.8 will indicate main tourist attractions and regions found in Eastern Cape.



Figure 3.8: Indicates Main Tourist Attractions and Regions found in the Eastern Cape

Source: Rogerson (2016); SA-Venues (2018)

The Eastern Cape Province has a variety of tourist attractions in different areas, such as in the western, central and eastern parts of the province. See the figure.

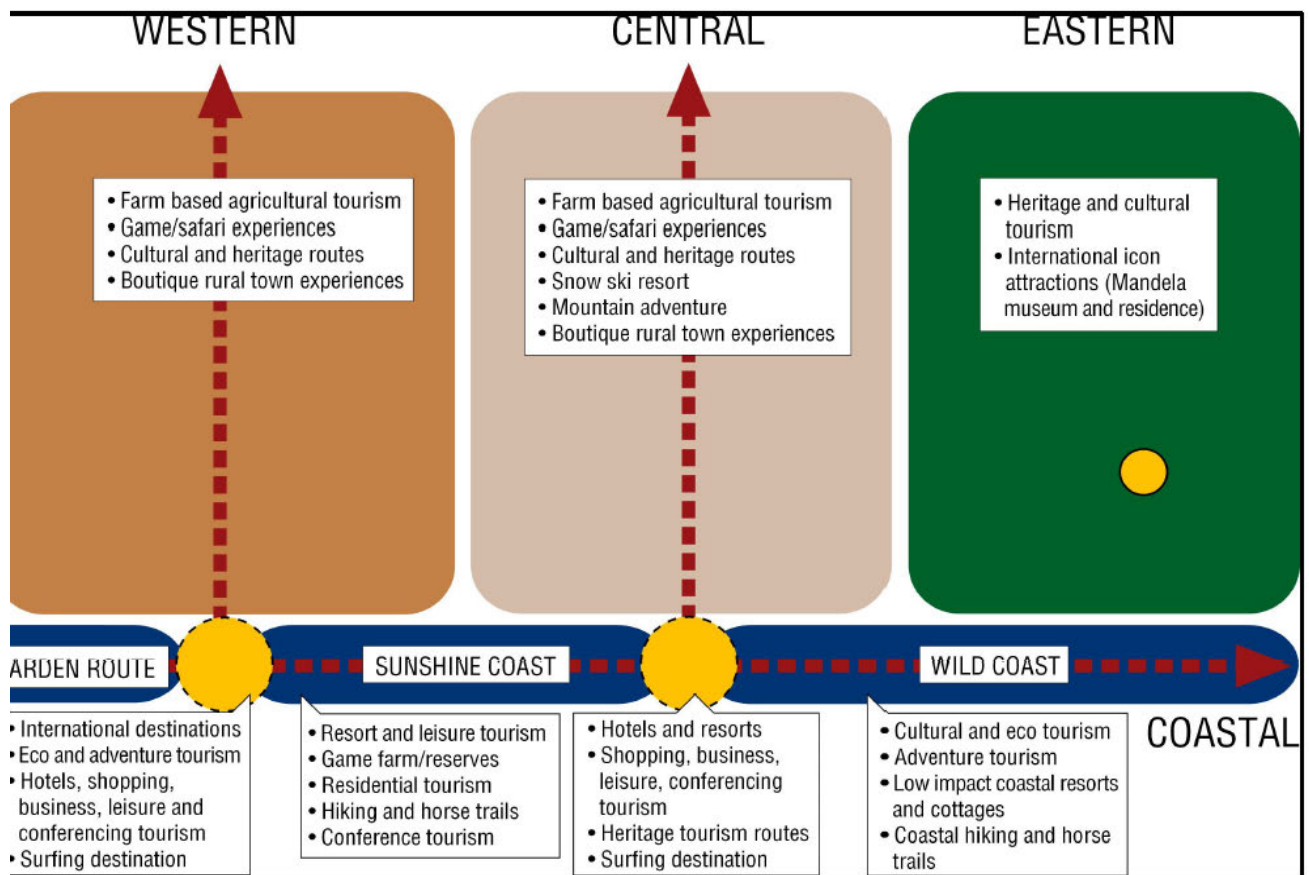


Figure 3.9: Indicates Tourist Attractions in Western, Central and Eastern Areas of Eastern Cape Province

Source: Provincial Spatial Development Plan (2010); SA-Venues (2018)

It is now important to identify the tourism routes in the Eastern Cape Province.

3.8 Tourism routes in the Eastern Cape Province

The province boasts itself of nine tourism routes, clearly indicated by their different themes to market tourism to attract more investment. The themes, available in three former regions of Ciskei, Transkei and Cape Province, have been consolidated into routes by Eastern Cape Tourism Board for investment purposes as well as for tourist attractions (Eastern Cape Government, 2004). The routes are Tsitsikamma Adventure Route; Kouga Region; Sundays River Valley; Sunshine Coast; Frontier Country; Karoo Heartland Route; Amathole Mountain Escape; the Friendly N6 and the Wild Coast. The nine tourism routes of the province, based on their different abilities and characters, will be briefly discussed.

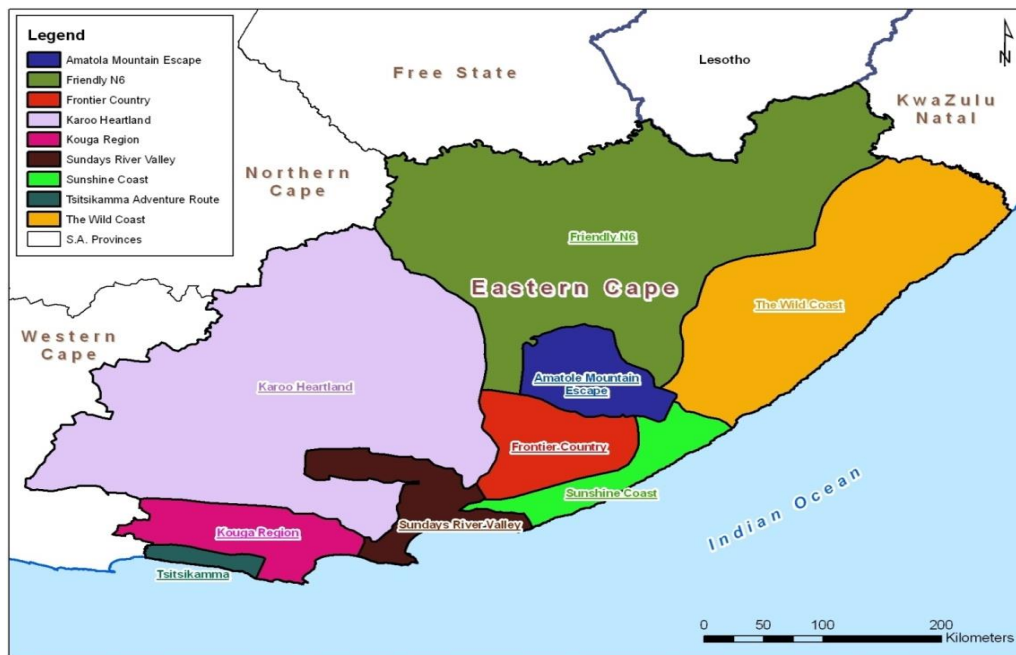


Figure 3.10: Map Showing the Nine Tourism routes of the Eastern Cape

Source: Eastern Cape Government (2004); SA-Venues (2018)

- Tsitsikamma Adventure Route** is located along the famous Garden Route in western region of National Road known as the N2. Tsitsikamma comes from the Khoi-Khoi language, as utilised by the Inqwa Tribe found in the local area that stayed approximately 1700 years ago, meaning “a place of abundant sparkling water.” It has high mountains that are beautified by green natural vegetation, rivers and waterfalls, deep gorges, bridges and high cliffs that move down to a shoreline that is rocky and struck by Indian Ocean. Tsitsikamma National Park as the first national marine park of South Africa, moves along the Storms River Village and the coastline. Bloukrantz and surroundings at Tsitsikamma have “Big Tree” that has 660-year old giant Outeniqua Yellowwood. Hence, the area is called “mother of South Africa’s indigenous forests”, with antelopes, birds and other wildlife. The area is popular for people that are fond of nature and adventures happening outdoors. This area is also popular for bungee jumping over 216-metre-high, Bloukrantz River, and Black Water Tubing that is found on the banks of Storms River Gorge. In addition, towns like Kareedouw, Tsitsikamma and Joubertina are found in the area (SA-Venues, 2018).
- Kouga Region** is found on the southern coast and connected through Heidelberg, west of Port Elizabeth, along Garden Route to Storms River and Tsitsikamma Forest. The moderate, Mediterranean climate with cold and mild winters as well as summers seasons that are of average heat, allow the place to be a perfect place for holidays. Gamtoos and Langkloof, having

high rainfall during winter season, enhance more fertile areas to be suitable for planting potatoes, citrus, tobacco, vegetable farms and has colourful wildflowers. There is also Baviaanskloof Wilderness beyond this pastoral paradise which is considered third largest wilderness area in South Africa. Today, different species of plants, including 17 species of Protea, and 50 of game, including the Cape Mountain Zebra, are continually growing in Baviaanskloof. There are different cultures, five biomes, climates, impressive dune fields, mountains and rocky coastlines, waterfalls, rivers that are free of diseases as well as beautiful sandy beaches in this area. Jeffrey's Bay and St. Francis Bay, coastal towns with wonderful waves in the area, are recognised as some of best surfing centres in the world. Billabong Pro Surf Classic competition is normally hosted in these centres every year during July. Other towns in this area are Cape St Francis Bay, Humansdorp, Hankey, Kruisfontein, Jeffrey's Bay, St. Francis Bay, Patensie and Thornhill (Eastern Cape Government, 2004).

- **Sundays River Valley** is popularly known for Addo Elephant National Park which is the third largest park in the country. It boasts itself of the Big Five: Buffalo, Leopard, Lion, Rhinoceros and Elephant (+400kg). The Great White Shark, Flightless Dung Beetle and seasonal Southern Right Whale in the marine section make a total of the Big Seven. Sundays River Valley includes Greater Addo Route from Noorsveld, in which the fountain of Darlington Lake is found to the highest dunes south of the Namib at Alexandria, two islands and a marine reserve. In addition, citrus groves and rose farmlands with beautiful boutiques and a variety of accommodation facilities as well as activities are found alongside this route. Within forty minutes' drive from this area, there is a largest airport in the province, established in Port Elizabeth, which offers regular flights on a daily basis to major cities across South Africa.
- **Sunshine Coast** is one of favourite areas in the province with golden beaches starting from East London – province's second largest city – along a spectacular strip of coastline, resorts and rivers to the gateway city of Port Elizabeth – largest city in the province. All kinds of water sports and viewing of wildlife in four and five-star game reserves that are privately-owned, including Addo Elephant National Park with a number of trails and outdoor adventure, are found in the area (Fulton, 2003: 37). The route also provides a variety of beadwork from Southern Nguni, world's only Dodo egg and famous fish as well as Old Four-legs – Coelacanth – which was found off Chalumna Mouth in 1938. Another agricultural product found in the area of Bathurst is pineapple with a village atmosphere of oldest pub in South Africa known as The Pig and Whistle. Some other towns in this region include Alexandria, Port Alfred, Kenton-On-Sea, Port Elizabeth, Bathurst, Mpekweni, Fish River, Bhisho, King William's Town, Berlin and East London.

- **Frontier Country** with its history of becoming the area of nine Frontier Wars between Xhosas and British in 19th Century led to the naming of Frontier Country. However, nowadays it offers a variety of attractions like monuments and museums, from old forts and battlefields and an adventure to ethnic villages. One of the towns known as Grahamstown, normally hosts biggest Arts Festival every year during winter. In addition, it has famous Rhodes University as well as best private and government schools. There is also Grahamstown's Observatory Museum that was made from a unique multi-storeyed 19th century Victorian home that includes oldest Victorian Obscura Camera in Southern Hemisphere (Bulani, 2010). There are also five-star malaria-free game reserves such as Lalibela, Shamwari, Amakhala and Pumba as well as the Big Five who roam in up-market. At the foot of Winterberg, there are old mission stations, pineapple farms, country routes and ghost towns. Frontier Country is home to towns like Peddie, Grahamstown, Alicedale and Riebeeck Oos.
- **Karoo Heartland** is seen as the land with virtually no limits 'where the earth meets the sky.' It is characterised by appealing highest mountain landscapes of the country with cactiflowers, semi-dry deserts, rock art, sheep farms and fossil sites. One of major attractions along the route is Valley of Desolation that consists of orange-coloured rock formations, sheer cliffs and balanced columns of Dolerite rising approximately 300 metres from the valley floor, against timeless backdrop of Camdeboo. Karoo Heartland is an eco-tourism destination that provides a variety of surroundings with flora, fauna, culture and history. Approximately 9000 species of plants and a variety of succulents are found in this region. In addition, the Cango Caves offer amazing San (Bushman) paintings and engravings. At Cradock, there is Mountain Zebra National Park which houses mountain zebra and other native beasts. Karoo comprises of small villages and Graaff-Reinet, the fourth oldest town in South Africa, which prides itself of 220 national monuments showing migration of Dutch farmers to the region in late 1700s. Other towns found in the region are Cradock, Middleburg, Aberdeen, Patterson, Cookhouse and Middleton Nieu-Bethesda.
- **Amathole Mountain Escape**, meaning "the calves of the Drakensberg" in Xhosa, is famous for its beautiful mountains and is one of the substantial tourist destinations of the province. In this region, the rural Xhosa communities still enjoy their pastoral way of living in which their colourful Nguni cattle graze on the foothills. Amathole Mountains have a population of 1 660 000 as well as covering an area of 23 675km², with worthwhile settlements including Buffalo City and other small towns. The area starts from Great Fish River in the south to Dwesa/Cwebe Nature Reserve in the east and passes north of Hogsback. Amatola Mountain range, with its

woody trees, covers Stutterheim in the east and Adelaide in the west. The mountains are high, with clear air and thick blankets of snow in winter as well as ice-cold bubbling small streams together with outpouring waterfalls and warm summer days. The colonial history traces are still prevalent in the area with their battlefields and forts, Xhosa history, San rock art as well as the history of fights for a democratic South Africa. There is a small village known as Hogsback that is characterised by misty forests, moving water and soft lilies. These features identify the area as a great tourist destination year-round. The area contains some small towns such as Alice, Fort Beaufort, Hogsback, Adelaide, Bedford, Seymour, Stutterheim and Whittlesea (Acheampong and Tichaawa, 2015).

- **Friendly N6 Route** follows the significant National Road N6 from East London via Aliwal North to Bloemfontein in the Free State Province. It has been named after friendly small farming communities that like to greet and wave at travellers and watch the sun rising and setting. It includes Drakensberg which is found in North Eastern Cape. This area boasts itself of four provincial game reserves and several private reserves found in aloe bushveld with Kudus. It has an aesthetic countryside with many outdoor attractions such as mountain highways with evergreen forests, 4X4 mountain biking, hot water springs and horse and hiking trails. In addition, South Africa's only ski resort of Ben MacDhui in Tiffindell is found in this area (National Department of Tourism, 2014). Rhodes, cold trout streams, fossil fields as well as old San rock paintings and fossil fields are situated on the bank of Drakensberg as well as malaria-free game viewing Lake Dam, being fed by Lake Gariep, as the one of the largest dams in the country, is found in this area, supported by Caledon River, popularly known as Sand River, along with Orange River. Hot springs that normally appear in Aliwal North, on the banks of Orange River, produce between three and five million litres of mineral rich waters that pour out of two springs at a local resort. These waters rising from 1200 metres below ground level, flowing through two artificial lakes and into Orange River and nine pools, produce heated water. The towns that are established in the area include Tarkastad, Aliwal North, Cathcart, Queenstown, Jamestown, Rhodes, Barkly East, Molteno, Elliot, Lady Grey and Dordrecht.
- **Wild Coast Region** is an environmentally friendly haven and a pure paradise for tourists. It is demarcated from south of KwaZulu-Natal through Port Edward, to north of Sunshine Coast city of East London, and then to the west, where Stormberg and Drakensberg mountain ranges flow to Indian Ocean. The area becomes an adventure for tourists with its coastline, sandy beaches and open spaces as well as forest areas, coastal forests, rolling green hills, sunken ships, wildlife and rich marine, tidal river mouths and breath-taking scenery (Acheampong, 2001 and 2009). The area is described as "pearl in the great oyster" of Eastern Cape, with countless natural attractions and a rich authentic cultural heritage. Formerly a Transkei homeland which

received little input from government during apartheid era, this rural Xhosa country has retained its authenticity. Qunu is birthplace of Nelson Mandela and there is a museum in Mthatha to celebrate his life (SA-Venues, 2018). Towns in the region include northern parts of East London, Cintsa, Morgan Bay, Kei Mouth, Butterworth, Centane, Dutywa, Willowvale, Elliotdale, Coffee Bay, Hole-in-the-Wall, Mthatha, Port St John's, Lusikisiki, Bizana, Matatiele and Mount Frere. All the above tourism routes indicate the potential that tourism has to attract tourists to visit the province. It also enables small tourism businesses to be able to showcase these attractions to potential tourists. This then leads to an explanation of the tourism sector in the Eastern Cape Province.

3.9 Tourism Sector in the Eastern Cape

The reason for choosing the tourism sector is that it is growing fast in many countries such as Japan, England, the United States of America and South Africa (Wickman, 2001; Williams, Maartinez-Perez and Kedir, 2017; Small Enterprise Development Agency, 2020). The Department of Trade and Industry Report (DTI) (2008, cited by Herrington, 2008) mentions that SMEs have grown by 208 per cent between the years 2000 and 2007 in South Africa (Herrington, 2008). Cant and Rabie (2018) and the Small Enterprise Development Agency (2020) also support the claim that small enterprises have grown tremendously.

Geographically, the province is always wet from east to west. The west is mostly semiarid Karoo, although in Tsitsikamma region in the far south, is temperate rainfall. A number of beautiful beaches attract tourists from various parts of the world. The province is characterised by beautiful mountains between Rhodes and Graaff-Reinet, including Snow Mountains in Stormberg, Drakensberg and Winterberg. Furthermore, Ben Macdhui at 3001 m is the highest point in the entire province. The east region from Queenstown and East London towards border of KwaZulu-Natal, previously known as Transkei, is predominantly characterised by grassland with sporadic forests and rolling hills. In South Africa, the province borders KwaZulu-Natal, Northern Cape, Western Cape and Free State, whilst in northeast, it borders districts of Lesotho which include Qacha's Nek, Mofale's Hoek and Quthing (Acheampong, 2015; Tripadvisor, 2018).

3.10 Contribution of tourism to the economy of the country

Wild Coast region of the province is popular for visitors with its tourism facilities being occupied approximately 80 per cent throughout the year. It is one of prime places for hunting safaris and trophy hunting in the country. The province has a wealth of cultural and historical heritage with the opportunity to further develop cultural tourism experiences. Different ethnic traditional practices and lifestyles tend to attract tourists to the province. In addition, diverse tourism experiences and natural and unspoiled

coastline, as mentioned above, are some of strengths of the Eastern Cape Province. These tourism attractions range from striking hinterland to beautiful beaches and many cultural experiences to game viewing, including the “Big Five” in a friendly environment (Acheampong, 2001; 2009). Its ability for economic development through tourism opportunities for growth needs to be identified and explored.

SMEs are globally acknowledged to play an important economic development role. They present an important source of innovation, thus stimulating economic growth and competitiveness. Entrepreneurial activities, through the establishment of SMEs, tend to enhance the economic development of a country (Nieman, Hough and Nieuwenhuizen, 2004: 4). South African SMMs employ between 50 and 60 per cent of the labour force and provide 43 per cent of the total salaries and wages bill of the country, which boosts the standard of living of residents (Rogerson, 2005). He further emphasised that SMTs play an important role in South Africa, as they contribute to economic growth through investment, increased earnings, job opportunities and foreign exchange. They also reduce critical socio-cultural challenges in local areas that cannot be solved satisfactorily by big tourism enterprises (Rogerson, 2005).

Moreover, earlier research by the South African Competition Commission estimated that SMEs comprised 99.3 per cent of South African businesses and that they contributed 53.9 per cent of the total employment and 34.8 per cent of the Gross Domestic Product (GDP) (Rogerson, 2005; Saayman, Rossouw and Krugell, 2012). This significant increase emphasises that SMEs tend to boost the economy of the country to a large extent. According to the NDT 2013/2014 Annual Report, tourism injected R35 billion into the economy in South Africa from January to June 2013 (National Department of Tourism, 2014). Moreover, evidence indicated in the World Travel and Trade Council (WTTC) Economic Impact 2016 report indicates that the contribution of travel and tourism to the GDP of South Africa was approximately R118.6 billion in 2015 (3% of the total GDP) and exceeded all other sectors in terms of both job creation and GDP (World Travel and Trade Council, 2016).

Gee, Makens and Choy (1997) indicate that tourism is about “enhancing the ‘right’ type of development that will attract the ‘right’ type of service provider, which will appear to the ‘right’ travel distributor who will reach the ‘right’ type of tourist”. This implies that the tourism sector is interlinked and mutually dependent. The World Travel and Trade Council (2016) predicts that the direct contribution of travel and tourism to the GDP is expected to grow by 3.8 per cent per annum to R178.3 billion (3.4% of the GDP) by 2026. Leisure travel spending (inbound and domestic) generated 66.0 per cent of the direct travel and tourism’s contribution to the GDP in 2014, amounting to R162.3 billion compared with 34.0 per cent for business travel spending of R83.6 billion (World Travel and Trade Council, 2015). It also speculates that the total contribution of tourism to the GDP will rise by 4.3 per cent per annum to R561.4bn (10.4% of the GDP) in 2025 (World Travel and Trade Council, 2015).

According to the Tourism DEAT (1996), tourism can boost economic growth by supporting other sectors. DEAT further highlights eighteen reasons for supporting tourism development in the country. They include the following:

Tourism provides a significant employment opportunity for South Africa as well as in the world. For instance, there are approximately 212 million people employed through the tourism industry world-wide, yielding \$3.4 trillion in world gross output and contributing \$655 billion of government tax revenues. According to the World Travel and Tourism Council (2015); Finmark Trust (2016) and Niewenhuizen (2019), travel and tourism is regarded as the world's largest generator of jobs. In 1995, the sector gave both direct and indirect employment to 212 million people, reckoned to be 10.7 per cent of the work force internationally, and provided 1 in every 9 people with jobs as mentioned above.

Another advantage of tourism is that it provides immediate employment its activities. Work in the tourism sector is normally created within a short space of time depending on demand. For instance, if big corporates, like resorts, entertain their guests at an average of three entertainers per group per session, many entertainers can be employed within some days. Similarly, if large resorts allow craft providers to sell their stuff to tourists, some employment and business opportunities in surrounding local communities will be developed. Another source of employment is weekly market days at resorts like what Sandals Resorts Group in Caribbean is doing to attract as many visitors as possible (Acheampong and Tichaawa, 2015). In addition, tourism is labour-intensive with a multiplicity of skills required. Since the tourism sector is labour-intensive, it has the lowest ratio of investment to job creation. This implies that since tourism activities happen within easy reach of the small operator, more jobs can be created per unit of capital invested. Furthermore, the tourism sector attracts a number of workers with different skills such as tour guides and trackers, accountants and hairdressers. Moreover, the tourism sector is characterised by on-the-job training (Statistics South Africa, 2018).

Furthermore, entrepreneurial opportunities are developed through tourism. The tourism industry is known of informal sector trading from bead and craft as well as fruit and vegetable vendors to beach ones, chair rentals and others like washing of cars. Other entrepreneurial ideas that are created through tourism include entertainment, guest houses and bed and breakfast accommodation facilities, tour guides and walking tours of places of interest, laundry and transportation services, arts, craft and curio sales, craft rental, teaching of African languages and customs to interested visitors, restaurants emphasising local cuisine, beach manicures and pedicures and much more. In that sense, development in rural areas is boosted as main tourism attractions are normally established in rural areas. This enables rural communities to get a share in benefits of tourism development in which more balanced and sustainable forms of development are encouraged. In a sense, tourism encourages people to experience a rural family life whilst supporting empowerment of both women and youth. Another important

contribution of tourism, when managed properly, is kind to the environment. Unlike other smokestack industries, including mining, if tourism is managed well, it can assist in saving environment against pollution. Various ways of developing tourism include maintenance of landscapes and natural features such as lakes, estuaries, rivers and wildlife areas. Restoration of natural vegetation and soil cover plays a significant role in enhancing wildlife tourism. That is done by both private and public sector projects which aim at rehabilitating land that is affected by commercial farming and other forms of land use. In that way, protection of biodiversity on land use is achieved (Manzoor, et al., 2019).

Cross-cultural relations and peace are built through tourism as it is one of the most successful tools for enhancing national and international cultural exchange and understanding among people. This takes place through hospitality, an inherent message of goodwill, service excellence, tolerance, trust, interaction as well as communication. It is, therefore, an effective tool for promoting peace and building the nation (World Bank Group, 2018). Furthermore, tourism is treated as a final good as it normally takes place at the end of the value chain in terms of the production process. Since it is not one of primary products that are normally exported, it has to be excellent in terms of quality as a final product. This implies that final touches have to be added when providing a service or product, be it a basket of flowers or fruit in a hotel room, a meal at a restaurant, a taxi ride from the airport, binocular rental, wildlife viewing, a helicopter tour or dive instruction. This implies that value is added in the final stages of production through tourism.

Tourism is a generator of foreign exchange. Tourism knows no boundaries, as it is exported whilst the international tourist is staying temporarily inside the country. This is indicated when visitor takes a taxi to a tourist attraction or sleeps at a hotel, or different types of fruit and food eaten which provides significant foreign exchange. From a recent OAS study, it is approximately calculated that the tourism industry contributed over 45 per cent of gross foreign exchange inflows in Jamaica for 1992 (World Travel and Trade Council, 2015). Tourism provides both a ready market in which visitor enjoys immediately and also generates export markets. Every year in South Africa approximately 4 million overseas and regional tourists are hosted. These visitors provide, to a doorstep of the country, a ready market. Since tourism is dynamic and offers a variety of tourism-related activities, it affords tourists opportunities to peruse other goods and services available in the country. Moreover, these tourists have money to pay for local goods and services, leisure and time that they enjoy whilst in the country. South Africa has the ability to influence visitor tastes and provide permanent export markets (Smeral, 2015).

The demand for tourism is ongoing. Travel and tourism tend to inspire one to continue engaging in tourism activities on a continuous basis due to experiences one enjoyed. For instance, a tourist that takes a holiday today, wants to go for other holidays in future even if it is for next weekend, month or following year. This implies that market for tourism will continuously grow (Cooper, et al., 2005: 39;

Keyser, 2007: 67; Sifolo, 2010). Furthermore, a significant income can be generated through tourism activities as it is affected by market forces rather than by government control measures since it is an activity that is essentially demand driven (Rogerson, 2005; 2015). Tourism is prevalent of a multiplier effect. The effect that tourism has is more than expenditure by visitors. For example, in the Caribbean, it is envisaged that the total direct and indirect expenditure of tourists generated a local value-added income per dollar of approximately 1.6 times the value of the initial input of visitor spending.

Another important contribution of tourism is having huge ability for linkages. Linkages can be developed through the tourism industry as well as boosting other sectors of the economy like manufacturing, agriculture and services. South Africa has the ability to provide almost all needs of the tourism industry, from meat and poultry, beverages and wines, to furniture, vehicles, machinery, jewellery, diamonds, cut flowers and more. In that way it also creates demand and production in other sectors of the economy of the country (Ghobakhloo and Tang, 2015; Long, 2016). Ecotourism as another subsector of tourism enables South Africa to lead globally. Some companies and conservation agencies in South Africa are already engaged in ecotourism ventures which could contribute to further development in tourism (World Bank Group, 2018). And lastly, tourism potential is not fully utilised in the country although it has a great potential to develop (White Paper, 1996).

The following section will highlight the categories of SMEs.

3.11 Categories of SMEs

SMEs are described, in terms of the National Small Business Act No. 102 of 1996: 2 and the National Small Business Amendment Act 102 of 2004 as “a separate and distinct business entity (including co-operative enterprises and non-government enterprises) managed by one owner or more which, including its branches or subsidiaries (if any), is predominantly carried out in any sector or subsector in the economy and is that which can be classified as a micro enterprise, a very small enterprise, a small enterprise or a medium enterprise by satisfying the criteria mentioned in columns 2, 3 and 4 of the Schedule.” In the South African context, statistics indicate that the majority of SMMEs fall into the survivalist enterprises category, while small and medium enterprise categories are comparable to those in other developed countries (Berry, et al., 2002, cite by Fakir, 2017). It is worth noting that this study focuses on small and medium-sized enterprises in tourism in the Eastern Cape.

Table 3.4, further shows categories of small businesses according to the sector or sub-sectors in accordance with the Standard Industrial Classification, size or class, total full-time equivalent of paid employees, total annual turnover and total gross asset value (fixed property excluded). Table 3.4 continues on page 105.

Table 3.4: Schedule Indicating Categories of Small Businesses

Sector or Sub-sectors in Accordance with the Standard Industrial Classification	Size or Class	Total Full- time Equivalent of Paid Employees Less than:	Total Annual Turnover Less than:	Total Asset (Fixed Property Excluded) Less than:	Gross Value
Agriculture	Medium	100	R 4.00 m	R 4.00 m	
	Small	50	R 2.00 m	R 2.00 m	
	Very Small	10	R 0.40 m	R 0.40 m	
	Micro	5	R 0.15 m	R 0.10 m	
Mining and Quarrying	Medium	200	R30.00 m	R18.00 m	
	Small	50	R 7.50 m	R 4.50 m	
	Very Small	20	R 3.00 m	R 1.80 m	
	Micro	5	R 0.15 m	R 0.10 m	
Manufacturing	Medium	200	R40.00 m	R15.00 m	
	Small	50	R10.00 m	R 3.75 m	
	Very Small	20	R 4.00 m	R 1.50 m	
	Micro	5	R 0.15 m	R 0.10 m	
Electricity, Gas and Water	Medium	200	R40.00 m	R15.00 m	
	Small	50	R10.00 m	R 3.75 m	
	Very Small	20	R 4.00 m	R 1.50 m	
	Micro	5	R 0.15 m	R 0.10 m	
Construction	Medium	200	R20.00 m	R 4.00 m	
	Small	50	R 5.00 m	R 1.00 m	
	Very Small	20	R 2.00 m	R 0.40 m	
	Micro	5	R 0.15 m	R 0.10 m	
Retail and Motor Trade and Repair Services	Medium	100	R30.00 m	R 5.00 m	
	Small	50	R15.00 m	R 2.50 m	
	Very Small	10	R 3.00 m	R 0.50 m	
	Micro	5	R 0.15 m	R 0.10 m	
Wholesale Trade, Commercial Agents and Allied Services	Medium	100	R50.00 m	R 8.00 m	
	Small	50	R25.00 m	R 4.00 m	
	Very Small	10	R 5.00 m	R 0.50 m	
	Micro	5	R 0.15 m	R 0.10 m	
	Medium	100	R10.00 m	R 2.00 m	
	Small	50	R 5.00 m	R 1.00 m	

Catering, Accommodation and Other Trade	Very Small	10	R 1.00 m	R 0.20 m
	Micro	5	R 0.15 m	R 0.10 m
Transport, Storage and Communications	Medium	100	R20.00 m	R 5.00 m
	Small	50	R10.00 m	R 2.50 m
	Very Small	10	R 2.00 m	R 0.50 m
	Micro	5	R 0.15 m	R 0.10 m
Finance and Business Services	Medium	100	R20.00 m	R 4.00 m
	Small	50	R10.00 m	R 2.00 m
	Very Small	10	R 2.00 m	R 0.40 m
	Micro	5	R 0.15 m	R 0.10 m
Community, Social and Personal Services	Medium	100	R10.00 m	R 5.00 m
	Small	50	R 5.00 m	R 2.50 m
	Very Small	10	R 1.00 m	R 0.50 m
	Micro	5	R 0.15 m	R 0.10 m

Source: National Small Business Act No. 102 of 1996; National Small Business Amendment Act of 2004.

Table 3.4 continues from page 104. From Table 3.4 it is clear that small businesses are categorised into various aspects, as mentioned above.

The following section will identify characteristics, types and categories of SMTEs in the province.

3.12 SMTEs in the Eastern Cape Province

The functions, types and categories of SMTEs found in the province will be highlighted in the following section.

3.12.1 Functions of the SMTEs

There are various functions of SMTEs as identified by Cronje, Du Toit and Motlatla (2001), which include the following: Due to nature of the tourism sector, SMEs employ a number of employees, as work is labour inclined against big businesses that do not entirely depend on labour. This leads to small businesses providing more job opportunities per unit of capital that is invested (Ceptureanu, 2015); In addition, they allow given energy, talents as well as entrepreneurship interest to develop among employees of which these could not be achieved in larger organisations; furthermore, by providing services to an insignificant market that is not attractive to larger businesses due to its rurality, SMTEs

tend to prosper; whilst at the same time playing a part in the competitive business environment of the economy and they protect ecological environment by not causing harm to it unlike big businesses, increase prosperity in rural areas, develop a stable society, stimulate personal savings and enhance general level of economic participation of communities (Chimucheka, 2013).

3.12.2 Types and categories of the SMTEs in the Eastern Cape

Acheampong (2011) and Tripadvisor (2018) identify various types and categories of SMTEs in the province that include bed and breakfasts, guest houses, farm stays, back packers, lodges, hotels, resorts, holiday homes, hostels, self-catering, caravans and camping as village experiences. As far as nature conservations are concerned, the province has private and provincial reserves. In addition, there are outdoor experiences that include cultural experiences, family attractions, lifestyle, nature and wild-life reserves, hiking trails and adventure activities. The province provides a variety of interesting activities that a tourist can enjoy such as sky diving in Frontier Country, bungee jumping from highest commercial bungee bridge or surfing biggest right-hand surf break in Jeffrey's Bay.

3.13 Contribution of the SMTEs in the Eastern Cape

SMTEs play a significant part in the country's economy. Nieman and Neuwenhuizen (2009) emphasize that SMTEs add the following to economic development of a country: SMTEs contribute. Whilst larger organisations are retrenching due to restructuring, SMTEs provide employment to local communities. This tries to alleviate unemployment rate. Tourism is acknowledged as one of major industries for economic development in all countries and a major source of turnover and creation of wealth (Dupeyras and MacCallum, 2013; Niewenhuizen, 2019). Again, poverty is prevalent in all countries, but it is noticeably higher in developing countries than in developed ones. The South African government has realised that SMMEs are part of a solution to eliminate poverty. In addition, developing economies concentrate on eliminating crime and poverty, improving society and gaining sustained economic growth through tourism-related practices (Karstalak and Barber, 2012; Bongomin, et al., 2018). Additionally, resources available within small businesses are normally combined to provide goods and services for local people in the rural areas in which they operate (Du Toit, Erasmus and Strydom, 2010; Chimucheka and Mandipaka, 2015).

South African government's strategic plan is focusing on improvement of rural communities that were previously disadvantaged due to apartheid regime. It is SMMEs that provide job opportunities to general communities in which imbalances between different groups are addressed which, in turn, lead to a stable society (Nieman and Neuwenhuizen, 2009). As far as growth and economic development are concerned, SMMEs provide job opportunities to people, more specifically, low-income groups which boost

economic development of a country. Furthermore, they provide training grounds by offering youth apprenticeships. SMMEs also contributed more than 35 per cent of GDP of the country in 2009 alone (Chimucheka, 2013). That leads to sustainable development. World Business Council for Sustainable Development (2004), as cited by Chimucheka (2013), explains that sustainable development, through improvement of performance of SMMEs, may enhance economic growth, provision of employment, crime reduction, alleviation of poverty and community development. This is also applicable in South Africa, as unemployment rate continues to increase due to retrenchments in various industries and sectors. The following section will highlight challenges of SMTEs in the Eastern Cape Province.

3.14 Challenges of SMTEs in Eastern Cape Province

South African SMMEs are different and operate in various sectors such as service, farming, tourism, wholesaling, retailing, mining, farming, manufacturing and construction. Despite their contribution to society and the economic status of the country, they are less sustainable due to various factors such as the lack of management skills and no knowledge of competitive intelligence practices that could assist them to understand the marketing environment. Chimucheka and Mandipaka (2015); Bushe (2019) and Reynolds, Schultz and Hekman (2019) also agree that 70 to 80 per cent of SMMES fail within a short period of three years after being established, more especially in South Africa. This research claim is supported by Biyase (2009) and Fatoki and Garwe (2010); that SMMEs fail due to many challenges and also lacking support of key stakeholders. In addition, the Annual Review Report of Sustainability of Small Business in South Africa (2008) reveals that approximately one per cent of enterprises that were established between 1 April 2005 and 31 March 2006 survived between 1.5 – 2.5 years. SMTEs are riddled with notoriety for their inability to achieve success in the long term. As a result, their importance and vulnerability have been the subject of much research (Bruwer and Coetzee, 2016; Cant and Rabie, 2018).

Bruwer, Coetzee and Meiring (2018) also believe that SMMEs lack sustainability due to various factors such as lack of application of intuitive skills in making decisions taken from the external business environment, seasonality of the industry, labour turnover, lack of sufficient capital to start such a business, lack of financial and accounting skills, and lack of internal control systems and strategic planning (Keyser, 2007; Bushe, 2019). This implies that sustainability of SMMEs is still a challenge. In sectors such as financing, real estate, catering and accommodation, insurance, wholesale and retail business and business services, there has been an increasing number of liquidations, although some industries have registered highest number of new establishments (Department of Trade and Industry, 2008; Mutyeniyoka and Madzivandila, 2014; Botha, et al., 2020). Similar to other countries, South African SMMEs face challenges that affect growth and sustainability. Although SMMEs have received some attention and support from government, their challenges are still prevalent.

Nieman and Neuwenhuizen (2009) identified some of challenges that SMMEs face which include lack of education and training, lack of financial resources, markets that are inaccessible, lack of support structures, inadequate technology and limited access to other resources like human resources. These challenges include lack of education and training in entrepreneurial development. Small businesses often lack basic skills of managing their enterprises which is attributed to lack of training and education that enhances development of management competencies that enable the enterprise to become successful. Many newly established small businesses have failed due to inadequate training and education (Hellriegel, et al., 2013; Cant and Wild, 2013; Global Entrepreneurship Monitor, 2018).

Another challenge is lack financial resources as all businesses need finances to start operations. Fatoki and Garwe (2010) aver that limited financial resources hinder sustainability of SMMEs. This is due to banks that require collateral security when lending money to these small businesses of which they do not have (Small Enterprise Development Agency (SEDA), 2016). Furthermore, Financial Services Regulatory Task Group (2007) attests that, in the country, banks tend to grant finance and credit to small businesses at a later stage as start-up capital.

Finman Trust (2010), Finscope's Small Business Survey, also found out that SMMEs in North West Province and Gauteng tend to acquire credit and finance products easily than other rural provinces like Mpumalanga, Northern Cape as well as Eastern Cape. This tends to affect development of SMMEs in those provinces. This is also supported by the Global Entrepreneurship Monitor (GEM) (South Africa), (2014) which reports that other challenges affecting sustainability of small businesses is poor profitability, inability to create a convincing business plan that is required by financial institutions and limited market research and access to markets (Global Entrepreneurship Monitor, 2014; Chingunta, 2017). Moreover, there is proof that many financial institutions in the country are very conservative and reluctant to extend credit and finance to SMEs (Agwa-Ejon and Mbohwa, 2015). Again, most SMEs in the country lack good physical infrastructure (buildings, communication and road networks), as most of them are located away from central business districts owing to high costs at such locations (Bhorat, et al., 2018).

SMMEs are also challenged by markets that are inaccessible. For their survival and success, SMME owner-managers should realise that marketing in a competitive environment will continue to change so they need to learn competencies and skills that will yield a competitive advantage. They need to scan environment on a continuous basis for identifying current and potential competitors. This will assist them to improve business's performance and maintain viability (Du Toit, Erasmus and Strydom, 2010; Global Entrepreneurship Monitor, 2014; Cass and Sok, 2014; Garg and De, 2014).

Government's lack of support to SMMEs is also a challenge as mentioned by them. This may be due that some small businesses do not know where and how to get information about organisations that can support them. In the Eastern Cape Province, which is very rural and impoverished, small businesses are in the same situation of not having useful information that can help them to get support for improvement of their businesses (Friedrich and Isaacs, 2010; Ferreira, et al., 2010; Khoase and Govender, 2013; Ingle 2014; Bureau for Economic Research 2016; Alkahtani, et al., 2020). However, countries like Canada do support small businesses in the application of competitive intelligence practices (Calof, 2017).

Another challenge associated with performance of SMMEs is lack of applying latest technological equipment. As far as business is concerned, technology becomes important for its operations and survival. Therefore, investment in technology is becoming important to everyone, as the world is now technologically inclined. However, use of technology involves costs since one has to buy computer hardware and install software. In addition, these need to be upgraded from time to time. Therefore, SMMEs with limited financial resources are hindered. Technology also includes information and communication technology which enables the business to communicate with all stakeholders to gather information about its market environment including consumers, competitors and suppliers to make informed decisions. This then enables them to try and outperform their rivals as they are aware of their actions. Thus involving intuitive competitive intelligence practices will lead to entrepreneurial success and sustainability (Bi and Cochram, 2014; Ghobakhloo and Tang, 2015; Sifolo, 2017; Asghari, et al., 2019; Silva, et al., 2019).

Other authors refer to infrastructure that includes utilities and transport, telecommunications, electricity and transportation, business space at reasonable prices as well as commercial and/or accounting and legal services (Finman Trust, 2010; Chimucheka, 2013; Global Entrepreneurship Monitor, 2014). However, in the Eastern Cape Province, SMMEs have inadequate infrastructure and they lack basic technological skills of operating a computer which implies that such training and support in such skills is required. Again they have limited access to other resources such as human resources. They do not have sufficient funds at their disposal to hire a suitable, qualified and competent labour force due to lack of job security, sustainability as well as instability. Most SMMEs rely on fixed contracts received and others, such as tourism businesses, depend upon tourists that visit their destinations, which make their workers uncertain about their jobs for future. On the other hand, small businesses are confronted with an inadequately educated workforce, which leads to a shortage of skilled labour (Department of Trade and Industry, 2005; Grobler, et al., 2013; Fatoki, 2014; Global Entrepreneurship Monitor, 2018; Chandra, Paul and Chavan, 2020).

The labour laws of the country are also a hindrance to SMTEs. After South Africa received democratic government the Constitution developed rights for employees, such as the right to strike (South Africa,

1996). This led to the development of unionised labour in all spheres of private and public sectors which sometimes hinders proper functioning of business operations as well as economic growth (OECD, 2015). As a result, some industries, especially in tourism and manufacturing sectors, are not keen to employ unionised workers, as they seem to have more demands and high labour costs. This becomes problematic when small businesses are just established and are in their initial stages of development (Mutenyoka and Madzivandila, 2014). In addition, labour laws in South Africa provide a considerable legislative hindrance in terminating employment contracts of particular staff members when the company is no longer able to keep them or in cases where they are found to no longer be productive (Sibanda, 2015). As such, the labour laws of the country do not promote unemployment caused by the fluctuations in economic activity, inherent in SMMEs' trade, particularly in the tourism sector.

As far as research and development are concerned, they are at a low level due to small businesses lacking skills to conduct research for actualising business ideas to determine in advance, it is viable. In addition, there is no linkage between big and small businesses of which start-up ones could learn from big and successful businesses for innovation and business growth. This can also assist in building relationships between national and international businesses for exporting purposes (Booysens, 2011; Global Entrepreneurship Monitor, 2014; Williams, et al., 2017). But bigger businesses are not keen to partner and work with smaller ones. Furthermore, small businesses are less interested in doing research, as they focus on the sustainability and success of their businesses. Generally, SMEs have the least development and research in the business context which hinders them from being creative, innovative and therefore generating solutions while they are also in the process of discovery (SEFA, 2017).

Another hindrance to growth of small and new businesses in South Africa is government bureaucracy, with its delays in the time needed when one wants to get a permit and licence, as well as red tape when starting a business (Bischoff and Wood, 2013; Global Entrepreneurship Monitor, 2014; WEF, 2014; Herrington and Coduras, 2019). This also applies to establishment of tourism-related businesses, as they have to wait for some time before they can get their licenses. This is also hindered by the lack of proper co-ordination in government departments as they do not work together in programme-planning and implementation to assist small businesses. This results in some departments duplicating services offered instead of saving on such costs. Furthermore, that leads to delays in implementing monitoring and evaluation framework for assessing performance of small businesses. In addition, universities are also not involved in assisting these businesses in local areas, as they are concentrating in completing syllabi. Hence, there is a vacuum that could be solved by working together amongst all key stakeholders (Department of Trade and Industry, 2005; Deltl, 2013; Small Enterprise Development Agency, 2020). Another critical issue facing the sustainability of small businesses is high levels of crime, which tend to increase security costs (Cassim, Soni and Karodia, 2014; Donga, Ngirande and Shumba, 2016; Small

Enterprise Development Agency, 2016). This tends to affect all citizens of South Africa, whether in business or not, as well as tourists.

The Small Enterprise Development Agency (SEDA), in 2012, did a study and discussed it in their annual report which revealed that SMEs face some bottlenecks regarding entry into the tourism sector. They include the following: SMEs do not have marketing skills and tools; they face tough competition from large enterprises; they are unable to manage cash; they do not have sufficient financial resources to upgrade or buy new equipment; inputs costs needed to start a small business are high; in rural areas there is a limited market as well as customer base; they are unable to get relevant and updated industry data and market-related information; they have challenges of meeting tourism accreditation standards and grading and in rural areas, SMEs are faced with poor infrastructure (Khoase, et al., 2020).

The risks associated with the tourism industry are outlined below.

3.15 Risks incurred in the tourism industry

The tourism industry is affected by diverse forms of risk which have been explained in the sections below.

3.15.1 Environmental, natural disasters and man-made challenges

There are numerous challenges facing the tourism sector in general which are not limited to the ones mentioned above. According to Gretzel, et al. (2006, cited in Heath, 2014), drastic changes in the environment can also cause political unrest, natural disasters, economic crises and exponential growth of the internet. Other challenges include environmental impacts, natural and man-made challenges. Other challenges include decreasing livestock farming and land that continue to degrade due to droughts which then motivate people to go to urban areas and remaining residents depend on remittances and grants (Sifolo, 2017).

Social, economic, political and legislative forces are prevalent in local, national and even global levels, directly affect growth and development of the province (Hamman and Tuinder, 2012: 38). Negative environmental impacts are widely acknowledged and are vastly documented. For this study, more emphasis will be placed on local destination's wider ramifications facing tourism businesses. Although core characteristic of tourism product is the environment (Goodwill, cited in Cooper, 2003), a study by Shaw, Saayman and Saayman (2012: 193) makes a distinction regarding possible risks that prevail in the tourism industry in South Africa as tabulated in Table 3.5 which continues on page 113.

