



CRITICAL SUCCESS FACTORS FOR A GUIDED TOUR EXPERIENCE: A DEMAND AND SUPPLY-SIDE ANALYSIS

by

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DECLARATION

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ABSTRACT

Guided tours and tourism destinations are inseparable, with such guided tours often being sought after for their power to improve tourist satisfaction and envisioned to enhance visitors' experience and impact tourism growth at destinations. The success of such guided tours is often premised on several factors, which when present, would influence visitors' propensity to recommend, revisit and make future destination choices. Such factors play a critical role in determining whether visitors would consider guided or self-led excursions. Increasingly, South Africa relies on revenue from tourists as a major source of income. Statistics from South Africa show that the tourism industry is dependent on tour operators, tourist guides, and information services and that the travel industry and reservation services are built-in industries. Because of how much they enrich visitors' experiences, guided tours are offered in many different nations. These excursions are in high demand because of the positive effect they have on visitor satisfaction and, by extension, the development of the tourism industry in the places they visit. For a price or for free, tour guides may impart invaluable knowledge to their clients that can shape how visitors could remember their time in a certain location. Several studies have shown evidence of a correlation between tour guides and tourists taking tours. This is particularly true considering that many visitors choose guided tours rather than self-directed ones. Understanding the Critical Success Factors for guided tours is essential as it makes it easier for tourism suppliers to channel efforts toward tourist satisfaction.

This research aimed at providing light on the under-researched topic of critical success factors for guided tours in South Africa's Western Cape Province. Understanding what makes for a successful guided tour is crucial for any tourist attraction. When the factors that make a guided tour enjoyable are isolated, tourism providers may better focus their efforts on satisfying their clients. It is worth noting that customers often want the provider and the tourist guide, to go above and beyond to ensure that they are satisfied with what is offered. The research used a mixed methods approach, which included both qualitative and quantitative techniques, to accomplish its goals. The number of interviewees was determined to be 12; all of them tour guides. For the quantitative data ($n=451$), a non-probability systematic sample comprised visitors taking part in guided tours in the Western Cape Province. Given that studies have shown that tour guides often lack the knowledge necessary to ensure that their clients are satisfied, it was crucial to investigate ways to enhance the quality of guided tours from the perspectives of both clients and tour guides.

The study revealed that safety, knowledgeable guides, and pricing remain critical in the success of guided tours. The study highlights the critical factors considered essential for the success of guided excursions and the areas that require improvement. This research is important because it expands our understanding of a topic that has not been studied nearly enough so far especially focusing on how guided tours may be improved, and in the context of

South Africa. According to the study findings, keeping an open line of contact with clients is crucial to retaining their loyalty. Those involved in the business tourism sector need to pay attention to new developments and come up with creative solutions if they want to compete with other business destinations over the globe. Those involved in the business tourism ecosystem should also stay abreast of research developments.

Ultimately, this could lead to tour guides investing in skills development and knowledge expansion to conduct tours that satisfy visitors. The study further contributes to serving as a guide for further studies that may seek to investigate how guided tours in other provinces of South Africa should be conducted and ultimately improved. Furthermore, the study could provide a basis for tour guides within the Western Cape Province and South Africa more broadly to undertake more successful guided tours by understanding the CSFs required. Following an analysis of the study's findings, recommendations for effective guided tours for the tourism industry were highlighted while practical and managerial implications were proposed.

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DEDICATION

This dissertation is dedicated to my parents, grandparents, and family. Their support and trust were much appreciated throughout this journey.

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ACRONYMS AND ABBREVIATIONS

CSFs	Critical Success Factors
GDP	Gross Domestic Product
SA	South Africa
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

CHAPTER ONE

STUDY ORIENTATION

1.1 Introduction and background to the study

The World Travel and Tourism Council (WTTC) reported that the global tourism industry has stimulated growth of 0.2% to the world's Gross Domestic Product (GDP) from 10.2% in 2016 to 10.4% in 2017 (WTTC, 2017; 2018). The WTTC (2018:3) predicts that by 2028 the GDP will grow by 3.6% (R197 billion), and gradual growth of the industry will occur (Scott & Gössling, 2015:273; Marais et al., 2017a). However, the COVID-19 pandemic impacted and continues to have long-lasting effects on the tourism sector globally (Bama et al., 2022; Muresherwa et al., 2022). With the onset of the global pandemic, sudden and unexpected changes were bound to be experienced within the tourism sector (Nyawo, 2020). Consequently, the imposition and socio-economic stagnation experienced during this period would call for proactive measures and the revitalisation of resources to aid recovery and progress within the sector (Bama & Nyikana, 2021).

The tourism industry has become one of the key economic sectors of South Africa (Statistics South Africa [Stats SA], 2018:1). Stats SA (2018:44) indicates that travel agencies and reservation services are built in sectors and are dependent on tour operators, tourist guides and information services. In the year 2012-2016, domestic expenditure for travel agencies and reservation services was higher than inbound expenditure, therefore a demand and supply understanding is encouraged (Stats SA, 2018:18). According to George and Booyens (2014:462), Lovrentjeva (2015:556), and Cetinkaya and Öter (2016:47), tour guiding is a form of growth and could encourage repeat visitation.