Table 3.5: Risk Categories Associated with Tourism and the Tourism Industry

Risk Category	Description and Reference
Nature	<ul style="list-style-type: none"> • Natural disaster – Abbott (1996); Hystad and Keller (2008); National Hurricane Centre (2005); • Weather and climatic conditions – Ehmer and Heymann (2008); Met Office (2007); SAWS (2008); • Environmental factors – Hystad and Keller (2008).
Crime and Safety	<ul style="list-style-type: none"> • Fraud and crime – Brunt, Mawby and Hambly (2000); Dimanche and Leptic (1999); Garcia and Nicholls (1995); Hall, Selwood and McKeown (1995); Moore and Berno (1995); Pizam, Tarlow and Bloom (1997); Raynor and Robinson (2005); • Acts of terrorism and hijacking – Aziz (1995); Bar-On (1996); Enders, Sandler and Parise (1992); Leslie (1999); Richter and Waugh (1986); Sönmez (1998); Sönmez and Graefe (1998); Sönmez, Apostolopoulos and Tarlow (1999); Wagner, Apostolopoulos and Tarlow (1999).
Health	<ul style="list-style-type: none"> • Infectious diseases – Carter (1998); Cossens and Gin (1994); Vellas and Becherel (1995); WHO (2006, 2008) • Malaria – Carter (1998); Lawton and Page (1997); WHO (2006, 2008).
Political Factors	<ul style="list-style-type: none"> • War – Ellis (1995); • Political instability – Aziz (1995); Bar-On (1996); Enders et al. (1992); Leslie (1999); Richter and Waugh (1986); Sönmez (1998); Sönmez and Graefe (1998); Sönmez et al. (1999).
Economic Factors	<ul style="list-style-type: none"> • Lack of funding – Hill (2002); Raval and Fichadia (2007); • Exchange rates – Hill (2002); Oxelheim and Wihlborg (1998); Saayman (2008); • Rising prices – Hill (2002); Oxelheim and Wihlborg (1998). • Economic recession – Hill (2002); Oxelheim and Wihlborg (1998); • Financial crises – Oxelheim and Wihlborg (1998); Raval and Fichadia (2007); • Transport – Dorf and Byers (2008); Ntuli (2005); Saayman (2008)
Technology	<ul style="list-style-type: none"> • Information technology (IT) – Dorf and Byers (2008); Jacobson, Booch and Rumbaugh (1999); Jordan and Silcock (2005); Raval and Fichadia (2007); Rayner (2003); • Reservation systems – Jordan and Silcock (2005); • Computer programmes – Jordan and Silcock (2005).
Socio-Demographic Factors	<ul style="list-style-type: none"> • Age – Krippendorf (1987); State and Nedelea (2008); Tretheway and Mak (2006); • Sex – Krippendorf (1987); Tretheway and Mak (2006); • Family life – Krippendorf (1987); Tretheway and Mak (2006); • New markets – State and Nedelea (2008); Tretheway and Mak (2006).

Source: Shaw et al. (2012), adapted from Sifolo (2017)

Shaw et al. (2012) support that research takes into account: (i) important risks within the tourism industry in South Africa; (ii) development of a tool for examining identified risks and (iii) determining whether the impact of risks is rated differently in various sectors of the industry. Though Shaw, Saayman and Saayman's research focuses on different risks that may be challenging to different organisations, what is not clear is a challenge in the ECP that affects the sector's optimum performance which has implications on the broader agenda of government with regard to tourism sector's economic contribution as proposed in National Development Plan (NDP). In addition, an uneven flow of tourist demand poses a challenge to tourism businesses. This is a common problem among tourism companies.

3.15.2 Illegal practices

Another challenge facing the tourism industry is illegal practice that may include lack of control by government concerning corruption, prostitution and illegal practices (crime, illegal immigrants and land invasion) which remains a challenge in the country. Pleumarom (2012: 24) understands that frequent land conflicts pose some challenges when developers in tourism areas use a variety of legal and non-legal strategies to divide land for tourism purposes. Pleumarom (2012) further states that tourism grows quickly in countries and sometimes increases poverty. For example, large corporations tend to grab land for doing large-scale tourism projects which impact directly on small ones and cause them to suffer. These practices which include residential housing, hotels, marinas, golf courses, shopping centres and other facilities, act as a reflection of 'hegemonic' and 'predatory' tourism policies and procedures (Timteam, 2009; Sifolo, 2017).

Another factor in the available literature is that voice of small and medium-sized businesses' perspectives on most important challenges facing the tourism industry in the Eastern Cape Province in South Africa has not been heard in tourism literature. Moreover, what is not clear is documented evidence of these businesses' perspectives on how to address challenges mentioned. Peck, Jackson and Mulvey (2018) express that SMEs are affected by regulatory environment, as these businesses need to be registered and conduct their businesses in an ethically correct manner. Therefore, these small businesses have to conform to regulatory environment even if it is a burden in their operations. Perhaps to better grasp internal environment and features of the tourism sector in the Eastern Cape Province, it is crucial to look at situational analysis and illustrate this by identifying Strengths, Weaknesses, Opportunities and Threats (SWOT) of the province.

3.16 The situational analysis of the eastern cape

There are some reasons that have led to the current status of the province, and one may contend that it becomes difficult for a destination like Eastern Cape Province to maximally benefit from the tourism industry. The province has not appeared to be doing well when it comes to travel agenda (National Department of Tourism, 1996). One of added tools in strategic business management is the SWOT

analysis which provides a framework to describe internal strengths and weaknesses that affect an organisation, and external opportunities and threats that the said enterprise should guard against as it cannot control them. Therefore, identifying situational analysis of the province becomes important.

3.16.1 SWOT analysis based on the literature

It is important to note that the following situational analysis is based mainly on literature. Therefore, it does not include primary information regarding the tourism industry in the ECP. Table 3.6 continues on page 113.

Table 3.6: SWOT Situational Analysis of the Eastern Cape Province

Strengths	Weaknesses
<ul style="list-style-type: none"> • Colourful history (motor manufacturing and agriculture) as well as museums. • Game farming and ecotourism are steadily growing sources of revenue. • The province has become an investor-friendly destination, attracting foreign and domestic investors with the assistance of the Industrial Development Corporation, COEGA and ECDC. • Ability to host international and domestic events such as the Grahamstown Arts Festival; Berlin November - a horse racing event; Buyel'ekhaya Music Festival; Hogsback Christmas in July Winter Festival (HCJWF); Ironman Triathlon Event; Hemingway's Wine Show; Wild Coast Jikeleza Festival; SMMEs Development Summit; Jeffery's Bay Annual - largest surfing contest in Africa, Billabong Pro. Birds Islands are found in Algoa Bay, just 62km from PE and there is a cluster of four islands. These significant seabird breeding grounds are home to Southern Africa's largest Gannetry (about 65 000 breeding pairs of Cape Gannets) and over 10 000 African penguins. The Big 7: rhino, buffalo, lion, elephant, leopard, whale and great white shark and the world-famous Addo flightless dung beetle, are found at Addo National Park. East London has the only river port city in South Africa. The Amatola Mountains, also found in the EC, rise up to 1800m above sea level. • The Eastern Cape tourism brand has become visible within the marketplace. 	<ul style="list-style-type: none"> • The province has not featured prominently to both domestic and international tourists. • Lack of winning and promotion strategy. • Failure to attract daytrip travellers. (Stats SA, 2011; Stats SA, 2013). • Limited private sector partnerships, local communities that are less involved, no tourism infrastructure in certain areas and a lack of tourism, financial and human resources. • Slow growth and development in comparison to other parts in South Africa. • Poor tourism product quality, limited variety and poor service delivery. • Inadequate marketing to the precise target market on selling the province as a destination. • Poor matric results. • Migration of people to other provinces (EC Spatial Development Plan). • Heavy reliance of ECP households on remittances and social grants. • HIV/AIDS prevalence. • High unemployment. • Poverty. • Implementation of the policies. • Leadership.

<p>positioning the province as a desirable tourism destination.</p> <ul style="list-style-type: none"> • Agriculture, farming, aqua-marine tourism as well as eco-tourism. • The new construction of concentrated turbines to generate electricity in the province. • N2 Wild Coast Route boasting sea views and tourism attractions and destinations. 	
Opportunities	Threats
<ul style="list-style-type: none"> • Marketing opportunities in the EC. • Research and Development in promoting rural development. • Possibility of being a pioneer province when it comes to educational tours related to agriculture and rural development. • Strong collaborations between the provincial government, the private sector and the universities as well as the TVET colleges. • Sports and adventure tourism activities. • Linked to three provinces (KwaZulu-Natal, the Western Cape and Free State as well as Lesotho. This indicates where marketing could be focused to attract visitors from other provinces. • Business events unit. 	<ul style="list-style-type: none"> • Decline in agriculture which is the one of the primary economic sectors. • Slow growth and development in comparison to other South African provinces • Poor road infrastructure. • Destination access and visitor mobility in the province is limited due to the nature of the roads. • Unqualified workforce. • Inconsistent coordination between the public and private partnership within the tourism sector. • Tourism and security concerns. • Dissatisfaction with roads, transport, road signs and value for money in the province. • Limited non-governmental organisations. • Quality of water. • Poaching. • Lack of communication between local communities and the authorities.

Source: Researcher (2018)

Table 3.6 continues from page 112. Several documents from different departments have SWOT analysis based on their scope. For example, Department of Economic Development, Environmental Affairs and Tourism (DEDAT) has produced several documents regarding the tourism industry in the ECP. The report by Development Bank of Southern Africa (DBSA) (2014) laid out a summary of the province, identifying strengths and challenges facing the province. Table 3.7 indicates strengths and challenges facing the province by DBSA (2014).

Table 3.7: Summary of the Eastern Cape Province's Strengths and Challenges Indicators

INDICATORS	STRENGTHS	CHALLENGES
Socio-Economic Indicators	<ul style="list-style-type: none"> • Relatively diversified economy is found in the ECP. • Agriculture and the motor manufacturing sectors are the largest contributors to GDP growth. 	<ul style="list-style-type: none"> • Economic growth that is unstable. • The largest community services sector is found in the province. • Most of the young people are unemployed. • Lack of relevant investment opportunities in the province tend to stifle the effect of the DBSA on socio-economic challenges.
Access to Basic Services	<ul style="list-style-type: none"> • Water shortages as well as slow improvement in sanitation. 	<ul style="list-style-type: none"> • Hugely burdened with electricity provision. • It is a water-stricken province. • It has the highest HIV prevalence rates.

Source: Development Bank of Southern Africa (DBSA) (2014)

Although the province has a diverse economy, tourism remains a key sector to the province, yet accessibility to basic services and remoteness of the province remains a challenge. Based on Webster and Ivanov's (2014) argument, effect of destinations in attracting tourists and examined by the WEF's Travel and Tourism Competitive Index (TTCI), are considered to be very competitive destinations. Webster and Ivanov (2014) further claim that sometimes destinations are not competitive enough and are not able to provide economic benefits for local communities. Based on Webster and Ivanov (2014) analogy, the tourism industry in the Eastern Cape Province is also not different. One has to do some research into the tourism sector of the province, specifically, examining reasons of not excelling as one of preferred tourist destinations in South Africa.

3.16.2 Situational reviews on the challenges as specified in the NTSS

There are general challenges that are stated in NTSS (2011). Challenges facing domestic tourism in South Africa will be highlighted.

Table 3.8: Situational Reviews on the Current Challenges in Growing Domestic Tourism

Traditionally, domestic tourism has been allocated restricted resources. Other constraints such as infrastructure as well as access and conversion channels did not receive full attention, as concentration was on marketing. There is little research undertaken on domestic tourism and this has to improve. Furthermore, there is a need for alignment of indicators, statistics in domestic tourism and distribution of research findings among stakeholders. Some existing

products, both publicly- and privately-owned, are not maximally used. At a local government level, there is limited implementation capacity. Demand is not always linked with investments. Differentiated marketing, together with combined packaging, are still lacking. In addition, there should be an improvement in partnerships and cooperation levels for domestic tourism. As well, affordability as well as packaging should be given adequate attention. Furthermore, formal travel intermediaries focused only on packaging with insufficient information and conversion opportunities for travel planning and arrangements. Holiday travel is also affected by lack of a savings culture. People should be encouraged to undertake domestic travel, as they are not interested. As well, the Visiting Friend and Relatives (VFR) category has small leverage whilst domestic Business Tourism has slight volume too. Again South Africans has little tourism culture and there is insufficient knowledge of available accommodation that is affordable for people travelling for social purposes such as weddings and funeral services. Generally, there is no collective strategy for growing domestic tourism.

Source: National Department of Tourism. (2011: xii); National Department of Tourism (2014)

3.16.3 Physical proximity

Due to geographic demarcation of South African provinces, there is further divergence when it comes to providing services. One of highlighted challenges within African continent that also affects South Africa when it comes to attracting an African market, is the issue of visas and air transportation which is expensive. Accessing air transportation frequently is a challenge due to the high prices that go with oil markets. This point is also validated by South African NTSS (2011: 62) which shows that international and regional airlifts are expensive in South Africa, as flights into South Africa from various markets pose inconvenience for potential visitors. This deters tourists from visiting the country. Furthermore, poverty is directly linked to socio-economic and developmental challenges and it limits travelling, not only on the continent, but in South Africa too. Other general challenges facing tourism stakeholders include inadequate storage facilities prior to departure and, to some countries, airport infrastructure. There are limited waiting areas for those connecting and a lack of entertainment facilities prior to departure in some airports. It would then be critical to observe to what extent Eastern Cape has been affected by this challenge.

In summary, there is sufficient literature which covers gaps and hindrances on increasing contribution of domestic tourism to the economy in South African provinces. These include strategies and policies that do not state steps on how to exactly implement set strategies and policies in different provinces. In addition, there is no provision of efficient and effective tourism destination tools to evaluate satisfaction levels from both supply and demand side (Murphy and Murphy, 2004; NTSS, 2011; Camilleri, 2018). As well competition among provinces and tourism stakeholders in general is adversarial, instead of

collaborative and cooperative. Again, tourism mismanagement challenges established decision-makers (Murphy and Murphy 2004: 296; Ghanem, 2017). According to Dwyer, Forsyth and Dwyer (2010: 223), changes in GDP, resulting from some tourism expenditure shocks, are therefore a poor measure of net benefits. To measure net benefits from inbound tourism, one must subtract the cost of inputs used to produce additional output required since these have value in alternative uses. Another critical aspect is diverse range of actors involved and there is unequal and weak provincial capacity in some places that require much support. Provinces do have strategies that are partial and lack motivation to sustain implementation. Sometimes roles and responsibilities and poor coordination in government departments tend to overlap (Turok, 2010: 499; Manzoor, et al., 2019).

3.17 Resilience of tourism in the Eastern Cape Province

Table 3.8 indicates that Eastern Cape and Western Cape Provinces remain destinations with many beach tourism opportunities. According to SEDA (2012), Western Cape and Eastern Cape provinces have more opportunities for investments in activities such as accommodation, ecotourism activities and tourism facilities. One of pioneering industries in the Eastern Cape Province is the gaming industry. Table 3.9 continues on page 119.

Table 3.9: Tourism Opportunities per Province

Opportunities	Province								
	WC	EC	NC	KZN	GAU	Limp	MPA	FS	NW
Accommodation	X	X	X	X	X	X	X	x	x
Beach Tourism Activities	X	X							
Catering/Food Outlets					X			x	
Conference Facilities			X		X		X	x	
Cultural Tourism				X				x	x
Eco-Tourism Activities	X	X	X	X			X		
Shuttle Services/Transport	X		X		X			x	x
Tourism Facilities	X	X	X			X		x	x
Training Facilitators	X		X						

Source: Small Enterprise Development Agency (2012)

3.18 Tourism development and regional inequalities

Attention is now turned to another significant aspect dealing with explaining and categorising variables in the tourism sector. The concept of the region has attracted attention in economic development since projects have to be given a home. A region is an area that has some common attributes that differentiate it from others. Regions can be centres of research, innovation and development, ideas and fashions which steadily become established on a regional, national or international scale (Armstrong and Taylor, 2000:14; Coetzee, Hendricks and Wood, 2001: 89; Sorenson, 2010; Acheampong, 2011).

Regions tend to be categorised in terms of formal and similar characteristics. A formal region as an entity is normally uniform in all its parts based on assumptions that are correct (Kanbur and Venables, 2005). Such assumptions remain valid while drawing limits for grouping of small uniform regions like tourism regions in geography. It is for this reason that Kanbur and Venables (2005: 27) observe that not all regions can be considered homogeneous since some of them are small. Such regions include vegetation regions, industrial parks, cultural regions, game parks, science parks and others (Acheampong, 1992: 153; Rogerson and Nel, 2016).

Before democratic government, tourism development in South Africa was influenced by segregation and separate development with racial lines. This consisted of unequal development in the country and led to the gap that prevailed in both social and economic welfare of citizens of the country. That affected education, health, incomes, wealth, sciences, and involvement of individuals and groups in and across geographical units within and between countries in opportunities that came by (Kim, 2008; Acheampong, 2011). Development in various regions and provinces in different countries tends to be unequal (Christiansen, Demery and Paternostro, 2005). These inequalities attracted much interest and attention in geographical research due to prevailing social and political influence caused by the problem. Inequalities have caused much political and civil turbulence in South Africa (Acheampong, 2015; Acheampong and Tichaawa, 2015).

Currently, the country is encountering a difficult situation in which citizens of the country are attacking foreign nationals, complaining that they bring drugs to their children and steal away their jobs as well as their businesses. The shops of foreign nationals are looted and destroyed by South African citizens. As a result, Nigerian Government decided to send back home more than 600 nigerians that were destitute in South Africa after they were targeted in the violence. In addition, hundrends of economic migrants from neighbouring states such as Zimbabwe and Mozambique have fled to shelters (Timeslive, 2019). Due to this tragic situation, president of the country, Mr Cyril Ramaphosa, sent an apology to the world in general and affected African states, specifically, to try and stop these xenophobic attacks.

He further tried to stop these attacks by warning these perpetrators that they will be put to justice for attacking their African neighbours.

In addition, a number of cabinet ministers, led by former Minister, Jeff Radebe, are deployed to African states such as Nigeria, Niger, Ghana, Senegal, Tanzania, Lesotho, Ethiopia, DR Congo and Zambia to send an apology on behalf of government (Timeslive, 2019; eNCA, 2019). At the same time, the country is also faced with challenges of sexual and gender-based violence, rape and murders of women and young children. This is prevalent in all provinces of the country. Upon this misdeameanor, women and university students decided to stand up and fight against these acts of violence. Furthermore, most cities and towns have been shut down as a cry to democratic government to bring back death sentence for perpetrators that are defeating the ends of justice (Media24, 2019; News24, 2019). All these problems affect small business enterprises that are striving to be successful and sustainable.

It is a well known fact that, everyday in the country, somebody is raped and killed. Research indicates that out of ten women and children, eight of them are raped and killed. Furthermore, crime statistics released by South African Police on 13 September 2019, revealed an increase of 4.6 per cent in crimes that are of sexual offences, with the biggest number of rapes involving women (News24, 2019). It is common knowledge that nobody in the country is free to go to any place due to these attacks during the day or night. The women and children in the country are living in fear of their lives. President of the country, Mr Cyril Ramaphosa, is to consult Parliament of the Republic on new approaches to tackle Gender-Based Violence (GBV). The president has vowed to curb these acts of violence against women and children by enforcing parliament to thoroughly examine national register of sexual offenders, including all men that have convicted crimes against women and children (News24, 2019). Gender-based violence is prevalent in rural areas and in semi-urban as well as urban places of the country. This tends to stifle tourism, as visitors are scared to visit the province due to these acts of violence in the country.

Another approach to inequality in development is indicated by the comparison of two metropolitan municipalities in the Eastern Cape Province. Two metropolitan municipalities on point are Nelson Mandela (Port Elizabeth) and Buffalo City (East London). It is a fact that Port Elizabeth is better placed, as it is close to Western Cape Province. Due to its better infrastructure, a significant number of tourists are attracted, as they want to be close to Western Cape Province. At the same time, East London is unable to attract many tourists due to its challenges of water shortages and lack of resources in general. Amathole District is not delivering according to expectations due to poor infrastructure and lack of human, financial, physical and information resources. The roads in and around Buffalo City Metropolitan municipality are bad and climatic factors, such as drought that leads to water shortages, brain drain due to workers not being paid, crime and rivalry among the existing competitors, lead to the

municipality not performing well. Hence, some visitors and tourists prefer Nelson Mandela Metropolitan municipality than Buffalo City Metropolitan municipality. All these challenges manifest themselves in the broader concept of competitive intelligence practices that affect performance of small tourism businesses (Acheampong, 2017).

Another case showing inequality in development involves comparison of districts in the Eastern Cape Province. This leads to spread effect of developmental impulses to district municipalities like Cacadu, Chris Hani and OR Tambo. For instance, Cacadu is better positioned to attract an increasing number of tourists as compared to Chris Hani or OR Tambo municipalities. Furthermore, local municipalities in Amathole District municipality like Great Kei have potential of attracting more visitors than Peddie. Another advantage of the Great Kei is that it is situated along wild coast with beautiful beaches and natural vegetation and the “Big Five” animals that are tourist attractions in their own rights.

Another example of inequality in development is in East London, in which Gonubie, as an urban suburb, is built next to the village known as Mzamomhle which is very poor and underdeveloped compared to the said suburb. Challenge is that the village has a lot of crime incidents that also affect the suburb. The same goes for Gombo, a suburb that is very close to Duncan Village which is also underdeveloped with extreme poverty due to a high unemployment rate (Acheampong and Tichaawa, 2015). This again affects tourism potential in these local areas, as tourists are not keen to visit due to high rates of crime. Even small tourism businesses may not be interested to operate in those areas, as they realise that they may not be able to attract an increasing number of tourists which implies that these rural local areas will never develop optimally like ones in urban areas. Then this situation tends to perpetuate the inequality in economic development in as far as these two different areas are concerned.

The issue of segregation is further exacerbated by old order of apartheid in which even new entrants to the tourism business merely copy from the existing enterprises, also known as old ‘layers’ of old order. “New and old tourism businesses then coexist in what could be termed a “tourism palimpsest” system - concept of building new horizons on old horizons” (Mitin, 2007; Acheampong, 2017). This simply explains that segregation further perpetuates capitalism since it enables and supports rich people whilst poor ones continue to suffer. Hence, small tourism businesses that are established in places that are rural, are still not as competitive as ones found in urban areas. During apartheid, segregation prevailed in which whites had an advantage of participating in the economy of the country due to their political rights from 1948 – 1994. Reservation of Separate Amenities Act, Act No. 49 of 1953, was passed in South Africa to assist in the process of racial segregation which affected use of services, public premises and vehicles. However, the Act excluded public roads and streets. Section 3a stated that it was legal to provide segregated facilities to exclude people based on their race whilst Section 3b

confirmed that facilities for different races should not be the same. In practice, whites used best facilities while non-whites had inferior ones (Freitag, 1994; Wikipedia, 2010).

Before establishment of a democratic government in 1994, South Africa was divided into four provinces, consisting of Natal, Cape Province, Orange Free State and Transvaal, and ten homelands that were established for black communities and ethnically based. Out of ten homelands, four were given “independence”, being considered by the country and affected homelands. Out of four homelands, two of them, namely, Ciskei and Transkei, currently form part of the Eastern Cape Province. The main tourism development regions of the country, prior to 1994, were formed through four provinces, excluding former homelands. Tourism activities during this period supported separate and unequal development. Tourism was concentrated in urban areas and satisfied needs of white people. About 80 to 90 per cent of white people lived in cities and towns and enjoyed available tourism resorts (Finn, Leibbrandt and Woolard, 2013; Acheampong, 2015; Leibbrandt, 2019;).

After 1994, nine new provinces were formed by interim Constitution to replace previous four provinces and ten "homelands", namely, KwaZulu-Natal, Free State, Gauteng, Eastern Cape, Western Cape, Northern Cape, Limpopo, Mpumalanga and North West provinces, as mentioned before. ANC-led government developed a reconstruction and development programme to enhance improvement of institutions found in the country. This led to a process of democratisation and improving socio-economic status of citizens of the country. Between the years, 1994-2004, ANC government concentrated on providing basic needs, incorporating programmes such as provision of piped water and sanitation, housing, electricity, poverty alleviation, education and healthcare, job creation, reduction of inequality and overall growth, as well as giving poor people social grants. In South Africa, potential in tourism was considered as one of economic activities that would assist in growth and development of the country. South Africa is a country with different and dynamic landscapes, history and culture, friendly people as well as interesting exposure. A mixture of first and third world traditions, along with minimal crowded and world best beaches, are found in this country. Furthermore, Kruger National Park, beautiful natural scenery and eight World Heritage Sites, provide a big infrastructure that puts the country as one of top tourist attractions. The nine provinces each have their own tourism regions (Department of Economic Development and Environmental Affairs [DEDEA]. 2009; National Department of Tourism, 2014).

As a support to tourism enhancement, a Local Economic Development (LED) unit is established in each municipality which facilitates, promotes, coordinates, strengthens and monitors LED strategies, policies, programmes and plans, research and database management, institutions and forums, monitoring and evaluation as well as amalgamation of local government support programmes for municipalities. If adequately supported by LEDs, tourism can strengthen realisation of national

developmental goals (Department of Economic Development and Environmental Affairs, 2009). However, these key initiatives and programmes are not concentrated in rural places but in urban areas of which they perpetuate inequality in development.

3.19 Government and Non-government Organisations' Involvement in promoting the development of SMEs

After 1994, when South Africa gained democracy, government has been promoting small business development through various organisations. Chalera (2007, cited in Chimucheka, 2013), states that government of South African created programmes and relevant institutions to provide access of SMME sector to significant resources. These resources involve finance, training and counselling, infrastructure, information, markets and technology. In promoting entrepreneurship, government supports development of tourism as one of leading forces for growth of the country's economy. It enhances development of policies that are user friendly for promotion of entrepreneurship in the country. Small businesses in the country are supported by a number of government institutions. They include Department of Small Business Development, Small Enterprise Finance Agency, Small Enterprise Development Agency, Eastern Cape Department of Economic Development and Environmental Affairs, Eastern Cape Development Corporation, National Department of Tourism and Department of Trade and Industry (DTI). These state institutions will be discussed in the following section.

3.19.1 The Department of Small Business Development (DSBD)

The department aims to lead an amalgamated approach to promote small businesses and cooperatives by concentrating on the legislation that enhances entrepreneurship to stimulate economic transformation. It includes three programmes:

(i) Administration: Providing management and support services as well as strategic leadership to the department; (ii) Development of cooperatives: Implementation of Cooperatives Act, Cooperatives Development Agency and Tribunal as well as established framework to support them. This includes support and development of financial incentives for mining, manufacturing, agro-processing and service sectors, including tourism and hospitality and (iii) Enterprise development and entrepreneurship: This programme offers centres for entrepreneurs and support for business development to women, youth and people with disabilities. It also facilitates informal businesses and chambers and supports public procurement, co-location and capacity building as well as red tape reduction.

In addition, DSBD programmes are also supporting SMMEs, cooperatives, townships and rural enterprises. Support involves building access to a private sector value chain, procurement in the public sector, access to finance and dealing with regulatory and policy framework. Types of financial support include Black Business Supplier Development Programme (BBSDP) for youth and women; Cooperatives Incentive programme (CIP); Share Economic Infrastructure Facility (SEIF); Informal and Micro Enterprise Development Programme (IMEDP) and Emerging Enterprise Development Programme (EEDP) (Parliamentary Monitoring Group, 2015; Department of Small Business Development, 2019). However the majority of SMMEs in the Eastern Cape Province do not necessarily enjoy the kinds of support mentioned above.

3.19.2 Small Enterprise Finance Agency (SIFE)

Industrial Development Corporation (IDC) is another agency that provides funding opportunities to all start-up businesses, more specifically, in Information and Communication Technologies (ICT), manufacturing, agriculture, mining and tourism. SMMEs are provided with capital and/or moratorium in interest for approximately 12 months, funding for entrepreneurs with unfavourable credit records and provision of pre- and post-loan for business support. All these programmes are focused on youth-owned businesses. Programmes include (i) Direct lending including: Bridging loan: For short term loans for contracts with either public or private sector; Term loan: For long term contracts, mostly for executive business activities; Asset-based finance: For contracts that could be secured by inventory, machinery, accounts receivables, equipment and/or real estate and Revolving credit: Available for past-approved clients with new contracts.

In addition, funding of over R1 billion for development of small businesses in the country was approved by SIFE for the previous two years (2016 and 2017). An estimated amount of R200 billion a year is invested by agency in infrastructure through new capacity in ICT, transport, energy, water and social infrastructure (The South African, 2014). (ii) Wholesale lending: Facilities (debt/equity) to intermediaries, joint ventures, partnerships (specialised funds) and credit indemnity schemes (insurance regarding SEFA's reach of making funding available to small businesses across the country) are provided by SEFA. But only a minimum number of small businesses in the Eastern Cape Province receive financial support from SEFA. Furthermore, administration and paperwork required for approval is tedious for small businesses, especially, those that are computer illiterate.

3.19.3 Small Enterprise Development Agency (SEDA)

The National Small Business Act of 1996 as amended, established the Small Enterprise Development Agency in December 2004. SEDA's mandate is to create and put into action, a uniform and quality national delivery network that must apply throughout the country in respect of development of small

enterprises in which all government-funded, small agencies, across all tiers of government, are amalgamated. The purpose of SEDA is to enhance promotion of small enterprises throughout the country, ensuring their sustainability and growth, including various key players, such as international partners, for learning best practices. Their programmes include Gazelles Enterprise Accelerator Programme, basic entrepreneurial skills development, access to markets, mentorship and coaching, supplier development, cooperatives support, One-Municipality One-Product, training on national and international standards as well as Manufacturing Support programme (Parliamentary Monitoring Group, 2015). Only a small number of small businesses get support from SEDA.

In addition, SEDA also has to provide support to a greater number of co-operative enterprises, especially those established in rural areas. This support enables collaboration between first and second economies. The agency is established at national office level, provincial levels as well as branches found at district levels. Moreover, there are enterprise information centres established at local municipality levels (Small Enterprise Development Agency, 2016; Small Enterprise Development Agency, 2020).

3.19.4 Eastern Cape Department of Economic Development and Environmental Affairs

As far as tourism is concerned, department aims at creating an environment that enables development of supply chain management and demand, promoting sustainability of tourism sector transformation, through policy, legislation and strategy development. All the above include tourism planning, growth and development as well as sector transformation (Department of Economic development and Environmental Affairs and Tourism, 2018). As far as tourism and economic development are concerned, department aims at promoting them, providing support to business enterprises as well as enhancing development of economies in local areas through partnerships with major stakeholders. This can be achieved through integration of government programmes with both local and regional economic development initiatives. Further to that, empowerment and business environments are facilitated for previously disadvantaged individuals. All these initiatives require department to support small businesses to a large extent, although majority of these enterprises reside in rural and underdeveloped areas, in which they are even unable to get relevant information to support them.

3.19.5 Eastern Cape Development Corporation (ECDC)

Act of 1996 of the Eastern Cape Legislature established Eastern Cape Development Corporation. The purpose was to assist individuals with finance, planning, marketing, promotion and implementation of initiatives in commerce, transport, agriculture, industry, and finance. In addition, the province was to be positioned as centre of choice for investment purposes, strengthening exports as well as attracting new investors. Furthermore, economic development was to be facilitated, creating value from assets, including large property portfolio, facilitating establishments of start-ups as well as building existing

businesses. ECDC collaborates with municipalities, private businesses, chambers of commerce, provincial and national ministries, communities and other development agencies to execute policies for economic development of the Eastern Cape provincial government. The investment unit at the ECDC is now concentrating on providing financial and other kinds of support to tourism, oceans economy and renewable energy (Eastern Cape Development Corporation, 1996; Young, 2019). The support provided by the corporation is not necessarily given to the total number of small tourism businesses.

3.19.6 National Department of Tourism

National Department of Tourism aims at promoting tourism in the country for attracting many tourists (both domestic and international) to visit the country, for poverty alleviation and social justice as well as providing local communities with job opportunities. Furthermore, department creates and enforces implementation of regulatory and legislative frameworks for development and growth in tourism through National Tourism Sector Strategy. It further contributes knowledge and services to enhance planning, policy and decision-making as well as promote amalgamation of regional tourism within Southern African Development Community (SADC) and across African continent. SMMEs are also trained through capacity building programmes that include training in the sector with Culture, Tourism and Hospitality Sector Education Training Authority (CATHSETA) for expanding tourism-related activities to unemployed as well as youth (National Department of Tourism, 2014; Maleka and Fatoki, 2016). However, there is still a lack of information sharing and amalgamation between national and local communities for empowerment. In addition, support from the National Department of Tourism does not necessarily get to small business enterprises in rural areas.

3.19.7 Department of Trade and Industry (DTI)

The main aim of establishing Department of Trade and Industry was to enhance changing of the economy by promoting investment in industries, their competitiveness as well as job opportunities. Furthermore, it developed an industrial policy to guide broad-based economic involvement to realise more inclusive growth, creating both regional and global relations to develop trade in South Africa. It also established a just legislative framework that allows trade and enterprise development as well as investment that ensures effective and efficient service delivery. Furthermore, the department also strives to realise its objectives through a solicited investment strategy, resulting in improvement in mainstream economy and policy consistency, in which historically disadvantaged individuals (PDIs) are participating, and enhancing competitiveness of the economy (Department of Trade and Industry, 2018).

3.19.8 The Eastern Cape Socio-Economic Consultative Council (ECSECC)

It is an organisation that concentrates on generating knowledge that assists in developing planned, actionable solutions and insights that are based and integrated in social mobilisation of the province. It uses knowledge to develop Eastern Cape's agenda to speed up indicatives in the province in the context of policy, based on transformation agenda that contributes to social and economic development. ECSECC also supports departments in the province, including Department of Economic Development, Environmental Affairs and Tourism to develop a Jobs Strategy for the province (2012), Provincial Industrial Development Strategy (2010) and Cooperatives Strategy (2009) (ECSECC, 2017). Other organisations that support and promote small business development in the tourism industry include NYDA, SEDA, SETAs (DTI, 2010). Regarding tourism promotion: In each province there is a department that is concerned with tourism and environmental affairs and enhancement of the local economy by supporting SMEs in the tourism sector. All these provinces are guided by national government as well as policies of the tourism sector. Examples include Provincial SMME desks that establish information centres and create a policy of supporting SMMEs.

3.19.9 Tourism Enterprise Programme (TEP)

Another government initiative is the Tourism Enterprise Programme (TEP) that serves to assist small businesses to promote tourism in the country. Tourism Enterprise Programme (TEP) guides policy on implementation of Tourism Action Plan (TAP) of government. As such, it consists of a long-term and bigger strategy to stimulate and consider expected growth in both regional and global tourism. Business Trust provides funding to TEP whereas ECI (Africa) implements it. The programme aims at facilitating growth of small and medium-sized enterprises in the tourism economy, enhancing creation of jobs and generating opportunities for income. In this process, historically disadvantaged entrepreneurs and enterprises are given preference (Tourism Enterprise Programme, 2010). General enterprise infrastructure: This is critical area for businesses, especially small ones, as they need support in terms of skills such as business and financial management, how to build infrastructure and general support in terms of a place to run the business, how to access markets, how to communicate and advertise their businesses, how to manage finances and treating workers well.

The South African Department of Trade and Industry (DTI) and associated organisations, established government units such as the Ntsika Enterprise Promotion Agency, the Centre for Small Business Promotion (CSBP) and Khula Enterprise Finance. The main objective of the CSBP is the execution and administration of a national strategic plan that centres on creating jobs. There is an agreement that has been signed by the European Union and the DTI in which the EU will donate R550m for supporting, with capital, the start-up of small businesses. Another initiative by government to support small businesses is the Centre for Small Business Promotion. It is under the leadership and management of

the chief directorate in the DTI, being in charge of policy development and providing support programmes for SMMEs. It also enhances the founding of new organisations by organising funds and other kinds of support. It also distributes information about the existence of the Department of Small Enterprise Development by assisting small businesses to get finance and other support for their businesses.

SETAs also contribute significantly in promoting entrepreneurship in South Africa. They include Wholesale and Retail SETA, ETDP SETA, Bank SETA and others, which assist businesses to be accredited and also provide them with mentoring and financial support as well as development of skills. Khula is another state organisation that provides financial support mechanisms to small and medium-sized businesses (SEFA, 2010; Brand South Africa, 2016). Types of financial products offered include national credit guarantee system, loans, grants and capacity building of the institution. Khula has also introduced its own micro-lending scheme known as KhulaStart which is a programme pitched at an entry-level to offer loans to borrowers that require funds for the first time and are found in survivalist level of SMME sector (SEFA, 2010).

Another initiative of the DTI is BRAIN (Business Referral and Information Network), which has been introduced as an online initiative to distribute primary information and important linked services to small businesses. The BRAIN website provides knowledge about incentives offered by government and support agencies for SMMEs, as well as links to centres of business in the entire country (Brand South Africa, 2016). Another state organisation that supports SMMEs is the Franchise Advice and Information Network (FRAIN). It is a project that supports the DTI and was put into action by Namac (National Co-ordinating Office for Manufacturing Advisory Centres) and the Council for Scientific and Industrial Research (CSIR) supports it. The Franchise Advice and Information Network (FRAIN) provides information of high quality and support services to small businesses and individuals to secure the growth and development of newly established and existing franchise businesses in the country (Brand South Africa, 2016).

Small Business Development Corporation (SBDC) was changed into Business Partners Limited in 1998. Its project focus was on small and medium enterprises, providing a minimum funding of R150 000 to a maximum of R15 million to support them. Business Partners Limited put aside R277.7 million for investment in SMMEs last year (2018). It is worth noting that the organisation has funded R4.6 billion in start-up businesses for the past 20 years, directly contributing to the establishment of 500 000 jobs (SA Savings, 2018). Other financial institutions such as Industrial Development provide funding and other kinds of support to a number of industrial development programmes and the Land Bank concentrates on financially supporting agricultural businesses (SA Savings, 2018).

On the other hand, black economic empowerment ventures, through large and small and medium enterprises, are financed by National Empowerment Fund which in turn gets funding from government. Black Business Council (BBC) established BEECom in May 1998 in which 11 black business organisations were represented. The objectives of BEECom include getting an understanding of Black Economic Empowerment (BEE) process by undertaking research and watching activities of its initiatives during 1990s. Another one is identifying challenges that black people encounter when participating in the economy. The last one includes accelerating development of National BEE Strategy to make conclusions and guidelines on both policies and tools needed for a strategy that is sustainable (Parliamentary Monitoring Group, 2002).

Another government-supported organisation is South African Women Entrepreneurs' Network (SAWEN) that encourages and continuously monitors participation of female entrepreneurs in socio-economic activities of the country. SAWEN was formed due to the fact that female entrepreneurs face a number of challenges in starting, developing and sustaining their businesses. All the above state organisations are found in urban and semi-urban areas but they have not yet supported small enterprises in rural areas. Eastern Cape Province is very rural and underdeveloped compared with other provinces and its small enterprises in the tourism sector need support of these organisations.

3.19.10 Other Non-Government Institutions Supporting the SMMEs

Table 3.10 outlines some of the selected organisations in South Africa which have been providing different forms of support to SMMEs.

Table 3.10: Showing the Type of Support Provided by Other Non-Governmental Organisations

Type Of Support	Organisation	Date	Reference
Spaza Shop Empowerment training programme for 24 young entrepreneurs at Nelson Mandela Bay Municipality.	Coca-Cola Beverages South Africa (CCBSA)	2018	News24 (2018)
Godisa Supplier Development Fund of R165 million to support small black-owned businesses that in turn can supply goods and services to Transnet.	SEFA, Transnet and Anglo American	2014	The South African (2014)

Source: Researcher (2018)

This research focus will proceed through examining relevant Republic of South Africa's tourism regulatory framework.

3.20 The Tourism Regulatory Framework

This chapter provided background of the province and analysed South African tourism sector on how it affects the tourism industry with particular emphasis on Eastern Cape. Literature indicated that there is a dire need for national departments to have a unified strategy when it comes to realising spin offs of the tourism for a country's benefits. Tourism strategy highlighted intergovernmental consultation and cooperation as essential towards successful models and partnerships that are practically addressing economic, social and environmental challenges of South Africa. Although nations compete in different ways based on skilled labour, natural resources, prices and quality of their products and services, it is crucial to concentrate on importance of remaining competitive by adopting a stable macroeconomic framework suggested by Nicolaides (2014: 16) that must be supported by ten basic recommendations which are infrastructure that is suitable; effective primary, secondary and higher education and training; skilled workforce in numeracy and literacy; a workforce that is healthy; public and private institutions that are excellently performing; technology that is effectively applied; production processes that are efficient; good quality products are produced; availability of competent markets; developing a competitive spirit and research and development that is innovative.

It is a fact that government plays an important role in improving economic state through effective strategies and policies. South Africa employs several strategies and policies for positive economic contributions in the country's tourism sector such as the White Paper of 1996 on Development and Promotion of Tourism in South Africa; the Tourism Act of 1993; the Tourism Amendment Act of 1996; the Draft Tourism Bill (2010); the Tourism Budget Structure; the Domestic Tourism Strategy; the Crisis Management Framework and Cooperation; the National Tourism Sector Strategy (2011); the National Domestic Tourism Growth Strategy 2010-2020 and the Domestic Marketing Strategy, just to name a few. Tourism policies can influence decision-making processes that give direction to the province (Acheampong, 2015a; 2015b), hence there is need to advocate for use of policies as a reference point for guidance when dealing with new situations.

Grand economic policy strategies are key in creating jobs, promoting growth and industrial development. According to Naidoo and Maré (2015: 207), grand economic policy strategies have continued to be considered by democratic government such as South Africa, further arguing that NDP contains a broad programme that includes a number of sectoral plans on policy measures that give direction to long-term planning of government (Naidoo and Maré, 2015: 408). The South African (SA) government sees tourism as one of the contributing sectors to the growth of the economy by providing

investment and enhancing growth (Department of Labour, 2008). Tourism is thus earmarked as a major contributor towards economic activity in the country.

In the National Council of Provinces (NCOP) tourism budget vote speech in 2015/16, the Tourism Minister in South Africa, Derek Hanekom, stated that the tourism sector has a great competitive advantage. In this context, the NDP vision for 2030 identifies and elevates tourism as a catalyst for development and growth of the economy (National Development Plan, 2012). The NDP started in 1994 when the Reconstruction and Development Programme was introduced. Moreover, government sees tourism as one of the sectors that will help in eliminating unemployment challenges whilst growing the economy (National Development Plan, 2012). The NDP identifies the following major policy issues that need to be considered to boost the tourism sector: Accelerating the total number of tourists entering the country, as well as the amounts of money spent should be emphasised; availability of appropriate infrastructure, especially accommodation, transport, tourism products and services, as well as ease of doing business and determining the number of tourists that will visit the country; since foreign business tourists normally use air transport to arrive in the country, this can position South Africa as the business shopping centre for the region and South Africa has to emphasise cultural diversity, scenic beauty, biodiversity and a range of tourism products and services which can enhance development of the region as an international destination for tourists (Bischoff and Wood, 2013; World Bank Group, 2018). This implies that a Schengen-type visa should be considered for the region.

The above policy factors force government to consider making tourism industry as one of significant sectors in economic development agenda of the country. Therefore, government's role goes beyond just being a watchman for the state.

3.21 Summary

There is general recognition of pivotal tourism contribution to economic growth. However, there is little literature on alleviating challenges that could potentially inhibit tourism growth to the economy. It is noted that tourism sector is disintegrated and posing a challenge towards its growth. There are no sufficient records of partnership between public and private business approach to deal with challenge of undocumented information of a stakeholder's perspective on how to address challenges mentioned, particularly in the context of the Eastern Cape Province. In the 21st century there has been some movement in the body of knowledge that seeks to contribute various mechanisms that could help governments to optimally benefit from a more structured and coordinated tourism sector. It is against this backdrop that one views continuity of business of small and medium-sized tourism enterprises. They should be considered when theoretical models are explored in order to develop a competitive intelligence framework that will try and assist them to become sustainable and successful.

The study becomes an important derivation of getting an insight into obstacles that can stifle agenda of government in enhancing tourism and providing support to tourism's small and medium-sized enterprises. Moreover, it attempts, not only to identify key challenges facing small businesses in the tourism sector in SA, but those particularly facing the tourism industry in the Eastern Cape Province. Therefore, a full discussion of research methodology, is the preserve of the next chapter.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter highlighted SMTEs in the context of the Eastern Cape Province. This chapter is primarily focused on discussing the research methodology employed to investigate the adoption of competitive intelligence and, in particular, Intuitive Competitive Intelligence in small and medium-sized tourism enterprises (SMTEs). The chapter utilised the research onion suggested by Saunders, Lewis and Thornhill, (2012), as the standard and/or benchmark for developing the research framework and/or procedure. The authors' proposed research framework is visualised as an onion in Figure 4.1 below. Therefore, this chapter which embraces the onion research procedure, is arranged as follows: Section 4.2 outlines the research philosophy; Section 4.3 focuses on the research approach; Section 4.4 expands on the mixed methods selection; Section 4.5 analyses the data collection tool - a semi-structured questionnaire; Section 4.6 discusses the study population; Section 4.7 explains the sampling and sample size; Section 4.8 discusses data collection; Section 4.9 discusses the data analysis; Section 4.10 focuses on validating the mixed methods research instruments; Section 4.11 identifies the ethical considerations of the study; and lastly Section 4.12 concludes the chapter.

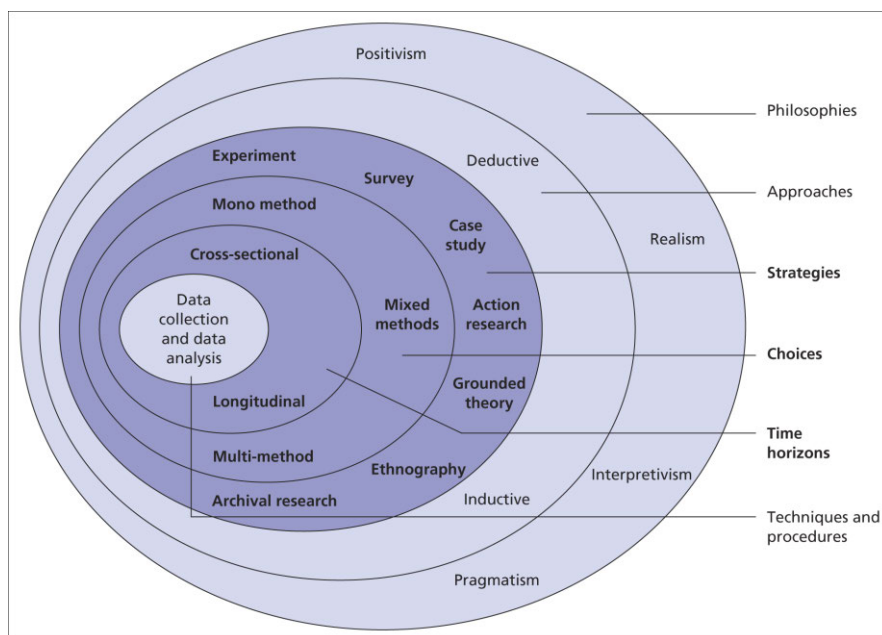


Figure 4.1: Showing the Research Framework using an Onion Procedure

Source: Saunders, et al. (2012)

According to De Vaus (2001: 8-9), a “research design is the logical structure of a study”. Hence, the research design includes study philosophical assumptions, research techniques, methods of collecting data, data analysis as well as presentation methods. The research design assists to connect research problems to methodology of the study, the approach of data gathering along with analysis technique so that the research question is addressed, and validity of the research is also supported (Yin, 2018). The research design also creates the plan together with processes for the study in relation to strategies, sources of evidence, analysing data along with presentation of findings (Creswell, 2009). The research process describes philosophical assumptions of the study, procedure of inquiry, approach of gathering data as well as analysis utilised in the study. Thus, research design is permeated through a manifest effect of researcher’s philosophical assumptions, the method employed to collect data along with its ultimate analysis (Creswell, 2009; Bryman and Bell, 2011).

The research methodology enhanced development of a framework which is effective in the incorporation of competitive intelligence, more specifically, Intuitive Competitive Intelligence in small and medium-sized tourism enterprises (SMTEs) in the Eastern Cape Province. Thus, the suggested framework would assist in the adoption of Competitive Intelligence in small and medium-sized tourism enterprises (SMTEs), thereby, effectively generating high operational performance in different facets of the organisation.