Furthermore, identifying Critical Success Factors (CSFs) in the tourism industry provides the potential for the success of any tourism product or service (Shan & Marn, 2013:498). Previous studies by Zhang and Chow (2004:84), Engelbrecht et al. (2014:243), Min (2016:1049), Marais et al. (2017:5), and Hill et al. (2022) indicate a limited understanding of which CSFs are best to follow when tourist guided tours are conducted, especially in South Africa. Thus, the concept of CSF awareness is important and contributes to focus on relevant areas which determine successful performance in any business operation (Zwikaël & Globerson, 2006).

1.2 Clarification of basic terms and concepts

1.2.1 Critical Success Factors

CSFs are identified as key areas which are used as a competitive advantage and serve as guidance to implement success for product and service offering, which also brushes on performance areas that are neglected (Bullen & Rockart, 1981:7; Mamat & Roslan, 2012:163; Ferreira et al., 2015:165; Marais et al., 2017:1-2).

1.2.2 Tourism

Tourism is made of different sub-sectors, an active activity performed by a tourist who consumes services and products, which normally occurs when visiting unusual environments and overnight stays (McCabe, 2005:8; UNWTO, 2008:10; Marais et al., 2017:3; Camilleri, 2018:2).

1.2.3 Tourists

Tourists are individuals who seek the tourism environment, participate in tourism activities, and stay outside their comfort zone for more than one consecutive night; they can be classified as domestic or international tourists (McCabe, 2005:86; UNWTO, 2008:10; Yu et al., 2012:447; Ghanem, 2017:11).

1.2.4 Domestic tourist

A domestic tourist is classified as a tourist who participates in experiencing tourism on day trips or overnight trips within a country of hosting, whereas the tourism experiences are offered by the community host (Rogerson & Lisa, 2005:90; UNWTO, 2008:15; Mustafa, 2012:50; Yu et al., 2012:446; Ghanem, 2017:16; Kabote et al., 2017:2).

1.2.5 International tourist

An international tourist is a common economic contributor to tourism which forms part of the origin of tourism (Belk & Costa, 1995:34; Chuck, 1997:7; Wong, 1997:581). An international tourist is an individual that crosses a country's borders seeking a tourism experience outside the country of origin for no more than one consecutive year (UNWTO, 2008:16; Timothy et al., 2016:3; Choudhary, 2017:1).

1.2.6 Guided tour

Guided tours are tourism activities in which tourist guides accommodate tourists who are present in unfamiliar destinations (Zhang et al., 2004:81; Zillinger et al., 2012:1). In addition, guided tours are intangible services creating knowledgeable relationships between tour guides and tourists, in a way that enhances tourism (Prakash et al., 2011:66; Arslanturk & Altunoz, 2012:892; Cetinkaya et al., 2016:41; Kassawneh et al., 2019:2).

1.2.7 Supply side

Tourism supply is the products or services, made accessible for tourists to consume, according to their perception, preferences and satisfaction needs (Smith, 1988:183; Zhou et al., 2007:7; Ghaderi et al., 2018:3). Moreover, the supply side enforces the practicality of tourism to occur which also forms a connecting point for tourist participation (Wijayanti et al., 2017:10; Xue & Fang, 2018:1).

1.2.8 Demand side

Tourism demand is primarily based on the needs and motivation of tourists when consuming tourism offerings outside their comfort zone (Gnanapala, 2015:7). A form of motive is required for a tourist to recognise their demands such as holidays, business trips, conferences, and family visits (Ramos & Rodrigues, 2014: 325-326).

1.2.9 Western Cape

The Western Cape is one of South Africa's nine provinces, well known by foreign travellers for its attractions of mountains, valleys, and beaches (Maumbe & Van Wyk, 2016). This province is made up of key tourist areas—Cape Town and the Peninsula, the Boland, half of South Africa's western seaboard, the south coast to Plettenberg Bay and the Great Karoo, which drives the local economy (Booyesen, 2015:144).

1.3 Problem statement

Guided tours are conducted in several countries in the world, mainly due to their effectiveness in enhancing tourists' experiences (Xu et al., 2013; Roberts et al., 2014). These tours have been sought after for their power to improve tourist satisfaction and hence impact tourism growth in those locations where they are undertaken. Tour guides carry important information to pass on to visitors for a fee or freely, and this has the power to influence one's perception regarding the place visited (Cetin & Yarkan, 2017). Several researchers (Van den Berg, 2016:1; Tsegaw & Teressa, 2017:1) note the existence of a link between tourist guides and tour participation, especially since most tourists prefer guided excursions/tours to benefit from the knowledge and experiences of these tourist guides. However, the presence of tourist guides is not sufficient on its own when it comes to the enhancement of the tourist experience, but several factors need to be considered to make a tour successful. These factors, known as CSFs, help determine how the best guided tours can be organised/planned and conducted. Understanding these factors from the tourist and the guide side is imperative as it gives a holistic view of how to make these tours effective (Centinkaya et al., 2015:45).

It has been found in studies such as those of Zhang et al. (2004:84), Engelbrecht et al. (2014:243), Min (2016:1049) and Marais et al. (2017:5) that in most cases tour guides have limited knowledge regarding how tourists on guided tours can be satisfied and it is not clear to which extend tour guides are aware of CSFs tourist perceive as important. To get an understanding of this, it is deemed necessary to conduct a study focusing on how guided tours can be made more successful from the perspective of the tourists involved and that of tourist guides. There is scant research on how guided tours can be made more successful particularly in the context of South Africa thus making this study relevant to add to knowledge on this

understudied phenomenon. The study added to the literature for future research development and allowed for future analysis and comparisons with nearby destinations.