4.2 Research philosophy

Creswell and Plano-Clark (2011) posit that the researcher is ought to distinctly pronounce philosophical assumptions which create foundation for the study. Hence, philosophical assumptions yield paradigms (often referred to as worldviews) which mould development of the study. Thus, research philosophy can be described as establishment of the research background, its knowledge as well as research’s attributes (Saunders, et al., 2012). As such, the researcher articulated how diverse paradigms were incorporated in the research towards answering study’s statement of the problem. This study integrated post-positivist philosophy to acquire relevant ideas, and then adopted constructivist views to obtain a greater comprehension of the situation at hand. The pragmatic philosophy was deployed to integrate results of the study as part of discussion together with conclusion of the study. In this regard, the study incorporated three philosophical assumptions that formed fundamental constituents in answering research questions and objectives described in Chapter One.

Creswell and Plano-Clark (2011) point out that a philosophical structure assists to position together with clearly and carefully illustrate how the research design fits with the study. Easterby-Smith, Thorpe and Jackson (2012) hint that there are three diverse parts of research paradigms or three approaches to think about philosophy - Epistemology, Ontology and Methodology. In designing the research, Crotty (1998) clarifies that there are four main components that are: the paradigm/worldview (beliefs, for

instance, epistemology and ontology), theoretical lens (for instance, feminist, racial and social theories) and methodological approach (for example, ethnography, experiment and mixed-method technique) along with approaches of collecting data (for example, interviews, checklists and other data tools). In this case, epistemology, which is identified as the widened degree of philosophical assumptions, describes processes on how a researcher can acquire knowledge in terms of what they know (Creswell and Plano Clark, 2011). The research theoretical perspective, which the researcher accepts, is largely influenced through philosophical assumptions extracted from a specific theory. The methodology demonstrated suitable approaches together with processes for gathering data, data analysis and data interpretation.

Guba and Lincoln (2005) opine that in relation to mixed-methods approach, philosophical assumptions offer basic instructions to the research inquiry on a wider scale. The assumptions refer to worldviews that a particular researcher drew out through inquiry in relation to how knowledge provided information to their research (Brewer and Hunter, 2006; Creswell and Plano Clark, 2011). The widely recognised worldviews and/or paradigms are the post-positivist, pragmatic, participatory and constructivist. The post-positivist is quite objective and is broadly linked with quantitative research techniques, while the constructivist is subjective and widely associated with research which is qualitative in nature (Field, 2003; Heale and Twycross, 2015). The participatory paradigm is normally motivated by political views and interests, and thus usually connected with qualitative research methods. The pragmatism paradigm puts emphasis on solving the study problem instead of being limited to a specific single paradigm (Elmusharaf, 2016). In that way, the pragmatist approach is perceived to be pluralistic and make use of diverse paradigms along with methods in dealing with the research problem (Agerfalk, 2013).

Myers (2013) spotlights why philosophical assumptions are critical, with respect to what makes up valid research, together with identifying the most appropriate research approaches when conducting research surveys. The generally known philosophies are relativist (multiple realities together with observer dependency) and realist (single reality together with a set of facts independent of the observer) (Yin, 2018). The research philosophy integrated in this study made notice of the presence of multiple realities which were observer-dependent, and that made it the relativist philosophy.

Creswell and Plano-Clark (2011) acknowledge that while a worldview operates at wider views, as suggested by Crotty (1998), the theoretical foundation takes place in a significantly restricted view in research as a lens (stance) adopted by the researcher to offer guidance for the diverse stages of the survey (for instance, social theory along with the systems approach). The theoretical stance configures and guides what kind of theory to adopt in the study (for example, the social theory, systems theory and so forth). As well, the theory creates structures which shape the form of questions that will be put forward along with those answered through implementation of the research. The decision to employ quantitative and qualitative approaches or both is influenced by the theoretical framework. Thus, from

a survey point of view, the theory instructs questions to the research, along with informing processes and primary variables of the study. In addition, the theory also supports a structure for the data gathering stage of the study (Rowe, 2012; Caruth, 2013). The following section outlines the research paradigm of the study and assumptions which underpin the study.

4.2.1 Research paradigm

A research paradigm and/or worldview are different philosophical assumptions connected by the perspectives of a particular survey (Teddlie and Tahakkori, 2009). Kuhn (1996) highlights that there are a number of paradigms that are simultaneously evident, along with competing in a specific discipline. More elaborately, Morgan (2007) explains that four forms of paradigms (post-positivist, constructivist, participatory and pragmatist) vary in relation to states of being general because they are normally perceived as worldviews, epistemologies, and ordinary answers to existing challenges or generally accepted norms and values of a particular discipline. These four worldviews thus vary in respect to their philosophical components which may be axiology, ontology, methodology, epistemology as well as rhetoric (Creswell and Plano-Clark, 2011). This specific study incorporated the pragmatism paradigm that acknowledged singular realities along with multiple realities (offers many views from an ontological perspective). The researcher thus considered multiple stances on both biased together with unbiased views.

Creswell and Plano-Clark (2011) argue that the research design can influence the study's associated paradigm. The authors also contributed that paradigm assumptions assist to create mixed methods constructs along with processes. On one hand, the post-positivist which is connected with quantitative approaches, assists in variable selection which can be practically observed and quantified. On the other hand, the constructivist (qualitative) view assists to draw out multiple meanings from respondents and develop a deeper understanding of the phenomena, which differs from the quantitative approach which generates and conceivably creates a theory or trends of responses which define quantitative outcomes (Zandvanian and Daryapoor, 2013). Thus, Johnson and Christensen (2012) articulate that in a qualitative research, there are numerous truths and meanings of a simple fact and these are appropriate for every research problem.

There has been regular discussion on the feasibility of combining radically varied approaches founded upon diverse paradigmatic assumptions which is briefly accepted from previous studies (Venkatesh, Brown and Bala, 2013). Worldview discussions which were prevalent have been addressed through the emergence of schools of thought which support that combining quantitative and qualitative approaches is appropriate to answer problems stated by the study (Teddlie and Tahakkori, 2009; Zandvanian and Daryapoor, 2013). Other previous studies have also spotlighted that a harmonious coexistence of various methodologies, along with worldviews, is possible in implementing a study (Ridenour and

Newman 2008; Teddlie and Tashakkori, 2009). In this regard, a number of researchers have supported the practice of triangulation, that is using both quantitative, along with qualitative approaches, simultaneously, so that greater comprehension of variables under study can be achieved (Venkatesh, et al., 2013). Thus, numerous researchers confirm that multiple paradigms can coexist harmoniously in a study inquiry. The following section discusses the approach determined to be appropriate for this study.

4.3 Research approach

Evidence suggests that pragmatism acknowledges and accepts different methods (both knowledge identified as objective, along with subjective) in deploying effective actions which address research problems (Green, 2008; Creswell and Plano-Clark, 2011). Tashakkari and Teddlie (2003) postulate that the research question is considerably vital when compared to the method, together with philosophical paradigms, which underpin the method since both qualitative and quantitative techniques can be employed in a specific study. Pragmatism points out perceived flaws on the dichotomy involving post-positivist and constructivist worldviews along with departing from the “truth” and reality contexts in support of practicality in guiding methodological selections (Creswell and Plano-Clark, 2011). In this case, pragmatism accepts practicality founded upon approaches which work to address the research problem as more critical from an epistemology point of view instead of being limited to a single approach and/or method.

Pragmatism is advocated through many perspective attributes of mixed method techniques that contribute that multiple worldviews may be employed, although their utilisation requires it to be explicit (Brewer and Hunter, 2006; Agerfalk, 2010). Pragmatism philosophy is developed on the assumption which expresses that a single method is insufficient to appropriately explain realities as well as create knowledge. The fundamentals are that participant’s views and experiences embraced under qualitative approach and reliability of numerical computations found under quantitative approach, are critical to address the research problem at hand. Pragmatism treats most of the concerns linked with mixed-method research design. In this vein, from a philosophical point of view, pragmatism is embedded on the assumption that a singular perspective of truth must be associated with other perspectives and accepts practical consequences with results (Morgan, 2007; Trahan and Stewart, 2013). Thus, pragmatism philosophy is ascertained to ideally serve as integration of both quantitative along with qualitative methods (mixed-method research design) (Agerfalk, 2013). In this regard, the researcher, using a pragmatist paradigm, may choose both quantitative and qualitative methods in which they will apply deductive approaches (quantitative) and inductive approach inferences (qualitative) to address the study’s research questions in the research cycle (Teddlie and Tashakkori, 2009).

In addition, pragmatism favours perspectives that epistemology matters are present on a continuum not dichotomy of objectivity and subjectivity which are apparently two conflicting views. Cumbersome

surveys may demand high involvement of both researcher and respondents in a qualitative-based method, while the researcher is not required to interact with respondents in a quantitative research method (Teddlie and Tashakkori, 2009; Collis and Hussey, 2014). The axiological perspective adds that pragmatism centres on the personal value system (which stimulates them to select a topic of their choice, variables of the study and units of analysis) that the researcher adopts when implementing and laying out conclusions of the study.

The ontological perspective contributes that pragmatism accepts objective reality (post-positivism), and it rejects that reality can be ascertained as truth in a normative sense. Teddlie and Tashakkori (2009) comment that a singular method cannot be superior to others in terms of explaining reality. Pragmatism confirms that research findings are composed of many illustrations and demonstrations, and the researcher's values are viewed to be vital. The causal associations are dealt with as having transitory attributes which make it difficult to pinpoint the study's internal validity and reliability which are considerably critical with pragmatists (Teddlie and Tashakkori, 2009). The authors also add that pragmatism focuses on external validity, the ability to transfer findings along with ideographic statements which are constituent elements considered when generalising the study results (Heale and Twycross, 2015).

Schools of thoughts (incompatibility thesis views), who have supported the notion that diverse approaches from varied paradigms cannot be integrated, have been invalidated by multiple past studies (Brannen, 2008; Teddlie and Tashakkori, 2009). In this context, other scholars have scientifically shown that integrating approaches from various worldviews and/or paradigms is possible as component elements of a particular research study. Brewer and Hunter (2006), along with Teddlie and Tashakkori (2009) who argue against pragmatism, have advocated for the complementary strength thesis. Thus, the complementary strength thesis highlights that integrating mixed-method research design should be supported although various constituents require to be preserved, independent of each other, so as to determine their strength. The following part of the chapter discusses the research method choices.

4.4 Mixed methods selection

The main classifications of research methods that have been conventionally employed in business administration and management are quantitative and qualitative (Saunders, et al., 2012; Myers, 2013). However, these two forms of traditional research approaches have been ascertained to be constituted with limitations when they are applied independently to a specific research context. More elaborately, quantitative approaches (which normally employ structured questionnaires) provide an economic and effecting platform of gathering large data from a sample but one of their main drawbacks is their inability to explain social settings linked to the variables under study (Johnson and Christensen, 2012). The qualitative approach (that usually deploys interview schedules) is largely associated with analysing

multiplex social contents that have been determined to be a time-consuming procedure which is also difficult to collect data from a large sample size (Myers, 2013).

It is therefore evident that disadvantages that are associated with a singular conventional technique are addressed through use of mixed-methods approach. This implies that limitations of one technique is complemented by the other technique's strength which eventually offer improved and distinct study results for that particular research design (Tutenges, 2012; Puhakka, et al., 2014). The mixed-methods technique assists the research to develop better study enquiry in relation to the phenomenon being investigated when compared to a single approach. Venkatesh, et al. (2013) contribute that while mixed-methods approach is able to draw out rich insights for a specific study inquiry, not all study inquiries are anticipated to utilise the approach. Thus, mixed-methods technique cannot be employed as a substitute for implementing a complex single research method of inquiry.

4.4.1 Mixed methods research

The mixed-methods research approach is a process which mixes and/or integrates both qualitative and quantitative techniques, gathering of data along with analysis in a single study so that improved comprehension of the research problem is promoted (Cresswell, 2009). Some scholars have identified three paradigms for mixed-methods approach which are, namely, pragmatism, transformative-emancipatory as well as critical realism (Venkatesh, et al., 2013). Other schools of thought have even identified pragmatism as the best worldview and/or paradigm for justifying utilisation of mixed-method research approach (Teddle and Tashakkori, 2003; Green, 2008). The pragmatic approach highly advocates for adoption of positivism (quantitative), along with interpretivist (qualitative), in a single study as a vital component of abduction reasoning. The pragmatist expresses that the research question guides the choice of method along with paradigm to be employed in the research inquiry. Thus, it provides an empirical approach of applied business research philosophy (Saunders, et al., 2012).

The transformative-emancipatory paradigm is founded on the need to develop a justifiable, along with a democratic, society through applying the research inquiry. Therefore, it is stimulated through the need to minimise discrimination as well as oppression by supporting social equity and justice through the use of research inquiry (Mertens, 2007; 2009). While critical realism rejects obsolete truth because it promotes application of diverse research approaches in a single research inquiry to acquire a deep understanding of the phenomenon under investigation (Mertens, 2009; Venkatesh, et al., 2013).

The mixed methods approach is a mechanism in which perceived inherent drawbacks of a particular research method design are firmly dealt with in regard to complex research problem (Shannon-Baker, 2016). The mixed methods technique is anticipated to generate comprehensive and in-depth results to a complex phenomenon when compared to a singular research approach. Business researchers have

advocated to consider mixed methods research to address multiplex research questions linked with the tourism businesses (Tutenges, 2012; Puhakka, et al., 2014).

Creswell and Plano-Clark (2011) explain that paradigms in mixed-methods research transform during the research study, owing to the form of design (sequential, exploratory or explanatory) and the phase of the research project. The mixed-methods research approach that is a constituent of methodological pluralism, permits simultaneous adoption of both positivist and interpretivist epistemologies in a particular research inquiry. The mixed-method approach in business research inquiry is viewed as a superior course of research action since the two approaches (quantitative and qualitative research methods) can complement each other's limitations (Saunders, et al., 2012). In this vein, this study employed the mixed-methods research approach.

4.4.2 Mixed-methods research rationale

Many scholars acknowledge that primary motivators of choosing mixed-methods technique, are research question, objectives along with the study context (Ridenour and Newman, 2008; Teddlie and Tashakkori, 2009). The purposes of this approach are essential in evaluating the appropriateness of the technique along with the research design. The major advantages of deploying the mixed-method study technique in tourism business was to produce a holistic understanding of disintegrated, questionable debates or contexts and ambiguous phenomena in the tourism business. In this regard, it is necessary that the choice of the method rests on the phenomenon setting. The rationale of using the mixed-methods research in this study was that no one research approach is adequate to singularly explain the breadth and depth of complex contexts such as competitive intelligence in the tourism business of Small and Medium-Sized Enterprises (SMEs).

In cases where two approaches (qualitative and quantitative) are employed in an integrated way, they tend to complement each other, thereby, permitting acquisition of a more comprehensive picture of the study phenomenon (Teddlie and Tashakkori, 2009). The rationality behind adoption of the mixed-method research is that it maximises the sample (that is, respondents' enrichment), allows for full utilisation of study tools, spurs fidelity of research tools and treatment and maximises results of the study (Leech and Onwegbuzie, 2010). The upsides of the mixed-method research emanate from capitalising the strength of the quantitative approach and consolidating its practical tasks with specific practical tasks of the qualitative research. As such, the researcher is enabled to take advantage of strengths of both qualitative and quantitative techniques.

Mixed-methods research promotes inter-subjectivity in comprehension which is founded on shared meaning and giving support to developing and testing intuitions in both theoretical and empirical contexts (either qualitative or quantitative or a combination of both). Moreover, mixed-methods research permits many courses of action to meaning and creates critical channels to conceive meaning

regarding abductive reasoning to create vigorous and powerfully established measures of association (Mertens, 2014). In addition, the approach enhances researchers to experience the best of two opposing approaches (quantitative or qualitative), thereby, providing them an escape of the trap which views research in the form of a single design.

According to Tutenges, et al., (2012), incorporating mixed-methods, as opposed to a single research design, enhances quantitative as well as qualitative inquiries to impart information to one another in numerous critical ways. Thus, mixed-methods research is essential since it provides new channels of critical thinking concerning the world from a social science point of view (Morgan, 2007). The resilience in mixed-methods is its capability to perceive theories and/or conceptual frameworks and testing from deductive and inductive perspectives. As well, mixed-methods may apply quantitative techniques to ascertain the sample size of the study based on the type of analysis required of numerical data.

The mixed-methods research technique disposes of limitations of deploying particular forms of research instruments for collecting data linked with one approach (Teddlie and Tashakkori, 2009). The mixed-methods approach offers answers which quantitative and qualitative research could not singularly give the solution to, if applied separately. In such circumstances, exploring the study will be imperative before the actual experiment is conducted. Mixed-methods research provides prospects which enable qualitative and quantitative researchers to adopt collaboration inquiry. The approach supports application of various worldviews since it permits quantitative and qualitative research (Wiggins, et al., 2016). Thus, the researcher can employ all available approaches to address their research problems by making use of both numerical counts (deductive) and words (inductive) in their thinking process. The mixed-method study is necessary in understanding the world which is widely recognised as having social and natural attributes which require utilisation of both words and numbers to generate a complete picture of variables under investigation (Puhakka, Cottrell and Siikamaki, 2014).

The power and endurance of the mixed-methods approach was to survey and completely explain intuitive competitive intelligence in Small and Medium-sized Enterprises (SMEs) in the tourism sector which was not possible with one technique (Molina-Azorín and Font, 2016). The mixed-methods research approach assists single methods to give further information which gets rid of errors about each other by triangulation (Locke, 2007). In this context, triangulation in mixed-method research was utilised at data source, methods used, data analysis and theoretical levels (Saunders, et al., 2012).

Triangulation in mixed-methods techniques assisted to minimise bias, gain confidence with research findings and motivate innovation along with an in-depth view of study results (Fielding and Fielding, 2008). The mixed-method research stimulated the comprehensive investigation of competitive intelligence issues in Small and Medium-sized Enterprises (SMEs) in the tourism sector in the Eastern

Cape that may be of a political, technological, economic, social and natural environment rather than one research approach design.

4.4.3 Mixed methods research in SME businesses in the tourism sector

The characteristic form of SME business practice in the tourism sector is that it is composed of interdisciplinary principles and thus constituted with various fields and worldviews which makes it plausible to apply the mixed-methods research technique (Ghasemi and Hamzah, 2014). The appropriateness of a mixed-methods research design in the business activity of SMEs was founded on the evidence that some aspects were influenced by scientific approaches which needed quantitative methods whereas other aspects were linked with social sciences which demanded qualitative research approaches (Mertens, 2014).

Even though the mixed-methods approach is well received and supported in the social science field and platforms, it was also apparent that there were opportunities that SME business practices in the tourism sector could also gain, owing to interdisciplinary feature of the discipline (Wells, et al., 2015). The mixed-method approach is characterised by the gradual development of research techniques as a solution to study settings that are interested in mixing quantitative and qualitative research methodologies. Mixed-methods is perceived as a profound strength in SME business activity in the tourism sector because quantitative and qualitative research augment and reinforce one another in understanding a circumstance under study (Puhakka, Cottrell and Siikamaki, 2014).

Moreover, the heterogeneousness, along with complexity of SME business activity in the tourism sector, demanded employment of quantitative and qualitative research approaches so that they could complement each other. SME business activity in the tourism sector studies represented a field which deployed theories from natural sciences (quantitative) and social sciences (qualitative) to apprehend a phenomenon (Page, et al., 2017). The point of discussion and/or debate in relation to justification and relevance has been apparent, involving academics and practitioners. The argument has demonstrated that justification is embedded in the positivist paradigm of natural sciences while relevance has an interpretive worldview of the social science (Bensemman, 2011).

The positivist component of natural sciences has been opposed for being too theoretical instead of demonstrating practical research that is also considered relevant to SME business practice in the tourism sector, although its numerical outputs and measurements have been found to be quite reliable (Khoo-Lattimore, Mura and Young, 2017). As such, adoption of the positivist and mixed-methods approaches in the study is expected to generate results which argue in support of the interpretive paradigm so that generalisation of the research results and bias in the interpretation of the research findings, which is not

possible with the interpretive worldview, can be supported (Ghasemi and Hamzah, 2014; Wells, et al., 2015).

Most researchers agree that the mixed-method approach is imperative to comprehend and describe the natural science phenomenon in adoption of competitive intelligence for SMEs in the tourism sector. The employment of mixed-methods research in SME business practice in tourism, which had been widely dominated by qualitative research, would possibly contribute to add validity, credibility and cogency to the study (Sigurðardóttir, 2018). Mixed-methods assist to improve validity of the study by triangulation along with convergence of many and diverse sources of information (Liu and Cheung, 2016). Mixed-methods created prospects for flexibility together with innovative utilisation of triangulation in SME research.

The mixed-methods research also assisted researchers to comprehend complexity and problems associated with the tourism industry which is continuously transforming. An existing single research approach was not adequate to explore problems of a rapidly changing tourism industry, settings in SME business practice (Tutenges, et al., 2012). As such, the mixed-method approach may be a solution where single existing theories are not able to adequately disclose knowledge into complex scenarios such as competitive intelligence adoption by SMEs in the tourism sector. Thus, contributions to both theory and practice would be spurred through the mix of quantitative and qualitative research, respectively.

SME business practice in the tourism sector in terms of competitive intelligence was able to transform studied companies to be models of excellence by setting to apply mixed methods technique as a result of disaggregated and inconclusive evidence of previous studies. Even though there have been some publications and research has been conducted on adoption of competitive intelligence by SMEs in the tourism sector, most of these survey results remained inconclusive (Khoo-Lattimore, et al., 2017). Therefore, mixed-method research provided comprehensive perspectives of SME business practice in the tourism sector in relation to competitive intelligence.

4.4.4 The convergent parallel mixed-methods design

This study employs a convergent parallel mixed-methods design technique that is a two-stage yet concurrent timing approach for quantitative as well as qualitative data collection and analysis independently (after this, the findings are merged) (Creswell and Plano-Clark, 2011). The approach gives equal opportunity so that both qualitative and quantitative approaches play an equally critical role in addressing the research problem (Kerrigan, 2014). Hence, the convergent parallel mixed-methods design is composed of two distinct stages under which results will be merged during the overall interpretation.

Thus, in this study, initially, numeric data was collected, while data in the form of texts was then gathered in the second phase. The data collected was separately analysed and later integrated. One of main motives of the second qualitative stage of the research was that the approach enhanced explanations along with elaboration on the quantitative stage which was in the first part of the research data collection process. The quantitative stage of the research assisted in understanding the predictive influence of variables of intuitive competitive intelligence integration in SMEs in the tourism sector, and strategically, concurrently, enhanced selection of participants for the second qualitative phase.

The purpose of this convergent design approach was to enhance triangulation of quantitative and qualitative approaches by directly comparing and contrasting quantitative findings with qualitative findings for corroboration, together with validation principles. Moreover, the approach was useful to demonstrate quantitative outcomes with qualitative results to create a more comprehensive understanding of intuitive competitive intelligence integration in SMEs in the tourism sector. The main benefits associated with this design was that it was an effective approach in which both forms of quantitative and qualitative data were gathered simultaneously during a single phase of the research.

In this case, participants' responses were not influenced by emergent external interests besides saving a lot of time. Moreover, each type of data that was collected and analysed separately and independently was done so by employing conventional techniques which were associated with each type of data. Hence, the researcher in this study analysed data quantitatively and qualitatively and then merged and/or integrated the two sets of findings to further evaluate in what ways findings on intuitive competitive intelligence adoption in SMEs in the tourism sector converged and diverged.

4.5 Data Collection Tool: Semi-structured Questionnaire

The quantitative part of the questionnaire was imperative to produce findings which generated findings which could confirm and generalise the phenomenon under study. The semi-structured questionnaire was composed in a way that the quantitative questions appeared first before qualitative type questions could be presented. The researcher deployed framework constructs from previous studies to develop the questionnaire part of the quantitative section. Questionnaire variables were created in a way that the study would be able to develop the suggested framework regarding adoption of intuitive competitive intelligence in SMEs in the tourism sector.

A questionnaire is a set or sequence of questions which have been developed to elicit information from participants through a survey (Morse and Niehaus, 2009; Kim, et al., 2018). According to Field (2003) and Aguinis and Solarino (2019), when designing a questionnaire, it must meet the requirements of

validity, reliability and discrimination. Validity implies that a questionnaire must measure what it is designed to measure. There are various forms of validity which are content, criterion and factorial validity (Creswell, 2009). The one used for these questionnaires was content validity, which indicated that items on the questionnaire related to the constructs being measured. All three sets of questionnaires applied content validity as the questions related to intuition, intuitive competitive intelligence and the entrepreneurial success of SMTEs.

Another important aspect to consider when designing a questionnaire is reliability, which is the ability of the questionnaire to produce the same results under the same conditions. However, to be reliable it must first be valid (Heale and Twycross, 2015). Aguinis and Solarino (2019) aver that reliability involves stability, equivalence and internal consistency. Stability implies that the same results will be achieved with repeated testing using the same tool, whereas equivalence means that the same results will be achieved by two or more researchers using the same tool. Internal consistency means homogeneity of the various items within an instrument. All these concepts were applicable to this research study. The researcher believes that validity and reliability were applied through pilot testing. Discrimination also plays a major role when designing a questionnaire. Discrimination implies that participants with different scores on a questionnaire should differ in the construct of interest to the researcher (Johnson and Christensen, 2012). However, in this study this particular component was not used.

There are salient steps that the researcher has to consider when deciding on a questionnaire, which are: choosing the construct, which is already mentioned above; and deciding on the response scale for closed questions is also necessary. The response may either be 'Yes' or 'No', or a researcher may opt to use a Likert scale format. This scale was not applied in this study. Closed questions were used in all three sets of questionnaires. The next step was generating items related to the constructs. These items are indicated in Appendix A, showing how the variables together with sources were measured. The constructs used were sourced from the literature review, as discussed in the respective chapters (Chapters 2 and 3), and they assisted in developing the three sets of questionnaires directed at SMTEs, tourists and public bodies.

When developing questions, the researcher used simple language and wording of the questions so that they were clear and avoided bias. The following step included pilot testing for validity and reliability, by distributing the questionnaires to some individuals who were not going to participate in the study. Analysis of the data was through the use of the SPSS, in which descriptive statistics was undertaken. The results from the pilot study were used to modify the instruments.

4.6 The population

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences. Thus the target population defines those units for which the findings of the survey are meant to be generalised (Kim, et al., 2018). The population of participants that was included in the study was divided into three sets, namely tourism business owners, tourists and public bodies.

SME owners in the tourism sector were involved as they were the focus of the study. Moreover, they were used for determining their challenges, success stories and how they used intuition and competitive intelligence to succeed in business operations. The justification to use tourists was to acquire information about their experience of the province, their experience during their stay in those establishments and how they chose these establishments of choice over the others, using their intuition to make decisions of the chosen facility. Sometimes tourists had to do some thorough research to find the best accommodation facility. In that instance it was very important for SME owners to convince these prospective tourists to choose their establishment, at which point they (tourists) themselves had to make quick decisions informed by intuition. These preferences can be measured by how the owners position themselves in the market and provide a need that cannot be matched by other establishments. These skills are very important in how SMEs find a spot within the market and strategise to gain a competitive advantage and thereafter maintain that advantage as a sustainability strategy (Teece, 2018; Aujiapongpan, et al., 2020).

The public bodies participated in the study as they are mandated to work, give direction and regulate good SME practices on policies and governance models planned to adequately bolster the travel industry area at the various levels: national, provincial and local. The region's public bodies assume a significant role by coordinating the work of the SMTEs and providing all kinds of support in the tourism industry. Public bodies advance and promote the tourism industry via SME empowerment and furthermore attract international and local tourists to the country, which in turn creates an income for SMTEs, boosts the economy and contributes to the GDP, providing employment to the local communities as well as improving the standard of living of citizens of the province (National Department of Tourism, 2014; Tremblay, Kohli and Abbasi, 2018).

The population of tourism business owners, according to the Eastern Cape Tourism Board, has approximately 500 SMTEs, whilst the one for tourists was not known at the time as they were requested to become involved as they arrived and stayed at a tourism accommodation facility. For the public body officials, the population consisted of approximately six district municipalities, two metropolitan municipalities and forty local municipalities. The concentration was on public bodies involved in tourism-related activities, like local economic developers, or tourism managers or directors in those local municipalities, since the tourism businesses were established in the local areas. Out of each

municipality, the number of these public body officials employed was approximately two, which gave a total population of one hundred (Statistics South Africa, 2007; Statistics South Africa, 2018).

4.7 Sampling and sample size

Sampling denotes the process of selecting a group of people, events, behaviours, or other elements with which to conduct a study. This sampling procedure normally utilises specific sampling techniques to determine the type and the size of the sample (Meyers, 2013; Kim, et al., 2018). The sample is the selected elements (people or objects) chosen for participation in a study and they are normally referred to as subjects or participants. Out of 500 tourism business owners in the province, the questionnaires were distributed to a sample of 200 participants but the researcher only managed to get 100 back using random sampling. Random sampling takes place when any individual is chosen randomly and has an equal chance of being included in the sample. Therefore, all the small tourism businesses were put on the same footing to be chosen randomly (Adler and Adler, 2011; Heale and Twycross, 2015).

As far as the sampling of tourists was concerned, convenience sampling was applied since the researcher distributed the semi-structured questions only when she saw them anywhere. In convenience sampling participants are selected based on their availability and willingness to participate (Bryman, 2012; Barrat and Shantikumar, 2018). As a result, some tourists were not willing to participate and the researcher accepted that. Therefore, 99 tourists were conveniently sampled and involved in the study. Public body officials were chosen through purposive sampling due to the judgement of the researcher's needs, which was to understand the types of support given by these authorities to the small tourism businesses since they interacted with them (Flick, 2013). Thirty public bodies were purposively sampled and participated in the study, as they had the characteristics that the researcher wanted (Small, 2009; Welman, Kruger and Mitchell, 2011).

According to Van Voorhis and Morgan (2007), quantitative research provides instructions and general rules on sample sizes which are essential for various statistical processes, unlike qualitative research which does not have an agreed sample size for its analysis procedure. This implies that each quantitative statistical process has general principles in relation to the sample size.

The general rule of thumb for the statistics employed to investigate association (correlation and regression) is 50 and above participants (Cohen, 1988; Van Voorhis, 2007; Delice, 2010). In this vein, other scholars proposed a formula based on the number of independent variables (Green, 1991; Delice, 2010; Collis and Hussey, 2014). In this case, Green (1991) expresses that if the study wants to test the overall model, then the minimum sample size of $50 + 8k$ should be used where k is the number of independent variables. Then, if the study wants to test individual independent variables then the minimum sample size of $104 + k$ should be deployed.

In this study, to effectively run multiple and logistic regressions and generate reliable results, the sample size collected from each group was thus at least 99 for tourists and 100 for business owners respectively. Participants from the public bodies numbered just 30, thus descriptive statistics were successfully generated. The total sample size for the study was therefore 229 participants (99 tourists; 100 business owners and 30 public body officials).

4.8 Data collection

As far as the distribution and administration of questionnaires for business owners was concerned, the researcher got the database of all the accommodation facilities in the Eastern Cape Province from Tourism and Parks Board booklets, which consisted of a total population of 500. The researcher randomly chose any tourism business owners and sent the questionnaires via their email addresses. Upon discovering that there was a low response rate the researcher phoned them to make appointments. She then visited all those sampled with the questionnaires for completion. Since they were very busy in the mornings when guests had breakfast and were checking out, she gave them approximately two to three hours to complete the questionnaires. She was also available to respond to their queries.

At the accommodation facility she requested permission from both the business owners and tourists to also distribute and administer the other set of questionnaires to the tourists who were available by chance. She further indicated to them that she would be available for clarity seeking questions. In addition, the researcher attended tourism events in the province to reach tourists who happened to be there by chance and ask them to complete the questionnaires.

All the district and local municipalities that formed part of the sample were phoned and visited to request permission to distribute and administer the questionnaires to the public body officials, that is, the Local Economic Development (LED) officials that were involved in tourism development. After getting permission, they were given between two to three hours to complete the questionnaires. Again, the researcher was available to clarify questions that were asked. Please see the Appendix Section (B to D) for the three semi-structured questionnaires utilised in the study.

The semi-structured questionnaires were distributed to each type of participant and the data collection phase managed to acquire 99, 100 and 30 valid questionnaires from the tourists, business owners and public body officials respectively. Thus, in total, the study acquired 229 valid questionnaires from the group of participants (business owners, tourists and public sector agents).

The data collection took a period of about four months, that is, from October 2018 to March 2019, primarily owing to the large sample sizes which needed to be considered for particular respondents who had been selected for the study. After completion of the data collection utilising questionnaires, the data was coded and analysed to produce preliminary results. It was important to compare and contrast the data with the findings from the qualitative component of the semi-structured questionnaire.

4.9 Data analysis

Data was analysed through SPSS using descriptive statistics. These statistics were important to summarise data so that patterns developed could provide valuable information in terms of easiness of communication along with understanding (Teddlie and Tashakkori, 2010). However, descriptive statistics also require application of inferential statistical approaches so that results can be adequately confirmed.

As such, inferential statistics were applied to implement inferences from sample data and this included testing association between variables (using multiple regression analysis, logistic regressions and so forth) and possibly establishing the extent of error on inferences (Chatfield, 2018). In this study, multiple regression analysis and logistic regressions were utilised. Research findings were indicated through frequency tables, pie charts, bar graphs, amongst others.

As far as qualitative data is concerned the researcher used inductive data analysis techniques regarding qualitative data to organise data into patterns of classifications along with themes so that data could result in development of concepts (Locke, 2007; Creswell, 2009). The inductive procedure is a widely used approach for producing meaningful information from data which is in a qualitative format. The inductive analysis in this study was based on arguing regarding specific facts or data to produce general themes (Teddlie and Tashakkori, 2009; Aguinis and Solarino, 2019).

Thematic analysis was deployed to analyse data before coding as well as classification of themes was conducted. The researcher interpreted the meaning of what he/she observed as well as heard based on the study context, his/her background and/or previous understanding. The data, which was transcribed neatly from the qualitative section, was classified into major themes through searching for facts which were similar as an important component of the qualitative data analysis technique. This permitted the researcher to present and analyse data manually and also used Nvivo software (Meyers, 2013).

Moreover, the research interpretation phase indicated how multiple perspectives of the problem developed (Creswell, 2009). Cases were evaluated to determine critical themes, along with other salient attributes. The qualitative analysis process was involved with open coding (organising data into

classifications), axial coding (arranging and classifying within theoretical coding) and selective coding (giving an account of a story from related classifications). Themes were also coded and presented in ways which would permit easier and compatible comparison and contrasts with findings from the quantitative section. techniques. Hence, this study also conducted rigorous analysis of the qualitative data. The following section discusses ethical considerations that were considered for the study.

4.10 Validating mixed methods research instruments

According to Yin (2018) research ought to be transparent which is achieved by explaining and documenting all processes from empirical studies to review and comprehend as constituents of setting up trustworthiness along with credibility. This study employed diverse strategies in the form of triangulation, rich descriptions, respondent's checking process and making clear the researcher's bias to achieve validity. In this regard, research is identified as valid once data, which has been gathered and interpreted, generates conclusions which show and reflect realities of the world in which the study took place. The validity of the study was attained through validating claims contained in the study.

Shannon-Baker (2014) confirms that integration process of quantitative and qualitative research is relevant and imperative to validate mixed-methods designs. Thus, integration procedure is characterised by contrasting, connecting, infusing, comparing and blending study results from quantitative and qualitative approaches. As well, integration process offers a comprehensive insight about the phenomenon being investigated by validating quantitative as well as qualitative research separately, before meta-inferences are conducted (Combs and Onwuegbuzie, 2010; Heale and Twycross, 2015).

The adoption of the mixed-method technique improves validity by triangulation and from more rich explanations of what is being studied (Kerrigan, 2014). In this case, validation of quantitative and qualitative studies enhances quality and rigor of the research. Studies confirm that quantitative validation procedure and standards are very mature, unlike qualitative validation, which has proved to be lacking general consensus to procedures and standards (Johnson and Christensen, 2012).

The quality in relation to data from quantitative and qualitative strands was influenced by study objectives and questions. Therefore, validity of qualitative and quantitative elements was discussed and assessed separately then meta-inference validation was implemented. In this case, validation in relation to the qualitative component of the study included inferential validity, measurement validity and design validity (Hashemi and Babaii, 2013). Reliability and validity of measures of the quantitative stage are the main validation aspects since they form elements of both summative along with formative validity (Lee and Hubona 2009; Teddlie and Tashakkori, 2010). Reliability of measurement is a prerequisite of quantitative study validity. Validity supported the research study's credibility, based on design,

inferential and measurement quantitative research issues (Shadish, Cook and Campbell, 2002; Maxwell, 2004). These three forms of validity assisted in achievement of internal and external validity, content and construct validity, along with statistical conclusion validity.

It is worth noting that questionnaires that were not fully completed were discarded to ensure validity and reliability. In addition, reliability and validity of the constructs were measured after data collection through test-retest reliability and internal consistency. Some questions in certain sections were phrased differently to determine the internal consistency of the participants' responses across items on a multiple-item measure (Heale and Twycross, 2015). The manner in which the respondents answered those questions clearly indicated internal consistency to analyse the results after data was collected. In addition, the study could be replicated to determine consistency across time, which is test-retest reliability, and the same results could be achieved. Validity is a judgement based on various types of evidence. It is worth mentioning that reliability and validity of a measure is not established by any single study but by the pattern of results across multiple studies. Therefore, the assessment of reliability and validity is an ongoing process. This study could also be replicated in another province to test-retest its reliability and validity (Surucu and Maslakci, 2020).

Nonetheless, previous studies demonstrate that qualitative research validation is very critical. Some past studies have adopted the term 'dependability' along with 'consistency', synonymously, to establish reliability in qualitative research (Yin, 2018). Hence, descriptive, interpretive and theoretical validity is more appropriate and adequate to create reliability in qualitative research. Descriptive validation is synonymous to design validity, theoretical validity is synonymous to analytical validity and interpretive validity is synonymous to inferential validity in the quantitative research context (Maxwell, 2004; Guba and Lincoln, 2005).

Ridenour and Newman (2008) spotlight why rigor is considered critical in design validity (extent of effectiveness in design and the execution of the quantitative research), analytical validity (how proficiently qualitative data was gathered and analysed) and inferential validity (standard of interpretation of results). Empirical studies have supported that rigor in qualitative methods is utilisation of approaches, gathering of data and data interpretation which are seen as sufficient (Guba and Lincoln, 2005; Ridenour and Newman, 2008). Some studies argue in favour of rigorous treatment of validity in both quantitative and qualitative research (Tashakkori and Teddlie, 2003; Maxwell, 2004; Lee and Hubona, 2009).

4.10.1 Pilot testing

Validity and reliability of the research instruments was established through pilot testing in which a few tourism business owners, tourists and public bodies were involved. The aim was to check if these semi-

structured questionnaires were reliable to yield valid results (Surucu and Maslakci, 2020). The procedure was followed strictly to ensure validity and reliability of the research. The aim of pilot testing was to discover any misconceptions, determine if the questions were clear and unambiguous, check for spelling and grammatical errors, and also to improve the semi-structured questionnaires. Welman, Kruger and Mitchell (2011) comment that pilot testing assists in giving an idea of the estimated time the groups of participants will take to complete the questionnaires. The next section discusses the ethical considerations of the study.

4.11 Ethical considerations

This section gives a summary of the ethical considerations that this research abided by. Saunders, et al. (2012) stated that the data collection stage is associated with a range of ethical issues. After the research proposal was approved, the researcher applied for ethical clearance from the University of KwaZulu-Natal's Ethics Committee, the Department of Economic Development, Environmental Affairs and Tourism (DEDEA) in the Eastern Cape Province, as well as participants who requested such documents. In addition, permission to undertake the study was also sourced from the participants through the consent forms that they and the researcher had to sign. One of the ethical considerations was that participants were informed of the nature and purpose of the research study. Furthermore, the researcher honestly explained that their participation was voluntary, implying that they could withdraw at any time if they were unwilling to take part. Again, acknowledgement of their willingness to participate in the research study was also done. Additionally, the researcher ensured that participants were not exposed to any harm and she explained to all participants that the confidentiality of the information collected would be protected.

Moreover, avoidance of the use of bad language and consideration of the cultural and environmental settings was conducted to mitigate harm. The researcher ensured that the identity of the participants was protected, by using codes to identify respondents. Thus, use of their real names was avoided. In addition, data collected through the semi-structured questionnaires was also kept in a locked, safe place. It will be kept for a period of years before it is destroyed. The following section provides a conclusive summary of the chapter on research methodology.

4.12 Summary

This chapter presented the research methodology part of the study. In this regard, the chapter demonstrated how integration of the convergent parallel mixed-methods design technique is vital in relation to its appropriateness to answer study's research questions and objectives in order to find out whether small and medium-sized enterprises in the Eastern Cape tourism sector use intuitive competitive intelligence practices to succeed in the business world.

In this case, this chapter presented research philosophy, research approach, mixed methods selection, data collection tools, the population, sampling and sample size, data collection, data analysis, validating mixed methods research instruments, ethical considerations and summary. The following chapter presents and discusses results of the quantitative phase of the study.

CHAPTER 5: QUANTITATIVE RESULTS

5.1 Introduction

The previous chapter discussed the research methodology applied in the study. This chapter outlines the quantitative results of the study from the semi-structured questionnaires that were directed to the owners of the SMEs involved in the tourism sector, tourists and public sector agents in the Eastern Cape tourism sector. Furthermore, a brief discussion of the quantitative results is also presented. This chapter is organised as follows: Section 5.2 presents the results from the tourists, Section 5.3 presents the findings from the business owners and Section 5.4 illustrates the study findings of public body representatives. Lastly, Section 5.5 discusses the summary of the quantitative findings.

5.2 Findings from participants who were tourists

This section commences by presenting the study results generated by surveyed tourists.

Table 5.1: Showing the Preferential Tourism Centres by Tourists

Town	Municipality	Number
Mthatha	King Sabata Dalindyebo Municipality	6
Butterworth	Mnquma Local Municipality	14
Makhanda	Makana Local Municipality	4
Lusikisiki	Ingquza Hill Municipality	2
Cofimvaba	Intsika Yethu Municipality	2
Tsomo	Intsika Yethu Municipality	1
Port St Johns	Port St Johns Municipality	1
Port Alfred	Ndlambe Local Municipality	2
Sterkspruit	Joe Gqabi Municipality	1
Aliwal North	Joe Gqabi Municipality	1
Tsitsikama	Cacadu	1
East London	Buffalo City Municipality	23
Flagstaff	Ingquza Hill Local Municipality	1
Queenstown	Lukhanji Local Municipality	1
King Williams Town	Buffalo City Municipality	3
Port Elizabeth	Nelson Mandela Bay Metropolitan	16
Centane	Mnquma Local Municipality	8
Alice	Raymond Mhlaba Municipality	2
Hogsback	Raymond Mhlaba Municipality	3
Jeffery's Bay	Kouga Local Municipality	3
Uitenhage	Nelson Mandela Bay Metropolitan	1
Qunu	King Sabata Dalindyebo Municipality	1
Tsolo	Nyandeni Local Municipality	1
Mount Frere	Ingquza Hill Municipality	1
	TOTAL	99

Table 5.1 shows the tourism centres which were mostly preferred by tourists in the Eastern Cape region. Hence, the most popular tourist destinations in the province were ascertained to be East London, Port Elizabeth and Butterworth, respectively. Other areas which attracted a significant number of tourists included Centane, Mthatha, Hogsback, Jeffrey's Bay, King Williams Town and Makhanda. The rest of the remaining areas with tourists' centres received very little numbers in terms of tourist visits.

Table 5.2: Showing the Continent of Origin of the Tourists in the Eastern Cape

Continent	Number	Percentage (%)
Africa	72	73
Europe	14	14
Asia	4	4
North America	8	8
South America	1	1
Australia and Oceania	0	0
TOTAL	99	100

Table 5.2 indicates the places of origin that the interviewed participants came from. Evidence demonstrated that the greatest number of tourists in the Eastern Cape came from African countries. Tourists from European countries, North America and Asia also possessed great interest in South African tourism centres in the Eastern Cape area, which was shown by their commendable numbers. South America had only one tourist whilst Australia and Oceania did not have tourist representatives in the region.

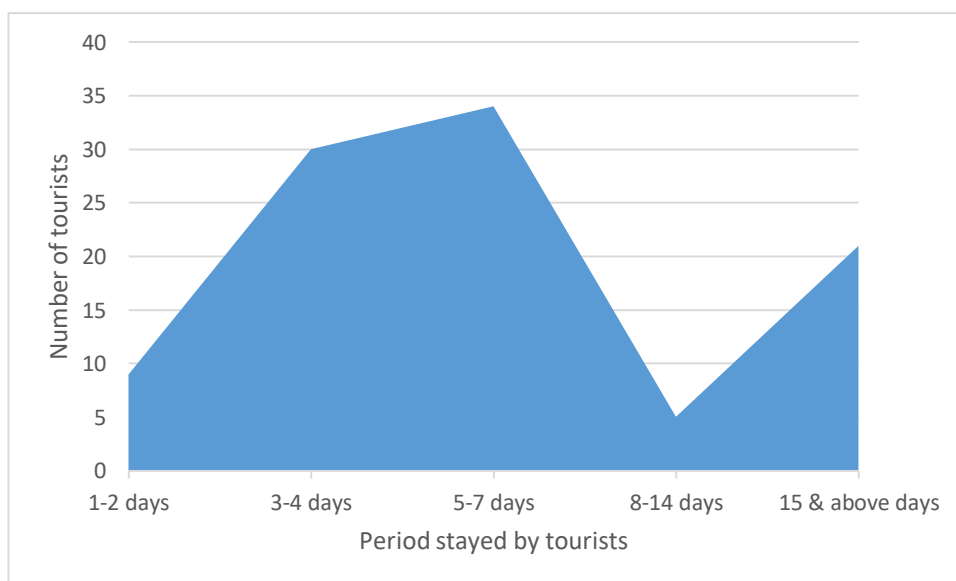


Figure 5.1: Showing the Number of Days Stayed in the Eastern Cape through Business Owner's Intuitive Competitive Intelligence

Figure 5.1 illustrates the number of days that tourists booked to stay in the Eastern Cape area through Business Owner's Intuitive Competitive Intelligence. Apparently, most of the tourists were prepared to stay for a period of five to seven days. A significant number of tourists also opted to stay for three to four days. Few tourists were interested in staying for one to two days, along with staying for eight to 14 days. Seemingly, a greater number of tourists were ready to stay in the region for 15 or more days.

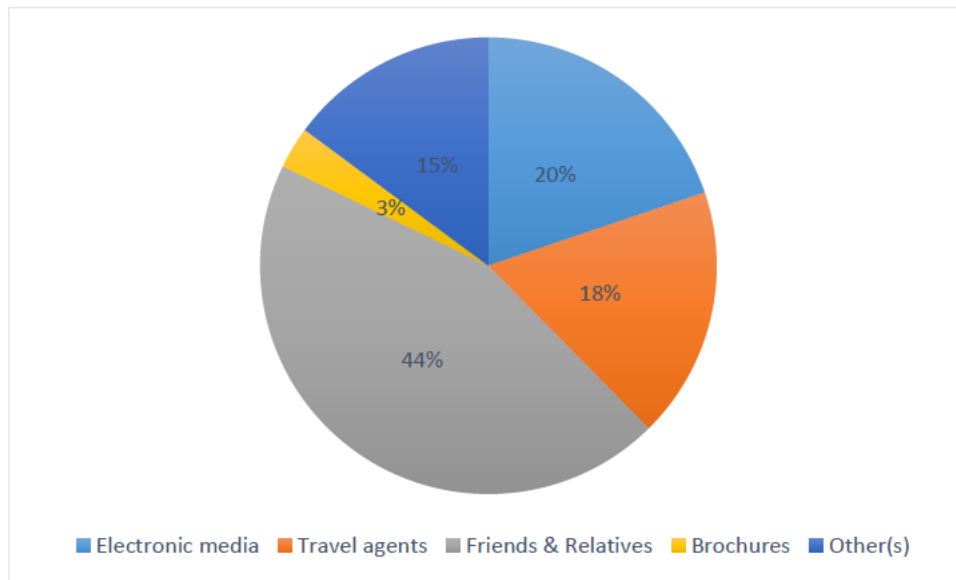


Figure 5.2: Showing how the Tourists Intuitively came to Know of the Eastern Cape

Figure 5.2 demonstrates the ways in which tourists intuitively got information concerning tourism in the Eastern Cape, South Africa. In this regard, friends and relatives produced the largest source of information for the tourists which was confirmed by nearly half of the entire sample. The sources of information concerning Eastern Cape tourism from electronic media, travel agents and other(s) had high and more similar proportions in terms of representation. Brochures were considerably not used as a source of information for the tourists since its part is only three per cent.