1.4 Research aims and questions

The aim of this study was to identify the CSFs for a guided tour in the Western Cape Province from a supply and demand side perspective. To address the aim of this study, the following research questions were developed:

- What is the profile of tourist guides who conduct guided tours in the Western Cape province of South Africa?
- What is the profile of visitors/tourists undertaking guided tours in the Western Cape province of South Africa?
- What are the CSFs identified for a guided tour in the Western Cape Province from a supply and demand perspective?
- What are the guidelines to envisage to improve guided tours in the Western Cape province of South Africa?

1.5 Research objectives

The current research study was aimed at investigating the CSFs for guided tours in the Western Cape province of South Africa. The study was guided by the following objectives.

- To determine the profile of tourist guides conducting tours in the Western Cape province of South Africa.
- To determine the profile of visitors/tourists who undertake guided tours in the Western Cape province of South Africa.
- To determine the CSFs for a guided tour in the Western Cape from a tourist guide and tourist perspective.
- To propose guidelines on how guided tours could be improved in the Western Cape province of South Africa.

1.6 Significance of the study

This study contributes as a stepping stone to further investigate how guided tours in nearby provinces in South Africa are perceived. Tertiary institutions could use the findings as a guide to educate future and current tourist guides by means of understanding what the tourists view as important compared to the supplier's view. Not only will academics have access to current research concerning the study, but the findings will serve as a basis for future researchers to extend the understanding of what makes guided tours successful.

The findings of this study can also be used as a guide to improve guided tours, as the information will improve current tour guides' skills and knowledge on how to present guided tours.

1.7 Methodology

The current study adopted a similar methodology as that of du Plessis and Saayman (2017) and Ferreira and Fernandes (2015) which relied on a combination of approaches. The study followed a hybrid approach which includes both quantitative and qualitative data to achieve the aim and objectives of the study investigation. According to Jogulu and Pansiri (2011:688), researchers should include multiple data collection techniques to ensure superior literature findings. For this study, the qualitative data analysis involved interviews and for the quantitative data analysis, a questionnaire survey was designed. Both qualitative and quantitative techniques were uniquely implemented to highlight the findings of the current study with the quantitative being the prominent approach.

The sample for this study was drawn from tour guides and tourists who participate in guided tours in the Western Cape, South Africa. Tour guides affiliated with the Cape Town Guiding Association were participating in interviews. According to Guest et al. (2006:74), a minimum of 12 interviews are required before data saturation takes place. The current study which targeted 20 tourist guides achieved a sample of 12 which was considered sufficient, especially since no new data and information was obtained from the participants. Furthermore, 451 questionnaires were distributed among tourists who participated in guided tours in the Western Cape. According to Israel (2009:3), a population of more than >100 000 (N), a minimum sample size of 400 respondents (*n*) can be regarded as representative of the population with a 98% level of confidence.

1.8 Secondary data sources

Secondary data were gathered from relevant theses and dissertations, journal articles, internet websites and books.

1.8.1 Journal articles

During the data collection for the literature review, various journals were reviewed to provide a clear understanding of previous research. Thus, the research for this study included a review of relevant journal articles especially those which examined a similar phenomenon.

1.8.2 Internet websites

The internet was a key resource to gather insight into data information. In this study, various internet sources were used.

1.8.3 Theses and dissertations

In this study, several online theses were used and cited to gain a more in-depth understanding of how previous research has been conducted. In this event, the CPUT online library was used to gather these theses and dissertations from various researchers.

1.8.4 Books

The researcher referred to multiple books which reviews the situation of the study and who brought clear guidance toward the outline of this study. The keywords for these books were based on guided tours, tourist expectations and research methodology.

1.9 Method of data analysis

All the recorded interviews were transcribed into Microsoft Word™ by a postgraduate student who was more experienced in quantitative methods. Thereafter, the transcriptions were analysed using Creswell's six-step process which, according to Creswell (2009:185), entails the following:

- Step 1: Organise and prepare the data
- Step 2: Read through all the data
- Step 3: Begin a detailed analysis of the coding process
- Step 4: Use the coding process to generate a description of the setting or people as well as categories or themes for analysis
- Step 5: Advance how the description and themes were represented in the qualitative narrative
- Step 6: A final step in data analysis involves making an interpretation or meaning of the data”.

Furthermore, data obtained from the completed questionnaires were captured in Microsoft Excel™, which were then transferred into the program called Statistical Package for the Social Sciences (SPSS) version 27. According to Ong and Puteh (2017:18), SPSS has the advantage to process both parametric and non-parametric analysis which checks assumptions regarding the test conducted. Furthermore, the SPSS software provides a more comprehensive output in results. IBM SPSS is a useful software that assists in making sense of quantitative data, therefore it was relevant for the purpose of this study. The data were then analysed in three phases. Firstly, Section A of the questionnaire analysed the general profile of tourists, Section B addressed the CSFs for guided tours in the Western Cape and Section C highlighted the demographic profiles of the tourists by the use of descriptive analysis, thematic analysis and Creswell's six-step process.

1.10 Limitations to the study

The following limitations regarding the study were identified:

- Not all participants were multilingual to understand the English language of the research design. As a result of this, some of the participants could have misinterpreted the research questions.
- The health and safety regulations put in place to prevent the spread of the Covid-19 pandemic minimized the group size of tour participation.
- The government restrictions on the movement of people influenced the travelling behaviour.
- The lack of finance to travel and cover all areas in the Western Cape province where guided tours are conducted.
- In addition, most of the field workers in the current study were tour guides and had to see to their daily operations, therefore the distribution of the questionnaires was done when time was available.

1.11 Ethical considerations

Akaranga and Makau (2016) indicate that ethical consideration is a philosophy followed that concerns the professional way of conducting research. Chowdhury (2014:37) states that ethical consideration is a code of conduct followed by researchers when capturing data from participants on a certain sensitive phenomenon. Furthermore, it is highly important to implement the process of ethical clearance when conducting a study (Fleming & Zegwaard (2018:209).

The nature of this study is based on quantitative and qualitative data, and the researcher involved ethical clearance when engaging with the participants. Information was presented in writing before participants would voluntarily participate in any form of data collection. The literature reviewed in this study was duly referenced. Ethical clearance was granted by the Ethics Committee of the Business Faculty of CPUT (see Appendix A).

1.12 Structure of the dissertation

This dissertation is structured into five chapters as outlined below:

Chapter 1 gives an overview of how the study was conducted to determine the CSFs for a guided tour from a demand and supply perspective. This chapter includes an introduction, key concepts, background, problem statement, the aim of the research, the significance of the study, the methodology applied and the ethical considerations adhered to in the study.

Chapter 2 reviews the relevant literature regarding CSFs for a guided tour, which includes theoretical research of important theories that supported this study. The chapter includes previous research on tour guiding, classifications of guided tours and the role of guided tours.

Chapter 3 outlines the research methodology, strategies of data collection and analysis applied to data collected from tour guides and visitors participating in guided tours in the Western Cape. This chapter discusses the study population, sample size, research instruments, and development of the interviews, questionnaires and how the data was analysed. In addition, the ethical considerations observed in the study are also discussed.

Chapter 4 provides a presentation, analysis and interpretation of the findings which were obtained from the survey questionnaires in respect of the theoretical overview of the study, which mainly consists of the CSFs, which are considered important factors for guided tours. The results were graphically presented in tables, pie charts and bar charts.

Chapter 5 The final chapter of the study presents a conclusion and makes recommendations. The achievement of the study objectives is discussed. The study's limitations are highlighted, and future research direction is presented based on the study's findings.

1.13 Chapter summary

This chapter is the framework of how this study has been conducted. The chapter introduced and provided a background to the study and outlined the key concepts of the study. The chapter highlighted the problem statement to better understand why it is necessary to conduct this investigation. In addition, the problem statement was a guide to ensure the researcher asked certain questions and set out objectives. The significance of the study was explained and the research methodology applied in the study was outlined. The chapter elaborates on research sources and how the data were analysed, as well as the limitations encountered during the study. In conclusion, the chapter outlines the five chapters of the structure of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews literature on the influence of tour guides in shaping tourists' perceptions and enhancing the experience at a destination. To achieve this, CSFs in tourism were identified and examined. The functions of tour guides were also examined and how they impact the supply and demand of tourism. An overview of the demand and supply of tourism in South Africa and Cape Town is provided. Having presented a preamble to the study in the previous chapter, the current chapter shifts the discussion to present pertinent literature that would assist in understanding the study phenomenon. In this chapter, several related aspects which assist in the achievement of the study objectives are discussed in greater detail. To better guide the study, a conceptual framework involving the key themes and concepts relevant to addressing the study's aim was designed. Thereafter, the CSFs of guided tours in different contexts are presented in relation to the supply and demand of tourism services.

2.2 Theoretical framework

A theoretical framework covers one or more formal theories (in part or whole), in addition to additional ideas and empirical facts gleaned from the relevant body of research. Its purpose is to demonstrate the connections between these concepts and how those connections pertain to the research topic (Leshem & Trafford, 2007). Cooper et al. (2017) conceptualise the tourism demand to be dependent on several variables such as the geographic location of the destination, economic and political status of the destination and most importantly, the quality and quantity of service offered by the guided tour to the tourist. The term 'tourism demand' refers to the products and services that travellers buy when visiting tourist locations (Li et al., 2018a; Wu et al., 2017), which is often gauged by visitor volume or visitor spending. CSFs are concerned with the provision of adequate facilities that allow the tourist to create a memorable experience and access to reliable information that assist both in the planning and on-tour (Cooper et al., 2017).

From a supply-side perspective, Kotas and Wanhill (2018) assert that effective management of CSFs assists in outdoing the limitations around quality service delivery, marketing, controlling cost, re-adjustment of ability and price policy. The resource-based theory was used in determining how guided tour assets, capabilities and employee skills assist in providing them a competitive advantage that underpins the demand and supply of their services to tourists (Peteraf, 2017). The performance of the guided tours based on the resource-based theory has influenced the firm's capabilities (Peteraf, 2017). Lener and Haber (2020) in their findings of the impact of supply and demand on the performance of guided tours established that there

was a connection between venture performance and resource-based capabilities and effective management of the CSFs not only ensures guided tour survival but also growth and rapid profitability.

The skill set of the management of the guided tour employees and management is considered a critical skill in its ability to create a memorable experience for tourists, thus allowing them to refer the firm to other potential users through word of mouth (Lener & Haber, 2020). Utilization of the CSFs, which are one-of-a-kind bundles at the heart of the company, may help guided tours establish and maintain a sustainable competitive edge. Barney (2019) states that the resource-based view indicates how guided tour business can be modelled to become competitive both from a demand and supply side based on the capabilities and resources available to it and those resources it can acquire. Barney (2019:109) opine that the term 'resource' is 'anything that can be thought of as a strength or a weakness of the firm'. The resource-based theory essentially provides detail on how guided tours can attain superior performance compared to competitors. Cohen (2019) posits that by exploiting the unique firm's resources guided tours can be able to attain superior performance.