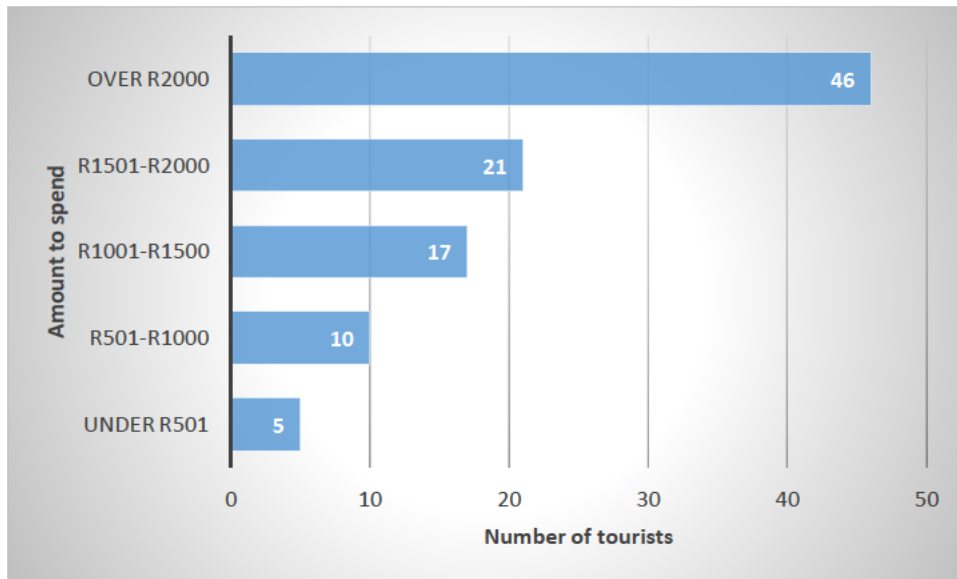


Figure 5.3: Showing how Much Tourists Are Intuitively and Competitively Prepared to Spend

Figure 5.3 indicates the spending patterns, intuitively and competitively, of the tourists who visited the Eastern Cape region. Most of these individuals (who are nearly half of the entire sample of tourists) highlighted that they would spend any amount which is higher than R2 000. As is also given in the diagram, those who wanted to spend between R1 501 to R2 000 were slightly higher than the tourists who wanted to spend between R1 001 to R1 500. Finally, the least number of tourists who were willing to spend money were in the under R501 category which was twice as much lower than tourist spenders in the R501 to R1 000 classification.

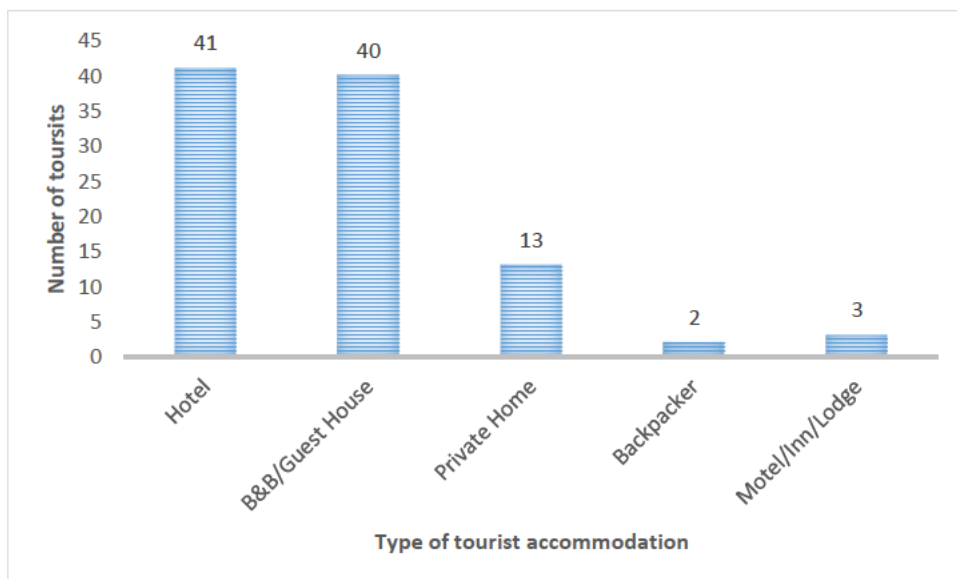


Figure 5.4: Showing the Tourists' Preferential Type of Accommodation Based on Business Owner's Intuitive Competitive Intelligence

Figure 5.4 outlines the form of accommodation which the tourists found more desirable when compared to others, based on the business owner's intuitive competitive intelligence. According to the given data, hotels, together with B&B/guest houses, were highly prioritised as the best types of accommodation by the respondents, as there is a relatively minute difference in the level of preference. As also suggested in the diagram, tourists who opted for private homes formed a sizeable number when compared to the tourists who put more value on both backpackers and lodges (both have the least preference).

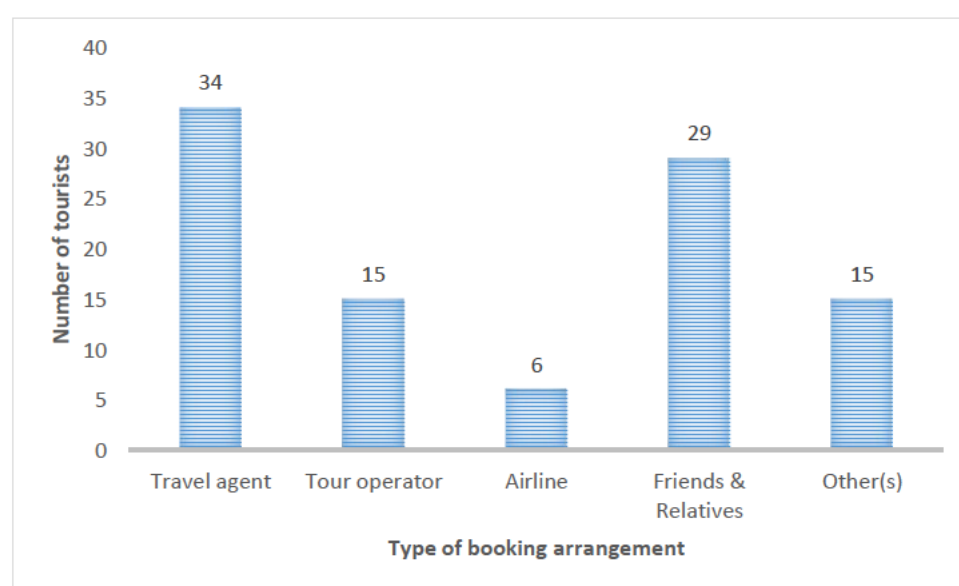


Figure 5.5: Showing the Tourists' Preferential Type of Booking Arrangement

Figure 5.5 depicts the form of booking arrangement which tourists gave preference to. Most tourists put greater importance on the travel agent to facilitate their booking arrangements. It is also apparent that the use of friends and relatives had the second highest priority with regard to booking preparations by the tourists. A similar number of tourists support the employment of tour operators and other(s) in conducting the booking plans. Finally, the deployment of airline facilities as an option for booking arrangements has the lowest representation.

Table 5.3: Showing the Frequency of Visits to South Africa

Tourist	First Time Visit	Not First Time Visit
Number	46	53
Percentage (%)	47	53

Table 5.3 represents the number of times that the tourists had visited the Eastern Cape region. According to the presentation, nearly more than half of the respondents (53%) contributed that it was not their first time to visit the area.

Table 5.4: Showing the Tourist Level of Satisfaction regarding the Quality of Service Competitively Offered

Category	Excellent	Good	Fair	Disappointing	Total
Climate	44	34	17	4	99
Accommodation	38	36	17	8	99
Food	35	45	17	2	99
Attractions	36	36	23	4	99
Transport	28	35	29	7	99
Communication	34	41	18	6	99
Security	18	33	41	7	99
Information on the Eastern Cape	23	46	25	5	99
People	38	43	14	4	99
Other(s)	17	49	28	5	99
TOTALS	311	398	229	52	990

Table 5.4 evaluates the extent of the participants' perceptions regarding the quality of service they competitively received in the various tourist centres that they visited for specific categories. Most of the participants were absolutely satisfied with the quality of service in classifications such as accommodation, attractions, communications as well as interaction with people. As is also presented in the table, a large number of people were also happy with the food, transport, information on the region and provision of other services and goods, since they rated them as good. Other participants were happy about the climatic conditions of the province. However, the participants spotlighted that they had concerns about security as indicated by the low rating. Generally, very few participants rated the quality of service as fair, and even more-so disappointing, for all the categories.

Logistic Regression

Logistic regression is a statistical approach for evaluating a dataset that consists of one or more independent variables which ascertain a particular outcome. The outcome is measured through the use

of a dichotomous variable (in which there are only two possible results). Thus, in logistic regression, the dependent factor is binary (that is, in this study, it contained data coded as 1 (Yes) or 0 (No)).

The main purpose of logistic regression is to determine the ideal model to explain the association involving the dichotomous feature of interest (dependent variable) and the collection of independent variables. In this section, the dependent variable was the use of intuitive competitive intelligence (ICI) in making decisions with regard to the type of booking (TB), quality of food service (QFS), quality of transport service (QTS), quality of service provided by the people (QSP), popularity of the centre (PC), amount to spend (AS), number of days' stay in the Eastern Cape (NDS) and the continent of origin (CO).

The specific Regression Model was therefore:

$$ICIV = \alpha + \beta_1 TB + \beta_2 QFS + \beta_3 QTS + \beta_4 QSP + \beta_5 PC + \beta_6 NDS + \beta_7 CO + \mu$$

Where

ICIV = Intuitive Competitive Intelligence Visit

TB = Type of Booking

QFS = Quality of Food Service

QTS = Quality of Transport Service

QSP = Quality of Service by People

PC = Popularity of Centre

NDS = Number of Days Stayed

CO = Continent of Origin

α = Intercept

$\beta_1, \beta_2, \beta_3 \dots$ = Coefficient Parameters

μ = Error Term

Table 5.5: Showing a Statistical Summary of the Logistic Regression Variables

Variable	Obs	Mean	Std. Dev.	Skewness	Kurtosis
ICIV	99	0.4646465	0.5012867	0.141769	1.020098
PC	99	6.030303	6.953863	2.454891	11.18283
CO	99	1.474747	0.9405104	2.033404	6.132872
TB	99	2.737374	1.575228	0.0456117	1.465194
NDS	99	2.989899	1.257589	0.3903371	2.134655
AS	99	3.888889	1.284832	-0.9522904	2.963614
QFS	99	1.848485	0.7608217	0.5386362	2.742727
QTS	99	2.151515	0.9187795	0.2519375	2.112071
QSP	99	1.838384	0.8170014	0.7547812	3.045324

Table 5.5 demonstrates a brief analysis of the descriptive statistics of the use of intuitive competitive intelligence when visiting (dependent variable) and the explanatory variables of the study. Most of the variables (88%) are positively skewed, while only 12 per cent are negatively skewed. More precisely, the use of intuitive competitive intelligence, type of booking, quality of service of food, quality of

service of transport, quality of service provided by people, popularity of tourism centre, number of days stayed in Eastern Cape and the continent of origin are positively skewed. This demonstrates that for each of these variables, there is a long tail in the positive direction and the mean is also located on the right-hand side of the peak of the distribution. On the other hand, the amount to spend is negatively skewed, implying that there is a long tail in the negative direction and the mean is also located on the left side of the peak of the distribution. Kurtosis outlines the amount of data in the tails and provides evidence regarding how “peaked” the data distribution is.

Table 5.6: Showing Correlation Coefficients among Logistic Regression Variables

	ICIV	PC	CO	TB	NDS	AS	QFS	QTS	QSP
ICIV	1								
PC	0.1745	1							
CO	0.2849	0.1429	1						
TB	0.0140	0.0287	0.0781	1					
ND	- 0.0734	- 0.0443	- 0.0304	0.1532	1				
AS	- 0.1408	- 0.0438	- 0.0150	0.0409	0.3340	1			
QFS	- 0.0259	- 0.0512	- 0.0125	0.0771	-0.0123	- 0.0696	1		
QTS	- 0.0436	- 0.0822	- 0.0369	0.2040	0.0013	- 0.0980	0.3689	1	
QSP	- 0.1636	0.0063	- 0.0850	0.1094	0.1076	- 0.0367	0.3214	0.2369	1

Table 5.6 illustrates the one-to-one relationship between the variables of the regression model. As illustrated in the table, popularity of the tourism centre, continent of origin, type of booking and quality of service of food show a positive direct relationship with the use of intuitive competitive intelligence. For example, a one per cent increase in the quality of the service of food increases the use of intuitive competitive intelligence by 0.0259. On the other hand, the quality of the service of transport, quality of the service provided by people, number of days stayed in the Eastern Cape and amount to spend indicates a negative direct association with the use of intuitive competitive intelligence. For instance, a one per cent increase in the amount to spend lowers the use of intuitive competitive intelligence by 0.1408. Nonetheless, one-to-one associations give results which may require further scrutiny by confining that relationship to the impact of one and more variables to obtain more convincing outcomes. The results of the regression model are presented in the table:

Table 5.7: Showing the Logistic Regression Model Results

Variable	Coeff.	Std. Error	Odds Ratios
PC	0.0728194***	0.0415359	1.075536
CO	0.7411887***	0.7683367	2.098428
TB	0.0504651*	0.1518239	1.05176
ND	0.032124*	0.189363	1.032645
AS	-0.2654891**	0.1366236	0.7668308
QFS	0.3476732*	0.4582244	1.41577
QTS	-0.1262778*	0.2415087	0.8813699
QSP	-0.582902***	0.1702085	0.5582759
No. of Obs	99		
Wald chi2(8)	10.66		
Prob > chi2	0.2218		
Pseudo R2	0.1271		
Log pseudo likelihood	-59.685948		

Notes: ***, **, * denote significance at a one per cent, five per cent, and ten per cent level of significance, respectively.

Table 5.7, to a greater extent confirms the results found in Table 5.6. In this regard, the relationship between the popularity of the tourism centre, continent of origin, type of booking, number of days stayed in the Eastern Cape and the quality of service of food show a positive and significant relationship with the use of intuitive competitive intelligence. In this context, a one per cent increase in the relationship between the popularity of tourism centre, continent of origin, type of booking, number of days stayed in the Eastern Cape and the quality of service of food results in a 0.0728194, 0.7411887, 0.0504651, 0.032124 and 0.3476732% respective rise in the use of intuitive competitive intelligence when making decisions. Other remaining variables develop a negative and significant association with the use of intuitive competitive intelligence. In this regard, a one per cent rise in the amount to spend, quality of service of transport and quality of service provided by people lowers the probability of using intuitive competitive intelligence by 0.2654891, 0.1262778 and 0.582902% respectively. The findings of this regression model will be very useful to determine whether small and medium-sized enterprises in the tourism sector employ intuitive competitive intelligence to thrive in the business market.

5.3 Findings from participants who are business owners

This part of the chapter outlines survey results acquired from tourism business owners in the Eastern Cape Province.

Table 5.8: Showing the Locality of Tourism Businesses in the Eastern Cape for Entrepreneurial Success

Town	Municipality	Number
Barkley East	Joe Gqabi District Municipality	1
Bizana	Mbizana Local Municipality	2
Dutywa	Mbashe local Municipality	3
Mthatha	King Sabata Dalindyebo Municipality	11
Butterworth	Mnquma Local Municipality	18
Qumbu	Mhlontlo Local Municipality	2
Ntabankulu	Ntabankulu Local Municipality	1
Zimbane	King Sabata Dalindyebo Local Municipality	1
Kokstad	Greater Kokstad Local Municipality	1
Libode	Nyandeni Local Municipality	1
Idutywa	Mbashe local Municipality	7
Coffee Bay	King Sabata Dalindyebo Local Municipality	3
Engcobo	Engcobo Local Municipality	1
Grahamstown	Makana Local Municipality	2
Kieskamahoek	Amahlathi Local Municipality	1
Bisho	Buffalo City Metropolitan	2
Elliot	Mbashe local Municipality	1
Tsolo	Nyandeni Local Municipality	1
Cathcart	Amahlathi Local Municipality	1
Stutterheim	Amahlathi Local Municipality	1
Lusikisiki	Ingquza Hill Municipality	2
Port St Johns	Port St Johns Municipality	3
Port Alfred	Ndlambe Local Municipality	3
East London	Buffalo City Municipality	8
Queenstown	Lukhanji Local Municipality	6
King Williams Town	Buffalo City Municipality	4
Port Elizabeth	Nelson Mandela Bay Metropolitan	5
Alice	Raymond Mhlaba Municipality	1
Hogsback	Raymond Mhlaba Municipality	2
Jeffery's Bay	Kouga Local Municipality	3
Mount Frere	Umzivumbu Local Municipality	2
	TOTAL	100

Table 5.8 indicates that most of small and medium business tourism companies are concentrated in Butterworth and then Mthatha. From the study, it is also apparent that areas such as Idutywa, East London, Queenstown and Port Elizabeth also have a good representation in relation to the prevalence of small tourism businesses. As well, areas such as Jeffery's Bay, King Williams Town, Port St Johns and Port Alfred show a fair representation for this particular study. Most of the remaining areas have low representation in terms of the widespread presence of small and medium tourism businesses.

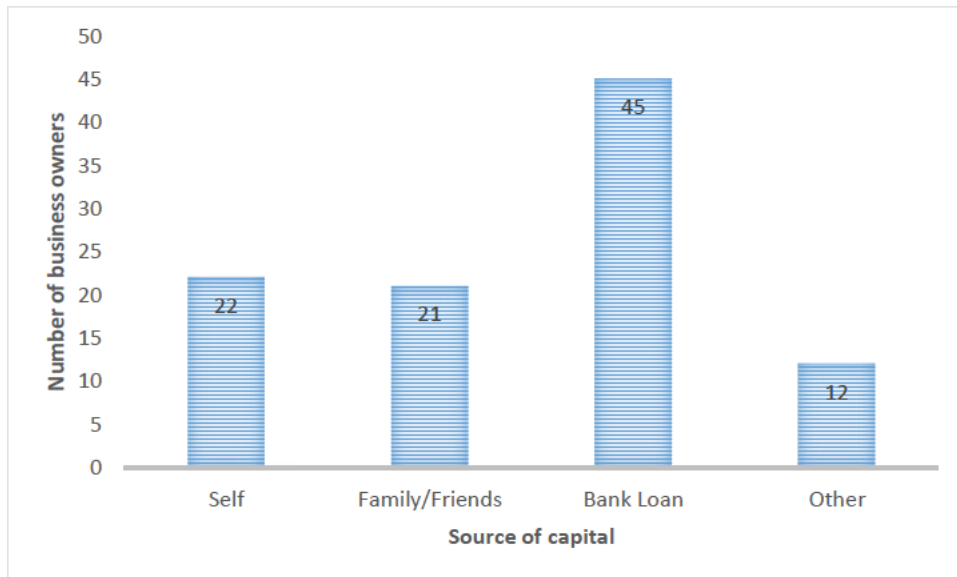


Figure 5.6: Showing Sources of Capital for the Tourism Businesses in which Competitive Intelligence was intuitively used

Figure 5.6 illustrates the diverse sources of capital from where business owners in the Eastern Cape acquire funds to start their business ventures using intuitive competitive intelligence. Therefore, the information demonstrates that most participants obtained bank loans to set up their small and medium tourism firms. The second highest source of capital is reflected by some business owners who had their own savings and used that to establish their companies. Business owners who also acquired funds from family and friends also show a high and close representation as those who used their own savings. Some business owners deployed other approaches of getting capital which forms the least source of capital.

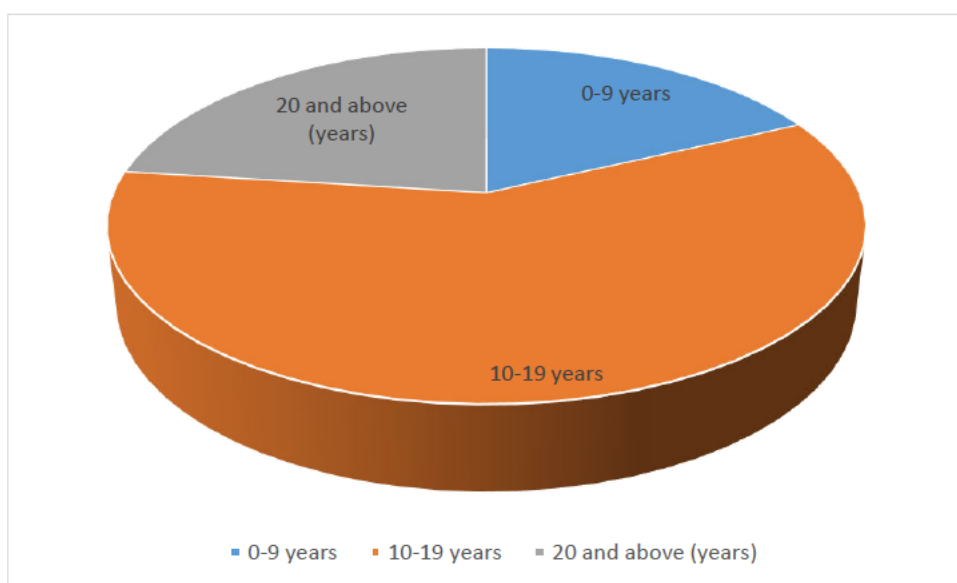


Figure 5.7: Showing how Long the Owners have been in Business Competitively

Figure 5.7 depicts the length of period in which the owner of small and medium tourism company has been in operation competitively. The greatest number of these companies (more than 50 per cent) show that they have been in practice for ten to 19 years. The number of businesses which have been practicing for zero to nine years are more or less equal to those which have been in operation for 20 years or more.

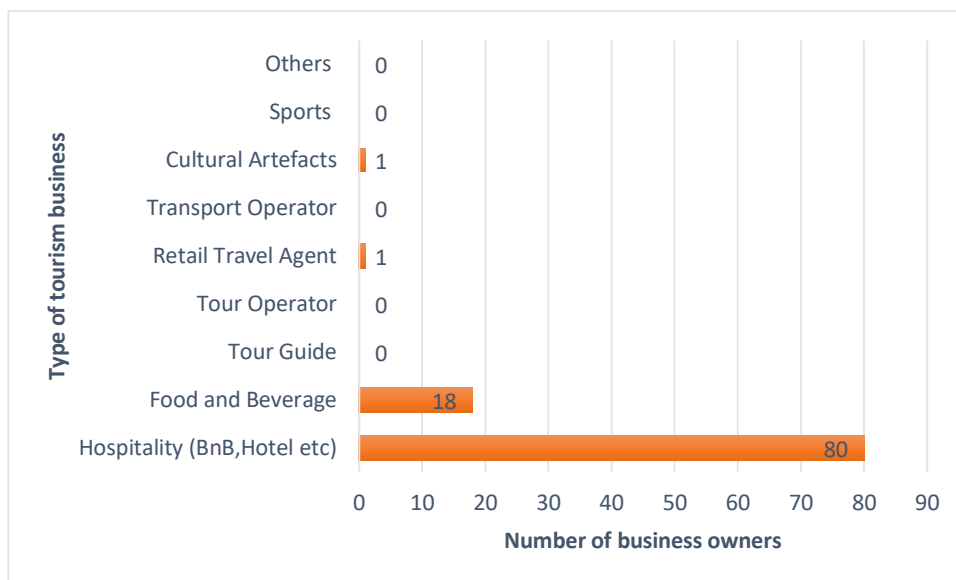


Figure 5.8: Showing the Type of Tourism Business in Practice to Achieve Entrepreneurial Success

Figure 5.8 outlines the form of tourism business that the owners are managing to achieve entrepreneurial success. The graph highlights that most owners operate hospitality companies such as B&Bs and hotels. In the second order are tourism businesses related to food and beverages. Ranked below the food and beverages are an equal representation of business owners who have established cultural artefacts and retail travel agent firms. The study shows that there are no businesses involved with sports, transport operators, tour operators and tour guides for the sample selected in this research.

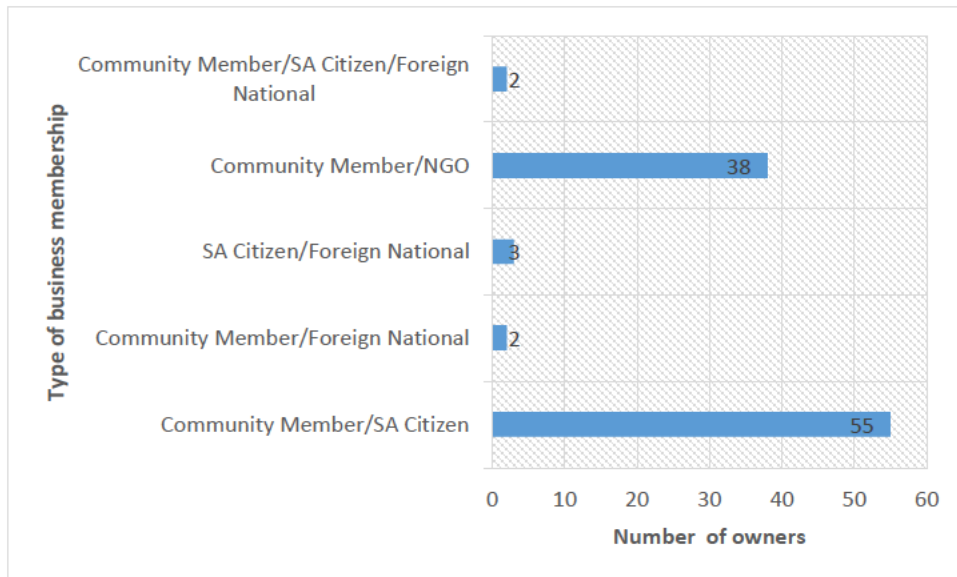


Figure 5.9: Showing the Type of Business Membership Influenced by Intuitive Competitive Intelligence

Figure 5.9 indicates the form of tourism business ownership influenced by intuitive competitive intelligence for the studied firms in the Eastern Cape region. The graph spotlights that partnerships between a community member and a South African citizen formed the largest type of business membership. Partnerships between a community member and a Non-Governmental Organization (NGO) comes in the second place through demonstrating the greatest form of business membership for the studied sample, while partnerships between a South African citizen and a foreign national is third. The least form of ownership found in the study were an equal representation between a partnership constituting a community member and a foreign national, along with a partnership comprised of a community member, a South African citizen and a foreign national.

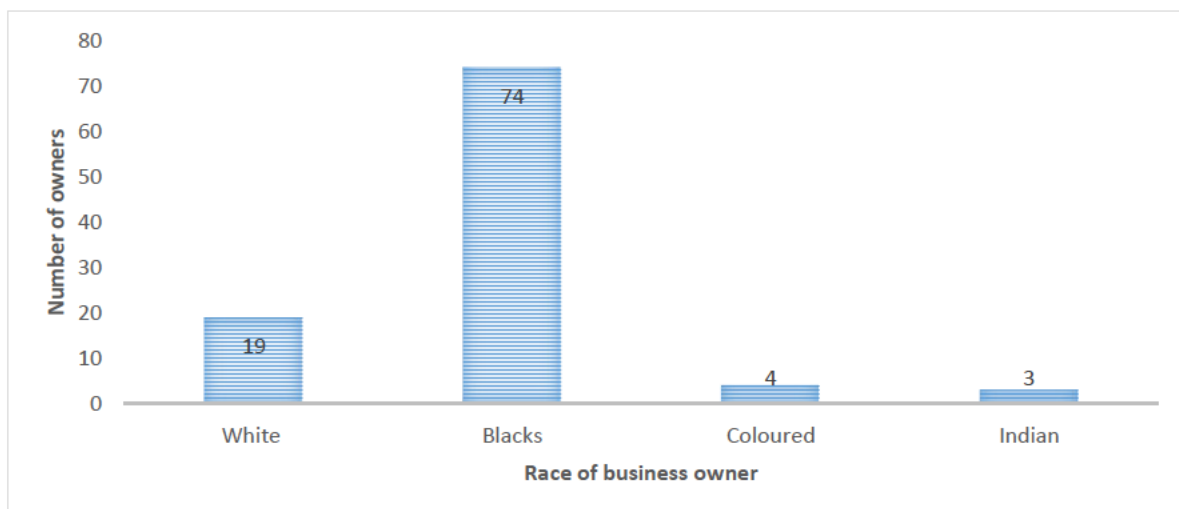


Figure 5.10: Showing the Racial Background of the Business Owner Influenced by Intuitive Competitive Intelligence

Figure 5.10 portrays races that make up small and medium tourism business ventures influenced by intuitive competitive intelligence. Thus, the chart indicates that blacks form the largest number of ownerships whilst whites come in second place. Coloured persons also show some ownership, although they are less when compared to white people but are apparently higher than Indians.

Table 5.9: Showing the Intuitive Competitive Intelligence Business Experience of the Owner

Experience	Zero to Ten years	Over Ten years
Number	56	44
Percentage (%)	56	44

Table 5.9 presents the intuitive competitive intelligence experience which the business owners have acquired since the establishment of their tourism business practice. Fifty-six per cent of the participants contributed that they have business experience between zero to ten years, while forty-four per cent added that their business experience was more than ten years.

Table 5.10: Showing whether the Business is Competitively Insured for both Internal and External Risks or Uninsured

Insurance	Yes	No
Number	89	11
Percentage (%)	89	11

Table 5.10, above, outlines the findings on whether the tourism business operation was competitively insured for both internal and external risks or not insured. On one hand, 89 per cent of the respondents confirmed that their businesses were insured. On the other hand, 11 per cent of the participants expressed that their businesses were not insured.

Table 5.11: Showing whether the Tourism Business, being Influenced by Intuitive Competitive Intelligence, is Connected with the Informal Sector

Link with Informal Sector	Yes	No
Number	41	59
Percentage (%)	41	59

Table 5.11 above illustrates the results of the study on whether the tourism business, being influenced by intuitive competitive intelligence, is linked with the informal sector. The first findings expressed that

41 per cent of the respondents showed that their company was not connected with the informal sector. The second part of the results indicated that 59 per cent of the participants confirmed that they were linked with the informal sector.

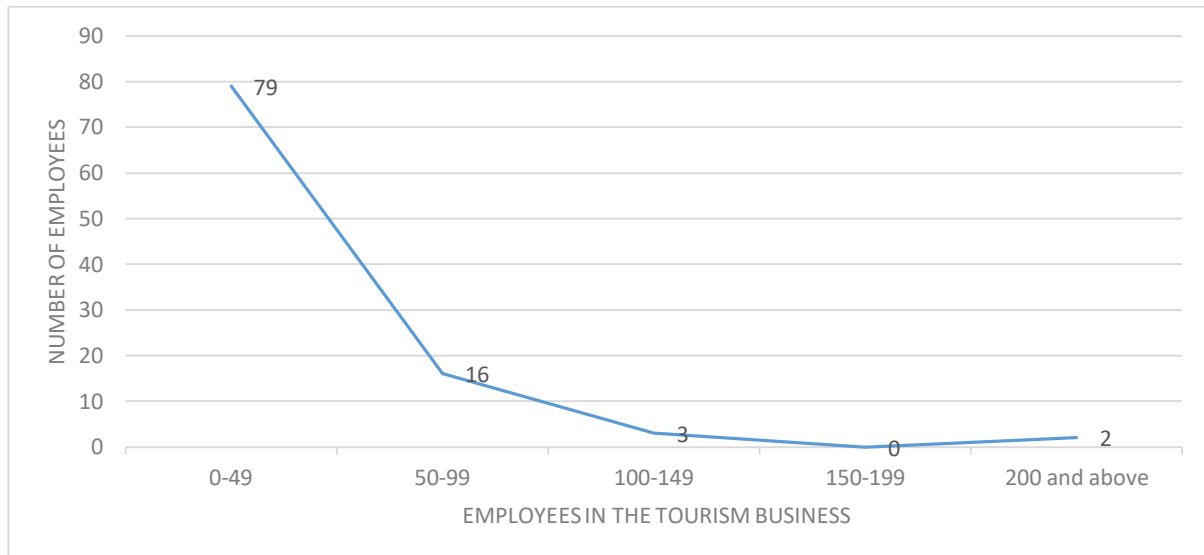


Figure 5.11: Showing the Number of People Employed in the Tourism Business with Experience of Intuitive Competitive Intelligence

Figure 5.11 indicates the number of workers who were employed by the small and medium tourism enterprises in the Eastern Cape region with experience of intuitive competitive intelligence. To a greater extent, many participants (who amounted to 79%) highlighted that they employed from zero to 49 employees. The owners who employed workers numbering between 50 to 99 were found to total just 16 per cent, while three per cent and two per cent employed numbers of workers within the ranges of 100 to 149, and 200 and above respectively. There were no business owners who employed workers numbering within the range of 150 to 199.

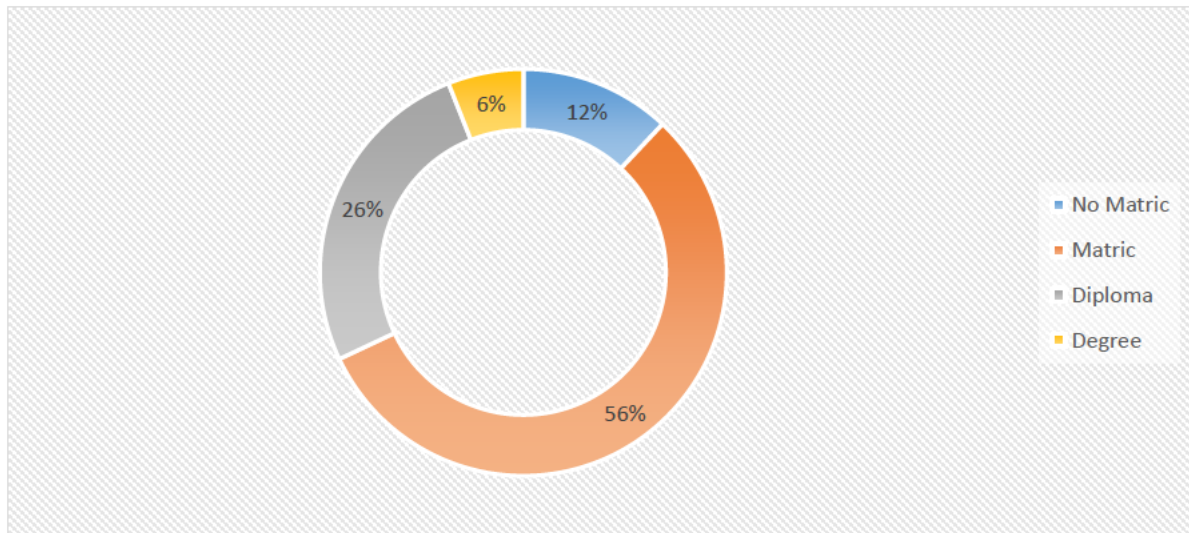


Figure 5.12: Showing the Level of Education of Employees for Entrepreneurial Success

Figure 5.12 spotlights the academic qualifications of the employees that tourism business owners had in their enterprises for entrepreneurial success. From the chart, it is evident that 56 per cent of the employees had a matric qualification. This illustrated that more than half of the participants' workers had a matric qualification. It is also shown that 16 per cent of the employees possessed a diploma, while 6 per cent held a degree qualification. The proportion of employees without a matric qualification was discovered to be 12 per cent, which was twice the number of those owners who had employees with degrees.

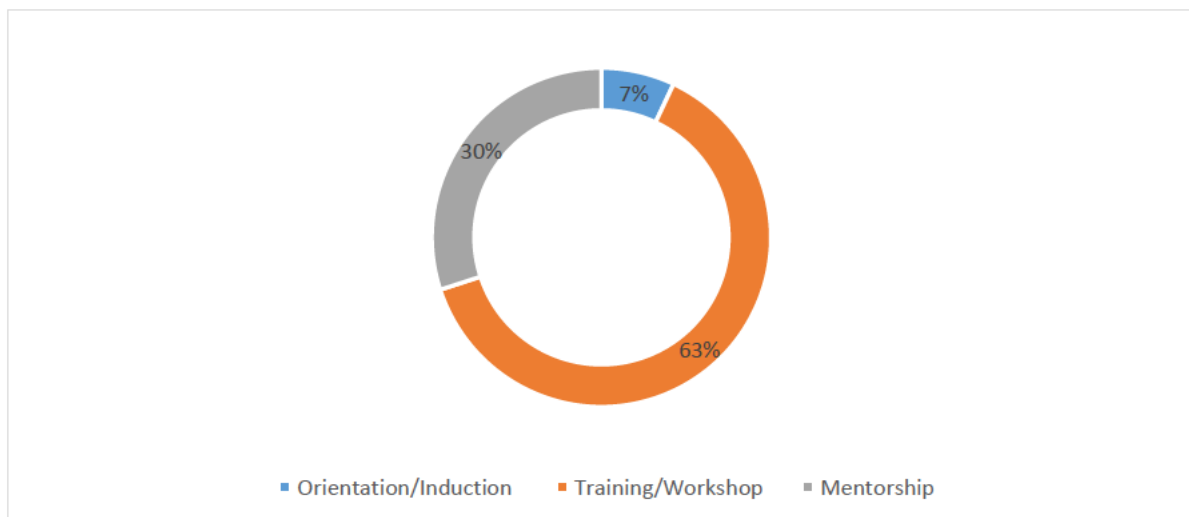


Figure 5.13: Showing the Method of Employees' Intuitive Competitive Intelligence Empowerment

Figure 5.13 demonstrates the various approaches utilised by the respondents to empower their workers' intuitive competitive intelligence. From the graph, 63 per cent of the participants made use of training and workshop methods to emancipate their employees. The second most popular form of employee

empowerment was mentorship, which had a proportion of 30 per cent. Orientation and induction was the least preferred type of employee empowerment, as only seven per cent of the owners outlined that they used such an employee empowerment method.

Table 5.12: Showing whether the Tourism Business Intuitively Applies Human Resources Management Policies

Application of HR policies	Yes	No
Number	86	14
Percentage (%)	86	14

Table 5.12 extracted information to determine if small and medium tourism enterprises in the Eastern Cape area intuitively integrated human resource management policies. In this context, 86 per cent mentioned that they made use of such initiatives, and only 14 per cent did not indicate that they incorporated human resource management policies.

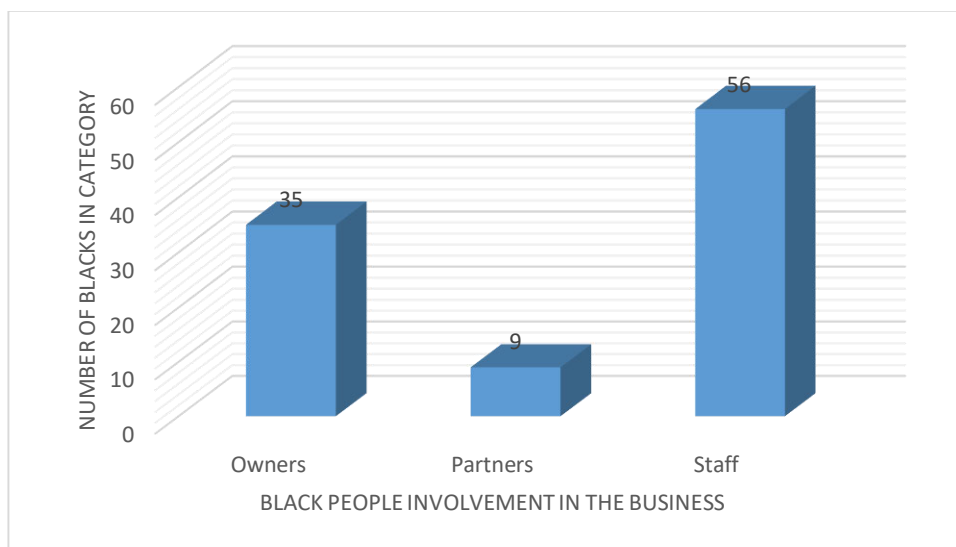


Figure 5.14: Showing the Level of Black Community Competitively Involved in the Tourism Business

Figure 5.14 outlines the extent of black people's competitive involvement in a particular tourism business in the surveyed Eastern Cape region of South Africa. The participants confirmed that more than half (56%) of the business employees had black people in staff positions. The findings also asserted that 35 per cent of the black persons in the tourism business were the owners, while nine per cent were identified as business partners.

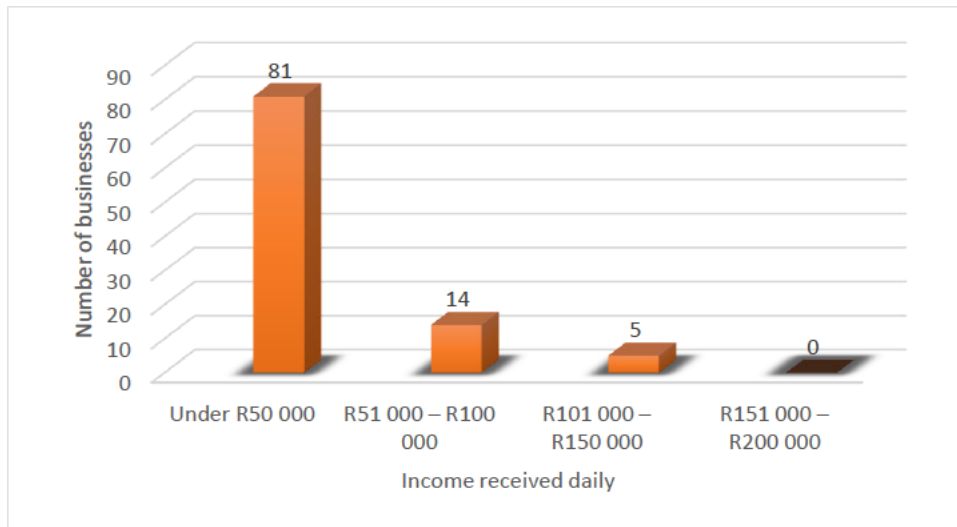


Figure 5.15: Showing the Daily Company Income Receipts When Adopting Intuitive Competitive Intelligence

Figure 5.15 depicts information on the daily revenues of the tourism businesses in the Eastern Cape region who adopted intuitive competitive intelligence. From the presentation, 81 per cent illustrated that they obtained under R50 000 in income on a daily basis. Fourteen per cent of the respondents demonstrated that they acquired between R51 000 to R100 000 in revenue every day, with only five per cent of the owners acquiring between R101 000 and R150 000 in income on a daily basis. Of the business enterprises studied, none earned monies within the range of R151 000 to R200 000 on a daily basis.

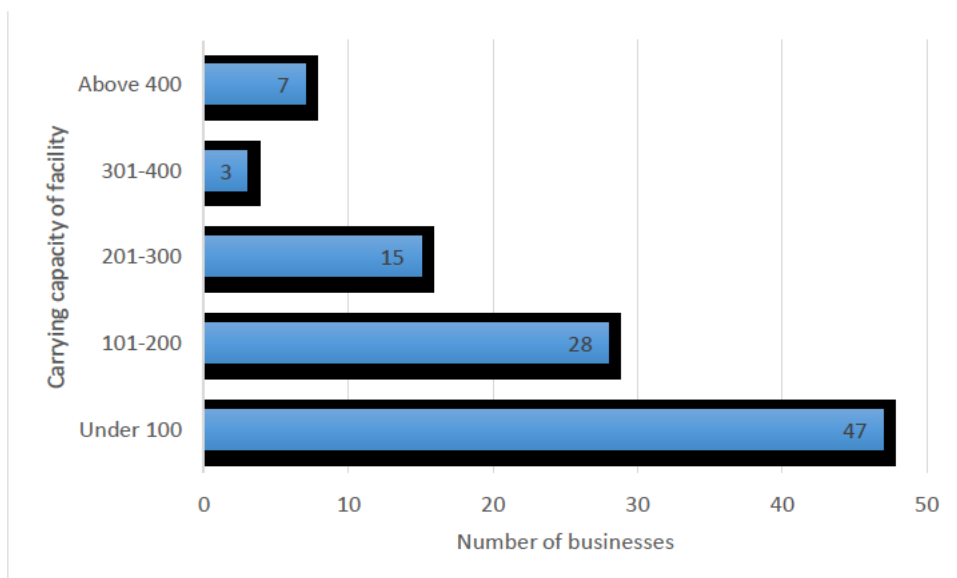


Figure 5.16: Showing the Carrying Capacity of the Business Facility for Entrepreneurial Success

Figure 5.16 represents the carrying capacity of the tourism business enterprises for entrepreneurial success, ascertained through the survey conducted on the business owners. In this case, 47 per cent of the participants indicated that the carrying capacity of their business was under 100 staff members. Moreover, 28 per cent and 15 per cent of the respondents highlighted that they had a carrying capacity of 101 to 200 staff members and 201 to 300 staff members respectively. In addition, only three per cent had a carrying capacity of between 301 to 400 staff members, and seven per cent of the business owners had a staff carrying capacity determined to be above 400.

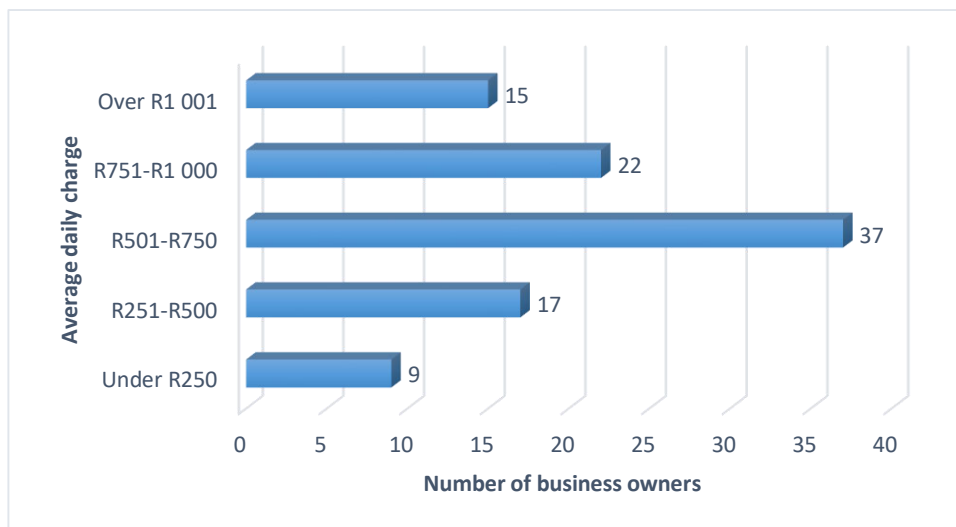


Figure 5.17: Showing the Competitive Average Charge per Person per Day to Access a Business Facility/Service

Figure 5.17 outlays the competitive costs which the business owners charged on a daily basis for the use and occupation of their tourism facilities. The greatest number of participants showed that they normally charged between R501 to R750 for access to their services. Those respondents who charged between R751 to R1000 for facility access comprised 22 per cent of the sample and were the second strand of business owners with a high representation. The third (17%) and fourth (15%) highest representations were participants who contributed that they usually charged between R251 to R500, and over R1001, respectively, for the use of their facilities. The lowest number of respondents (9%) charged under R250 on a daily basis.

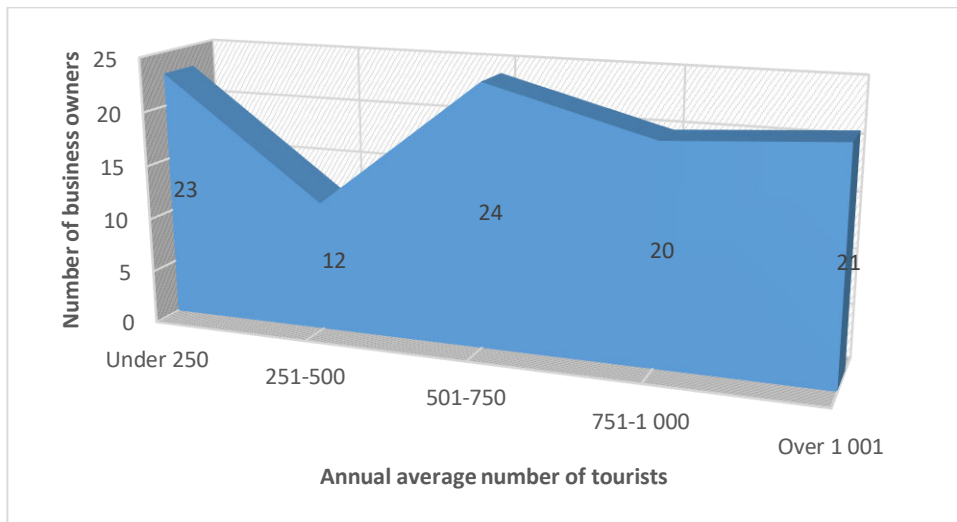


Figure 5.18: Showing the Annual Average Number of Tourists from Various Regions to Keep the Business Sustainable and Competitive

Figure 5.18 outlines the yearly average number of tourists that the business owners received from different regions, locally and abroad to keep their businesses sustainable and competitive. From the information depicted by the graph, 24 per cent and 21 per cent of the participants confirmed that they received from 501 to 750, as well as over 1001 tourists annually, respectively. Twenty per cent of the studied business owners added that they received tourist numbers within the range of 751 to 1000 in a year. Twenty-three per cent and twelve per cent of the respondents agreed that they usually received under 250, and between 251 to 500 tourists, respectively, on an annual basis.

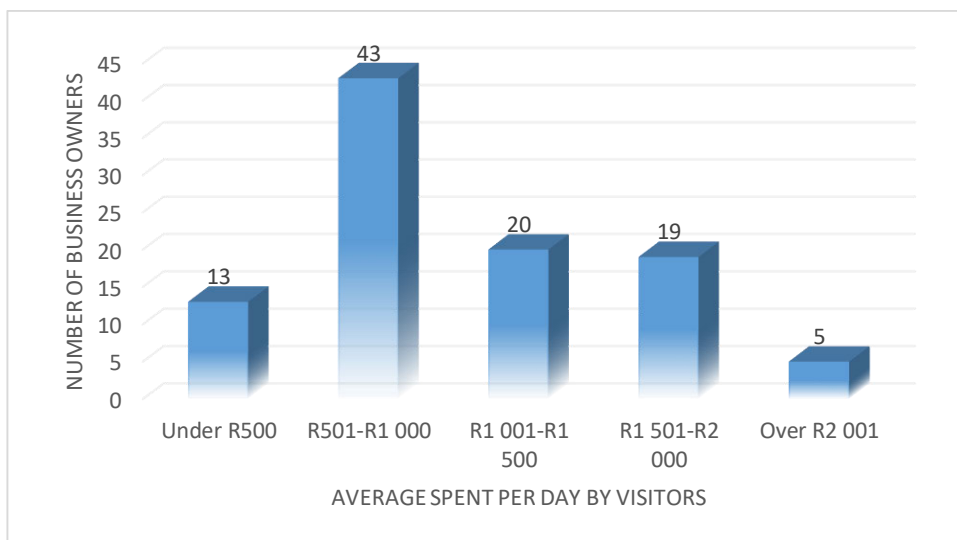


Figure 5.19: Showing how much Money is Spent by Visitors per Day on an Average Basis through your Business Intuitive Competitive Intelligence

Figure 5.19 illustrates the monies that visiting tourists spent on a specific day on an average basis through business intuitive competitive intelligence, on the small and medium tourism enterprises studied in the Eastern Cape region. The largest number of business owners (43%) provided proof that the tourists used between R501 to R1 000 daily. Those tourists who spent between R1 001 to R1 500 and R1 501 to R2 000 were confirmed by representations of 20 per cent and 19 per cent, respectively. Furthermore, some respondents (13%) supported that under R500 was used by their visitors, while five per cent of the participants understood that their visitors used over R2 001 on a daily basis.

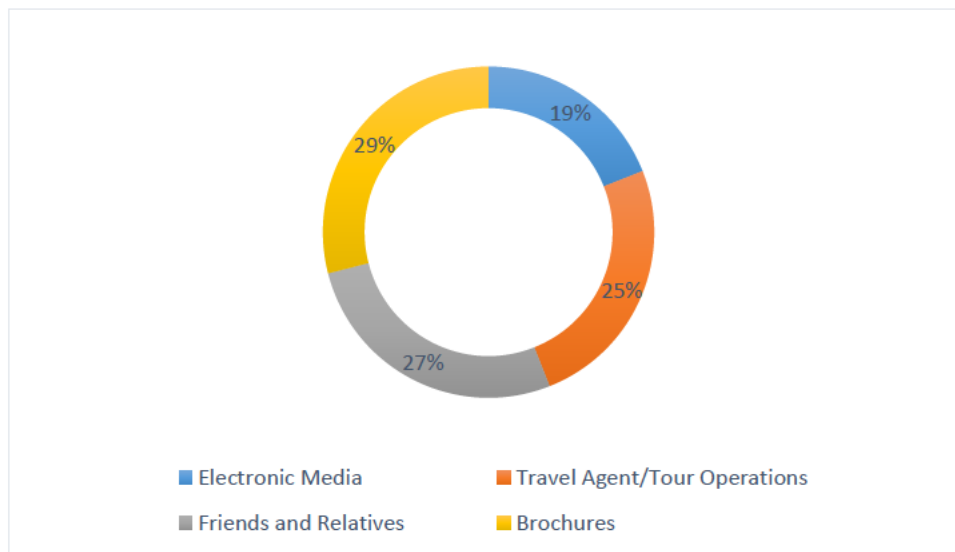


Figure 5.20: Showing the Form of Business Advertising to Tourists through Intuitive Competitive Intelligence

Figure 5.20 indicates the type of business advertising which their business owners deployed to market their goods and services through intuitive competitive intelligence. The information showed that most participants (29%) showed greater preferences for using brochures when advertising their commodities. Twenty-seven per cent favoured friends and relatives, whilst twenty-five per cent supported travel agents and tour operations services. Nineteen per cent of the business owners made use of electronic media to advertise their goods and services which was the lowest approach to business advertising popular with the participants.

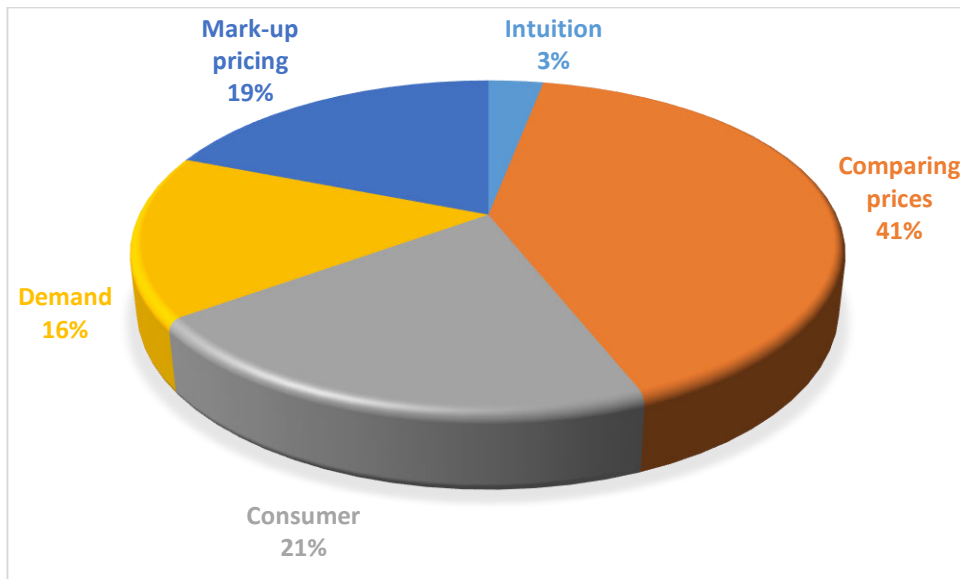


Figure 5.21: Showing the Approach Used to Determine the Prices of Products/Services

Figure 5.21 depicts the strategies employed by the participants to ascertain the pricing of their tourism commodities. It was apparent that the many respondents (41%) normally compared prices with other service providers. In addition, 21 per cent agreed that they examined consumer needs and interests before they allocated a price to their goods and services, while 19 per cent integrated mark-up pricing techniques. Furthermore, 16 per cent of the participants contributed that the demand for the goods and services which they provided guided them in pricing decisions, but three per cent stated that they used intuition.

Table 5.13: Showing the whether the Business Owner is Aware of Competitors

Aware of Competitors	Yes	No
Number	84	16
Percentage (%)	84	16

Table 5.13 demonstrates information on the level of awareness of the business owners regarding the competition in the industry. On one hand, 84 per cent of the participants confirmed that they were conscious of the presence of rivalries in this tourism industry. On the other hand, 16 per cent agreed that they were not aware of the competitors in this tourism industry.

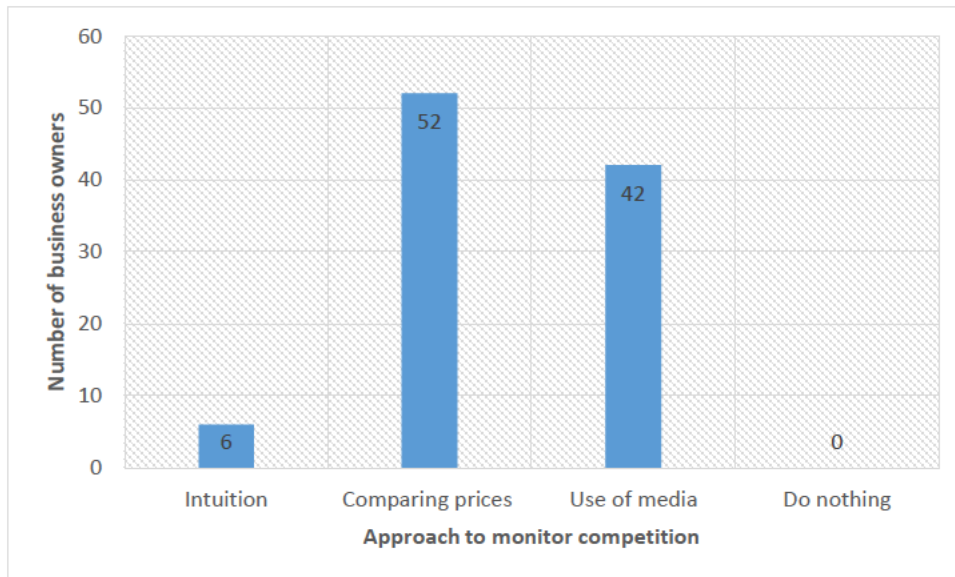


Figure 5.22: Showing the Methods Employed to Monitor the Actions of Competitors

Figure 5.22 indicates the techniques incorporated by the participants to manage the actions of the competitors in the tourism industry. The information indicates that the most popular approaches were comparing prices (52%) and the employment of media platforms (42%). Moreover, intuition (6%) was also supported by the participants as a method of monitoring their rivals' operations and strategies. None of the business owners highlighted that they did nothing to manage their competitors' strategies and actions.

Multiple Regression

The main purpose of multiple regression is to understand more details regarding the association involving several independent or predictor variables and a dependent or predicted variable. In this study, the Multiple Regression Model was applied to find the factors that had an effect on business owner longevity in SMME tourism practices in the Eastern Cape Province, South Africa. The understanding of those factors that influenced business owner longevity was vital to establish the context in which the small and medium-sized tourism enterprises deployed intuitive competitive intelligence to thrive in the business market. Therefore, the dependent variable of the Multiple Regression Model was the period that the business had been intuitively active (PBIA). The independent variables were the source of capital (SC), form of business membership (BM), racial background of the owner (RBO), type of tourism business (TB), education level of employees (ELE), method of employee empowerment (MEE), company income daily receipts (CIDR), form of business advertising (BA), pricing approach (PA), and the methods used to monitor the actions of competitors (MAC).

The specific Multiple Regression Model was therefore:

$$PBIA = \alpha + \beta_1 SC + \beta_2 BM + \beta_3 RBO + \beta_4 TB + \beta_5 ELE + \beta_6 MEE + \beta_7 CIDR + \beta_8 BA + \beta_9 PA + \beta_{10} MAC + \mu$$

Where

PBIA = Period Business Intuitively Active

SC = Source of Capital

BM = Business Membership

RBO = Racial Background of Owner

TB = Type of Business

ELE = Education Level of Employees

MEE = Method of Employee Empowerment

CIDR = Company Income Daily Reciepts

BA = Business Advertising

PA = Pricing Approach

MAC = Monitor Actions of Competitors

α = Intercept

$\beta_1, \beta_2, \beta_3 \dots$ = Coefficient Parameters

μ = Error Term

Table 5.14: Showing the Statistical Summary of the Multiple Regression Model Variables

Variable	Obs	Mean	Std. Dev.	Skewness	Kurtosis
PBIA	100	2.07	0.6396811	-0.0597822	2.451964
SC	100	2.44	0.9777319	-0.3197959	2.189841
BM	100	2.27	1.523254	0.2785174	1.264566
RBO	100	1.91	0.5876679	0.9155922	6.494796
TB	100	1.28	0.6278788	4.9704270	32.79938
ELE	100	2.25	0.7703469	0.2081898	3.395654
MEE	100	2.22	0.5959459	-0.3966918	3.950188
CIDR	100	1.22	0.5610236	1.74599500	6.178681
BA	100	2.60	1.172065	-0.3177768	2.001730
PA	100	1.53	1.218171	0.5196177	2.721428
MAC	100	2.36	0.5949281	-0.3138013	2.316820

Table 5.14 provides an extensive evaluation of the fundamental features of the variables in the Multiple Regression Model. It demonstrates that the mean of all the variables lay within the range of 1.00 to 2.60. Moreover, 45.5 per cent of the variables were negatively skewed, while 54.5 per cent of the factors illustrated positive skewness. More elaborately, the period in which the business had been intuitively active, source of capital, method of employee empowerment, form of business advertising and the methods employed to monitor the actions of the competitors were negatively skewed. Conversely, the form of business membership, racial background of the owner, type of tourism business, level of education of the employees, daily company income receipts and the approaches used to determine the prices were positively skewed.

Table 5.15: Showing Correlation Coefficients among Multiple Regression Model Variables

	PBIA	SC	BM	RBO	TB	ELE	MEE	CIDR	BA	PA	MAC
PBIA	1										
SC	0.0633	1									
BM	0.0426	-0.0060	1								
RBO	0.2050	0.0169	-0.1080	1							
TB	-0.1786	0.1392	0.1878	-0.1406	1						
ELE	0.0051	0.0268	0.1227	0.0502	0.1986	1					
MEE	-0.1998	-0.0985	0.0786	-0.2025	0.0821	0.0770	1				
CIDR	0.1255	0.0243	0.0125	0.1832	0.0645	-0.0818	-0.2973	1			
BA	0.0108	-0.1974	-0.1256	0.0352	0.0131	-0.0783	0.0116	0.1505	1		
PA	-0.0222	-0.0706	-0.1106	0.0109	-0.0506	-0.2610	0.1021	0.0050	0.2349	1	
MAC	0.7294	0.1591	-0.0192	0.2092	0.0411	-0.0001	-0.1972	0.1537	0.0637	-0.0847	1

Table 5.15 above illustrates the one-to-one relationships between any two variables considered in the Multiple Regression Framework. The table highlights the period in which the business had been intuitively active, the source of capital, form of business membership, racial background of the owner, level of education of the employees, daily company income receipts, form of business advertising and the methods employed to monitor actions of competitors were positively associated. For example, a one per cent increase in the source of capital resulted in a 0.0633 rise in the possible period of the business staying intuitively active. To the contrary, the type of tourism business, method of employee empowerment and the approach used to determine prices demonstrated a negative relationship with the period the business stayed intuitively active. For instance, a one per cent increase in an approach used to determine prices resulted in a 0.0222 probability decrease in the possible period that the business would stay intuitively active.

Table 5.16: Showing the Multiple Regression Model Results

Variable	Coeff.	Std. Error
SC	-0.021355*	0.0464238
BM	0.0416833*	0.0294896
RBO	0.0157608**	0.0784847
TB	-0.1822397***	0.0582338
ELE	0.0477925**	0.0601579
MEE	-0.0522952*	0.0790293
CIDR	0.0223481*	0.0834643
BA	-0.0226377**	0.0396114
PA	0.0352531*	0.0382369
MAC	0.7939964***	0.0769343
R-squared	0.5946	
Root MSE	.42956	

Notes: ***, **, * denote significant at one per cent, five per cent, ten per cent level of significance, respectively.

Table 5.16 showed the variables regarding the impact of two or more variables on their relationship with the response variable (PBIA) through the integration of the Multiple Regression Model. On one hand, the findings indicated that the form of business membership, racial background of the owner, level of education of the employees, daily company income receipts, approach used to determine the prices and the methods employed to monitor the actions of the competitors were positively associated with the length for which the business had been running. For example, a one per cent rise in the company income receipts daily led to a corresponding increase in the period for which the business had been intuitively active by 0.0223481. On the other hand, the source of capital, type of tourism business, method of employee empowerment and the form of business advertising demonstrated negative associations with the period over which the business had been intuitively active. For instance, a one per cent rise in the type of tourism business results caused a 0.1822397 probability decrease in PBIA. These findings will contribute and are imperative towards finding out if SMTEs apply intuitive competitive intelligence practices for purposes of growing their businesses and becoming competitive in the tourism sector.

5.4 Findings from participants from public bodies

This section presents the study outcomes on surveys conducted with the representatives of tourism-affiliated public bodies.

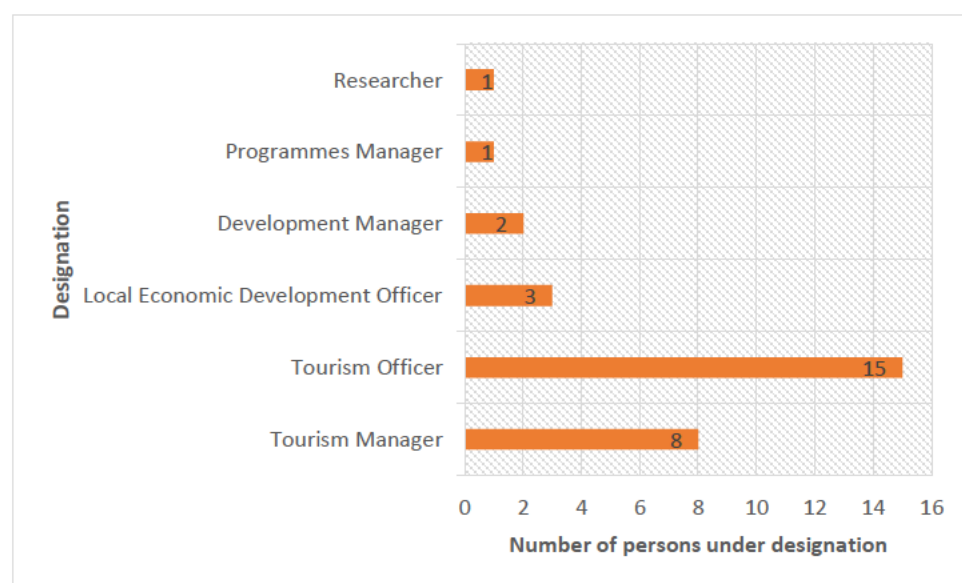


Figure 5.23: Designation of Public Body Participants in the Municipalities of the Eastern Cape for Entrepreneurial Success

Figure 5.23 indicates tourism officials from government agencies who were surveyed in this study for the Eastern Cape region. The chart demonstrates that the greatest number of government official participants were tourism officers (15) who apparently made up 50 per cent of the respondents from tourism public bodies. Tourism managers numbering eight, constituted 26.6 per cent of the public body participants. Only three local economic development officers were part of the study, while just two public officials were development managers. The smallest number of representations in this sample was from researchers and programme managers, with a single representative in each category.

Table 5.17: Showing the Availability of Efficient Database Showing the Tourism Activities of the Region

Availability of Database	Yes	No
Number	29	1
Percentage (%)	97	3

Table 5.17 illustrates the responses from the participants on the availability of an efficient database of tourism activities in the Eastern Cape region. There was an overwhelming response in favour of the availability of the database, as 97 per cent of the respondents confirmed. Only three per cent, that is one participant, highlighted that there was no database about tourism practices in the Eastern Cape area.

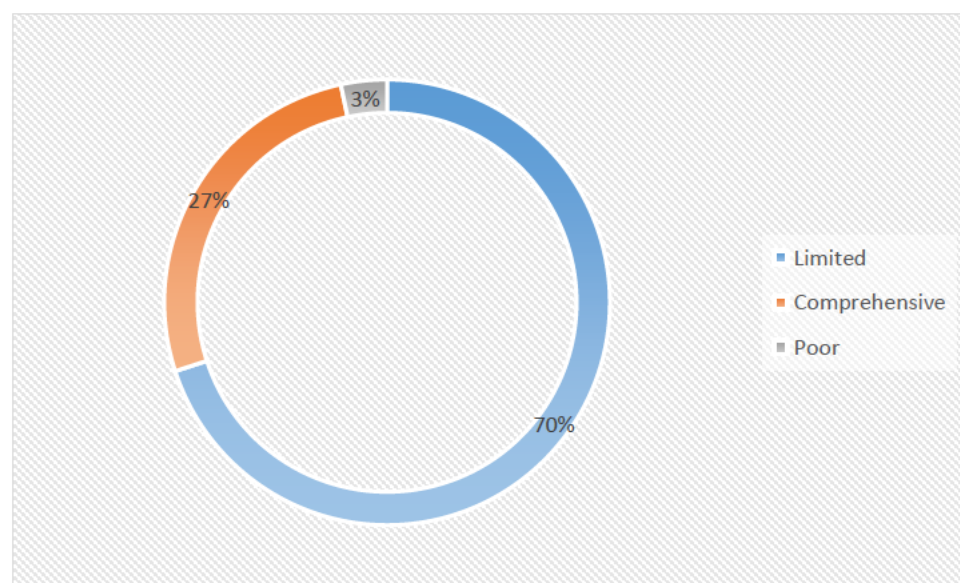


Figure 5.24: Showing the Reliability of the Database on Tourism Activities of the Region

Figure 5.24 presents the findings on how the database on tourism initiatives in the Eastern Cape region performs on a consistent basis. The results in the chart outline that 70 per cent of the respondents agreed that the extent of, depending on the database, is limited. This shows that the respondents, to a certain

extent, demonstrated that they cannot completely trust and/or rely on information in the tourism database. Twenty-seven per cent of participants highlight that the tourism database could be relied upon as indicated by their preference for the comprehensive category. This implies that they were convinced that the tourism database had covered all the activities in the region. Only three per cent of participants spotlight that the database on tourism initiatives in the Eastern Cape region is poor.

Table 5.18: Showing Results on whether Tourism has a Future in the Eastern Cape

Future of Tourism in the EC	Yes	No
Number	30	0
Percentage (%)	100	0

Table 5.18 indicates findings on the perceptions of tourism public sector officials on whether tourism has a long-term view in the area. From this study, all the participants illustrated that indeed tourism has a future in the Eastern Cape.

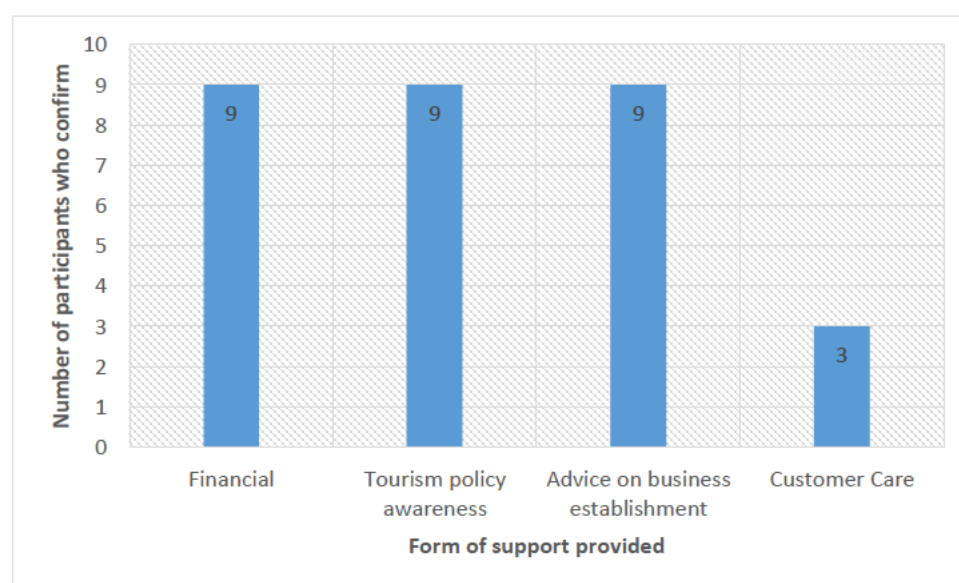


Figure 5.25: Showing the Type of Support Provided to the SMTEs for Entrepreneurial Success in the Eastern Cape Region

Figure 5.25 outlines the forms of support which the respondents, on behalf of their public bodies, offered to small and medium tourism business enterprises for entrepreneurial success in the Eastern Cape. Out of the 30 public officials interviewed in this study, there was an equal confirmation in the categories of financial inputs, tourism policy awareness and advice on business establishment. In this case, each of these three classifications comprises 30 per cent of the total sample. Only ten per cent (3) of the

respondents contributed that they provide customer care to small and medium tourism organisations in the Eastern Cape.

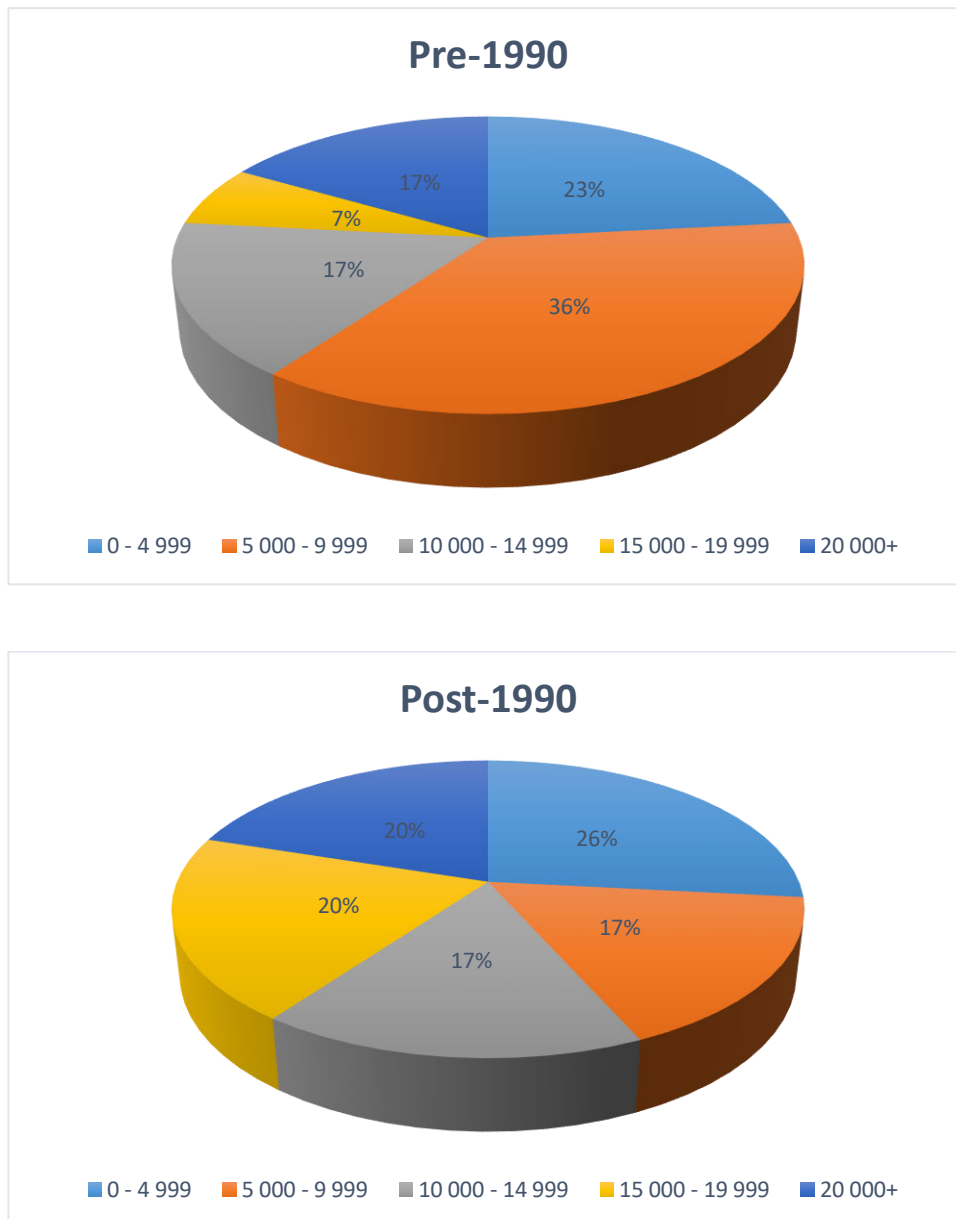


Figure 5.26: Showing the Competitive Number of Tourists in the Eastern Cape Area for the Periods Named

The charts in Figure 5.26 provide an analysis of the competitive number of tourists in the Eastern Cape area for the pre-1990 and post-1990 period. Overall, the number of people visiting the Eastern Cape region increased in the post-1990 period when compared to the pre-1990 period. In more detail, the greatest increase is noticeable by the participants who mentioned that tourists between 15 000 to 19 999 rose by 13 per cent in the post-1990 period from the pre-1990 period. The participants who agree that

there were more than 20 000 tourists, increased by three per cent from the pre-1990 period to the post-1990 period which was also the same with the respondents in the 0 to 4 999 tourists' category. There was no change in the pre-1990 period and the post-1990 period for participants who identified that the Eastern Cape region received between 10 000 to 14 999 visitors. However, there was a decrease of 19 per cent in the pre-1990 period to the post-1990 period from the respondents who contributed that the area received between 5 000 to 9 999 tourists.

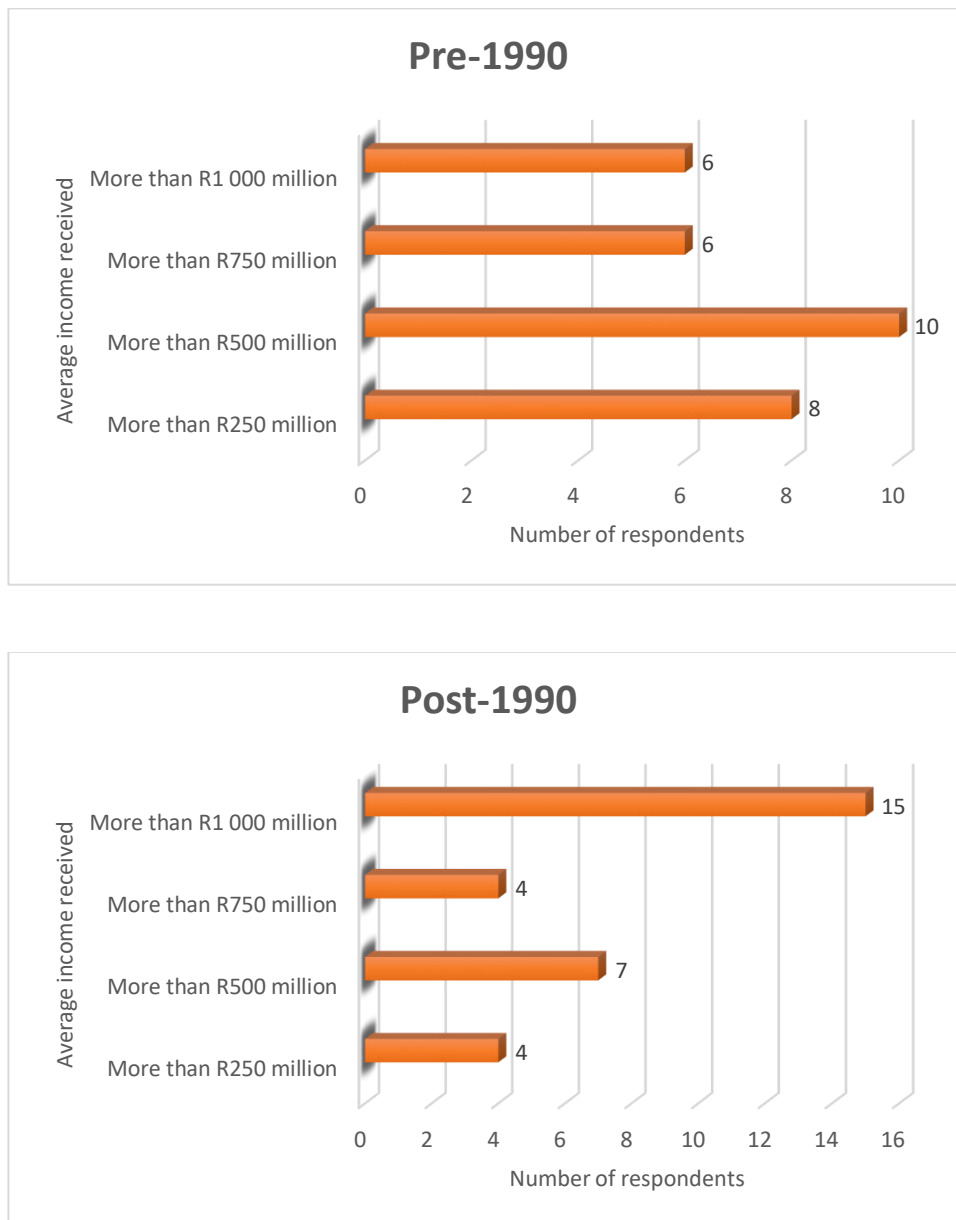


Figure 5.27: Showing the Competitive Average Income per Year Derived from Tourism for the Periods Stated

The bar charts in Figure 5.27 show the competitive average income per year acquired from tourism in the Eastern Cape, both in the pre-1990 and post-1990 periods. There has generally been a considerable

increase in the average income per year obtained from tourism from pre-1990 to post-1990. More specifically, the many participants (50%) confirmed that the average income per year amounting to more than R1 000 million has increased from pre-1990 to post-1990. In that case, the number of respondents showed that tourism average returns obtained in the classifications of more than R750 million, R500 million and R250 million decreased in the post-1990 period when compared to the pre-1990 times.

5.5 Summary

This chapter presented the quantitative findings obtained from three types of participants, namely, business owners, tourists and public officials in the Eastern Cape tourism sector. The findings were important to provide numerical and objective evidence on whether small and medium-sized enterprises in the Eastern Cape tourism sector use intuitive competitive intelligence practices to succeed in the business by numerically and statistically examining the main stakeholder views on the subject. The next chapter presents qualitative results of the study.

CHAPTER 6: QUALITATIVE RESULTS

6.1 Introduction

The previous chapter presented the quantitative study findings from the semi-structured questionnaire data gathered from the tourists, business owners and public bodies. Hence, the outcomes derived in the previous chapter were established from diverse statistical inference methodologies along with use of descriptive statistics approaches. This chapter presents the qualitative findings from the data gathered from the three types of respondents who made up the sample of this study. The qualitative component of this study was completed after the quantitative part of the research had been done using the convergent parallel mixed-methods design. The qualitative findings were important to facilitate triangulation with some quantitative findings so that research outcomes become credible. The qualitative findings also draw out vital answers to particular questions that the quantitative constituent was not able to answer. Hence, this chapter is organised as follows: Section 6.2 presents the findings from tourists, Section 6.3 presents results from business owners, and Section 6.4 illustrates study results of public bodies. Lastly, Section 6.5 discusses the summary of the qualitative results.

6.2 Results from respondents who are tourists

This section presents findings acquired from participants who are tourists.

6.2.1 The reasons behind the motivation to visit South Africa

The participants outlined a number of factors which stimulated them to visit South Africa. Firstly, participants indicated that the country has attractive areas of tourism which enable them to observe and learn about the general wildlife (more specifically, the big five), beautiful beaches, sea and oceanic views along with flora of the region. Some of the comments by participants were as follows:

Participant 1: *“South Africa has the prestigious reputation of being the most beautiful country. It has unsurpassed wildlife, mountains, whales and waterfalls.”*

Participant 2: *“The country is endowed with beautiful places, beaches and friendly people.”*

Participant 3: *“The beautiful nature and how it is sited along the coast.”*

Participant 4: *“To see the way things are done and enjoy the game reserve.”*

Secondly, participants also highlighted that they have visited the country because of its good economy. In this case, participants indicated that the country has a good economic base when compared with other countries and thus they would like to explore business opportunities in South Africa. Some of participants' excerpts were as follows:

Participant 5: *“The economy in South Africa is not bad as compared with other countries.”*

Participant 6: *“Climate and business. Well, the climate is good because there are warm winters and little rain.”*

Participant 7: *“It is because of some troubles in my own country such as our currency which is not the same as the currency of South Africa.”*

Thirdly, the participants also spotlighted that they preferred coming to South Africa because of its good culture and heritage. They added that because of such an iconic heritage and culture, the country is well-secured and also respected. These findings are reflected in the following statements:

Participant 8: *“I believe South Africa would be one of the good places to visit, especially since a lot of people who fought against apartheid came from this side. For example, the great Nelson Mandela.”*

Participant 9: *“Everyone is allowed and accepted to stay in South Africa, as it’s a rainbow nation.”*

Participant 10: *“I enjoyed myself. SA is respectful and well-secured.”*

Fourth, respondents also contributed that they came to the country as a result of pressure from friends and relatives. The participants indicated that they had relatives and friends (who had business interests) who were already living in the country. Moreover, their relatives and friends told them about their great experiences in the country. In addition, some participants were motivated by their friends who started small businesses and became successful, which in turn, would lead to an increase in the number of established tourism small businesses. These comments are spotlighted in the following statements:

Participant 11: *“I have relatives who stay here in South Africa and when they come home, they always tell us great stories about the country.”*

Participant 12: *“My family stays here in South Africa; they moved since my father owns a company here in Cape Town.”*

Lastly, participants’ love for the country, along with new experiences, motivated them to come to South Africa. The respondents mentioned various places that they love in the country, along with how the country makes them feel. The following statements illustrate participants’ direct responses:

Participant 13: *“I was going to stay for a week but now that I am enjoying my stay, it will be a month or so.”*

Participant 14: *“I love Cape Town and Pretoria.”*

6.2.2 The impact of the tourist visits to tourism centres

The respondents expressed various effects resulting from their visit to tourism centres in the Eastern Cape. The first impact they mentioned was creation of employment for community persons, and better support of local businesses, particularly in arts and crafts. The following excerpts indicate participants' statements:

Participant 1: *"The local community boosted the economy (e.g. crafts, performers and accommodation all generate profits)."*

Participant 2: *"It benefitted local business earnings at the hotel that I was staying at and they will also improve the things that I was complaining about such as the water and crime."*

Participant 3: *"Brought in funds or money towards the economy of the district."*

Participant 4: *"Bought lots of local art and craft."*

Participant 5: *"I paid for many tourist attraction activities and, as a result, I contributed to the municipality's income."*

Moreover, respondents explained that their association with community members has encouraged them to share life, ideas and culture which therefore encouraged them to change their lifestyles for the better. Moreover, interaction with the locals created prospects of conducting research. These facts are highlighted by the following statements:

Participant 6: *"Having the ability to interact with the community members will give them the opportunity to improve their lifestyle."*

Participant 7: *"I will do a research about the water crisis of this municipality and then I will come with a report and solution regarding this issue."*

Participant 8: *"Not so much because I came just to relax, but I played a big role in one of children's homes."*

However, some participants also explained that they felt that they didn't significantly impact the local community since they were not involved in community interactions and projects. In that case, they were simply enjoying themselves. As well, some added that the inequality in distribution of responsibilities and income, hindered them from making their contributions. The following direct statements confirmed these claims:

Participant 9: *“I do not think that there was any impact because I am always staying here or go to the swimming pool. I do not go out because the place does not interest me.”*

Participant 10: *“Little, as most companies are white-owned and managed. Blacks, Indians and Coloureds are workers who need more shares in the company, especially for long service.”*

6.2.3 The problems encountered by tourists during their visit

The participants outlined some challenges which they experienced during their tourist visit. The first problem that they put forward was crime. The respondents explained that they, on most occasions, felt unsafe and they were not able to participate in evening and popular activities because of the fear of being attacked and/or robbed. They also added that security and police should be made available because crime was found to be on the increase in tourist centres and their surroundings. This enabled the small tourism business owners and public bodies dealing with tourism to learn about these challenges, to try and develop strategies on how to solve them. This was demonstrated in the following statements:

Participant 1: *“Especially around town, we need to have CCTV cameras because the Tsotsis are very strong.”*

Participant 2: *“Evening walks are not advised by our tour guide because of criminality, at least outside the centre.”*

Participant 3: *“Feeling unsafe at times...”*

The other problem respondents complained about was poor road and communication networks. The participants explained that roads leading to tourists' centres had potholes and were gravel and not tarred roads. In addition, there was hardly any signage on the roads, which negatively affected the availability of information regarding directions as well as instructions. There were also incidences such as heavy traffic flows during peak hours, which affected movement. Other participants added that load-shedding significantly and negatively affected their communication. That highlighted the areas in which small businesses and public bodies in the tourism sector had to effect changes. The evidence was found in these statements:

Participant 4: *“Road signs are not easily identified.”*

Participant 5: *“The shopping centres or town is too far; you have to drive on a gravel road before joining the tar road from there.”*

Participant 6: *“I encountered problems like poor transportation and the use of words from people just because I am from Ghana.”*

Participant 7: *“The worst problem was the load-shedding.”*

The participants also faced problems with poor service delivery. This was made evident by references to the lack of water and dirtiness around beaches, streets and in the central business districts. The tourists also expressed concerns about corruption and mismanagement in municipalities being rampant. That forced the small tourism businesses to improve on service delivery. The respondents’ statements were that:

Participant 8: *“The OR Tambo district municipality was untidy, and the rubbish was all over the place; you couldn’t even walk.”*

Participant 9: *“Poor service delivery and infighting about leadership positions, poor management and corrupt practices.”*

Participant 10: *“Poor transportation and dirtiness; untidy around the beach.”*

Participant 11: *“The cleanliness needs to be improved.”*

The conditions in some of the accommodations also received a lot of complaints from participants. They explained that the furniture was old and outdated, the staff in some areas used bad language and there was a lot of noise pollution. That gave insight into the standard of the tourism facilities owned by small tourism businesses. The following statements further explained this point:

Participant 12: *“This place is not appealing at all because of the situation surrounding the bottle store which causes a lot of noise.”*

Participant 13: *“Yes, particularly the infrastructure; the roads need so much improvement and this guest house inside; the furniture is old and the bathrooms are no longer good for people.”*

Participant 14: *“The Amatole District tourism is fine but the B&B we were staying in has poor service.”*

6.2.4 The suggestions made on how to improve the available tourism services

Various measures were proposed by respondents so that tourism services in the Eastern Cape region could be improved. Firstly, participants added that there was a need to improve road networks. In this context, roads signage had to be established and reliable transport had to be made available. Those

views gave ideas to the tourism public bodies about improving the road networks. Their views were illustrated by the following statements:

Participant 1: *“Road signs must be set-up in order to improve easy access to the tourist centres.”*

Participant 2: *“Shuttle bus plus tour operators to be available for small groups.”*

Participant 3: *“They must try to improve their transport systems.”*

Secondly, the participants supported the idea of improving the communication networks. This related to introducing programmes that would help to resolve language barriers, resolve conflicts, promote the integration of good and reliable Wi-Fi and the promote the effective use of current and updated technological systems. That indicated the shortfalls of tourism small businesses, which could affect the sustainability of their entrepreneurial success. This was highlighted in the statements below:

Participant 4: *“Staff should be given the opportunity to learn more about other people’s cultures outside South Africa (norms).”*

Participant 5: *“Yes, to improve communication, tourists must be granted a chance to attend particular lessons about languages that are used in the place you visit.”*

Participant 6: *“...through updating outdated technology.”*

Participant 7: *“Good Wi-Fi for tourists is very important.”*

Participant 8: *“People can be taught to respect other people that are coming from different countries and learn not to discriminate but to respect them.”*

Participant 9: *“They must try to teach their staff how to communicate with clients; i.e. when they cater, they must ask their clients what they want to eat.”*

Third, respondents also supported the idea of good planning which involves local leaders, marketing and advertising tourism centres in the Eastern Cape region. The participants felt that marketing and advertising would sustain a long-lasting and ever-present connection with the rest of the world. It would also help in selling tourism ventures to the global market. That would assist the small tourism businesses to get access to the market. This was confirmed by the following statements:

Participant 10: *“Marketing and promoting tourism along with maintaining heritage sites.”*

Participant 11: *“There is a need to introduce generic standards for planning, implementing and improving service excellence in the tourism value chain. The introduction of a performance system enables effective monitoring.”*

Participant 12: *“Creating awareness about the EC through brand leverage opportunities.”*

Participant 13: *“The EC is predominantly Xhosa, taking that into consideration, I would suggest that we focus more on the cultural aspects of the EC which is Xhosa speaking villages, focusing on the people who are not exposed to the cultural diversity of IsiXhosa. Take them to the hub of this which is the Transkei.”*

Participant 14: *“They must try to remove Ebuhlont, please, because when it is raining, Ebuhlont becomes bad.”*

Participant 15: *“Improve the game reserve. Also, organise an indaba for the service providers and discuss issues.”*

Finally, respondents contributed that there should be measures to lower the crime rate and improve the cleanliness of tourist resorts areas. This would make them feel safe and more comfortable about their accommodation and its environment. That would force the public bodies to try and curb crime in order for visitors to feel safe. In addition, stakeholders, more especially the government departments, should work together to fight crime. A few excerpts are highlighted below:

Participant 16: *“Provide more security and law enforcement officers.”*

Participant 17: *“Reduce the crime rate, keep our surroundings clean and build more places of interests.”*

Participant 18: *“Seas need to be improved in terms of cleanliness.”*

Participant 19: *“Always keep tourists safe during the day and night-time.”*

Participant 20: *“Promoting excellent people and beautiful surroundings. People may think it is unsafe. Prove them wrong.”*

6.2.5 Memories from visited Eastern Cape Tourist Centres

The participants mentioned a number of exciting experiences from the places that they visited. These range from attractions, canopy tours, climbing, beaches, amusement centres, acceptable staff service, beautiful landscape views, cool sea breeze site seeing and game reserves. Furthermore, respondents

enjoyed game reserves, friendly people and municipality officials, ‘selfies’ and photos, sunsets, forest walking, beautiful coasts, nice hotels, sweeping golf courses, museums and Xhosa-people humour. The following excerpts indicate participants’ statements:

Participant 1: *“Flexibility of service is great, and their facilities are accessible.”*

Participant 2: *“There are great staff and services.”*

Participant 3: *“It is very nice to be at Amatole because it’s very attractive in terms of tourism like Ebutlonti.”*

Participant 4: *“Excellent services and nice places like the Nongqawuse pool in Centane, industries in Ibika and an established tour operator.”*

Participant 7: *“Nice people at the B&B who, at all times, have a positive attitude.”*

Participant 8: *“I was able to explore respective cultures and exchanged ideas and information about where I’m coming from. I also made new friends.”*

Participant 9: *“The home of the late Nelson Mandela made an everlasting impression and the traditional garments that were worn by people at OR Tambo were very inspiring.”*

Participant 10: *“The people here inspire me; they are so sweet.”*

Participant 11: *“The forest is a natural treasure; remove the people and grow the forest back.”*

Participant 12: *“Such beauty and accommodating people; such friendly beings who were such a pleasure to meet. The boardwalk in Summer-Strand was awesome.”*

6.3 Results from respondents who are business owners

This part of the chapter presents findings obtained from participants who are SMTE business owners in the Eastern Cape Province.