Resource-based theorists concur with CSFs protagonists in asserting that guided tour venture and performance are determined by available resources (Barney, 2019; Cohen, 2019). Guided tour firms can attain sustainable competitive advantage through CSFs resources such as "tacit knowledge, management skills, strategic planning, and employment of skilled personnel, capital, effective marketing, and accessible quality information among other elements" (Cohen, 2019:13). Cohen (2019) further elaborate that resources for firms are both tangible and intangible and to achieve a competitive advantage they should be harnessed into a key organisational strength. The resource-based view was considered suitable for the study because it addresses guided tours capabilities and resources both from the demand and supply side and its effect on the competitiveness of the service rendered.

Guided tour operators in the service sector and in the provision of their service they require both tangible and intangible resources such as recreational activities, restaurants, accommodation, shopping and transportation (Goelderner & Ritchie, 2017). The success of guided tours is dependent on the ability of management in exploiting capabilities and resources through niche market creation which aids the competitive advantage of the firm.

2.3 Tourism

According to Geetanjali (2018:436), tourism is:

...an activity of people travelling to and staying in places outside their original homes for not more than one consecutive year, for business, leisure and other purposes not related to the exercise of an activity remunerated from within the place visited.

Hospitality and experience are some of the products offered by the service-based tourism sector and Almainani and Johari (2017) assert that tourism is a significant contributor to national and global economies. This is affirmed by the United Nations World Tourism Organisation (2019) which acknowledges that tourism contributes significantly to national and regional economies through employment creation, growth of the private sector, and infrastructure development among a host of other spill-over benefits.

Chou (2018) reiterates that tourism can be further classified into different categories such as cultural tourism, medical tourism, ecotourism, religious tourism, sports tourism, wildlife tourism culinary tourism and recreation amongst others. Providing a detailed description of the types of tourism is beyond the scope of this dissertation. The tourism industry is highly competitive among destinations, hence, as noted by George (2017), destination management is expected to be equipped with knowledge and skills on to ensure they can increase the viability of the service offered.

2.4 Critical success factors

Brotherton and Shaw (2018) describe CSFs as elements that an organisation should focus on to enhance its competitiveness as they are essential in establishing and delivering quality service and performance. This view is affirmed by Slabbert and Saayman (2017:8) who reiterate that:

CSFs are those factors that most affect the ability of an organisation to thrive in the marketplace-the particular strategy elements, product attributes, resources, competencies, competitive capabilities and business outcomes.

In the tourism context, CSFs are considered essential elements that can enhance and influence tourists' experience (Engelbrecht, 2017; Khandelwal, 2018). Brotherton and Shaw (2018) affirm that CSFs are holistic and include processes and activities designed to attain management goals. Literature reiterates that CSFs are also known by other names such as key success factors (KSF), strategic factors, key result areas and strategic variables (Khandelwal, 2018).

Saayman (2019) cites that guided tour management are supposed to be positioned to respond and monitor visitor expectations and identify barriers to expectations not being met. Saayman (2019) identified elements that guided tours should prioritize to ensure the tourist experiences a memorable tour and these elements are, easy access to the destination, inclusive of arrival and departure, activity quality activity timing, facility character, level and quality of service, meal timing and private time for tourists, educational and recreational value of the tour. To achieve the satisfaction of visitors, Moore et al. (2018) list four essential components: (1) provision of

product/service with similar benefits to those offered by competitors, (2) provision of the tourist with supporting service to enhance their experience such as assisting them, (3) put in place a system that eliminates any potential bad experience for the tourist (4) service delivery that is beyond the expectations of the customers and constantly adjusting to the needs of the customers thus the quality of service and products offered are supposed to be consumer-driven (Gupta, 2018).

McCabe (2017) states that a tourist from a management and marketing perspective is considered a consumer and thus tourist experience should be studied from the approach of consumer behaviour. Swarbrooke and Homer (2019) note that CSFs for the guided tour also focus on the tourist's experience with service quality and include elements like hospitality, accessibility, transportation, accommodation, and food. Quan and Wang (2017) argue that several agents contribute to the tourism experience such as local community, guided tours, tourists, and service providers, hence CSFs are essential in providing the tourist opportunity to determine what they fundamentally are looking to experience, and local community enhance the experience of the tourist through assisting them to enjoy and discover the intensity of the destination environment service provision designing. The thrust of the current study is filling the knowledge gap on guided tours, their interaction with CSFs and their impact on the tourist experience, both on the demand and supply side. Tourist view destinations and attractions from the guided tour perspective that are responsible for experience creation and hence have a responsibility for the service quality and performance of the guided tour in offering quality service (Overend, 2017).

2.5 Importance of guided tours in tourism

Several stakeholders play collaborative roles in the competitive operation of the tourism sector. These stakeholders include residents, local companies, media, employees, government, competitors, tourists, business associations, activists and tourism developers. According to Sanaduruwani and Gnanapala (2016), tourism is a multifaceted industry that operates through a collaborative effort among various stakeholders. The services and products offered by tour operators within the tourism industry are what are referred to as guided tours (Bowie & Chang, 2017). A guided tour is inclusive of holistic components such as offering tourists pre-arrival, restaurant, translation, and accommodation and transportation services (Xu & Chan, 2017). These components are grouped and offered to the tourists as a package (Wang et al., 2017) from the tour operator. A guided tour is further described by Enoch (2017:35) as:

...a rational and effective way of organising a holiday as it provides an opportunity to visit the many attractions in a short period.