6.3.1 The reasons that intuitively motivated one to start a tourism-related business

Most of the participants gave a number of issues which they intuitively considered when setting-up their tourism-associated small and medium sized businesses in the Eastern Cape region. Firstly, some participants contributed that their relatives, friends and other community members were the main driving forces behind why they established their businesses. This fact was confirmed by a selection of excerpts:

Participant 1: *“I was motivated by a friend who started a business and then I realised that this is the best opportunity for me.”*

Participant 2: *“Motivation starts from hosting church pastors, as I had vacant rooms. Some B&Bs also outsourced their visitors to my house.”*

Secondly, some respondents added that availability of business prospects, owing to a good market price in the hospitality industry along with an increased demand of facilities, intuitively stimulated them to set-up their tourism business. This point was supported through the following verbatims:

Participant 3: *“Because I saw the opportunity and the fact that there are very few hotels around.”*

Participant 4: *“Here in King Williams Town, there are limited hotels which is what motivated me to open one.”*

Participant 5: *“Too many tourists and people need a place for accommodation when visiting.”*

Participant 6: *“Not much business opportunities around aside from tourism.”*

Participant 7: *“Because there are a lot of tourists who visit the Eastern Cape. They provide lots of money for accommodation.”*

Participant 8: *“I identified that Mthatha is a business hub for the former Transkei region and therefore there is a demand for accommodation.”*

Participant 9: *“Most bus drivers, especially from Cape Town, were sleeping on the buses in town so I decided to open an affordable place for them to rest.”*

Participant 10: *“The location of the business was ideal for the target market we were aiming for...”*

Thirdly, the respondents also highlighted that their love for the hospitality-tourism industry encouraged them to create a tourism-related business. Some further added that such an initiative allowed them to share different cultures and ideas, puts their location on the map and generally allowed them to interact with other people using their competitive intelligence. This was in line with the statements described below:

Participant 11: *“Because I like working with people and giving them a warm hospitality so that they can feel at home.”*

Participant 12: *“It was the love of hospitality and seeing opportunities in the tourism sector that those people were not exposed to.”*

Participant 13: *“I wanted something that could put this town on the map, attract tourists and improve this town’s economy.”*

Participant 14: *“Community involvement and filling a need in the market.”*

Participant 15: *“To make money, I also love tourism at heart, and this is a very interesting business.”*

Participant 16: *“To meet new people from different areas and associate with them to gather information about other countries.”*

6.3.2 Business protection against internal and external risks

Most of the participants indicated that they have insured or are in the process of implementing such an initiative to protect their businesses against internal and external risks. For example, one respondent claimed the following:

Participant 1: *“I am in the process of insuring it because I was busy extending rooms.”*

However, some respondents confirmed that their business protection against risks has not been effected. Some reasons they expressed relate to the lack of finance to support insuring the business, as they are significantly small. This is reflected in the following statements:

Participant 2: *“Due to it being a micro-business, since there are no means currently, but we are hoping to rectify that when we are afforded the opportunity.”*

Participant 3: *“It is still a micro-business which makes one unable to pay for things like insurance and it is currently focusing on compliance.”*

6.3.3 Intuitive Competitive Intelligence influencing the development of links with the informal sector

Most of the participants agreed that they had connections with the informal sector. In this context, business owners expressed that they were able to support local businesses that were small and not registered, and were thus influenced by intuitive competitive intelligence. This helped create much-needed employment for local people. The following texts supported this point:

Participant 1: *“We promote local product (beads, baskets, sculptures and home-made products) in our office. We also allow the local bead ladies inside our premises where they mingle and sell their wares to tourists. We support and use the services of the local community with regards to tours, kayaking, surfing, trails etc.”*

Participant 2: *“On a busy day, I always take those people that are not working to do part-time jobs.”*

Participant 3: *“By employing residents of the communities in order for them to have a source of income and, as a business, we are giving back to the community.”*

Participant 4: *“I created a lot of job opportunities for the young people in my community, as they were facing poverty and they were drug victims.”*

Participant 5: *“The business is CSO registered, meaning it’s on the central supplier database.”*

Participant 6: *“I was a hawker before and now I support local businesses in terms of procuring supplies.”*

Nonetheless, some business owners declined any relationship with the informal sector. Some participants added that they were a private enterprise which had its own policy as governed by the law. The statements below describe this scenario:

Participant 1: *“We prefer formal sectors; as informal sectors can sometimes be illegal. We respect the law.”*

Participant 2: *“Because we are private, and we afford and do everything on our own.”*

Participant 3: *“We do not need their staff/business, as we work with a registered business that supplies all over South Africa.”*

Participant 4: *“There’s nothing I need from them, as I have my own suppliers.”*

Participant 5: *“I avoid chaos in my business.”*

Participant 6: *“No, because it is a private business, and this business must have permanent employees. It does not involve the casual workers.”*

6.3.4 Methods used to intuitively monitor the tourism service provision

Most participants confirmed that they integrated various techniques to intuitively monitor the tourism service that they provided. One of the main methods which they applied was effective management by the manager of the services on a daily basis. The following statements embraced this idea:

Participant 1: *“Regularly supervising my staff. On a particular day we meet and always ask for feedback from our customers about how our services were.”*

Participant 2: *“By supervising all aspects of the guest house services and ensuring that the staff carry out their duties appropriately.”*

Participant 3: *“I am always available in the guest house, as I am doing part of the work on my own. This makes it easier for me to observe or monitor the services.”*

Another approach the respondents employed to intuitively monitor service provision was the deployment of customer feedback tools. These instruments were in the form of review forms, questionnaires, as well as suggestion boxes. The following direct quotations embedded this contribution:

Participant 1: *“Consistent checking of the room facilities and giving questionnaires to clients to determine the satisfaction levels.”*

Participant 2: *“We make sure that all the corners are clean and in place. Guests are commenting online via review; we take the comments and try to improve more on that.”*

Participant 3: *“By checking the quality of the food and the room services on a daily basis as well as the feedback from the clients through questionnaires.”*

Participant 4: *“We use feedback forms to monitor our service.”*

Participant 5: *“Having complaints and complement suggestion boxes in the foyer.”*

6.3.5 By applying intuitive competitive intelligence approaches which make the business successful

To remain profitable, participants mentioned diverse strategies which they had incorporated over the life of their tourism business enterprise, by applying intuitive competitive intelligence. One method they made use of involved hard work and dedication to their work, from the manager and the employees alike. This argument was supported by the following texts:

Participant 1: *“Through dedication, hardworking, honest and good customer services that me and all my staff have.”*

Participant 2: *“We as a staff/management build an in-house relationship and carry it over to our guests and always make sure that everything is in place.”*

Participant 3: *“Working over-time and under pressure and to be able to interact with my staff.”*

Another approach business owners employ in order to obtain positive financial returns, include advertising using different media platforms along with taking advantage of the strategic location of the business to the market. This is confirmed by the following excerpts:

Participant 1: *“I advertise it in different ways. For example, through travel agents and brochures.”*

Participant 2: *“We promote our business through flyers and internet thus we get a good response in terms of business.”*

Participant 3: *“I use the internet which is incredibly powerful and cost-effective. I delegate work to the employees and avoid micro-managing them. I keep track of everything and manage by numbers.”*

Participant 4: *“We are situated very close to the main swimming beach and the prices are reasonable. We have all the facilities needed for a comfortable budget holiday. The owner is very involved in the success of the business and the staff enjoy their roles.”*

Providing a high quality service which exceeded customer expectations was also another method employed to make the participants’ businesses successful and sustainable. This high-quality service included cleanliness, making customers happy by exceeding their anticipations, a friendly atmosphere and good food. Respondents’ comments are illustrated in the texts below:

Participant 5: *“Patience, a friendly attitude along with cleanliness and keeping customers happy.”*

Participant 6: *“Teamwork, top management and good hygiene. If the guests are happy, then they visit again.”*

Participant 7: *“Quality of fresh food, attention to customer needs and the quality of service.”*

Participant 8: *“By providing excellent service to my guests and ensuring that their expectations are met.”*

Participant 9: *“We provide excellent service to our customers. We have well-trained and committed workers.”*

Participant 10: *“I am concerned more about quality more than profitability. I ensure that my employees deliver higher customer service.”*

6.3.6 Approaches which make the business intuitively sustainable

The respondents outlined diverse practices which they had implemented in their businesses to ensure that they were intuitively sustained. For example, business owners asserted that maintaining good relationships with both the staff and customers was imperative for business sustenance. For staff members, this could be continually motivating them to do their jobs through mentoring and incentives, for clients, this was providing an acceptable service to them. This was demonstrated by the following texts:

Participant 1: *“Regularly mentoring my staff and acknowledging those who perform well through salary increases and bonuses.”*

Participant 2: *“I prefer to keep my staff motivated and happy because a happy staff means good business.”*

Participant 3: *“We sustain the business by meeting the customer needs and keeping good relationships with them.”*

Participant 4: *“...I always reward my staff who do their best at the end of the month.”*

Another practice that participants who were business owners adopted to promote business sustenance was the continual improvement and renovation of the current facilities and even integration of better technologies and strategies in line with current trends, tastes and preferences. This point was indicated in the following direct statements:

Participant 5: *“To make sure renovations are taking place. There’s also a borehole for water, even the electricity is working well and there is good furniture.”*

Participant 6: *“I always make sure that everything is in order through maintaining all appliances, generators and everything that makes this business function well.”*

Participant 7: *“By keeping updated regarding the trends surrounding the hospitality industry and offering promotions regarding the sales. Also, the word of mouth from my guests.”*

Participant 8: *“There is property management software in place where I am able to save time by executing tasks faster and improve the quality of our operations by managing everything in one place such as bookings, billings and reporting.”*

Participant 9: *“I sustain it by changing the strategy when I see that the old one does not work anymore for my business.”*

Moreover, the participants added that they normally save money by introducing high prioritisation with respect to use, instead of enjoying improvident and extravagant lifestyles, along with strict adherence to fundamental objectives and policy of the enterprise. These claims are illustrated by the texts below:

Participant 10: *“By not overspending for when there’s business and through communication with departments and travel agents who are able to assist.”*

Participant 11: *“By saving the little money I have, taking good care of the few people I host, checking in and by using well-trained staff.”*

Participant 12: *“By keeping to the rules and regulation policy that we never waiver.”*

6.3.7 Challenges facing the tourism business enterprise when applying intuitive competitive intelligence

One major challenge which respondents mentioned was that tourism is a seasonal business hence they normally have low incomes and even financial losses in bad seasons such in winter when compared to summer, since most tourists prefer to travel during summer. This point is portrayed in the following quotations:

Participant 1: *“We do not get good business every day, as there are peak seasons and off-peak seasons.”*

Participant 2: *“The hospitality industry faces challenges during off-peak seasons since our industry is seasonal and, in an off-season, we do not generate the same profit.”*

Participant 3: *“Seasons change, as off-season is one of the challenges we are facing (e.g. during the winter, there are few people checking in or travelling.”*

The problem associated with the provision of basic public service or commodities also seriously affected the participants’ operation of their tourism businesses for entrepreneurial success. The poor public services included poor roads and signage, a lack of water and electricity and an increasing crime rate, owing to a lack of sufficient numbers of adequately trained police officers. The following texts supported this point:

Participant 4: *“Non-town assistance from the municipality, bad water, bad electricity (spikes and cut-offs), alcohol abuse and theft.”*

Participant 5: *“Load shedding, roads are not maintained by the municipality, water is not clean etc.”*

Participant 6: *“We do not have billboards which makes it difficult for our customers to find where we are located.”*

Participant 7: *“Tourist say it is not easy to find our establishment because we do not have any signage.”*

Participant 8: *“When people have booked, it is difficult for them to get in because there is no signage or sign boards that indicate the direction to our business.”*

Furthermore, noise pollution from general community activities was also identified as a problem that business owners encountered in the areas where they were operating. That could chase away the tourists. For instance, some participants expressed the following comments:

Participant 1: *“The braai area over the road creates a lot of dirt and noise. The taxi parking there is blocking the view of the beach with a lot of loud music being played on the weekend which puts guests off staying at the lodge, as they want peace and quiet.”*

Participant 2: *“Tourists or visitors sometimes hold parties when they are visiting, therefore, they make too much noise which disturbs the neighbours.”*

Finally, there are also industrial-related problems which have been a major problem for respondents as business owners. Some of these challenges include the absconding of employees along with high competition from rival tourism business ventures. This is demonstrated by the following texts:

Participant 1: *“Unqualified staff who do not want to sign contracts who just leave whenever they want (absconding).”*

Participant 2: *“There are a lot of B&B's that cause higher competition for clients.”*

6.3.8 Knowledge on the objectives of the provincial tourism policies in South Africa for SME entrepreneurial success

Most of the participants were able to mention the important objectives of the country's provincial tourism policies for the entrepreneurial success of SMEs. In brief, the objectives they outlined were: attracting tourists regardless of background, raising awareness on safety in tourism, abiding with tourism laws, promoting sustainable development in tourism, offering training and education about

tourism principles, as well as offering high quality tourism facilities. A selection of respondents' views is presented in the statements below:

Participant 1: *"Promotes practices of responsibility tourism to benefit tourism destination and also provide information about the different lifestyles of each province and create jobs."*

Participant 2: *"Promotes practices of responsible tourism to benefit the destination and its residents and foreign visitors and provide attractive domestic and international marketing."*

Participant 3: *"Promote growth and development of the tourism sector and promote quality tourism products and services."*

Participant 4: *"The National Development Plan recognises tourism as one of the main drivers of employment and economic growth and envisages the promotion of SA as a major tourist and business events destination."*

Participant 5: *"It is Act No. 3 of 2014 (aims to promote the practise of responsible tourism for the benefit of the republic and for the enjoyment of all residents and foreign visitors)."*

Participant 6: *"General training of communities on tourism. Upgrading of tourism sites and concern about the security around tourism sites."*

Participant 7: *"The policy is based on the principles of sustainability; it is in line with the international best practices to ensure the competitiveness of the national tourism industry within a regional and global scenario."*

6.3.9 To attain entrepreneurial success, identify the positive impacts of the tourism business on the local community

Firstly, most participants contributed that their business enterprises have been creating jobs for people in the local community. This employment creation was indicted by being employed in the hospitality service functions along with development of other industry related occupations. In that case, job creation was also perceived as a fundamental initiative which improves the standards of living of people by getting rid of poverty. The following statements support this point:

Participant 1: *"It improves the standard of living through jobs in form of part-time or seasonal and permanent jobs. It also improves the levels of the economy."*

Participant 2: *"Job creation by even opening the firms which were closed a long time ago. Improvement around town like buildings; they should build towers..."*

Participant 3: *“It gives the community opportunities to get jobs because we always employ people from the surrounding areas.”*

Secondly, the participants added that there was preservation of tourists’ resources (both natural and man-made) through their business’ existence. Moreover, their tourism establishments had created new ideas and ways of thinking and operating for entrepreneurial success, which support positivity in society. It had evolved since diverse cultures and people of different backgrounds met and had good discussions and conversations. This was reflected by the following statements:

Participant 4: *“Increased business opportunities for small business owners as well as exposure to diverse cultures and ways of thinking.”*

Participant 5: *“Departments use our places to accommodate people who are coming to our areas, bringing change, and those who come, positively impact us.”*

Participant 6: *“Nature – there are still beautiful things like beautiful forests which have been preserved and the weather is always warm which is good for tourists.”*

6.3.10 To attain entrepreneurial success, identify the negative impacts of the tourism business on the local community

There were negative effects generated by the tourism business on the immediate community. Firstly, respondents highlighted that there was an increase in the number of social ills owing to the existence of their business enterprises, which directly affected for entrepreneurial success. These social ills included the heightening of crime, vandalism of property, hijackings, murder, cheating and prostitution, all of which affected their businesses’ entrepreneurial success. The following statements explained this perception:

Participant 1: *“People use it to do undercover practices such as cheating on their partners at our places.”*

Participant 2: *“Vandalism on the environment and property, especially when we host mega and corporate events.”*

Participant 3: *“It increases waste disposal problems and increases the level of crime in the communities.”*

Participant 4: *“The industry has attracted criminal elements such as drug and human traffickers, including prostitution.”*

Participant 5: *“Has also increased the level of vulnerability to other forms of crime such as robberies, hijackings, murders etc.”*

Participant 6: *“People who are hiding the things that they are doing behind closed doors, such as cheating, as married people use the B&Bs and hotels.”*

Another negative impact produced by participants’ business establishments include increased destruction of the natural environment (through pollution and the inability to manage waste) along with inability to harness limitations posed by natural landscapes (for example, the lack of sea views and beaches, along with wildlife). This point is reflected by the following respondents’ comments:

Participant 7: *“Pollution like soil pollution, because of bottles and plastics around town, has been on the rise...”*

Participant 8: *“Few places to visit, no game reserves, no sea around...”*

Moreover, participants also added some business operational negativities which arose from the lack of adequate resources and temporary jobs, stiff and increased competition, negligence by the municipality in providing them with poor public service and goods, along with differences in culture between staff and tourists which affected communication and interaction. Those challenges affected the entrepreneurial success of these businesses. The following verbatims demonstrated these views:

Participant 9: *“When people book, their needs are not well satisfied because of the lack of resources.”*

Participant 10: *“There are newly established businesses in the same industry which offer high competition.”*

Participant 11: *“Some people are left jobless, as tourism can also only offer temporary jobs.”*

Participant 12: *“Negligence by the municipality, by not maintaining the roads, purifying the water etc., is a negative impact for business...”*

Participant 13: *“There are many competitors and few visitors.”*

Participant 14: *“It is too challenging when foreigners come to the B&B because they do not understand our culture and we do not understand theirs, but we try to meet each other half way.”*

6.3.11 Intuitively listing of the problems affecting the development of tourism in the local community

The respondents intuitively mentioned a series of challenges related with tourism growth in their local communities. Firstly, participants outlined that there was a general lack of investment to support their

hospitality industry at large. This investment, which was generally absent, related to the absence of the much-needed skilled workforce in the industry, along with the absence of current technology, financial input and poor service provision (roads, water and electricity). The following excerpts described this scenario:

Participant 1: *“Limited resources to implement plans to develop the community as a tourist destination. Lack of knowledge at some level in terms of the tourism industry at large.”*

Participant 2: *“Unreliable power due to load shedding which is the one thing that is costing small businesses money outstandingly.”*

Participant 3: *“People who have gone to schools, those who were supposed to bring new ideas to develop our areas, are leaving for the big cities which prevents us from growing.”*

Participant 4: *“Crime, potholes in the roads, load shedding and unclean water. Traffic jams because of small and single roads.”*

Participant 5: *“Most attractions are not well-known by tourists and there is poor service delivery.”*

Participant 6: *“Tourism students and workers do not want to bring their knowledge into our areas since we are in small areas that are not even developing.”*

Participant 7: *“Street signs are not visible; roads are poor and the services are weak.”*

Participant 8: *“There’s nothing of interest in Goldfield; even the Flamingo pans are polluted and there is no entrance.”*

Another major problem respondents outlined as one of the main challenges affecting tourism development was the lack of stakeholder support. For example, the same government officials had not assisted with training and educating these business owners as per government policy. In addition to these community members tended to hate and criticise them because of their entrepreneurial success. The statements presented below illustrated these views:

Participant 1: *“The local community is ignorant, and they do not support local businesses; instead they are calling me names and giving me a poor reputation.”*

Participant 2: *“Not getting support from the community and being called names because of my succeeding business.”*

Participant 3: *“Poor government development agency officials who fail to empower locals with the information that the government offers small businesses.”*

Moreover, respondents confirmed that the bad economic outlook and stringent immigration considerations also had a bad effect on tourism growth in their community. For instance, participants hinted at the Rand currency exchange rate decline and the impact of inflation on booking prices, which tended to lower tourists’ interest. The following verbatims demonstrated these perceptions:

Participant 1: *“The overall price of living increases in tourist destinations in terms of rent and rates.”*

Participant 2: *“Economic challenges such as currency exchanges (e.g. when the Rand is not strong against other major currencies); there’s a huge drop in tourist numbers visiting the hotels and other facilities.”*

Participant 3: *“Political climate and instability in government administration regarding policies (e.g. the requirement for birth certificates for tourists to carry when visiting SA). Competing with established tourist attractive countries such as Botswana and others abroad.”*

6.3.12 Suggesting strategies to sustain tourism as key sector in the future development of the Eastern Cape

One of the main strategies outlined by participants to sustain tourism as a primary sector in the long-term advancement of the Eastern Cape region, was establishment of good infrastructure and better service delivery. This included setting up good road network systems, improving cleanliness of tourists’ centres, improving current tourist resources along with establishing more attractions, reducing crime and improving government management of tourism resources by integrating sustainability practices. The following direct texts of the respondents confirm these issues:

Participant 1: *“Government must take action in the budget located for tourism industries and increase infrastructures.”*

Participant 2: *“For a destination to meet the requirement of being labelled as a tourist destination, it must be accessible and attractive. It must have a proper ambience and must be socio-culturally vibrant as far as tourism is concerned.”*

Participant 3: *“Tar roads to the beach and put streetlights on the beach, parks, markets and play lands.”*

Participant 4: *“Building more attraction areas and keeping our tourist attractions areas in a good condition.”*

Participant 5: *“We need more tour-guides to improve the standards of our tourism sector.”*

Participant 6: *“The plan would be the government monitoring the tourism sector and helping to improve the understanding of tourism in local areas that would be positively affected in the Eastern Cape.”*

Participant 7: *“Organise plenty of cleaners and life savers near the sea and establish well-made roads and hire plenty of traffic officers.”*

Training and education were also proposed by respondents as an imperative strategy vital to sustaining tourism emancipation in the Eastern Cape. This training and education should be focused on cultural aspects and social issues, along with the geographical aspects of the region. The respondents also added that government, through relevant departments, should take the lead in training and education. The following statements from participants supported these contributions:

Participant 8: *“The training and education of the youth on using cultural and geographical resources in a manner that will make a profit and attract customers.”*

Participant 9: *“To educate the community about tourism and visitors is one of the key points in developing our tourism.”*

Participant 10: *“The government is supposed to visit certain parts of the EC and create awareness and educate our rural citizens about the importance of tourism.”*

Participant 11: *“I always remind my employees to be aware of the company’s goal with regard to sustainability.”*

Participant 12: *“The Department of Tourism must give their people the necessary skills and development programmes.”*

Participant 13: *“The services and training of tourist providers - locals are mainly employed as porters, waiters and other general staff. Very few are holding managerial or specialist positions such as HR or institutional managers. The industry has to invest in training the locals in these areas to become managers and take on other important roles...”*

Finally, participants also added that development of partnerships was critical for tourism growth in the Eastern Cape, with a focus on long-term entrepreneurial success. The respondents contributed that it was critical to create partnerships with other stakeholders in the province, and at a national as well as international level. The following statements confirmed this view:

Participant 14: *“Vision 2030 for promoting and sustaining tourism in the Eastern Cape is to develop partnerships across the domains of social action and build a strong relationship with foreign countries to help South Africa grow as a whole.”*

Participant 15: *“I will advertise on Twitter, post videos on YouTube and liaise with other stakeholders on the ways to sustain tourism.”*

Participant 16: *“I’m going to liaise with other stakeholders around the province and strategise on how we can develop and promote the tourism industry.”*

Participant 17: *“We really need sponsors. The government must also do everything in their power to help us improve the Eastern Cape tourism business.”*

6.3.13 Other issues mentioned by the respondents

Most respondents were concerned about the conduct and attitude of some of the guests which they believed required improvement. Moreover, business owners complained about how unemployed youths create bad impressions of the area, owing to their negative behaviours. The following texts explain these views:

Participant 1: *“Guests are expecting too much and they make a mess in rooms. For example, ‘breakfast in bed’ is a nightmare because they make the guest rooms so dirty.”*

Participant 2: *“Local young people abuse alcohol and have nothing to do all day. They abuse women and harass tourists that do come. A very bad impression.”*

Participant 3: *“The tourists must feel free and safe all the time.”*

The participants were also concerned about financial inputs and inducements to help them improve their business operations. They also mentioned that business earmarked for them should not be given to established and big hospitality industries. That definitely referred to the public bodies. The following illustrations described these perceptions:

Participant 4: *“We are looking forward to the tourism sector to bring more and more business into the rural areas (e.g. training, workshops, events and finance for small businesses that are still growing in this industry).”*

Participant 5: *“The government must assist the existing tourism by giving them incentives.”*

Participant 6: *“Local municipalities often tend to take businesses meant for the local business entities to better suburbs/towns than ours.”*

6.4 Results from respondents who are from public bodies

This section presents findings acquired from participants who are public body representatives in the Eastern Cape.

6.4.1 Government policies which have intuitively influenced tourism development of SMTEs in the Eastern Cape (Pre-1990)

Most participants explained that the Constitution, White Paper on Local Government and the Local Municipal Acts under the post-apartheid regime played a major positive influential role in promoting the development of tourism in the Eastern Cape area. Furthermore, respondents intuitively highlighted that the apartheid policy also discouraged black people’s participation in the tourism industry. Some of the direct statements in line with this view are presented below:

Participant 1: *“Areas of emphasis in effort to improve tourism after apartheid included the legislation and policy context, including the Constitution and the White Paper on Local Government.”*

Participant 2: *“White Paper on Sustainable Tourism Development and Promotion of 1996 enhanced tourism growth and opportunities for all.”*

Participant 3: *“Section 152 and 153 of the Constitution of local government describe the development of municipalities.”*

Participant 4: *“Apartheid motivated policies that were aimed at secluding black people from participating in the mainstream economy activities, including tourism.”*

Participant 5: *“Foreign policy for SA which was initiated as a result of the existence of the Department of Foreign Affairs’ SA Tourism Board Act.”*

6.4.2 Government policies which have intuitively influenced tourism development of SMTEs in the Eastern Cape (Post-1990)

Most participants expressed that the government policies post-1990 were more inclusive in the sense that they were aiming to intuitively increase tourism without promoting the interests of one race; that is black people’s empowerment which was perceived as important in tourism growth. Moreover, government policies were also vested towards improving stakeholder relationships and partnering with other countries and the entire business community. In addition, government policies on tourism witnessed municipalities being given more authority in managing tourism activities. Selected participants’ views are presented below:

Participant 1: *“The Municipal Structures Act stated that tourism was the responsibility of the district municipalities.”*

Participant 2: *“The Tourism Act of 1993 was to make provision for the promotion of tourism to and in the republic.”*

Participant 3: *“The National Tourism Policy Act No. 3 of 2014 makes provision for the development and promotion of sustainable tourism for the social, economic and environmental benefit of South Africa. The objectives are the establishment of concrete intergovernmental relations to develop and manage tourism. The National Tourism Sector Strategy No. 54 of 2017 focuses on the inclusive growth which must fundamentally be based on domestic and international tourist market growth and expenditure increases whilst the tourism marketing agency develops further. South African tourism has a detailed methodology for identifying priority markets.”*

Participant 4: *“The National Domestic Growth Strategy 2012-2020 aims to increase domestic tourism revenue, expand domestic tourism volume, enhance efforts to address seasonality and the equitable geographic spread of domestic travel and entrench a culture of tourism among South Africans. It centres on innovation, stakeholder participation and the offering of authentic affordable experiences and packages that meet the needs of potential local travellers. The Provincial Eastern Cape Tourism Master Plan 2009-2014 is based on the mandate above and needs to be undertaken in a coordinated manner within strategic guidelines and with the cooperation of all stakeholders.”*

Participant 5: *“Municipal Systems Act (2000) and the White Paper on the Development and Promotion of Tourism.”*

Participant 6: *“The NDP 2030, Provincial Growth Plan, SMME Dev Act, EC Tourism Act 2003, Municipal IDP, LSDF and the Coastal Development Plan are all strategies designed to influence coastal and heritage tourism in the area due to its geography.”*

6.4.3 Based on the understanding of intuitive competitive intelligence identify tourism activities which have emerged in the Eastern Cape region

Most of the respondents explained that various tourism initiatives have emerged in the Eastern Cape region. In this context, participants mentioned activities such as improved infrastructure access, tourism awareness and sport and cultural tourism as some of tourism programmes which have grown in the area in recent years. The participants’ perceptions are confirmed by the statements below:

Participant 1: *“The Mnquma Tourism Awareness Event under the theme “Sustainable Tourism” which occurred in October 2016”*

Participant 2: *“Public education awareness and general training on tourism. Promoting partnerships between the public and private sector.”*

Participant 3: *“Industrial tourism at metal producing factories along with coastal tourism.”*

Participant 4: *“Cultural activities, which were engaging with Xhosa cultures and activities like Xhosa dance (Umxhentso) and cultural food, were developed.”*

6.4.4 The extent of government’s intuitive involvement in tourism development of SMTEs in the Eastern Cape region [Pre-1990]

Many of the respondents highlighted that government participation in tourism emancipation in the Eastern Cape, with respect to the pre-1990 period, was mainly based on capacity development of youth along with small, medium and micro-enterprises in the sector. In addition, participants also indicated that infrastructural development, funding and improving the quality of tourist destinations were also part of government initiatives. That assisted them to gain insight into the tourism business. Some of the participants’ views were the following:

Participant 1: *“The government participated in the development of holiday resorts, infrastructure and tourism policies.”*

Participant 2: *“Government involvement was focused on capacity building and the training of SMMEs, funding, coordination and hosting tourism events.”*

Participant 3: *“Capacity building through empowering the youth by developing them with programmes to improve their business understanding by supplying them with schools (e.g. higher education institutions).”*

Participant 4: *“Local government’s focus was extended with the aim of encouraging entrepreneurship and creating new services during the phases of social and economic development.”*

6.4.5 The extent of government’s intuitive involvement in tourism development of SMTEs in the Eastern Cape region [Post-1990]

Most of respondents agreed that government participation post-1990, in relation to tourism advancement, mainly emphasised local economic development with special focus on supporting vulnerable groups of the community. Moreover, issues relating to tourism awareness, safety and cultural support were also part of the government tourism growth agenda. Some of participants’ responses are presented below:

Participant 1: *“The National Framework for Local Economic Development was a revised version of the LED Framework and the tourism sector was one of the sectors to promote local economic diversification.”*

Participant 2: *“Tourism enterprise development programmes and tourism safety awareness.”*

Participant 3: *“The municipality supports vulnerable groups and promotes strategies for social inclusion, cohesion, development and the implementation of projects for cultural promotion through coordination actions.”*

6.4.6 Predominance of tourism in the Eastern Cape area

Most of the participants highlighted that rural tourism dominated the Eastern Cape region when compared to urban tourism, as the area was generally still developing and also possessed very attractive natural reserves and natural assets. That, in turn, motivated people to establish tourism related businesses in the Eastern Cape region. These facts were highlighted by the following statements:

Participant 1: *“Most of the tourism attractions are not only in the urban areas; they are also in the rural areas. For example, tourism routes and nature reserves.”*

Participant 2: *“Rural, as the province is currently under-developed and consists of poor infrastructure and a high level of unemployment.”*

Participant 3: *“...Most of the heritage sites in this municipality are located in the rural areas (e.g. Tigo Soga Grave, Bawa Falls and Nongqawuse Pool which are situated in Centane).”*

Participant 4: *“Port St Johns is in rural areas, but the people are able to come to this area because Port St Johns is beautiful in its nature even though it is in the rural areas.”*

6.4.7 Consideration of natural environmental issues in the Eastern Cape

On taking account of the natural environmental matters, respondents highlighted that there was a natural environmental policy which stipulated practices to be implemented by the tourism industry to protect the natural environment. Moreover, natural environmental consciousness education and training and environmental certification formed part of the natural environment preservation initiatives by government agencies. These policy issues should also be shared with the small tourism businesses, for their understanding. In this scenario the participants' comments were illustrated by the texts below:

Participant 1: *“They have a wild coast environmental management policy which stipulates that tourism attraction should be one kilometre above sea level.”*

Participant 2: *“Emphasise improving the awareness of the importance of keeping the environment clean which then encourages the conservation of natural resources.”*

Participant 3: *“In partnership with relevant sector departments and stakeholders, issuing of environmental awareness and certification is encouraged.”*

Participant 4: *“Current tourism policies pay attention to the environment by creating awareness regarding environmental development and its impact.”*

Participant 5: *“Tourism, particularly nature and eco-tourism, help promote the conservation of wildlife and natural resources, such as rain forests, as these are regarded as tourism assets.”*

6.4.8 Practices in policy to embrace culture and heritage in tourism development for entrepreneurial success in the Eastern Cape

The respondents outlined a number of activities which had been adopted to support culture and heritage in the tourism growth in the area. The participants explained the fundamental influence had by the South African Heritage Resource Agency (SAHARA) on awareness and education initiatives, using local community people and leaders, and by supporting the spirit that cultural tourism had in the local community. Culture and heritage also attracted tourists to the respective areas and thus assisted small tourism businesses for entrepreneurial success. These issues were highlighted by the following statements:

Participant 1: *“They have community awareness campaigns and environmental education programmes.”*

Participant 2: *“The use of local community members as tour guides and hosts and the preservation and promotion of our heritage sites such as Palo Grave and King Hintsa’s grave.”*

Participant 3: *“There are efforts to develop the ‘culture of hospitality’.”*

Participant 4: *“Municipalities are dedicated to incorporating culture and heritage by developing centres and conserving anything related to culture and heritage to make it available for future generations.”*

6.4.9 Using tourism to create jobs for the locals in the Eastern Cape community

Most of the public officials expressed that they deploy tourism as a critical instrument to create jobs for local people, particularly the economically disadvantaged groups of society. In this regard, the policy that they employ promotes eventual local ownership of tourism resources, seasonal and permanent

employment on a direct and indirect basis along with tourism education and training of local people. The following selected statements agree with these matters:

Participant 1: *“They support local tourism investment opportunities involving community ownership.”*

Participant 2: *“We do encourage the tourism industry by employing, every single year, people from the rural areas.”*

Participant 3: *“Provision of in-service training and internship programmes with local FETs, is an initiative aimed at involving the local youth in tourism.”*

Participant 4: *“As tourism is a major job creator, both directly and indirectly, the government makes sure that they support small businesses to uplift those businesses.”*

6.4.10 Intuitive competitive intelligence strategies to market Eastern Cape tourism

The respondents asserted that they utilised diverse intuitive competitive intelligence approaches to market tourism in the Eastern Cape. These initiatives ranged from undertaking marketing events using different forms of media and platforms, hosting yearly arts and cultural festivals, as well as establishing partnerships with other government agencies and sponsors regarding issues relating to tourism. The following quotations supported these views:

Participant 1: *“They have an integrated tourism marketing plan and host tourism events (conferences and meetings).”*

Participant 2: *“They have initiated tourism awareness and make use of radio stations, social media and newspapers.”*

Participant 3: *“Annual tourism events (jazz and arts festivals), marketing through indabas and seminars along with branding and advertising.”*

Participant 4: *“Municipalities have made it clear by developing partnerships with Eastern Cape parks and tourism board agencies. They also make sure that they are one of the municipalities which attends the major African shows.”*

6.4.11 Based on intuitive competitive intelligence knowledge, explain the impacts of tourism in the Eastern Cape Province or in this community of SMTEs

The respondents contributed that tourism was imperative for creating local employment, both directly and indirectly. This spurred economic development, and their understanding of intuitive competitive intelligence thus supported the SMTEs. Moreover, participants explained that tourism led to an

improved cultural understanding of the Xhosa and Zulu cultures and established a good reputation for the country on regional and international platforms. These issues were reflected by the following respondents' comments:

Participant 1: *"Achieving economic growth and job creation as well as ensuring the conservation of our natural environment."*

Participant 2: *"Job creation and promotion of the local area and publicity to international markets."*

Participant 3: *"...Creates better cultural understanding."*

Participant 4: *"Improves general awareness and understanding which is the importance of tourism to economic, social and environmental development within the public domain."*

Nonetheless, some respondents also managed to point out the negative effects of tourism in the Eastern Cape Province. For example, some mentioned that there was increased absorption of Western culture and practices, leading to the rapid depletion of local cultural attributes. In addition, the participants also expressed concerns about the heightening use of drugs, crime levels and prostitution, which directly affected the SMTEs. This was confirmed by the following statements:

Participant 5: *"Lack of uniqueness of the local culture..."*

Participant 6: *"Bad influence on the society such as the use of drugs and alcohol, prostitution and an increase in crime levels."*

6.4.12 Reliability of the tourism database in the Eastern Cape region

Most of the respondents illustrated that the dependability of the tourism database in the Eastern Cape region was limited. The reasons they gave were that they lacked efficient instruments to collect and analyse the data, and the development was new in that area. Moreover, participants indicated that the consistent performance of the tourism database was limited since people lacked knowledge thereof and officials received measly wages, thus they were not motivated to establish such a database. That in turn, will affect the manner in which services are provided to the SMTEs by the public bodies if they do not have a reliable database. Their comments to this effect are selectively presented as follows:

Participant 1: *"Limited because they don't have accurate data collection tools and systems."*

Participant 2: *"Limited, as the database is currently new in this municipality."*

Participant 3: *"Limited, because, here in the Eastern Cape, not all the people know of tourism (e.g. some rural areas do not know about it and even some of the officials at the municipalities are not tourism practitioners who can guide the visitors to a good ending)."*

Participant 4: *"The database is very limited because the industry has been known for its small salaries and thus the lack of motivation to create a large one."*

A few respondents highlighted that their tourism database is very comprehensive. Their views were as follows:

Participant 4: *“Comprehensive; we have a database of all the tourism activities.”*

Participant 5: *“Comprehensive, because it has to educate the youth about the heritage of the area and offer tourism adventures to the local and international tourists.”*

6.4.13 Participation in research practices for improving SMTEs’ entrepreneurial success in the tourism industry

Most of the respondents confirmed that their respective departments had incorporated some research initiatives to improve SMTEs’ entrepreneurial success in the tourism industry in the Eastern Cape. Some of the major research activities included undertaking surveys and making evaluations and decisions regarding the results found, incorporating appropriate rules and regulations which governed tourism practices, hosting events in which they collected useful information, and their involvement in strategy formulation and implementation. These activities were confirmed in the following participants’ statements:

Participant 1: *“Host a tourism indaba (e.g. hosting horse races and a Ngumbela soccer tournament and improve the communication services).”*

Participant 2: *“They are working with community tourism organisations to conduct research. They also conduct monthly satisfaction surveys.”*

Participant 3: *“The development of a visitors’ book which is placed in the targeted points and acts as a tool to collect information.”*

Participant 4: *“By developing by laws and identifying all the attractions.”*

Participant 5: *“Through IDP, during situational analysis, and LED strategy development.”*

6.4.14 The future of tourism in the Eastern Cape province

All the participants indicated that the long-term perspective of tourism in the Eastern Cape Province is vibrant and promising. In this regard, the reasons they put forward were that their local government authorities are working on setting up new infrastructure along with discovering new nature reserves. The tourism areas have reduced in crime, they possess abundant natural assets for tourists’ interests and they incorporate marketing initiatives along with establishing partnerships with interested stakeholders such as SMTEs. The following comments below align with the issues mentioned above:

Participant 1: *“Yes, because the Mphesho Municipality plans to fix the wild coast.”*

Participant 2: *“Yes, because in this municipality, we improve infrastructure and we have attractive places such as Bawa Falls, Nongqawuse pools etc.”*

Participant 3: *“Yes, they have less crime-related activities. They have an abundance of natural tourism resources, culture, heritage and man-made and physical attractions.”*

Participant 4: *“Yes, because we want to expand activities and resolve problems so that they can feel welcome and safe.”*

Participant 5: *“Yes, by promoting partnerships between the public and private sector.”*

Participant 6: *“Yes; this municipality is reaching out to arts and culture and natural attractions.”*

Participant 7: *“Yes, there is a lot of untapped natural eco-tourism as well as tourism sport-related activities that need effective implementation.”*

Participant 8: *“Yes, because, every September month, we are in the position to market and promote our heritage sites as prime tourist destinations.”*

6.4.15 The problems which could possibly affect the future of SMTEs in the tourism industry in the Eastern Cape

The participants outlined a number of challenges which had the potential to negatively influence the future of SMTEs in the tourism industry in the Eastern Cape region. The main problems they put forward were political conflicts, poor electricity, absence of expertise regarding tourism, poor management structures, lack of resources, lack of black empowerment in the sector, limited market access and poor road networks. The following verbatims confirmed these assertions:

Participant 1: *“The challenges are likely to be bad infrastructure like roads in the rural areas and corruption.”*

Participant 2: *“We’ll have problems regarding the lack of knowledge and understanding of what tourism is about. There is also a lack of market access.”*

Participant 3: *“Lack of local beneficiaries, ownership and good management.”*

Participant 4: *“The problem would be accessing marketing opportunities for our heritage sites.”*

6.4.16 Programmes adopted to sustain SMTEs in the tourism industry for the overall development process in the Eastern Cape region

The public officials in tourism mentioned many activities which their respective departments had initiated towards sustaining SMTEs in the tourism industry for the overall development process in the Eastern Cape Province. Amongst this host of practices were the provision of funding through South African financial entities, undertaking cultural and arts events, as well as marketing tourism products. Moreover, participants contributed that they implemented business mentoring and coaching programmes, promoted the integration of management degree qualifications earmarked towards the tourism industry and conducted research and development projects in the industry. All these initiatives could boost SMTEs. A selected view of the respondents’ statements is provided below:

Participant 1: *“The Development Bank of South Africa who offer limited funds contributes to development. They should provide finance and expertise to improve the quality of tourism and the lives of people.”*

Participant 2: *“We have planned and undertaken art activities/arts and crafts, heritage sites and township tours to sustain this industry.”*

Participant 3: *“They actually do business mentoring and coaching as well as business skills training to support tourism activities.”*

Participant 4: *“Tourism awareness and education, tourism marketing, research and the development of arts and crafts.”*

Participant 5: *“SETA Training, business-related skills and capacity building programmes. Tour guide development programmes are important in developing tourism.”*

Participant 6: *“ECWP programmes are in the process of being implemented to sustain the tourism industry.”*

Participant 7: *“In March, they have film festivals and craft awards and in May, they have career exhibitions. There is also the Grindrod Bank Umgazi Pondo Pedal and Mountain Bike Race.”*

Participant 8: *“An MBA in arts and culture management and an MBA in cultural entrepreneurship and tourism; the goal of these programmes is to train students to manage, develop and promote the tourism industry in our community.”*

6.4.17 Cases in which tourism stakeholders have failed to comply with competitive tourism policies

The respondents explained that there are incidences where tourism stakeholders have failed to adhere to tourism legislations. Some of the common cases are when tourism enterprises encourage the poaching of wildlife by accepting bribes, failure to respect natural environmental law specifications, possession of illegal weapons and prohibited drug substances along with reports of racism. These main cases have been elaborated in the texts below:

Participant 1: *“Tourism business owners and the general public fail because of rhino-poaching which is high in the Eastern Cape because of bribery and corruption.”*

Participant 2: *“It is when they want to build within the regulated one kilometre mark above sea level. They are also avoiding environmental impact assessments, as they lack tourism policy awareness.”*

Participant 3: *“Accommodation establishments that do not comply with the tourism grading policy. The tourism grading policy has long processes and consists of accommodation specifications that constructors find difficult to comply to.”*

Participant 4: *“They have weapons and drugs that can negatively impact people.”*

Participant 5: *“They failed to comply with policies when they started to run businesses for their own use, using the heritage sites. The reasons were that they are no longer in use because there are few people who visit those sites.”*

Participant 6: *“Although government policy outlines that no racism should be allowed in the Eastern Cape tourism sector it has been hard to convince tourists, especially from different cultures and countries.”*

6.4.18 Corrective measures enforced to encourage compliance with tourism legislations

The participants mentioned a host of suitable approaches which they adopted towards promoting adherence to tourism regulations and laws from their tourism stakeholders including SMTEs. The main measures they outlined included, amongst others, licencing of tourism activities, introduction of fines, implementing career exhibitions to market the industry and conducting workshops which educate and train stakeholders on tourism demands. Moreover, respondents added that they employ client feedback tools regarding tourism services provided and conduct general awareness campaigns about the industry. These approaches are demonstrated in the statements presented below:

Participant 1: *“Licence to be taken or fined for corruption.”*

Participant 2: *“They are doing community policy consultations regarding tourism and school educational policy campaigns and tourism career exhibitions.”*

Participant 3: *“We have installed noticeboards as a form of communicating with our tourists and creating accredited accommodation standards.”*

Participant 4: *“General stakeholders involved in the industry need a workshop on creating awareness about relevant governing by-laws and law enforcement requirements.”*

Participant 5: *“We, as the office, are to educate people through awareness, making them aware about the importance of such sites. We must also provide security in those sites.”*

6.4.19 Policy change(s) regarding tourism policies in the Eastern Cape

Many participants outlined a number of specific policy transformation initiatives regarding tourism policy in Eastern Cape which they perceived as vital for growth in this sector. The respondents highlighted that infrastructural growth and refurbishment of tourism facilities are critical, climate change effects demand long-term tourism-oriented solutions, partnerships with both private and public sectors would be supported and there should be an increased inclusiveness of local communities in tourism projects and practices. In addition, participants illustrated that appropriate measures should be adopted to combat crime and suitable information should be made readily available to interested parties. These policy changes are demonstrated in the following statements:

Participant 1: *“To improve service delivery through public sector transformation and the devolution of local government.”*

Participant 2: *“The impact of climate change on the tourism industry requires a long-term policy, depending on the location and season.”*

Participant 3: *“It should be a bottom-up approach when it comes to policy development. In this case, support local community consultation and public participation.”*

Participant 4: *“...as tourism businesses are registered, there must be a sponsor from the Department of Tourism and other businesses.”*

Participant 5: *“Policies need to be unique to suit the challenges faced by different areas. Tourism awareness policies and implementation need to support and embrace rural and township areas.”*

Participant 6: *“The tourism division will need to compile all the relevant information about the tourist attractions that the Mnquma Municipality presently has to offer the people.”*

Participant 7: *“Crime threats are a key strategic concern. There is high rate of crime in the Eastern Cape and people are scared to walk alone. Consider transport safety situations too.”*

6.5 Summary

This chapter presented the qualitative findings from the surveyed respondents who were tourists, business owners and tourism public policy officials. The adopted convergent parallel mixed-methods design provided a greater and more comprehensive insight into the respondents' views regarding whether they applied intuitive competitive intelligence practices to succeed in business, based on the results from the quantitative phase and the findings acquired from the qualitative phase. Furthermore, tourists with their variety of suggestions and complaints gave SMTEs ideas on how to serve their customers beyond their expectations so that they could sustain their businesses. Public body representatives laid out a comprehensive view of the manner in which SMTEs could be enhanced for entrepreneurial success, if provided with the correct support. The convergent parallel mixed-methods design managed to not only outline what the respondents said, but also focused on why they said it. In this context, the qualitative part of the research enabled the researcher to find answers to some of the inconclusive quantitative stage findings. Hence, the qualitative phase was vital to draw out the respondents' views in their own words so that the inconclusive findings obtained in the quantitative phase were answered.