According to Leguma (2018), guided tours have largely gained traction because tourists consider them a more affordable travelling alternative as the cost is split among several other tourists sharing the same transport, unlike travelling independently with no cost sharing.

Guided tours continuously evolve to satisfy the changing needs of the customers and Zillinger et al. (2017; 5) concur, stating that:

...guided tours are multi-faceted, situationally designed, and continuously developed to meet needs from new audiences around the world.

Guided tours ensure that tourism elements are clearly accentuated. Schmidt (2019:13) notes the term guided tour to include:

...all forms of tourism where the itinerary is fixed and known beforehand, and which involve some degree of planning and direct participation by agents apart from the tourist themselves.

2.5.1 Customer satisfaction

Given the heterogeneity of customers within the tourism industry Leguma (2017) acknowledges that achieving customer satisfaction is complicated, however, guided tours are streamlined to achieve customer satisfaction by offering the customer the experience they anticipate. Bowie and Chang (2017) describe customer satisfaction from a broader perspective to include the pre-visit anticipation and perception of the customer, perception during service encounter with service and post-visit behaviour and attitude. Bowie and Chang (2017) argue that given the number of service providers bundled together in a guided tour it was difficult for the tourists to measure customer satisfaction as they interact with several players making it difficult to measure up with pre-visit expectations. This narrative is shared by Wang et al. (2017) who argue that there was a hardship in remembering each guided tour component's performance in comparison to the pre-visit expectation. Bowie and Chang (2017) expressed similar sentiments noting that it was complicated to ensure customer satisfaction levels are maintained of different service encounters bundled together.

Bowie and Chang (2017) elaborate that within guided tours, customer satisfaction is influenced by three stages, namely pre-tour, on-tour, and post-tour. The customer's previous experience and expectations constitute their pre-tour satisfaction; on-tour involves how they are treated during the actual visit and all services related to that like a restaurant, transport, hotel, and the site experience; lastly, post-tour, the customer satisfaction is influenced by their experience during the tour. (Leguma, 2017). In that regard, Swarbrooke and Horner (2019) illustrate that guided tour management must tailor make their services to suit the exact needs of each tourist by enquiring about their expectations, fears and values and offering them a service that is tailored to their needs. In their study, Arlanturk et al. (2017) sought to explore customer

satisfaction of customers who experienced guided tours on several occasions; the results indicated that the satisfaction of customers who conducted 10 or more guided tours was less as compared to those who only undertook three or less guided tours. Arlanturk et al. (2017) note that those with experience of 10 or more guided tours are challenged in achieving satisfaction because they tend to compare their experience with several experiences, making it difficult to ascertain whether the new experience exceeds the previous ones.

2.5.2 Support service

Best (2016) notes that guided tours provide the tourist with value creation because they are knowledgeable about the destination, sights, and other supporting services that the tourists may require to enhance their experience. Guided tours allow the tourists to imbed themselves in local cultures, and get acquainted and entertained by tour guides (Wong et al., 2017). Weiler et al. (2017) concur with Wong et al. (2017) that the guided tour allows the tourist to experience the authentic environment in accurate places at the opportune time and this allows visitors to gain access, to the authentic experiences of local historical heritage and culture.

In tourism research, guided tours have not received the attention they deserve. In contempt of the importance of tourism, guided tours have hitherto been of only limited interest to academics in tourism and neighbouring fields (Holloway, 2020). Widtfeldt (2016:18) reiterates that guided tours offer the tourist a memorable experience and provide educational experience and escapism. Support service for guided tours is aimed at:

...quality should be visitor-driven, and employees need to ensure that visitors' needs are, and the right procedure is followed when visitors provide feedback to the guided tour" (Wali et al., 2018).

Guided tour services are supposed to be customer-centric, and their programmes should be developed with employees able to engage and satisfy customer needs to achieve memorable experiences for the customers. CSFs' effective management can result in guided tours offering improved service quality and enhancing company competitiveness. CSFs according to Brotherton and Shaw (2016) include all factors vital to the firm and they must be maximised to ensure efficient quality service.

2.5.3 Economic impact of guided tours

Sandaruwani and Gnanapala (2016) argue that guided tours provide the destination with huge economic benefits such as increased revenue for the service providers, employment creation to the community and enhanced development of the destination and supporting services such as road and communication network. Kuo et al. (2016) postulate that guided tours contribute economically through three elements namely, foreign currency earning, creation of employment and income generation. A review of the literature illustrates that the economic

impact of a guided tour is related to the satisfaction of the tourist with the service and the quality of service rendered. Kuo et al. (2016) point out that if tourists experience positive satisfaction with the service rendered by guided tours they are bound to spend more and make return visits which will enhance the competitiveness of the supplier of services.

MoCTA (2015) states that guided tours can positively influence the government to invest in infrastructure development by constructing new or upgrading those already existing and such infrastructure provides the community with economic benefits and not only tourists, for instance, roads and access to clean water also benefit communities and other businesses. Kraig (2017) argues that though literature points to guided tours creating employment for the community some of the labour might be imported from the countries of origin of the operators, thus not benefiting the locals.