The qualitative research findings provided greater comprehension and understanding of the respondents' views regarding the adoption of intuitive competitive intelligence practices to succeed in business by SMMEs in the tourism sector. The following chapter discusses the integrated results from the qualitative and quantitative phase which is part of the mixed-method research. As well, the integrated findings from the quantitative and qualitative results are imperative to help with refining the proposed framework to enhance understanding and research regarding intuitive competitive intelligence practices for small and medium-sized enterprises' success in the tourism sector.

CHAPTER 7: INTEGRATED RESULTS

7.1 Introduction

The main aim of this research was to investigate if small and medium-sized enterprises in the Eastern Cape tourism sector use intuitive competitive intelligence practices to succeed in their business operations. As such, the convergent parallel mixed-methods design approach permitted the merging of the quantitative and qualitative findings in the same study. This chapter presents the integrated findings of both quantitative and qualitative chapters so that the fulfilment of study objectives is further achieved.

The integration of quantitative and qualitative study findings has been defined as meta-inferences (Leech, Onwuegbuzie and Combs, 2011). In this study, meta-inferences were vital to provide insightful and in-depth results since results were compared before they were merged into meta-inference contexts. In this study, integration procedure was also critical to evaluate suitability of the mixed-method process, mixed-method design selection, data analysis processes and presentation of meta-inferences from findings of mixed-methods. Moreover, integration triangulation of varied findings from both quantitative and qualitative stages provided in-depth insight regarding adoption of intuitive competitive intelligence in SMEs in the tourism sector. As well, integration of results enhanced adequacy of quantitative data (for instance, validity and reliability) along with qualitative data (credibility) (Combs and Onwuegbuzie, 2010; Heale and Twycross, 2015).

The bridging procedure demonstrated in meta-inferences assists researchers to acquire consensus involving both qualitative and quantitative results. Bridging was vital in this convergent parallel mixed-methods design, as it assisted to create and extend the perspective of phenomenon under study (Hashemi and Babaii, 2013; Kerrigan, 2014). Qualitative research promotes creation of plausible theoretical integrative comprehension, whilst a quantitative inductive procedure brings together various development theories. In this case, meta-inferences were able to generate rich theoretical understanding and results that a single approach would not have been able to provide. The qualitative phase offered an improved understanding of the quantitative phase since participants in the qualitative stage were also the same respondents in the quantitative stage.

Furthermore, integration of results also improved rigor in the incorporation of study results and inferences of the mixed-methods approach by integrative efficacy (inferences are effectually incorporated into theoretically harmonised meta-inferences, although it does not imply that there is a consensus of qualitative and quantitative research findings), integrative correspondence (meta-inferences address main intentions of adopting a mixed-method approach) and inference transferability (meta-

inferences have generalizable characteristics that suit other settings) (Combs and Onwuegbuzie, 2010; Leech et al., 2011).

The justification of adopting a mixed-method research design was to enhance and attain completeness of findings from both quantitative and qualitative techniques. Thus, the approach was imperative in confirming and extending the research context because more useful information from quantitative and qualitative methods provided more insights (Cresswell, 2009) on competitive intelligence adoption by SMEs in the tourism sector. In this vein, Liu and Cheung (2016) also point out differences of opinion in mixed-method design and see it as acceptable because it demonstrates diversified views and voices on competitive intelligence adoption by SMEs in the tourism sector.

Therefore, the following section discusses the integrated results of responses from tourists, followed by responses from business owners and responses from public body officials which are integrated throughout the chapter.

7.2 The tourists' reasons behind the motivation to visit South Africa

The qualitative results indicated that the main reasons why tourists visited South Africa was influenced by attractive tourism centres which the country has in terms of natural resources and other man-made assets, the good economic base of the country which creates business prospects, pressure from family and friends along with respondents' love for the country. These results are found to be congruent with the quantitative results of the research. For example, Table 5.2.1 indicates that there has been a fair representation of tourists' visits in different parts of the Eastern Cape Province. Moreover, Table 5.2.2 demonstrates that the province has been receiving tourists coming from different geographical locations across the world which confirms that South Africa is a prime tourists' destination location.

The findings of this study concur with Cossío-Silva, Revilla-Camacho and Vega-Vázquez (2019) who proposed a tourist loyalty index and analysed that tourists become loyal and motivated to their destination owing to factors such as expectations, service quality, satisfaction, destination image, intention to repeat the visit and the intention to recommend. Li, Wen and Ying (2018) conducted a survey on China on North Korea and also highlight that tourists can be motivated by the intention to discover possibly "mysterious" countries. Gómez-Vega and Picazo-Tadeo (2019) also contribute that the level of development, international connection and quality of democracy are vital in boosting the tourism destination competitiveness.

7.3 The impact of the tourist visit from the tourist perceptions

The qualitative findings point out that the tourists highlighted that their visit would create employment for the local people, support other businesses directly related to tourism (for example, arts and crafts) and promote the sharing of ideas and research. The qualitative findings align well with Figure 5.2.1 which shows that most tourists spent about a week in their booked accommodation. In this case, the value of tourism to the business is likely to be considerably high in financial terms. This is also supported by outcomes in Table 5.2.3 which spotlight that most tourists were not visiting for the first time, thereby indicating that tourism is thriving in the region, as there are high return visits. In addition, Figure 5.2.3 also indicates that most tourists were willing to spend a lot of money on their visit to various tourism centres, thereby supporting the views generated by the qualitative results. In addition, Figure 5.2.4 illustrates that most tourists used different forms of accommodation and Figure 5.2.5 demonstrates that tourists employed diverse forms of booking arrangements which shows how local businesses in tourism create employment in a direct and indirect context.

The research findings agree with Zurub, Ionescu and Constantin (2015) who also conclude that many economies view tourism as a fundamental sector which stimulates the country's economic growth since the industry relies on other productive sectors to improve the infrastructure of a zone and cycle its economic wheel. Moreover, Guo, Robinson and Hite (2017) evaluated the economic effect of Mississippi and Alabama Gulf Coast Tourism on the regional economy and concludes that tourism yields a large income, creates job opportunities for locals and also promotes related industries. Likewise, Lin, Zhang, Gursoy and Fu (2019) express that tourism experiences result in increased tourist-to-tourist interactions along with high social interaction in tourism destinations.

7.4 Problems encountered by the tourists during their visit

From the qualitative results phase, tourists mentioned that the challenges they encountered were the high levels of criminal activity in and around tourism centres, poor road and communication networks, and poor service delivery (lack of water, poor accommodation, pollution, corruption and so forth). These qualitative findings were supported by the logistic regression quantitative outcomes (Table 5.2.7) which outlined that the quality of the transport service (QTS) and the quality of the service provided by the people (QSP) are negatively related to the use of intuitive competitive intelligence when making visitation decisions. In addition, Table 5.2.4 outlined that issues relating to security were lowly rated, as most respondents felt generally insecure.

These study outcomes support Swart, et al. (2018) who conducted a study on the 2014 FIFA World Cup in Brazil and concluded that poor destination image, crime-risk perceptions and poor satisfaction in

service provision will not positively influence the likelihood of repeat visitation. Alrawadieh, Alrawadieh and Kozak (2019) posit that tourism harassment has evolved to become a component of vacation experience which can have adverse effects on the purchasing intentions of the tourist. Thus, Sánchez-García and Currás-Pérez (2011) explain that the impact of dissatisfaction in tourist services will result in them being dissatisfied individuals and switching the provider, complaining and spreading negative word-of-mouth reviews.

7.5 Tourists' suggestions on improving available tourism services

The qualitative findings section outlines that participants requested improvement of road and communication networks, acceptable planning regarding tourism provision, reduction in the crime rate and the improvement of cleanliness of tourism facilities and the environment. These qualitative results are in agreement with the logistic regression quantitative outcomes (Table 5.2.7). The logistic results display that the popularity of the tourism centre (PC), type of booking (TB), continent of origin (CO), number of days stayed in the Eastern Cape (NDS) and the quality of the food service (QFS) have a positive and significant association with intuitive competitive intelligence visit decisions. In this case, evaluating qualitative and quantitative results shows that tourists are not wholly disappointed by tourism services in the areas that they visited, as some factors influence them to visit tourism centres (shown by the quantitative results), although some specific areas (indicated by the qualitative results) require considerable attention. In addition, it is apparent that Table 5.2.4 indicates that security, information on the province and transport services did not receive excellent levels of satisfaction from respondents which agrees with qualitative outcomes.

The findings agree with previous research. For example, Warren, et al. (2018) emphasise that tourism must transition to smart sustainable tourism through the adoption of green energy technologies, guest behaviour change along with promoting eco-conservation. Besides, Nutsugbodo, Amenumey and Mensah (2018) add that generic dimensions of transport services, such as their affordability, accessibility, availability, safety and comfort, influence the transport mode choice of tourists in Ghana. Asmelash and Kumar (2019) studied tourism in Ethiopia (Tigray) and also contribute that socio-cultural sustainability, institutional sustainability (better management of tourism activities) and economic sustainability are important determinants of an improved tourism environment. The next section presents integrated findings of responses from tourism small business owners.

7.6 The reasons behind the motivation to start a tourism-related business

The qualitative findings stage illustrates that respondents decided to set-up a tourism-related enterprise as a result of pressure from stakeholders (community, friends, relatives and so forth), the availability of

business opportunities as well as their love for the industry. The quantitative results phase supports these perspectives. Firstly, Table 5.3.1 indicates that some tourism businesses are more dominant in big cities and towns such as Mthatha, Butterworth, East London and Port Elizabeth, thereby demonstrating that business prospects in the sector could be high. Moreover, Figure 5.3.14 also confirms that most tourists normally spend between R501 – R1 000 per day which shows that their businesses are prospering and earning good financial benefits. As well, Figure 5.3.1 shows areas that participants acquired monies from, to set up their businesses. From the analysis, contributions came from friends, relatives and banks which shows that stakeholder interests have motivated them to set-up tourism enterprises. Then, Figure 5.3.2 shows that most of these respondents have been involved in the tourism business for ten to 19 years which shows that they have a great love for the tourism industry.

The study results agree with Musavengane (2019), who surveyed small tourism business owners in Johannesburg, West Rand region (South Africa), on adopting responsible tourism and discovered that education, economic motivation, marketing motivation and building social networks motivated these individuals to be involved in the industry. In this vein, Wang, Hung and Huang (2019) also conducted a study on the stimulation for entrepreneurship in small tourism and hospitality sector and highlight that personal factors (cognitive beliefs and intrinsic needs), demographic factors along with environmental facilitators (changes in the tourism market, changes within the industry and changes in the setting/location) motivated the owners to engage in this form of entrepreneurship. As well, Banki and Ismail (2015) implemented research on comprehending attributes of family-owned tourism micro-businesses in Nigeria and found out that the motivation to start these businesses were mainly due to economic survival and the fact that their start-up funds were sourced from personal savings, contributions from family members and local community bank loans.

7.7 Methods used to monitor tourism service provision

The qualitative results indicate that respondents deploy diverse approaches to intuitively monitor tourism service provision. These methods were found out to be insuring their businesses for both internal and external risks (Section 6.3.2), having connections with the informal sector (Section 6.3.3), applying effective daily management practices and the use of customer feedback instruments. Therefore, qualitative findings are congruent with quantitative results. For example, effective management initiative can be drawn from Table 5.3.4 which shows that 86 per cent of participants integrate human resources management principles in running their business enterprises, while Figure 5.3.8 indicates that participants normally apply orientation/induction; training and workshops along with mentorship to empower their employees' intuitive competitive intelligence. Furthermore, Table 5.3.3 highlights that 89 per cent of participants confirmed that they have insured their businesses and Table 5.3.7 demonstrates that the 84 per cent of the participants are conscious of their competitors,

thereby indicating that business owners know about their external environment, hence they are able to intuitively monitor their services.

The study outcomes are compatible with Soulard, McGehee and Stern (2019) who analysed transformative tourism organisations and highlight that they are consistently searching for nimble, along with complex procedures, which incorporate tourists' and local community interests which inevitably results in them gaining legitimacy in the local community, breaks down cultural hindrances in their firms and establishes transformation platforms. As well, Putra and Cho (2019) examined features of small business leadership and found them to be respectful, compassionate, effective communicators, experienced, effective delegators, give recognition when due, sociable, emotionally-controlled and a good organisation. Moreover, Zhang and Smith (2019) argue that understanding the engagement of tourists with both the site and residents enhances effective management since managers have a better understating of the social impact of tourism. However, study results conflict with Torres, Adler and Behnke (2014) who surveyed utilisation expert and consumer feedback in the hotel industry and confirmed that managers generally did not give much attention and time to assessing client feedbacks. As well they did not consider variances, relating to the perceived reliability of each customer's feedback source.

7.8 Approaches which make the tourism business successful

The qualitative results section shows that respondents outlined that hard work and dedication of managers and employees, advertising and strategic marketing and providing high quality services to clients have been suitable methods that they employ to make their business enterprises successful. Moreover, the qualitative findings section outlines that creating good relationships with staff and customers, consistent improvement of facilities, adoption of new technologies and a high prioritisation of finances are imperative to sustain the business to be successful. These qualitative outcomes are also supported by results generated from quantitative findings part of the research. For instance, Figure 5.3.15 shows different types of advertising media (electronic, friends and relatives, travel agents and brochures) that respondents apply to advertise their services. As well, Figure 5.3.7 indicates that these small organisations have up to 56 per cent of their employees who have a matric qualification which shows that they generally have competent work teams and these workers receive job empowerment trainings, education and mentorship (Figure 5.3.8). Finally, Table 5.3.9 shows the multiple regression results of the study and reports that the form of business membership (BM), racial background of the owner (RBO), level of education of employees (ELE), company income receipts daily (CIDR), the approach used to determine prices (PA) and methods employed to monitor actions of competitors (MAC) are positively associated with the period for which business intuitively stays active. These

regression findings apparently show that variables are important issues which influence business success.

The research results are also congruent with Michael, Reisinger and Hayes (2019) who implemented a survey on United Arab Emirates (UAE) tourism competitiveness on 311 business entrepreneurs. The study spotlights that destination resources, destination infrastructure and support services and the general business environment have a significant influence on business success. In the same vein, Park, Doh and Kim (2014) also explored successful managerial conduct for Korean rural tourism and inform that constant investment in product/service development and promotions have a positive impact on the organisations' real financial gains. Likewise, Arsezen-Otamis, Arikan-Saltik and Babacan (2015) assert that success of small tourism businesses, which are managed directly by their owners, appear to be associated with the success level of owner-managers. In that case, the survey suggested a model which studies the relationships among paternalistic leadership behaviours of owner-managers of small tourism businesses and the affective commitment of employees to the organisation and business performance.

7.9 Problems generally facing the tourism business enterprise

From the qualitative results phase, challenges which business owners encountered includes tourism being a seasonal business (therefore, there are low financial benefits in bad seasons such as winter), poor public goods provision (roads, water, electricity and healthcare), pollution, incompetent employees, the absence of stakeholder support, tight immigration policies and a bad economic environment (inflation and the low exchange rate problems of the Rand against major currencies). The problems mentioned in the qualitative findings phase are also objectively agreeing with results produced by the quantitative results section. For example, Table 5.3.9, which outlines the regression model findings, expresses that source of capital (SC), type of tourism business (TB), method of employee empowerment (MEE) and the form of business advertising (BA) indicate negative relationships with the period for which business intuitively stays active. More elaborately, the quantitative findings show that the type of tourism business (TB) does not increase the length of business operation, thus agreeing with seasonal challenges found in the qualitative part of the study. The form of business advertising (BA) has not been effective for these businesses, possibly due to the lack of stakeholder support, pollution, bad economic environment and poor state of public goods as found in the qualitative component of the research. The method of employee empowerment (MEE) may have not achieved desired results as a result of the incompetence of the workers.

The results in this section agree with Akbaba (2012) who evaluated small tourism businesses in Turkey using a sample of 87 businesses and found out that these enterprises are experiencing considerable deficiencies in areas of finance, marketing, human resource management and the involvement of

residents in the industry. These problems are very common. In addition, Wang and Yotsumoto (2019) explored the conflict contexts regarding tourism development in China and highlight that local government authorities were a major party in conflicts owing to its authority as well as economic interests in the industry. The research maintains that tourism village committee views were often ignored by the local government. Phillipson, et al. (2018) also express that small businesses in rural areas are normally unregistered, have old building structures and facilities, pay very low wages, have very seasonal and part-time work and there is greater isolation from funders.

7.10 The positive impacts of the tourism business on the local community

The qualitative results part of the study demonstrates that participants contributed that job creation, improved conservation of natural and man-made resources and the evolvement of effective, new and better approaches of operating through diverse cultural interactions, are some of positive effects of their businesses on local communities. The quantitative constituent of the study also concurs with these qualitative views. For instance, Figure 5.3.6 evidently shows the number of people employed in the tourism venture and the greatest number of respondents (79) highlighted that they employ between zero to 49 employees. Figure 5.3.3 further illustrates that most of these employees are working in the hospitality industry (B&Bs, Hotels and so forth) along with the food and beverages sector. In the same vein, there is evidence that black people form the most dominant race in the small tourism business sector of the Eastern Cape, since Figure 5.3.5 demonstrates that out of the 100 business owners surveyed, 74 were black people, and most of members are also South African citizens by birth as indicated in the respective chapter. In addition, participants have been undertaking new and effective approaches of operating as indicated in the respective chapter, which outlines that most participants (41%) compare prices with their competitors in order to ascertain commodity pricing. In this case, such a policy does not economically disadvantage the community regarding their standard of living.

The study results concur with Paresishvili, Kvaratskhelia and Mirzaeva (2017) who examined small tourism enterprises in Georgia and spotlight that supporting these initiatives will support economic development in these regions, create job opportunities for the local people and improve their standard of living. Furthermore, Martínez-Román, et al. (2015) found a positive relationship between innovativeness and businesses' financial performances in small and medium-sized tourism enterprises. Šegota, Mihalič and Kuščer (2017) also examined tourism's impacts on the Slovenian lake and mountain destination of Bled and found out that more informed and involved residents had positive perceptions of tourism which eventually expanded their knowledge and level of involvement.

7.11 The negative impacts of the tourism business on the local community

The qualitative results chapter indicated that social ills (crime, murder, hijackings, promiscuity, murder and the destruction of property), damage of the natural environment (waste and pollution), lack of adequate resources and skills, along with municipality negligence to provide good services of tourism facilities, have negatively affected their business regarding local communities. These findings are in line with the quantitative findings of the research. For example, although Figure 5.3.7 spotlights that business owners and employees (56%) have a matric qualification, enterprises suffer from the lack of expert skills (only 6% have degree qualifications) which makes it difficult to afford skills and resources at a high level in the industry. Moreover, the negative relationships formed by the source of capital (SC), type of tourism business (TB), method of employee empowerment (MEE) and the form of business advertising (BA), on the period business intuitively stays active, assist in understanding the negative influence of participants' enterprises on the local society, as indicated in the respective chapter.

The study outcomes agree with Craig and Feng (2018), who undertook a temporal and spatial analysis of climate change, weather events and tourism businesses, and contributed that extreme temperature, precipitation and other extreme climatic factors negatively affect tourism sales. Giusti and Raya (2019) examined the effect of crime and other social problems on tourist willingness to travel in Colombia and add that their intention to travel is negatively affected. Kurniawan, et al. (2019) add that tourism growth in small islands of Indonesia considerably affects the social-ecological system, depending on the level of practice, hence an integrated evaluation system is imperative to improve efficiency and effectiveness of tourism. The next section presents integrated findings of the responses from the public sector representatives in the Eastern Cape tourism industry.

7.12 Growth of the tourism industry in the Eastern Cape region

The qualitative findings of this study managed to give deep insights regarding tourism growth in the Eastern Cape area. Firstly, the results indicate that the Constitution and local government and municipal legislations facilitated the growth of tourism activities in regions in the post-apartheid era as indicated in the respective chapters. The results further indicate that tourism activities which have sprung up over the years include, amongst others, cultural, natural environmental, wildlife and sport as indicated in the respective chapter. The findings are in line with the quantitative findings of the study. For example, Figure 5.4.1 shows that respondents have various roles that they play in the tourism industry which demonstrates that the sector is no longer a small one. In addition, Table 5.4.1 attests that 97 per cent of the participants agree that the region has a database which shows various tourism practices in the region which apparently show that there are possibly a lot of tourism activities taking place in the province.

The study findings agree with Sheppard and Fennell (2019) who analysed progress in 123 tourism public sector policies in 73 countries and argue that tourism policies have been evolving with time in line with development, priorities and needs. Nonetheless, the study results disagree with Situmorang, Trilaksono and Japutra (2019) who surveyed the complex relationship involving local people and policymakers, concerning tourism in Indonesia, and adds that this complexity results in “rivalry”, instead of promoting cooperation to work together as teams. Additionally, Kapera (2018) evaluated sustainable tourism growth practices through local governments in Poland and noted that local government officials do not initiate the exchange of knowledge and experiences about sustainable development concerning important conferences, meetings and workshops.

7.13 Impact of tourism in the Eastern Cape from public officials’ views

The qualitative findings show how tourism has influenced the way of doing business in the region. Firstly, officials highlighted the importance of implementing regulations which govern the conservation of natural environmental assets as indicated in the respective chapter. In addition, practices which integrate culture and heritage along with creating employment and incorporating research initiatives as indicated in the respective chapters, were also highlighted. These findings are also congruent with results acquired from the quantitative phase. For instance, Figure 5.4.3 indicates various support initiatives (finance, awareness, consultancy and customer care) which the government, through these officials, has been providing to small and medium-sized enterprises in the tourism industry. Moreover, Figure 5.4.4 indicates many numbers of tourists visiting the area and Figure 5.4.5 indicates the income generated through tourism. Thus, these results give an insight into how jobs have been created to eventually improve local people’s livelihoods.

The findings of the study are in line with Jaafar, et al. (2011) who evaluated features of small and medium organisations in the tourism sector of Malaysia and spotlight that government active support services were imperative to promote tourism development because managers lacked adequate resources along with relevant skills. Bramwell (2013) further asserts that to create and adopt tourism policies for tourism destination regions, the state must have knowledge, thought, use of power, resources and regulations as well as coordination and cooperation among involved parties. The next section discusses the summary of the chapter.

7.14 Summary

This chapter presented integrated results of quantitative and qualitative phases from the convergent parallel mixed-methods design approach. The integrated results were important in refining those findings which have a direct congruency and/or conflict. More elaborately, the integrated findings were

analysed under the views of particular respondents who were considered as part of the study. In this regard, results for subjects who are tourists, were examined under headings which included tourists' reasons behind their motivation to visit the country, the impact of the tourist's visit from their own perceptions, the problems they experienced and their suggestions on improving the available tourism services.

The integrated findings for participants who are business owners, were discussed under headings that included reasons behind the motivation to start a tourism-related business, approaches deployed to intuitively monitor tourism service provision. They also included methods employed to make the tourism business successful, problems they face and the impacts (positive and negative) of the tourism business on the local community. Finally, the integrated results for participants who are government officials, were analysed under the headings which included growth of the tourism industry in the Eastern Cape region and the effect of tourism in the Eastern Cape from their point of view. Having discussed the integrated results, the next section presents summary of findings, conclusions and recommendations.

CHAPTER 8: SUMMARY, CONCLUSION AND RECOMMENDATIONS

8.1 Introduction

This chapter concludes the study by presenting 8.2 a summary of the research findings, 8.3 a proposed framework to enhance understanding of intuitive competitive intelligence practice for small and medium-sized enterprises' success in the Eastern Cape tourism sector, 8.4 conclusions, recommendations, as well as 8.5 study's limitations.

8.2 Summary of findings

The results of the study are briefly summarised, sequentially, according to research objectives:

Objective 1: To Analyse the Practices Which Assist Small and Medium-Sized Enterprises in the Eastern Cape Tourism Sector to Succeed in the Business World by applying Intuitive Competitive Intelligence

Both the quantitative and qualitative results managed to generate initiatives that enhance small and medium enterprises in the Eastern Cape tourism sector to succeed in the business world using intuitive competitive intelligence. Firstly, results show that business owners largely employ their friends and relatives to market their businesses and deploy hardworking and dedicated staff as in the respective chapter. The business owners intuitively operate different forms of accommodation for their preferential tourists, and continually upgrade and renovate old building structures along with removing outdated technologies as in the respective chapter. Small and medium tourism firms also employ diverse forms of booking arrangements which improve the convenience thereof. Moreover, participants highlighted that they save funds to meet high priority business needs instead of using income received from the business recklessly as in the respective chapter. In addition, these businesses excel in the quality of service (particularly, in relation to climate, accommodation, attractions, communication and their interaction with people). In the same vein, qualitative results also agree on the issue of the quality of service by adding that a friendly atmosphere, exceeding customer expectations and good food are important practices of providing a high-quality service as in the respective chapter. Moreover, quantitative results show that the form of business membership (BM), racial background of the owner (RBO), level of education of the employees (ELE), company income receipts daily (CIDR), approach used to determine the prices (AP) and methods employed to monitor actions of competitors (MAC) are positively associated with the period in which the business has been intuitively active (BIA), as seen in the respective chapter. Thus, regression results confirm that BM, RO, LE, IR, AP, MAC and LR are

constituent initiatives which enhance these businesses to achieve entrepreneurial success using intuitive competitive intelligence practices.

Objective 2: To Appraise if Small and Medium-Sized Enterprise Characteristics in the Eastern Cape Tourism Sector Affect their Intuitive Competitive Intelligence

The research findings have demonstrated that the level of education of both owners and staff members in small and medium-sized enterprise characteristics of the Eastern Cape tourism sector, is relatively low, as most have matric qualifications with very few individuals with degree qualifications as in the respective chapter. Of course this is not a hindrance as such to the tourism business as results indicate that they have competent work teams that receive intuitive competitive intelligence job empowerment training, education and mentorship on a continuous basis. This implies that managers and owners are employing their intuitive competitive intelligence on matters that relate to trusting their own skills and experience, as well as their employees on issues that relate to quality, research, innovation and the productivity of their business operations. In addition, results indicate that these businesses depend on few employees for marketing, accounting, innovation and sales for the entire organisation as in the respective chapter. That shows that staff members undertake multiple tasks and management teams have to deploy their initiation so that these activities are being implemented effectively and at a high level of proficiency for entrepreneurial success.

The study outcomes indicate that the racial background of the business owners along with other members are predominantly black South Africans as in the respective chapters. This issue motivates a sense of brotherhood and also solidarity amongst Africans, particularly in doing away with apartheid policies which were largely against black people emancipation as in the respective chapter. In that case, managers and owners and their employees are intuitively expected to have a strong relationship, identity and a sense of togetherness which are important in promoting both business growth and positive performance. Furthermore, the form of business membership of small and medium-business organisations in the Eastern Cape tourism sector is relatively simple and small as in the respective chapters respectively. This influences them to intuitively operate in niche markets along with encouraging specialisation, as they are flexible in decision-making and do not wait for the board of directors' approval.

The study has also shown that small and medium-business organisations in the tourism sector generally lack adequate and consistent financial strength, along with the fact that most of these organisations depend on borrowing from banks as in the respective chapter. In this case, managers and owners regularly experience financial problems which, in this case, forces them take risks or make financial decisions that are based on past experiences. The study also demonstrates that client satisfaction and

exceeding their anticipations is very important for small and medium-sized enterprises in the Eastern Cape tourism sector to succeed as in the respective chapters. In this case, customer feedback can play a significant part on these organisations' intuitive competitive intelligence, as they will implement decisions and courses of actions which align with the demands of the client at a particular point in time. In addition, the use of customer feedback tools, can also influence the managers to intuitively act promptly in accordance with the feedback received as in the respective chapter.

Objective 3: To Determine if External Forces Influence the Intuitive Competitive Intelligence Practices of Small and Medium-Sized Enterprises in the Eastern Cape Tourism Sector

The study outcomes have shown that the tourism sector is generally a seasonal business venture which usually faces financial difficulties during winter (climate changes affecting the environment. In this regard, the business has to find alternative means of generating income in periods and/or seasons that their business is down so that they do not close down. Thus, it appears that there are a lot of decisions and strategies which have to be adopted to maintain business longevity and entrepreneurial success by applying intuitive competitive intelligence. The findings of the study also illustrate that laws and regulations governing tourism are continually changing in line with sustainable development goals and immigration interests.

In this case, the change of regulations also affects normal operations of small and medium enterprise in the tourism sector such that these organisations must act in congruence with shifts in government policy interests. The study also confirms the existence of many competitors in the tourism sector and, indicates that the small tourism businesses intuitively monitor the actions of their rivals. In this regard, it is apparent that business actions, on a daily basis, are implemented to counter the actions of rival organisations in the area which inevitably puts pressure on managers and business owners to integrate unique and highly attractive measures that draw customers to their businesses by using intuitive competitive intelligence.

The research findings also found out that these businesses have problems with aging infrastructure and outdated technologies. More specifically, matters were raised related to poor road (gravel roads and lack of signage) and communication networks (lack of telephones and Wi-Fi) and poor tourist accommodation. In this regard, the businesses are cognisant of these challenges through competitive intelligence and hope that their clients are able to reach their destinations without giving up on their travel. In this case, their businesses are always ready to cater for any tourists who visit their premises. Issues relating to the language and cultural barriers are common amongst these businesses, and can also affect communication. Managers thus have to assume that the way that they are communicating with their clients through brochures, accommodation design and treatment is of a high quality.

The study results also highlighted the issue of a changing economic environment. The matters raised relate to the value of the Rand against major currencies (exchange rate), along with inflation matters. In this context, these organisations are highly likely to transform their business conduct, owing to pressures from an unstable economic environment through intuitive competitive intelligence. The prevalence of public service challenges – the lack of water, load shedding of electricity and uncollected refuse – and social ills – robbery, murder and hijackings - also imply that business owners have to use their intuition by trusting that such matters will be addressed expeditiously by the responsible government authorities and agencies.

The study findings also highlight that there has been a change in the demographics in relation to the number of tourists visiting the Eastern Cape area. In this study, the number of tourists has been increasing in recent years and these people are coming from all over the world as in the respective chapter. To remain competitive, businesses have been using their neighbours' houses to provide accommodation for their customers and such a process is intuitively developed, as they can only hope that their neighbours do not decline such courses of action.

Objective 4: To Examine if External Forces Are Contingent in the Relationship Between Intuitive Competitive Intelligence Practices and the Success of Small and Medium-Sized Enterprises in the Eastern Cape Tourism Sector

The study showed that external pressures are indeed contingent in the association involving intuitive competitive intelligence practices and the success of small and medium-sized enterprises in the Eastern Cape tourism sector. The respondents mentioned a series of challenges related with tourism growth in their local community. Firstly, the participants outlined that there is a general lack of investment to support their hospitality industry at large. This investment, which is generally absent, relates to the absence of the much-needed skilled workforce in the industry along with current technology, financial input and the poor service delivery (roads, water, and electricity). Therefore, they need to apply intuitive competitive intelligence to source funds for survival.

Secondly, these businesses are seasonally-oriented, with little to no business in winter. Plus, daily adverse weather changes can also significantly affect business operations in a negative way. The seasonal basis of these enterprises also means that they lose customers and income, which has a negative influence on their level of financial returns. In this regard, they may be forced to intuitively find other alternative approaches of making money (which are not tourism related), based on their own perceptions and cognitive insight as well as competitive intelligence.

Thirdly, social challenges such as robberies, murders and high jacking of tourists' cars are ills that can suddenly take place, unexpectedly leading to such businesses changing their daily plans and activities. In this case, positive intuitive decisions and high tourist visits (which results in high profit gains) are possible in an area with less social problems and vice-versa. Fourth, it is also worth mentioning that the logistic regression results, on one hand, illustrate that the popularity of a tourism centre, continent of origin, type of booking, number of days stayed in Eastern Cape and the quality of service of food show a positive and significant relationship with a particular tourist visit to the country.

On the other hand, the quality of the transport service and the quality of service provided by people lowers tourist visits to South Africa. In this regard, it is apparent that the image that tourists have of the country, along with their personalised individual preferences, are important issues which small and medium businesses can intuitively consider regarding how they should operationalise their business activities. These factors lower the number of first time visits by tourists to South Africa, hence small and medium tourism businesses' intuitive competitive intelligence planning and decision-making should inform them that this needs to improve so that negative impacts on their profit levels are avoided.

Furthermore, small and medium tourism businesses indicated that to enhance their businesses to achieve entrepreneurial success through intuitive competitive intelligence, they dedicate themselves to hard work, honesty, providing excellent customer service, encouraging good working relationships with staff members and clients, and to promoting their businesses through various types of media. In addition, they always maintain the cleanliness of their facilities, develop friendly attitudes towards guests, provide a good quality food service and satisfy the needs of their clients beyond their expectations.

Objective 5: To Propose a Framework to Enhance Understanding and Research on Intuitive Competitive Intelligence Practices for Small and Medium-Sized Enterprises' Success in the Eastern Cape Tourism Sector Which Adds to Empirical Literature and Studies.

This is presented in the following section.

8.3 Contribution to knowledge

Having discussed the Theoretical Framework on Intuition and Competitive Intelligence, as well as Intuitive Competitive Intelligence, in the respective chapters, for example chapters one and two, the researcher developed the ICI Framework using the constructs as discussed below. Even though are different perceptions from various schools of thought on the adoption of intuitive competitive intelligence practices for small and medium-sized enterprises' success, there is currently no framework to improve its sustainable comprehension and research. The researcher addressed this gap by proposing a framework to enhance understanding and research on intuitive competitive intelligence practices for small and medium-sized enterprises' success, with particular emphasis on the tourism sector.

Suggested Framework for Understanding ICI of SMTEs

The first part of this chapter demonstrated that study objectives were achieved through an extensive analysis of the study data along with comparing and contrasting them with available peer-reviewed empirical studies. In congruence with past studies, this research identified both intuition, external and internal factors which influence intuitive competitive intelligence practices for small and medium-sized enterprises' success in the tourism sector. Hence, this research contributes to literature by integrating these factors in operation of small and medium-sized tourism enterprises which will advantageously improve their financial and overall performance in South Africa. Apart from this research gap, no past studies have proposed a framework on intuitive competitive intelligence practices for small and medium-sized enterprises' success in the tourism industry. In this regard, the framework is graphically presented in Figure 8.1 below.

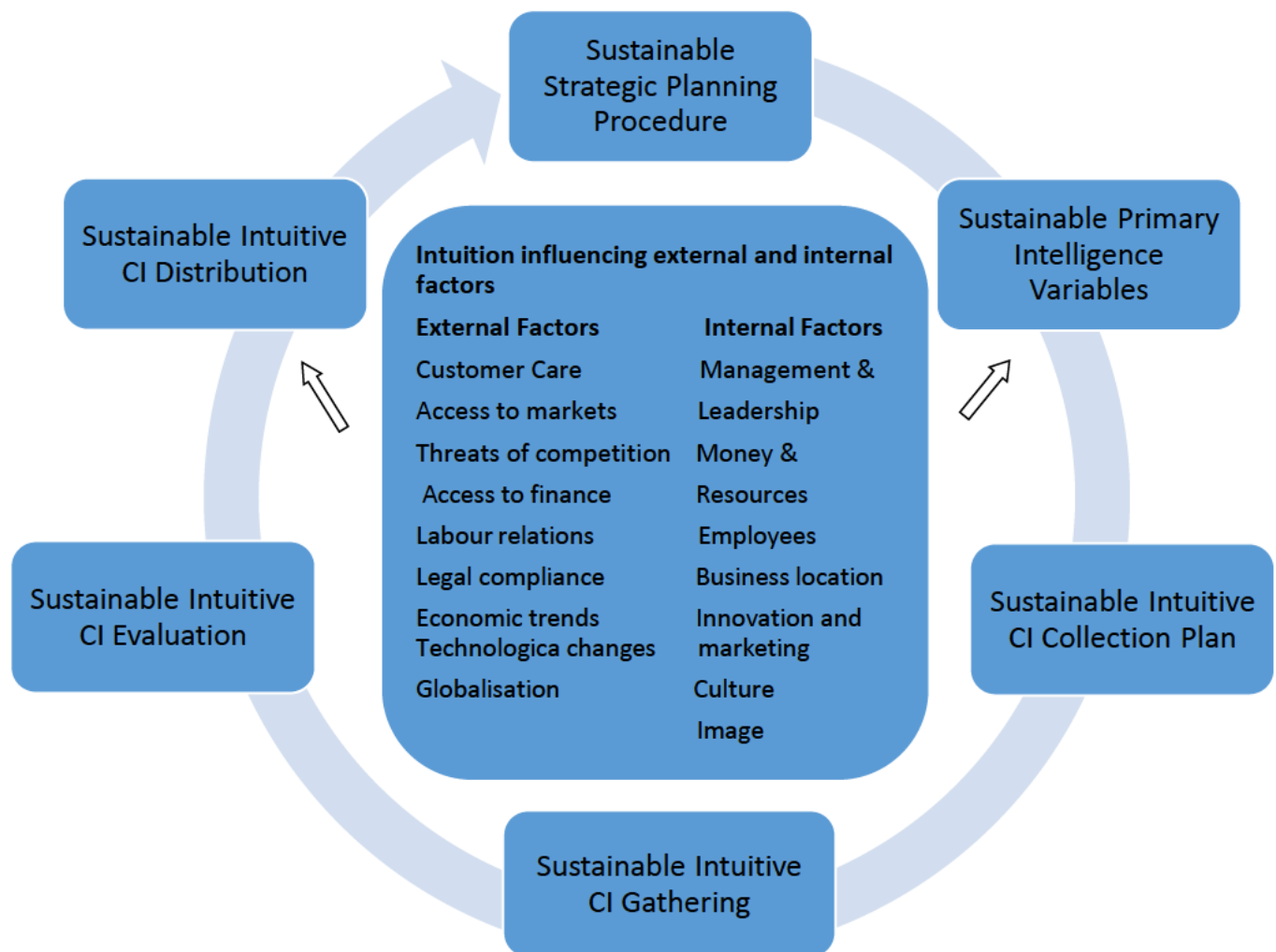


Figure 8.1: Proposed Framework to Understand ICI for SMTEs

Source: Author's Own (2019)

Components of the Research Framework

The intuitive Competitive Intelligence Cycle used in the study was founded upon previous theories, empirical literature and study's findings outlined in earlier chapters to help business enterprises and organisations to continue assessing a competitive environment in an orderly manner. The Intuitive Competitive Intelligence Framework proposed in this study comprises of the following steps:

Step 1: Sustainable Strategic Planning Procedure

This is the starting point for the process of intuitive competitive intelligence. It gives direction that involves scope of the entire organisation. SMTEs start by identifying needs for gathering relevant data about the factors that affect their businesses both internally and externally. All the phases of the competitive intelligence process are interconnected and therefore the success of one relies upon the other. An effective intelligence process concentrates on gathering relevant competitive data that is key for tourism business managers to intuitively make informed decisions. This phase gives direction that is significant to the effort of competitive intelligence, making sure that it focuses on gathering and evaluating data relevant to the specific needs of intelligence (Cook and Cook, 2000; Louw and Venter, 2011; Louw and Venter, 2013).

Step 2: Sustainable Primary Intelligence Variables

In this step, tourism businesses must identify critical areas for competitive intelligence, as it is not practical to assess the entire business environment. These critical areas are known as the sustainable primary intelligence variables. They should identify specific intelligence requirements for the entrepreneurial success of the business enterprise. For the process to succeed, they should be assigned to the specific units or departments, such as top management, in which strategic plans are taking place. Or they may be placed under the control of the marketing department where they will be able to intuitively identify changes that need the attention of managers in the business environment, including the threats of competitors, opportunities in the market place, and competitive risks. They must also check key vulnerabilities and assumptions that are real, technological trends, customer preferences and needs, and the actions of the government that adversely affect business operations if unchecked (Louw and Venter, 2013; Du Toit, 2015; Fakir, 2017).

Step 3: Sustainable Intuition CI Collection Plan

The sustainable intuition competitive intelligence collection plan should be created at this stage. This involves determining the data sources that will be used, the people involved in the collection process and how the data will be collected. Primary and secondary sources of data are used and further support

each other when gathering data (Nikolaos and Evangelia, 2012; Nenzhelele, 2016; 2017). SMTEs' examples of primary sources of data include data received from the opinions of customers, workers, competitors, suppliers, employees, distribution channels, opinion leaders and complementors (forms part of competitive intelligence). On the other hand, secondary sources of data consist of information sourced from institutions that specialise in market research, the records of the company, public libraries and online sources such as the Internet. Some merits of using primary data are that it is correct and timely, although it is expensive, whereas secondary data is easily accessible and cheap, but may not be reliable since it is outdated. However, both types of data are useful in determining a sustainable competitive intelligence plan. One of the superb ways to collect competitive intelligence data is the use of the Internet. For instance, weblogs (blogs) that have been recently launched give an intelligence advantage for involving stakeholders and customers in quantitative and qualitative enquiries online (Hellriegel, et al., 2013).

Step 4: Sustainable Intuition CI Gathering

Sustainable intuition competitive intelligence data gathering is undertaken in this step as mentioned in the plan for data collection. It is the responsibility of tourism small businesses to check the value and credibility of the source of data. During this phase of the process, SMTEs intuitively get information from various primary and secondary sources as noted above, using a large number of available techniques. Primary sources include employees of both the business enterprise as well as that of the competitors, government agencies, customers, conferences, suppliers and tourism events in which tourism stakeholders are gathered. On the other hand, secondary sources consist of TV, radio, magazines, reports received from analysts, tourism annual reports as well as annual financial records of the organisation (Nenzhelele, 2017; Bi and Cochram, 2014). From empirical research in the respective chapters it was clear that electronic media was the main source of information for small businesses in the tourism industry for gathering intuitive competitive intelligence.

The type of information required influences the choice of a particular source which incorporates such factors as availability, cost, quantity and quality of information, easy access together with ease of sorting the relevant source. There is a belief that 80 per cent of the information needed to produce competitive intelligence is discovered within a firm, however, users of the information are not aware of its existence since it is not necessarily shared with them. The challenge of not sharing information happens as a result of barriers to communication as well as the geographical location of the tourism business. This is due to the fact that most units in any big organisation tend to work in silos whereas in small businesses, the owner or manager may be ignorant (Louw and Venter, 2013; All Answers Ltd., 2018; Kompyte, 2018). Therefore, SMTEs should intuitively source information from employees and company records to get a better insight on how to improve their business operations.

Step 5: Sustainable Intuition CI Evaluation

This step is the most difficult one and involves the evaluation of competitive intelligence that has been gathered to check factuality and utility. This is so since some small tourism businesses do not have sufficient financial and human resources to assist with ICI evaluation of collected data. There are tools available designed to evaluate competitive intelligence. This phase also allows the CI professionals to identify gaps in data and findings. It is important to verify information before it is distributed to decision making managers for use. This demands that the owner or manager gets an insight of what the programme of competitive intelligence covers to eliminate information overload. However, the value of information is determined by time, accuracy, relevance and reliability.

It is worth noting that competitive intelligence or “actionable intelligence” saves managers time and effort since they get sifted information that enables them to make informed strategic and tactical decisions within a reasonable time period. To ease the burden of the difficulty, a variety of analytical tools are used to analyse information, including PEST (political/legal, economic, social-cultural and technological analysis), Porter’s Five Forces Model, SWOT (Strength, Weakness, Opportunity and Threats) analysis and competitor profiling. These analytical models are useful in converting various pieces of information into actionable intelligence which enhances the decision making process of small tourism businesses. It has been indicated in the relevant chapters that successful businesses are the ones that use these types of competitive intelligence models (Porter, 1980; Porter, 1990; Louw and Venter, 2013; Pellissier and Nenzhelele, 2013a).

The evaluation phase is completed by making a variety of intelligence products which are normally documents and activities such as market or industry analyses, company profiles, and supplier or customer profiles. Again they include competitive benchmarking that can assist SMTEs to copy and try to overcome their rivals, analysis of effects of the strategy, technology assessments, daily reports, bulletin of risk and opportunities and daily competitive intelligence. The analysis technique to be chosen depends on the type of intelligence required, such as tactical or strategic intelligence (Ettorchi-Tardy, Levif and Michel, 2012; Pellissier and Nenzhelele, 2013; Rogerson, 2014). The capability to undertake assessment that is fair and just, together with interpretation, is significant for the achievement of a sustainable competitive intelligence process of a small tourism business.

Step 6: Sustainable Intuitive CI Distribution

This phase is used to distribute information to strategic decision-makers with a view to planning and action which will then influence primary intelligence variables. Actionable intelligence allows various teams of executive management to make strategic decisions and actions aimed at boosting the overall

performance and competitiveness as well as innovation of tourism business organisation. Competitive intelligence forms part of the value chain which converts some elements of data into usable information that results in strategic decision-making. The ultimate aim of competitive intelligence is to formulate rational decisions that can be actionable to assist tourism businesses to remain sustainable and competitive. This information is then communicated in an appropriate way to relevant parties (Erasmus and Strydom, 2013; Marketing, ABC, 2018).

The results of the intelligence process should be distributed to people with authority and responsibility to act on the findings in which reports, meetings or dashboards are normally used. This phase also includes the judgement of the competitive intelligence process and the examination of its impact in the process of making decisions. Another key aspect to consider is the feedback from decision-makers that can assist in future planning and improvement of the CI process of tourism businesses. Competitive intelligence requires that there should be relevant policies and procedures to support it. As mentioned in the relevant chapters, workers should be capacitated about ICI practices in order to create awareness and the culture of competitiveness within the tourism business.

The following section identifies both the external and internal factors that are influenced by intuition.

Intuition Affecting External Factors

This section presents intuition affecting external variables based on framework presented as Figure 8.1.

- **Customer Care**

Intuitive competitive intelligence assists small tourism businesses to satisfy the needs of consumers beyond their expectations (customer care). This tends to attract more customers, as they believe that their needs will be met with a delightful interaction with the tourism business and its brand, goods and services (Du Toit, 2015; Global Entrepreneurship Monitor, 2018). In an accommodation tourism business, this is the best-selling idea because various types of customers want to relax in a friendly and clean environment. Hence tourism business owners commented that they remain competitive and sustainable through excellent customer service. Therefore, the hospitality provided motivates tourists to visit again. This is significant in the sense that the nature of the tourism and hospitality business is seasonal.

It is noted that customers have the most direct microeconomic impact on a tourism business since it has to continue attracting customers to the business. Therefore, the tourism business owner should learn about the needs of the customers and then develop effective marketing campaigns to retain them to generate a customer base and revenues. It is believed that keeping loyal customers is cheaper than attracting new ones. Good customer service involves answering their questions, resolving problems and

dealing with complaints quickly. That was also mentioned by small tourism business owners in the relevant chapters. This leads to customers developing a positive impression about the company.

- **Access to Finance**

All businesses require finances to start operations. Most SMMEs start their accommodation businesses with limited financial resources, as they depend upon family and friends to assist them. This is the main challenge, as they do not necessarily have enough capital to establish their businesses, as supported by both the literature review and the research results. Furthermore, financial institutions such as banks require properly written business plans as well as collateral security when lending money to small businesses, of which they do not have. The financial institutions as well as government organisations should train small businesses on how to develop acceptable business plans and reduce stringent requirements needed for them to get financial support (Chingunta, 2017; Global Entrepreneurship Monitor, 2018; Small Enterprise Development Agency, 2020). It is crucial to capacitate the small tourism businesses on how to do a budget, have proper financial management books of account, deal with SARS reconciliations as well as a working capital and run a profitable business. Lack of education and training was also witnessed by small tourism businesses in the relevant chapters. On the other hand, adopting intuitive competitive intelligence can assist them to be aware of changes in interest rates, financial risks and the availability and non-availability of credit as they cannot control their access to it.

- **Access to Markets**

For their survival and sustainability, SMME owner-managers need to understand the changing competitive and marketing environment as well as learn the skills and competencies that will allow them to outcompete their rivals (Global Entrepreneurship Monitor, 2014). They need to scan the environment on a continuous basis in order to determine existing and potential competitors that can affect their access to the markets, as the tourism industry has a complex competitive environment. This will help in maintaining viability and improving performance. The small tourism businesses also attract customers beyond the borders of the country. Therefore, they have to maintain high standards in order to remain competitive and sustainable. The larger enterprises should mentor and coach the SMEs in order to get entrance into various markets and be part of the broader supply chain.

- **Threats of Competition**

Competition takes place when similar businesses compete for the support of the same consumers with homogeneous products or services. In the respective chapters the SMTEs mentioned that they were aware of their rivals since they are established next to each other. They could even monitor their rivals'

actions using intuitive competitive intelligence. Most businesses such as B&Bs normally worry about their direct competitors where competition can be intense in as far as price cutting and customer service are concerned. However, differentiating from competition on qualitative levels, like customer service for example, can have a more lasting effect than price competition (Nikolaos and Evangelia, 2012; Chingunta, 2017). Therefore, small tourism businesses should be able to intuitively monitor the actions of their competitors.

- **Legal Compliance**

One of the requirements for any business is for it to be registered. This is a legal compliance which all the businesses, whether small or large, must adhere to. A typical tourism business is directly affected when the government changes policies, more especially, when products or services offered are highly outlawed. For example, the increase in the petrol price forces tourism businesses to increase their charges for accommodation. One should note that these laws are beyond one's control and can have a damaging impact on the business. Furthermore, politics and pressures coming from the ruling administration directly influence business operations (OECD, 2015; Niewenhuizen, 2019). Therefore, small business owners should use intuitive competitive intelligence to be kept abreast of government laws and regulations that affect their businesses.

- **Economic Trends**

Political, social, technological and international factors affect economic growth. These macro-environmental factors have a direct impact on the income of consumers, employment levels, economic growth rate, interest rates, the rate of inflation and the exchange rates of which, in turn, affect the performance and survival of the tourism business. The economic stability of any state is assessed through the range and number of products and services produced, calculated in monetary terms, as GDP. In other words, the total value of all goods and services produced within the boundaries of a country in a particular period, usually a year (Long, 2016; Coca-Cola Ltd., 2017; Department of Small Business Development, 2019). The SMTEs should be aware of the economic trends, through intuitive competitive intelligence, as they directly affect them. For instance, when the economy is in a down turn, few tourists visit the B&Bs and that affects the turnover, sustainability and profitability of the small businesses.

- **Technological Changes**

Technology involves the use of the latest types of machinery and equipment, automation of certain services, the use of IT systems to operate the business activities and also having high classes of communication systems, both internally and externally. Technology assists the tourism business to be competitive, sustainable and profitable, as mentioned in the relevant chapters (Ghobakhloo and Tang,

2015; Herrington and Coduras, 2019). Nowadays, most businesses, even the B&Bs, tend to promote their businesses using the latest technology, including ordinary cell phones and social media which has become one of the most popular means of communication that can attract a number of customers.

However, SMEs are less structured compared to the larger corporations due to knowledge management systems that are not properly organised, tangible resources that are inadequate and advanced new technologies that are not available. It is sufficient to emphasise that innovation in technology cause changes in the environment in which labour capital is generally enlarged. It is believed that business firms, whether small or large, cannot afford to ignore technological developments, such as computer technology and information technology, as they are the life blood of their existence as it assists them to collect market intelligence. In addition, successful business enterprises should be technologically inclined so as to compete in the business landscape.

- **Labour Relations**

After South Africa received a democratic government, the RSA Constitution developed rights for employees such as the right to strike. This has led to the development of unionised labour in all spheres of private and public sectors which sometimes hinders the proper functioning of the business operations as well as economic growth (OECD, 2015; Zhou, et al., 2019). As a result, some industries, especially in the tourism and manufacturing sectors, are not keen to employ unionised workers, as they seem to have more demands and high labour costs. This becomes difficult when small businesses are at their start-up stage. As a result, there is a high labour turnover in small businesses. Therefore, small tourism businesses should be aware of the rights of employees, as they directly affect their businesses.

- **Globalisation**

Globalisation takes place when countries throughout the world trade with one another through goods and services. In this manner, countries become interconnected through trade and cultural exchange. Economic globalisation is how countries come together to form a single global economy, enhancing international trade. For example, globalisation in the late 20th Century, is marked by the fact that a number of countries decided to lower tariffs or taxes on goods that were imported from other countries. Globalisation also includes the interaction and working together of companies, people and governments worldwide (Dubois and Walsh, 2017; Tight, 2019).

In addition, advances in communication technology and transportation also boost globalisation. Furthermore, increased communication and free trade between states, along with increased access to media through technology, healthcare, education, consumer goods, and other resources, enhance globalisation. However, there are some disadvantages of globalisation that involve cultural homogenisation, the exploitation of developing countries and negative impacts on local economic

environments. It should be noted that globalisation is a difficult aspect and that some people believe that it decreases poverty, while others argue that it actually expands inequality in wealth creation worldwide. Small businesses in the tourism sector are also part of the global economy, as they also accommodate tourists from various countries and thereby exchange their products and services with them. Therefore, they need to be aware of market and macro environmental factors that affect their business operations, as mentioned in the relevant chapters. The following section will highlight the internal factors affected by intuition.

Intuition Affecting Internal Factors

This section presents the intuition affecting internal factors based on framework presented as Figure 8.1.

- **Management and Leadership**

One of the critical internal factors that affect a business is leadership and management. Each manager normally follows a specific leadership style together with other supporting ones that affect the culture of the organisation. The large corporations often establish a structure that is formal with an accompanying vision and mission statements (Khairiah and Sirajuddin, 2019). However, this does not necessarily happen in small businesses in general, and in tourism ones specifically. Some leadership styles and approaches tend to intuitively promote an organisational culture of putting more emphasis on the welfare of the employees, as they believe that happy workers are productive ones. They also promote effective ways of communication and build an atmosphere of family-friendliness. Other managers prioritise productivity in all the activities of the firm. Small businesses, managed by one person tend not to have a well-structured organisational organogram since all the activities of the business are done by one person who is either an owner or manager.

- **Money and Resources**

Money is one of key resources that enhances a typical business to run successfully. When there is no money, a business enterprise becomes insolvent since it cannot service its debts. Therefore, money detects if the business will survive or not. When the cash resources are too limited, the B&B cannot hire many people, which directly affects it due to its intensive labour basis (Fatoki, 2014; Department of Tourism, 2019; Eastern Cape Business, 2019). In addition, the tourism business will not be able to promote its business due to limited funds. Even the quality of equipment and machinery as well as the furniture may not be of good quality. However, if it does have cash, the B&B can grow and expand as well as endure downturns in the economic environment. Financial resources like investment opportunities, funding and sources of income become essential for the small business to be aware of to

receive assistance. In addition, to these resources, the owner or manager should have proper books of account to record all business transactions. Other factors to consider that require funding, include IT systems as well as administrative and operational procedures which the small tourism businesses do not necessarily have at their disposal. This has been mentioned as one of the challenges of small tourism businesses in the relevant chapters.

- **Employees**

The small businesses in the tourism sector depend upon their employees for survival, which include employees, volunteers and target audiences. The employees produce, sell or service the goods and services that drive the business. The availability of competitively qualified and motivated employees for the business is important to its entrepreneurial and economic success as well as sustainability (World Travel and Trade Council, 2015; Maleka and Fatoki, 2016; van Rensburg and Ogujiuba, 2020). This is supported by the literature review and also mentioned in the research results in the relevant chapters. The employees should be capacitated in intuitive competitive intelligence to perform excellently in their jobs, whether it is serving clients or cleaning business rooms in the tourism accommodation business. The rooms should be cleaned in such a way that they attract tourists. On the other hand, managers should treat their employees with fairness and be just when handling them for retaining them since internal politics and conflicts can drive talented ones away and cause havoc for the business. If employees are hard-working, motivated and talented, the business's turnover and profits tend to increase. They will produce better results compared to those that are less talented and unmotivated. It is important to promote teamwork among employees to enhance team spirit to improve performance. It is believed that it is more expensive to hire new staff members than to retain the old ones.

- **Business Location**

Physical resources like the company's location, facilities, furniture and equipment play an important role in the tourism industry, as they attract tourists. The small tourism businesses, for example, the B&Bs that are located nearby other businesses, tend to be more favoured by tourists than those that are far from amenities like shopping malls, hotels, hospitals, police stations and central business districts. Therefore, the rural tourism businesses should use intuition to attract tourists for entrepreneurial success (National Department of Tourism, 2014).

- **Innovation and Marketing**

Tourists tend to choose B&Bs that are properly advertised and have an Internet connection. This implies that these businesses should be aware of such needs and should try to serve their clients well. Some companies may spend a part of their profits on marketing for attracting many tourists but fail, as the

tastes and preferences of consumers change. There is an increased use of technology by customers which businesses should consider when doing strategic planning. However, the owner might not have planned for the widespread use of social media which could affect his business. In addition, a business needs innovation in order to be aware of actions of competitors to outcompete them. In this case, innovation could enhance the marketing of the tourism business. It could also be through promotional initiatives in the training of staff, their welfare and marketing plan (Ghobakhloo and Tang, 2015). These business owners should embrace new technology, as it is one of the key initiatives to keep up with the advancements in technology. Furthermore, technology is the one component that assists a tourism business to collect market intelligence. It is noted that a growing business can be affected by lack of innovation. Therefore, small businesses should develop new ideas and try innovations so that they keep abreast of latest developments in technology.

- **Culture**

Culture consists of the beliefs of a specific group of people, in religion, social habits, music and art, language and cuisine. Organisational culture, on the other hand, is the personality of a business. It defines the environment in which employees work and includes a variety of elements such as the work environment, mission, values, ethics, expectations and goals. This is normally inculcated by the business owner in the employees. Therefore, small tourism businesses must also promote softer elements like culture and image building of the organisation, operational efficiency, the role of key staff and potential thereof. These factors are also significant in the sustainability of the business since they can make or break an organisation (Statistics South Africa, 2020). On the other hand, small tourism businesses should intuitively learn the different cultures of the tourists they normally serve for meeting their needs and specific preferences. This enhances the sustainability and entrepreneurial success of the tourism business.

- **Image**

Image is intuitively creating of positive public impressions of an organisation by managers to appeal to both an external and internal audience while simultaneously being interpreted by organisation's members. An organisation's image is built over time and it is one of intangible assets that sets a company apart from its competitors (Adom, et al., 2016). Therefore, it is important for small tourism business owners to treat their customers beyond expectation so that they can visit again and spread good 'word-of-mouth' advertising about the business. This then leads to a high turnover, profitability as well as sustainability of the business.

The following section gives a summary of the results, conclusion and recommendations.

8.4 Summary, conclusion and recommendations

8.4.1 Summary

This study examined whether small and medium-sized enterprises in the Eastern Cape tourism sector utilise intuitive competitive intelligence practices to succeed in business. The population of the participants consisted of approximately 500 SMTEs, 100 public body officials in the respective municipalities and a number of tourists. Sampling was done using random sampling for SMTEs, purposive sampling for the public body officials and convenience sampling for the tourists. The sample size for owners was 100, for public body officials it was 30, and for tourists it was 99, giving a total of 299 participants. A mixed methods approach was used to guide the study. Data was collected using some semi-structured questionnaires which had structured (quantitative in nature) and unstructured part (entirely qualitative) given to all the participants. The quantitative data analysis was implemented through the use of descriptive statistics approaches along with the use of regression analysis (multiple and logistic). The qualitative data analysis of the study was achieved by use of inductive and thematic analysis. The results of the study were sufficient and they also effectively managed to answer the researcher's research questions and objectives.

Firstly, initiatives, which enhance small and medium-sized enterprises in the Eastern Cape tourism sector to succeed in business where they make use of their friends and relatives to market their businesses, are constituted with hardworking and dedicated employees. In addition, they appeal to tourist preferences by providing diverse forms of accommodation along with booking arrangements, consistently improving their building structures and removing old technologies. They also have an effectual finance saving system which prioritises business needs and also integrates high quality service in their diverse operational activities. Furthermore, the findings of the study confirm that the form of business membership (BM), racial background of the owner (RO), level of education of the employees (LE), company income receipts daily (IR), the approach used to determine prices (AP) and the methods employed to monitor the actions of competitors (MC) are positively related with the period in which the business intuitively stays active (BISA).

Secondly, the study found out that small and medium-sized enterprise characteristics in the Eastern Cape tourism sector affect their intuitive competitive intelligence. In this regard, the research found out that attributes such as the low level of education, dependence on a few workers who undertake multiple tasks in the enterprise, and the racial background of the business owners who are mostly black influence their sustainability. Furthermore, the simple and considerably small nature of the form of business membership of small and medium business organisations in the Eastern Cape tourism sector, as well as the absence of sufficient and regular income, affected their operations. Moreover, other features were

the pursuit to exceed customer expectations and the existence of client feedback instruments which were important characteristics that affect the intuitive competitive intelligence of small and medium-sized tourism enterprises.

Thirdly, the findings of the study also ascertained whether external forces influence intuitive competitive intelligence practices of small and medium-sized enterprises in the Eastern Cape tourism sector. In this case, the external factors determined which had a direct or indirect impact on the business operations were the seasonality-oriented operation of the businesses, evolving laws and regulations in the industry, immigration requirement changes, as well as stiff competition. Again, outdated technologies and old infrastructure, poor road and communication networks, language and cultural barriers and the low Rand value against other major currencies were the other external forces that impacted on the SMTEs. Other external factors identified by the study were poor public goods service and its provision by the local government and municipality, as well as the prevalence of social ills and changing demographics (in terms of increasing tourist visits). Most of the external factors were also found to be contingent on the relationship between intuitive competitive intelligence practices and the entrepreneurial success of small and medium-sized enterprises in the Eastern Cape tourism sector.

Fourthly, tourists that were surveyed also contributed to the research study as they indicated their perceptions of the small tourism businesses in terms of poor infrastructure to access the accommodation facility, location of the facility, service provided, the facility's condition with the type of furniture used, attitudes of staff and owners, the public goods issues like safety and security, water and sanitation, electricity load shedding, network problems and connectivity. As far as positive aspects are concerned, the tourists confirmed that in many instances they felt at home as they enjoyed relaxation, entertainment and visiting the tourist attractions of the Eastern Cape region. All these concerns gave insight to the small tourism owners and the public bodies to improve in all respects.

Fifthly, public bodies were also surveyed to determine if they understood the nature and activities of the small tourism businesses in their local areas. Furthermore, the study wanted to ascertain if these public bodies knew the tourism policies and provided all types of support to these small tourism businesses. From the research results, it became clear that they did understand tourism policies, although they did not have a reliable database of SMTEs for providing support. They also did not provide all the types of support needed to all the SMTEs, more especially those that were established in the rural areas. In addition, they became aware of the challenges faced by tourists as well as small tourism businesses in the province, with the hope that they would be able to assist them using other key stakeholders.

Lastly, by drawing out from empirical studies examined in the literature review along with results of this study, this research makes a modest contribution to the literature and knowledge of South African small and medium-sized enterprises in the tourism sector by proposing a framework to comprehend and research intuitive competitive intelligence practices.

8.4.2 Conclusion

Seemingly, small enterprises do apply certain aspects of intuitive competitive intelligence, but they do not necessarily articulate them in documents like big competitors. They are not aware that they are using them since they do not have well established structures. They tend to use portions of different competitive intelligence models, which each have their own strengths and weaknesses. This has been supported by the literature review as well as the empirical study results in the respective chapters.

Tourists as well as public body officials were also involved in the study. The researcher wanted to determine if the tourists have an influence on small tourism enterprises in the application of intuitive competitive intelligence practices to improve their business operations for entrepreneurial success and sustainability. When tourists commented, for instance using suggestion boxes, they gave business owners impressions of their competencies and areas for improvement. Public bodies participated in the study so that the researcher could determine if they are aware of tourism development, especially the operations of small and medium tourism businesses in the Eastern Cape Province. The public bodies were the respective district, local and metropolitan municipalities. In addition, the study was aimed at determining if they provide all kinds of support to these small tourism businesses, as mentioned and mandated in the respective tourism-related government departments such as DEDEA, the National Department of Tourism, the Department of Small Business Development, and the Department of Trade and Industry.

Hence the Intuitive Competitive Intelligence Framework was proposed to be used by small and medium-sized tourism enterprises in the Eastern Cape Province.

8.4.3 Recommendations

The following recommendations are made for future research.

- **Future Research**

The findings of the study identified some areas for future study. The participants' views and responses outlined that much research remains to be done to understand intuitive competitive intelligence practices for small and medium-sized tourism enterprises' success. Since the study was conducted in

the Eastern Cape Province only, it should be replicated in other provinces more especially those that are in the urban areas for comparison purposes of the application of intuitive competitive intelligence practices for entrepreneurial success for SMTEs. Based on the results it was transparent that small tourism businesses face some environmental challenges, such as poor public goods service in the areas of poor infrastructure (bad roads, poor telecommunication, technological challenges, water shortages, crime and violence). A study should therefore be conducted of the performance of the district and local municipalities, to determine the causes of the problems that affect tourism activities and to try to solve them to enhance the performance of both small and big businesses and attract tourists to the Eastern Cape Province. Further studies will indicate the impact of stakeholder involvement on tourism development in small businesses in the Eastern Cape Province and compare it to situations in other urban provinces.

Furthermore, based on the suggested study framework (Figure 8.1), the following proposition is made for future study: on determining how the combination of external and internal intuitive competitive intelligence factors influence corporate innovativeness, operations and performance of small and medium-sized enterprises in the tourism sector. Future studies, which would provide answers to the issues, would offer further insight into the adoption of intuitive competitive intelligence source as well as its use and how it is measured for sustainable economic development of small and medium-sized enterprises in the tourism sector.

8.5 Limitations of the study

The research was limited to small and medium-sized enterprises in the Eastern Cape tourism sector. This may not be adequate to give a generalised perspective for firms in the country, along with companies in other sectors. In this case, future studies are vital to include more companies from other sectors, along with implementing the research at a country level. It is worth noting that only registered SMTEs were included in the study to get reliable results. The reason for not including the SMTEs from the informal sector is that it was not easy to access them as they were scattered all over and sometimes in risky areas. In addition, they were often reluctant to cooperate as they did not necessarily understand research related matters. They thought that would be spied upon. Moreover, some respondents did not comprehensively understand English (which was used in the semi-structured questionnaires), but difficult questions were explained to them in their vernacular languages. Hence future research can also make use of local languages to enhance the simplicity and explanation of questions. Another consideration is a study spanning over a longer period of time as this may be important for enhancing the reliability of the results.

8.6 Summary

This chapter highlighted the findings, the ICI Framework that has been developed to contribute to the knowledge, summary, conclusion and recommendations for future research studies. In addition, the limitations of the study together with proposed solutions were explained.

9. APPENDICES

APPENDIX A: VARIABLES AND HOW THEY WERE MEASURED FOR SMALL TOURISM BUSINESSES, TOURISTS AND PUBLIC BODY OFFICIALS

VARIABLES AND HOW THEY WERE MEASURED FOR SMALL TOURISM BUSINESSES		
Intuition		
Pena (2006); Baylor (2011); Bocco and Merunka (2013); Burch, et al. (2017); Constantiou, et al. (2019); Malgas and Zondi (2020).	Becoming aware of tourism potential	Q. 2
	Application of HR Policies	Q. 15
	Determination of prices	Q. 25
	Monitoring actions of competitors	Q. 26 and 27
	Tourism growing or declining	Q. 28 and 29
	Motivation to start the business	Q. 30
	Monitoring of service	Q. 33
	Sustainability of the business	Q. 34
	Problems affecting tourism development	Q. 37
Intuitive Competitive intelligence		
Grant (1998); John (2006); Wright and Calof (2006); Louw and Venter (2010); Deltl (2013); Pellissier and Nenzhelele (2013); Mousavizadeh, Ryan, Harden and Windson (2015); Kulkarni, et al. (2017); Sifolo (2017); (Kompyte (2018); Saddhono, et al. (2019); Lady Raola, et al. (2020)	Sourcing capital to start a business	Q. 3
	Length of business	Q. 4
	Ownership of business	Q. 6
	Racial ownership of business	Q. 7
	Business experience of the owner	Q. 9
	Insurance for the business	Q. 10 and 11
	No. of employees	Q. 12
	Employee empowerment	Q. 14
	Involvement of black community	Q. 16 and 17
	Daily receipts of money	Q. 18
	Average charge for services rendered	Q. 20
	Origin of tourists	Q. 21 and 22
	Money spent by tourists on daily basis	Q. 23
	Marketing the business	Q. 24
Entrepreneurial Success		
Huang and Pearce (2015); Rasca and Deaconu (2018); Zhou, et al. (2019); Meressa (2020); Kiyabo and Isaga (2020); Njorongo, et al.	Location of the business	Q. 1
	Type of business	Q. 5
	Level of education of employees	Q. 13
	Carrying capacity of facility	Q. 19

(2020); van Rensburg and Ogujiuba (2020).	Objectives of provincial tourism policies	Q. 35
	Positive and negative impacts of tourism business on local community	Q. 36
VARIABLES AND HOW THEY WERE MEASURED FOR TOURISTS		
Intuition		
Pena (2006); Baylor (2011); Bocco and Merunka (2013); Burch, et al. (2017); Constantiou, et al. (2019); Malgas and Zondi (2020).	Preference to a tourism centre	Q. 1
	Knowledge of ECP	Q. 6
	Amount of money spent	Q. 10
	Impact of tourist visit to ECP	Q. 15
	Memories of ECP	Q. 16
	Suggestions to improve tourism in ECP	Q. 18
Intuitive Competitive Intelligence		
Grant (1998); John (2006); Wright and Calof (2006); Louw and Venter (2010); Deltl (2013); Pellissier and Nenzhelele (2013); Mousavizadeh, et al. (2015); Kulkarni, et al. (2017); Sifolo (2017); (Kompyte (2018); Saddhono, et al. (2019); Lady Raola, et al. (2020).	Making a booking for a facility	Q. 7
	Type of accommodation sourced	Q. 8
	Length of time staying at a facility	Q. 9
	Quality of service offered	Q. 11
	How to improve service	Q. 13
	Visiting ECP again	Q. 14
Entrepreneurial Success		
Huang and Pearce (2015); Rasca and Deaconu (2018); Zhou, et al. (2019); Meressa (2020); Kiyabo and Isaga (2020); Njorongo, et al. (2020); van Rensburg and Ogujiuba (2020).	Problems encountered	Q. 17
VARIABLES AND HOW THEY WERE MEASURED FOR PUBLIC BODY OFFICIALS		
Intuition	Efficient database	Q. 8
Pena (2006); Baylor (2011); Bocco and Merunka (2013);	Government policies influencing tourism development of SMTEs	Q. 19

Burch, et al. (2017); Constantiou, et al. (2019); Malgas and Zondi (2020).	Involvement of ECP in tourism development of SMTEs	Q. 21
Intuitive Competitive Intelligence		
Grant (1998); John (2006); Wright and Calof (2006); Louw and Venter (2010); Deltl (2013); Pellissier and Nenzhelele (2013); Mousavizadeh, et al. (2015); Kulkarni, et al. (2017); Sifolo (2017); (Kompyte (2018); Saddhono, et al. (2019); Lady Raola, et al. (2020).	Ownership of public and private businesses	Q. 2
	Capacity of black community in the business	Q. 4
	Average no. of tourists visiting per year	Q. 5
	Average income received by business owners per year	Q7
	Growing or declining of tourism	Q. 12
	Future of tourism	Q. 13
	Environmental issues	Q. 14
	ICI strategies to market tourism	Q. 17
	Impact of tourism before and after 1990	Q. 18
	Tourism activities for success	Q. 20
	Compliance to tourism policies	Q. 25 and 26
	Corrective measures taken	Q. 27
Entrepreneurial Success		
Huang and Pearce (2015); Rasca and Deaconu (2018); Zhou, et al. (2019); Meressa (2020); Kiyabo and Isaga (2020); Njorongo, et al. (2020); van Rensburg and Ogujiuba (2020).	Location of the office	Q. 1
	Demographics of the business owners	Q. 3
	Origin of the tourists	Q. 6
	Type of support	Q. 9
	Incorporating culture and heritage in tourism policies	Q. 15
	Involvement in research activities	Q. 22
	Problems facing SMTEs	Q. 23
	Programmes to support SMTEs	Q. 24
	Suggestions for growing SMTEs and tourism development	Q. 28

APPENDIX B: UKZN RESEARCH SEMI-STRUCTURED QUESTIONNAIRE

Letters of introduction

Date:

TO WHOM IT MAY CONCERN

I, the undersigned, Bulelwa Nguza-Mduba, am an academic staff member in the Faculty of Management Sciences, lecturing Research Methodology to undergraduate students.

I am a registered Doctor of Business Administration (DBA) student in the School of Business and Leadership, at the University of KwaZulu-Natal in Durban. My student number is 213 573 161. I am currently conducting a tourism business-related research on Intuitive Competitive Intelligence in Small and Medium-sized Tourism Enterprises (SMTEs) in the Eastern Cape Province, in fulfilment of the requirements for the above-mentioned degree.

It will be highly appreciated if I could be given the assistance required in conducting this research. Whatever information given to me will be treated in the strictest confidence, used solely for academic purposes and will not be for public consumption.

For any queries or clarification, please contact my supervisor(s): Dr F Ganda, Department of Accounting, WSU (Butterworth campus) and Dr Muhammad Hoque of the Graduate School of Business and Leadership on 031- 260 8690 and/or the undersigned on cell number: [REDACTED]

Thanking you in anticipation for your assistance.

Yours faithfully,

Bulelwa Nguza-Mduba

Student Number: 213 573 161

QUESTIONNAIRE TO THE OWNER/MANAGER

Instruction: Please answer the following questions as briefly as possible.

1. Please name the town/village and municipality where your business is located for entrepreneurial success:

1.	Town or Village	
2.	Municipality	

2. When did you become intuitively aware of the tourism potential in this area?

[1] Pre-1990

[2] Post-1990

	1	2	√
Pre-1990			
Post-1990			

3. Using competitive intelligence, where did you intuitively get the capital to start your business?

	Capital	√
1	Self	
2	Family/Friends	
3	Bank Loan	
4	Other, Please Specify	

4. For how long have you been in this business competitively?

	No. of Years	√
1	0-9	
2	10-19	
3	20+	

5. What tourism business do you competitively operate to achieve entrepreneurial success? (Please tick relevant box)

	Tourism Business	√	1	2
1	Hospitality (e.g. Hotel, B&B or Backpacker)			
2	Food and Beverage			

3	Tour Guide			
4	Tour Operator			
5	Retail Travel Agent			
6	Transport Operator			
7	Cultural Artefacts			
8	Sports			
9	Others (State)			

6. Ownership of the tourism business you are involved in influenced by intuitive competitive intelligence:

[a] Member of local community [b] SA citizen/business outside the province

[c] Foreign national [d] Non-governmental organisation

[] Private

	Ownership	√
1	Partnership between a and b	
2	Partnership between a and c	
3	Partnership between b and c	
4	Partnership between a and d	
5	Partnership between a, b and c	
6	Partnership between a, b, c and d	

[] Public

	Ownership	√
1	Local Government	
2	Provincial Government	
3	South African Government	

7. How does intuitive competitive intelligence affect racial ownership of the tourism business?

A	White	B	Black	C	Coloured	D	Indian	E	Others
---	-------	---	-------	---	----------	---	--------	---	--------

	%	RACE		√
--	---	------	--	---

		A	B	C	D	E	
1	0-20						
2	21-40						
3	41-60						
4	61-80						
5	81-100						

8. What is the racial background of the owner?

	RACE	√
1	White	
2	Black	
3	Coloured	
4	Indian	
5	Others	

9. What is the intuitive competitive intelligence business experience of the owner?

	Experience	√
1	0 – 10 years	
2	Over 10 years	

10. Is your business competitively insured for both internal and external risks?

		√
1	Yes	
2	No	

If no, why not?

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11. Does intuitive competitive intelligence influence you to have any links with the informal sector?

		√
1	Yes	
2	No	

If yes, in which way?

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If no, why not?

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12. With the experience of intuitive competitive intelligence your business has, how many employees do you have?

	No. of Employees	√
1	0-49	
2	50-99	
3	100-149	
4	150-199	
5	200+	

13. What is the level of education of your employees for entrepreneurial success?

	Level of Education	√
1	No Matric	
2	Matric	
3	Diploma	
4	Degree	
5	Post Degree	

14. How do you empower your employees' intuitive competitive intelligence?

	Employee Empowerment	√
1	Orientation/Induction	
2	Training/Workshop	
3	Mentorship	

15. Do you intuitively apply Human Resources Management Policies in your business, like EAP, Disciplinary procedures etc.?

	Application of HR Policies	√
1	Yes	
2	No	

16. In what capacity has the black community (Black, Coloured, Indian) been competitively involved in your venture?

	Capacity	√
1	Owners	
2	Partners	
3	Staff	

17. If staff, in what competitive capacity and proportion do you intuitively place them (in per cent) since the venture first opened?

A	Top Management	B	Middle Management	C	General Staff
D	Retail	E	Others (Specify)		

		CAPACITY OF STAFF					
	%						√
1	0-20	A	B	C	D	E	
2	21-40						
3	41-60						
4	61-80						
5	81-100						

18. By adopting intuitive competitive intelligence how much money is derived from the business per day?

	Amount	√
1	Under R50 000	
2	R51 000 – R100 000	
3	R101 000 – R150 000	
4	R151 000 – R200 000	
5	Over R200 001	

19. What is the carrying capacity of your facility for entrepreneurial success?

	Carrying Capacity	√
1	Under 100	
2	101-200	
3	201-300	
4	301-400	
5	Over 401	

20. What is your competitive average charge per person per day to access your facility/service?

	Charge per Day	√
1	Under R250	
2	R251-R500	
3	R501-R750	
4	R751-R1 000	
5	Over R1 001	

21. To keep your business sustainable and competitive indicate the origin of the tourists in your establishment and in what proportions?

Domestic (South Africa)	A	North America	E
Regional (SADEC Area)	B	South America	F
Continental (Africa)	C	Australia	G
Europe	D	Asia	H

	%	REGIONS								√
1	0-20	A	B	C	D	E	F	G	H	
2	21-40									
3	41-60									
4	61-80									
5	81-100									

1	2	3	4	5	6	7	8

22. Estimate the competitive average number of tourists that visit your facility per year.

	Average no. of Tourists per Year	√
1	Under 250	
2	251-500	
3	501-750	
4	751-1 000	
5	Over 1 001	

23. On an average basis how much money is spent by your visitors per day on average through your business intuitive competitive intelligence?

	Amount Spent per Day	√
1	Under R500	
2	R501-R1 000	
3	R1 001-R1 500	
4	R1 501-R2 000	
5	Over R2 001	

24. By integrating intuitive competitive intelligence how do you advertise your business to tourists?

	Medium of Advertising	√
1	Electronic Media	
2	Travel Agent/Tour Operations	
3	Friends and Relatives	
4	Brochures	
5	Others (state)	

25. How do you determine the prices of your products/services provided to your clients?

	Determination of Prices	√
1	Intuition	

2	Comparing the Prices of Competitors	
3	Consumer	
4	Demand	
5	Mark-Up Pricing	

26. Are you aware of the competitors in your local area?

	Awareness of Competitors	√
1	Yes	
2	No	

27. How do you monitor the actions of the competitors?

	Monitoring of Competitors	√
1	Intuition	
2	Comparing the Prices of Competitors (Promotions, etc.)	
3	Check the Industry Actions through Media (Newspapers, Magazines, TV and Radio)	
4	Not Doing Any Monitoring	

28. Do you intuitively see tourism as [1] Growing or [2] Declining in the Eastern Cape?
(Tick 1 or 2 in box for each period)

	1	2	√
Pre-1990			
Post-1990			

29. Please provide reasons for your answer

Pre-1990

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Post-1990

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30. What intuitively motivated you to start the tourism-related business?

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31. By applying intuitive competitive intelligence what makes your business successful?

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32. By applying intuitive competitive intelligence what are the challenges facing your business?

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33. How do you intuitively monitor service?

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34. How do you intuitively sustain your business?

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35. What do you know about the objectives of the provincial tourism policies in South Africa for SME entrepreneurial success?

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36. To attain entrepreneurial success what are the positive and negative impacts of your tourism business on the local community?

Positive impacts

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Negative impacts

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37. Intuitively list the problems that have affected and continue to affect the development of tourism in your local community.

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38. Propose a policy of action for sustaining tourism as a key sector in the future development of the Eastern Cape.

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39. Are there any other issues that you would like to address?

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Thank you very much for your time and patience.

APPENDIX C: UKZN RESEARCH SEMI-STRUCTURED QUESTIONNAIRE

Letters of introduction

Date:

TO WHOM IT MAY CONCERN

I, the undersigned, Bulelwa Nguza-Mduba, am an academic staff member in the Faculty of Management Sciences, lecturing Research Methodology to undergraduate students.

I am a registered Doctor of Business Administration (DBA) student in the School of Business and Leadership, at the University of KwaZulu-Natal in Durban. My student number is 213 573 161. I am currently conducting a tourism business-related research on Intuitive Competitive Intelligence in Small and Medium-sized Tourism Enterprises (SMTEs) in the Eastern Cape Province, in fulfilment of the requirements for the above-mentioned degree.

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Thanking you in anticipation for your assistance.

Yours faithfully,

Bulelwa Nguza-Mduba

Student Number: 213 573 161

QUESTIONNAIRE TO TOURISTS VISITING THE EASTERN CAPE

Instruction: Please answer the following questions as briefly as possible.

1. Please name the town/village and Municipality where the preferential tourism centre is located:

1.	Town or Village	
2.	Municipality	

2. What is your country of origin?

3. Is this your first visit in South Africa?

		√
1	Yes	
2	No	

4. If no, when was your last visit to South Africa?

		√
1	Pre-1990	
2	Post-1990	

4. Is it your first time in the Eastern Cape, specifically at the Amathole District Municipality?

		√
1	Yes	
2	No	

5. If yes, when was your last visit to the Eastern Cape at the Amathole District Municipality?

		√
1	Pre-1990	
2	Post-1990	

6. How did you intuitively get to know of the Eastern Cape? Through:

	Knowing about Eastern Cape	√
1	Electronic Media	
2	Travel Agent/Tour Operators	

3	Friends and Relatives	
4	Brochures	
5	Other (Please Specify)	

7. How did you competitively book for your holiday in the Eastern Cape at the Amathole District Municipality?

	Booking in the Eastern Cape	√
1	Travel Agent	
2	Tour Operator	
3	Airline	
4	Friends and Relatives	
5	Other (Please Specify)	

8. What sort of accommodation were you staying in, based on business owner's intuitive competitive intelligence?

1. Hotel 2. Bed and Breakfast 3. Private Home 4. Backpacker 5. Motel 6. Cottage 7. Other (Specify)

	Type of Accommodation	√
1	Hotel	
2	Bed and Breakfast/Guest House	
3	Private Home	
4	Backpacker	
5	Motel/Inn/Lodge	
6	Cottage	
7	Other	

9. For how long have you been or do you intend staying in the Eastern Cape through business owner's intuitive competitive intelligence?

	No. of Days to Stay	√
1	1-2	
2	3-4	
3	5-7	
4	8-14	
5	15+	

10. How much do you intuitively and competitively intend to spend during your visit?

	Amount to Spend During the Visit	√
1	Under R500	
2	R501-R1 000	
3	R1 001- R1 500	
4	R1 501 – R2 000	
5	Over R2 001	

11. On a scale of 1-4, give your impression about the quality of service competitively offered to you (tick in the box)

1. Excellent 2. Good. 3. Fair 4. Disappointing

	Service	√
A	Climate	
B	Accommodation	
C	Food	
D	Attractions	
E	Transport	
F	Communication	
G	Security	
H	Information on Eastern Cape	
I	The people	
J	Other	

	A	B	C	D	E	F	G	H	I	J
1										
2										
3										
4										

12. What motivated you to come to South Africa?

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13. Do you have any suggestions on how to improve the available services through intuitive competitive intelligence of business owner?

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14. Having been exposed to business owner intuitive competitive intelligence will you visit Amathole District Municipality again?

		√
1	Yes	
2	No	

Why?

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15. What impact do you intuitively think your visit to Amathole District Municipality has had on the local community?

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16. What memories will you be intuitively taking along about the Amathole District Municipality?

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17. What problems for entrepreneurial success, did you encounter during your visit to/stay at the Amathole District Municipality?

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18. May you intuitively provide any suggestions that will help improve tourism in the Eastern Cape to attract more tourists to the region?

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Thank you once again for your time and patience.

APPENDIX D: UKZN RESEARCH SEMI-STRUCTURED QUESTIONNAIRE

Letters of introduction

Date:

TO WHOM IT MAY CONCERN

I, the undersigned, Bulelwa Nguza-Mduba, am an academic staff member in the Faculty of Management Sciences, lecturing Research Methodology to undergraduate students.

I am a registered Doctor of Business Administration (DBA) student in the School of Business and Leadership, at the University of KwaZulu-Natal in Durban. My student number is 213 573 161. I am currently conducting a tourism business-related research on Intuitive Competitive Intelligence in Small and Medium-sized Tourism Enterprises (SMTEs) in the Eastern Cape Province, in fulfilment of the requirements for the above-mentioned degree.

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Thanking you in anticipation for your assistance.

Yours faithfully,

Bulelwa Nguza-Mduba

Student Number: 213 573 161

QUESTIONNAIRE TO TOURISM POLICY OWNERS AND PUBLIC BODIES (LED OFFICIALS)

Instruction: Please answer the following questions as briefly as possible.

1. Please name the town/village and Municipality where the tourism centre/office is located for entrepreneurial success and your designation:

1.	Town or Village	
2.	Municipality	
3.	Designation	

2. What percentage of ownership of competitive tourism activities in this municipality belong to the A. Public or are of a B. Private nature?

	Ownership (%)	Public (A)	Private (B)	√
1	0-19			
2	20-39			
3	40-59			
4	60-79			
5	80-99			
6	100			

3. How does ownership of tourism activities reflect demographics of the Province/Municipality for entrepreneurial success?

A	White	B	Black	C	Coloured	D	Indian	E	Others
---	-------	---	-------	---	----------	---	--------	---	--------

	Ownership (%)	RACE					√
		A	B	C	D	E	
1	0-20						
2	21-40						
3	41-60						
4	61-80						
5	81-100						

4. In what capacity is the black community (Africans, Coloureds and Indians) competitively involved in tourism development in the Eastern Cape/this municipality? Give an estimate.

A	Top Management	B	Middle Management	C	General Staff
D	Retail	E	Other (Specify)		

CAPACITY OF STAFF							
	Ownership (%)	A	B	C	D	E	√
1	0-20						
2	21-40						
3	41-60						
4	61-80						
5	81-100						

5. Can you estimate the competitive average number of tourists per year visiting the Eastern Cape/this municipality during the periods stated below?

Pre-1990

	No. of Tourists	√
1	0- 4 999	
2	5 000- 9 999	
3	10 000- 14 999	
4	15 000- 19 999	
5	20 000+	

Post-1990

	No. of Tourists	√
1	0- 4 999	
2	5 000- 9 999	
3	10 000- 14 999	
4	15 000- 19 999	
5	20 000+	

6. To achieve SME tourism entrepreneurial success what is the origin of the tourists in this area and in what proportions, if possible?

Domestic (SA)	A	North America	E
Regional (SADEC)	B	South America	F
Continental (Africa)	C	Australia	G
Europe	D	Asia	H

	%	ORIGIN								√
		A	B	C	D	E	F	G	H	
1	0-20									
2	21-40									
3	41-60									
4	61-80									
5	81-100									

7. Can you estimate the competitive average income per year derived from tourism for the periods stated below in the Eastern Cape/this municipality?

	Amount in Million Rands	Pre-1990	Post-1990	√
--	-------------------------	----------	-----------	---

1	> R250			
2	> R500			
3	>R750			
4	>R1 000			
5	< R1 000			

8. Do you have an efficient database of tourism activities in the Eastern Cape?

		√
1	Yes	
2	No	

9. What type of support do you provide to the SMTEs for entrepreneurial success in the Eastern Cape/in this municipality?

	Type of Support	√
1	Financial	
2	Advice about Business Establishment	
3	Tourism Policy Awareness	
4	Customer Care	
5	Other (Specify)	

10. In your opinion, how comprehensive and reliable is the database of tourism activities in the Eastern Cape/in this municipality?

		√
1	Poor	
2	Limited	
3	Very Comprehensive	

Is there any particular reason for your answer?

11. In your opinion, is tourism in the Eastern Cape/this municipality predominantly urban-centred or rural-centred?

1. Urban-centred 2. Rural centred

		√
1	Urban	
2	Rural	

Do you have any particular reasons for your answer?

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.....

12. Do you see tourism as a growing or declining industry in the Eastern Cape/this municipality?

1. Growing 2. Declining

		√
1	Growing	
2	Declining	

Please provide reasons for your answer

Growing

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Declining

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13. Does tourism have a competitive and sustainable future in the Eastern Cape/this municipality?

		√
1	Yes	
2	No	

Any particular reasons for your answer?

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14. How do the current tourism policies and activities, with the understanding of ICI, pay attention to environmental issues in the province/this municipality?

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15. What efforts are in place in your policies to incorporate culture and heritage into tourism development for entrepreneurial success?

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16. How is your administration encouraging tourism to create jobs for the local community in the Eastern Cape/this community?

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17. What intuitive competitive intelligence strategies have been put in place to market the Eastern Cape or this municipality to prospective tourists over the years?

ICI Strategies to market the Eastern Cape or this municipality

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18. Based on intuitive competitive intelligence knowledge what impacts, either positive or negative, do you think tourism has in the Eastern Cape Province or in this community for SMTEs?

Positive impacts

Pre-1990

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Post-1990

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Negative impacts

Pre-1990

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Post-1990

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19. What policies of government have intuitively influenced tourism development of SMTEs in the Eastern Cape or in this municipality? Kindly give details of the policies.

[1] Pre-1990

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[2] Post-1990

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20. Based on your intuitive competitive intelligence understanding, what are some of general tourism activities that have emerged in the Eastern Cape or in this community for SMTEs' success?

Pre-1990

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Post-1990

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21. In what capacity has the government or municipality been intuitively involved in tourism development of SMTEs in the Eastern Cape?

Pre-1990

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Post-1990

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22. In what ways is your institution involved in research activities as a way of improving the SMTEs' entrepreneurial success in the tourism industry?

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23. What problems, in your opinion, affect the future of the SMTEs' entrepreneurial success, in tourism industry in the Eastern Cape/in this municipality?

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24. What programmes are currently in place to link and sustain the SMTEs for entrepreneurial success, in tourism industry to the overall development process of the Eastern Cape/this municipality?

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25. Could you kindly provide cases in which the tourism business owners, the tourists and the general public have failed to comply with the competitive tourism policies in the Eastern Cape?

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26. What do you think were the reasons?
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27. What corrective measures were taken by your office?
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28. What specific recommendations would you like to make regarding SMTes' tourism growth and development in the Eastern Cape or in this municipality?
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.....

Thank you for your time and patience.

APPENDIX E: ETHICAL CLEARANCE LETTER FROM UKZN



29 March 2016

Mrs Bulelwa Nguza-Mduba 213573161
Graduate School of Business and Leadership
Westville Campus

Dear Mrs Nguza-Mduba

Protocol reference number: HSS/1704/015D

Project Title: Intuitive Competitive Intelligence (ICI): The entrepreneurial path to success, for Small and Medium-sized Enterprises (SMEs), in the Tourism Sector, Eastern Cape Province

Full Approval – Expedited Application

In response to your application received 20 November 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours f



Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisor: Dr Muhammad Hoque
Cc Academic Leader Research: Dr M Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3555/3550455 / Facsimile: +27 (0) 31 260 4609 Email: ximbac@ukzn.ac.za / snymnm@ukzn.ac.za / mohunp@ukzn.ac.za

Website: www.ukzn.ac.za



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

APPENDIX F: PERMISSION LETTER FROM THE DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENTAL AFFAIRS AND TOURISM (DEDEA)



Tel. No. 043 7028304 Email Address: Wendy.Busakwe@dedea.gov.za

29 July 2015

The Academic Leader: Research
Graduate School of Business and Leadership
University of KwaZulu-Natal
Westville Campus
Durban

Dear Sir

PERMISSION GRANTED TO MS BULELWA NGUZA-MDUBA (STUDENT NUMBER: 213573161) TO CONDUCT HER STUDY IN THE TOURISM SECTOR

This serves to respond to the request for Ms Bulelwa Nguza-Mduba to conduct research in the Tourism Sector for the purpose of completing her Doctor of Business Administration with your university. The study as proposed is to investigate “Intuitive Competitive Intelligence (ICI): The Entrepreneurial Path to Success, for Small and Medium-sized Enterprises (SMEs), in the Tourism Sector, in the Eastern Cape Province.

Upon receiving your letter, the Department agreed to allow her to pursue her research study with the various types of businesses in the tourism sector in the Eastern Cape Province. It should be noted that the permission is granted for the sole purpose for which it is requested.

Thank you,

Ms Weziwe Busakwe

APPENDIX G: CONSENT LETTERS USED IN THE STUDY

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

DBA Research Project

Researcher: Bulelwa Nguza-Mduba; Tel. No: 083 560 1320

Supervisor: Dr Muhammad Hoque; Tel. No: 031-260 8690

Research Office: Dr Shenuka Singh; Govan Mbeki Centre, Tel: 031-260 4557
Fax: 031-260 4609

BULELWA NGUZA-MDUBA, a DBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal.

You are invited to participate in a research project entitled: Intuitive Competitive Intelligence (ICI): The Entrepreneurial Path to Success, for Small and Medium-Sized Enterprises (SMEs), in the Tourism Sector, Eastern Cape Province. The aim of this study is to examine whether the small and medium-sized enterprises in the tourism sector use intuitive competitive intelligence practices to succeed in the business world.

Through your participation, I hope to understand how you manage your business for the purposes of sustainability and success using intuitive competitive intelligence practices. The results of the focus group are intended to contribute to the development of the intuitive competitive intelligence model that will suit the needs and practices of the small and medium-sized enterprises in the tourism sector.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and the anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor using the numbers listed above.

The survey should take you about 20 minutes to complete. I hope you will take the time to complete this survey.

Sincerely,

Investigator's Signature : _____ Date : _____

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

DBA Research Project

Researcher: Bulelwa Nguza-Mduba, Mobile No. [REDACTED]
Supervisor: Dr Muhammad Hoque, Telephone No. 031-260 8690
Research Office: Dr Shenuka Singh; Govan Mbeki Centre, Tel: 031-260 4557
Fax: 031-260 4609

CONSENT

I,.....(full name of the participant),
hereby confirm that I understand the contents of this document and the nature of the research project,
and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

APPENDIX H: LETTER FROM THE PROFESSIONAL ENGLISH EDITOR



Pauline Fogg
54 Grundel Road
Carrington Heights
Durban
4001

12 November 2020

Letter of Editing

This report serves to state that the dissertation submitted by Bulelwa Nguza-Mduba titled 'Intuitive Competitive Intelligence: The Entrepreneurial Path to Success for Small and Medium-Sized Enterprises (SMEs) in the Tourism Sector in the Eastern Cape Province' has been edited.

The dissertation was edited for errors in syntax, grammar, punctuation and the in-text referencing system used.

The edit will be regarded as complete once the necessary changes have been effected and all of the comments addressed.

Thank-you for your business.



Pauline Fogg
Emerald Editing Services

APPENDIX I: TURNITIN REPORT OF THIS THESIS

Bulelwa Nguza-Mduba PhD Thesis

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