A study carried out in Fiji (2012) on guided tour economic impact highlighted that they contribute positively to the alleviation of poverty, community development, income generation to communities and job creation (Scheyvens & Russell, 2012). Through private and public partnerships communities can benefit from infrastructural development which transforms their communities (Ladkin, 2011). On the other hand, guided tours are considered to lack financial resources because lenders lack confidence in their business. Wanhill (2017) further states that guided tours are susceptible to property slumps in value given that most of their properties are used as collateral in securing loans.

2.5.4 Destination image

Literature on guided tours established that it contributes immensely to the development of the image of the destination (Ninpradith & Blyblina, 2015; Kuo et al., 2016). The promotional activities jointly undertaken by service providers bundled together under guided tours positively influence the projection of the destination as an attractive and reputable destination (Zhang & Chow, 2017). Each service provider under the guided tour contributes to the destination image that the client experience both positive and negative representation and Zhang and Chow (2017) in their study established that all service providers that directly interact with visitors must offer steam-lined services that are consistent on board.

Positive destination images foster tourists to develop loyalty to the destination and Prayag et al. (2014) notes that destination loyalty is exemplified through the revisit intention shown by the tourist and also the intention to recommend others or to extend their visit to the destination. Deng and Nguyen (2015) define destination loyalty as indicating that:

...tourist revisit intention, willingness to extend the length of travel and willingness to recommend a destination to other potential tourists is a measure of destination loyalty.

A study by Chan et al. (2015) found that service providers servicing guided tours, including transport providers, travel agencies, hotel, restaurant and aviation providers, contribute to the creation of a positive or negative perception of a destination by the tourist as they give them information and insights that help them make the most of the experience.

A positive image of the destination as noted by Chan et al. (2015) is essential in attracting more customers and hence increasing the propensity of travellers to visit the destination. Gallarza et al. (2018) point out that image within tourism is an essential component as compared to any tangible resource given its impact in influencing potential consumers to take action or to evade. Crompton (2019:35) defines destination image in tourism as “the sum of beliefs, ideas and impressions that a person has of a destination.” In essence, a destination image is a representation of different associations that are related to the destination place. Guided tours have the responsibility of creating a differentiated image of the destination to set it apart from what the competitors are offering (Crompton, 2019). This is further affirmed by Gallarza et al. (2018) who noted that travellers consider destination image in selecting a destination. Image is described by Gallarza et al. (2018) as a mental concept derived from several impressions such as cognitive impressions on the quality and quantity of service rendered to the tourist coupled with the information made available to them to make informed decisions.

Crompton (2019) suggests that the image of the guided tour is formed entirely based on the characteristics of each tourist and their prior knowledge of a destination. In contrast, cognitive image is attributed by literature as of greater importance in the image formation of a guided tour (Cohen, 2017; Gallarza et al., 2018).

2.5.5 Environmental impact

Guided tour business revolves around the environment and WTO (2019) reiterates that they can impact the environment both positively and negatively. This is affirmed by Cohen (2017) who notes that guided tours that aim to be competitive focus on environmental protection and conservation as a tool to attract tourists. Guided tours, as espoused by Cohen (2019), have the mandate to raise environmental awareness among their employees, service providers and customers and influence better use of environmental resources.

Guided tours also promote the use of environmentally friendly products and services as revealed by Cohen (2017), but United Nations Environment Programme (2016) contrasts this view noting that guided tours negatively affect the environment through pollution, exploitation of natural resources, littering and noise pollution. Marias (2019) affirms this view noting that the development of infrastructure by service providers such as hotels, restaurants, roads and airports in resort centres can affect the environment generally.

2.6 Relationship between CSF and guided tour

Marais (2019) notes that in the process of destination and tourist attraction management the guided tour actively contributes to the experiences of tourists. The tourist experience is considered important in ensuring the competitiveness of the destination, as noted by Sheng and Chen (2017), and guided tour management should be aware of both tangible and intangible destination attributes as these contribute immensely to the experience of the tourist. The aim of tourists when engaging in travel is to experience a memorable experience and this is dependent on their satisfaction with the tour (Cohen, 2017).

Tourist satisfaction differs from one individual to the next. Sheng and Chen (2017) state that CSFs inform the management of why tourists visit a destination and the factors that influence such decision and their experience with the tour. The tourist experience is defined by Sheng and Chen (2017:32) as:

...the opinions and functions (food and transport), sensory stimulation, (attractions) and the emotional description (bored or interesting) of the tourist.

Saayman (2009) expands on this definition noting that the tourist experience is inclusive of integrated five phases. Pre-planning is phase one, then travelling to the destination, on-tour experience, travel from the destination and the post-tour experience phases.

Given the importance of guided tours creating a memorable experience for the tourist, Cook et al. (2017) note that they are faced with tough competition in recruiting and returning customers from other operators. For the guided tour to be able to create a memorable experience for the tourist they need to identify elements that contribute to a memorable experience for the tourist. Brotherton (2019) asserts that these elements are known as CSFs and include several factors ranging between three and ten. Brotherton (2017) states that the CSFs are elements that management must aim their focus on to attain their organisational goal and mission. Caralli (2016) states that guided tour managers who aim to create a memorable experience for the tourist must ensure their operational activities are directed towards attaining the goals and mission.

CSFs directly influence the guided tour's capacity to provide efficient, quality and cost-saving service to the tourist that helps them create a memorable experience (Corbett, 2017).

2.6.1 Effective marketing impact on guided tour

Marketing is an element of CSFs, according to Corbett (2017), and it has a strong influence on the success of a guided tour's objective of increasing the demand for their product and services. Erasmus (2017) established that effective marketing of the destination as a product influenced attracting customers through illustrating the service available, destination

information crucial to aid in decision-making for the traveller like transport, lodging, restaurant, and other supporting services required. Slabbert and Saayman (2017) articulates those attributes of the product offered, competitive capabilities, competencies of the employees and service rendered, and business outcomes are critical elements of the CSFs that determine guided tour success and lifespan

2.6.2 Organisational management

Another element of CSFs is organisational management and Appel (2016) notes that guided tours are expected to focus on organisational management elements to improve the quality of their service and to be able to create a tourist memorable experience. Marias (2019) concluded that guided tours should emphasize customer satisfaction management, human resource management risk management and logistics management to enhance the experience of the tourist. On human resources, Marias (2019) highlights that investing in skilled and loyal employees has the propensity to increase the number of customers who become loyal, visit several times and refer their associates. Customer satisfaction in this regard is achieved as suggested by De Witt (2016), treating each customer as a unique individual and tailoring service to their specifications. This notion is refuted by Marias (2019) who argues that the needs of customers are constantly evolving hence costs will be exorbitant for a guided tour to keep up with such demands.

Guided tours, as illustrated by De Witt (2016), are expected to implement quality control mechanisms in their service provision to ensure that the service rendered is standardised. To achieve this, Appel (2017) suggests that regular staff training and motivation can enhance the service offered to the clients and constantly ensure the minimisation of risk and green management of the destination.

2.6.3 Strategic planning and guided tours

Strategic planning is listed by Appel (2017) as an element of CSFs that guided tours should focus on through conducting a SWOT analysis to identify their strengths, weaknesses, opportunities and threats to maximize their strengths whilst minimizing weaknesses. De Witt (2016) postulates that the operational service offered by guided tours should show a high level of accessibility and hygiene and the menu for the restaurant must offer variety. In this regard, De Witt (2016) emphasizes that the thrust is ensuring positive organisational behaviour is created. The creation of positive organisational behaviour includes putting in place financial management systems to avoid leakages and systems that provide the operating budget to ensure competitiveness and avoid overspending (Di Witt, 2016).

Strategic marketing based on market research should be implemented to ensure proper segmentation of the target market and offer the segment's products and services that are

relevant to each segment (Appel, 2016). Other components that fall under strategic planning as noted by Marias (2017) are the development of strategic public relations, proper advertising and marketing of the product and service that includes selecting the right channel of communication and packaging the accurate and convincing message. Pine and Gilmore (2019:19) describe the memorable experience as “events that engage the individual in a personal way”. CSFs, therefore, influence the guided tour to differentiate their products and service from those of competitors to provide unique and personal service to the customer. They further classified experience into four categories namely, education, escapism, entertainment, and aesthetics. Products that lack the education and entertainment component will find it difficult to survive in the market in the future (Wolf, 2019).

Tourists are on the search for consumption of memorable experiences that can impact their lives for the long term or even change their lives (Mossberg, 2018). Strategic planning should focus on developing activities that not only excite the tourist but engage them and Mossberg (2018) emphasize that “consumers will forget what you said, but they will never forget how you made them feel”. This points to the need for a guided tour to allow tourists to immerse themselves in local life and access convincing storytellers on the destination and its service to emotionally engage the tourist with relevant information and create a memorable experience (Holloway, 2020).

2.6.4 Safety and personnel

Enoch (2016) concluded that tourist decisions to visit or not to visit a destination are primarily influenced by their concern for personal safety and the security of their assets. Guided tours are expected to possess vibrant security and safety measures through the provision of things like secure parking and accessible facilities. Wash et al. (2020) concur with this perspective adding that a guided tour has the responsibility to assist travellers during the pre-visit by explaining the rules, laws and regulations of the guided tour and the community at large. The employees on the other hand are expected to show visitors courtesy and provide accurate information (Enoch, 2016).

Elliot and Percy (2017) opine that for a guided tour to operate competitively there is a need to establish tourists’ needs and expectations to determine elements they value in the creation of a memorable experience. This will result in the development of loyalty from the tourists and repeat visits because of customer satisfaction (Wood, 2017). Management of guided tours improvement through CSFs identification, as noted by Wood (2017), results in an increased number of tourists achieving satisfaction through having their expectations exceeded and more positive recommendations. In addition, it helps with word-of-mouth marketing especially from the satisfied customers which contributes to operational sustainability.

UNEP (2016) states that guided tours face a plethora of risks and hence they should focus on risk measurement and minimisation. Initiatives to minimize risk are supposed to be taken both by the tourist and the guided tour. UNEP (2016) suggests that risk management should take place at six spheres of the guided tour operations namely, medical, operational, legal, social, and physical levels. Buckley (2017) notes that through risk management, the safety of the traveller is insured for both a psychical and medical injuries, which can be achieved through offering comprehensive insurance covering travel and on-tour incidents.

2.7 Role players in guided tours

Enoch (2016) identified several players within guided tours who collaborate to create a product that is satisfactory to the visitor, and these include, tour guides, travel agencies, communities, government and volunteers. Literature on guided tours highlights that several actors collaborate to ensure the consumption of the tour is to the satisfaction of the customer the tourist.

2.7.1 Travel agencies

Travel agencies are mostly responsible for promoting and marketing tourism destinations and persuading customers to visit by providing them with detailed information to inform their decisions (Wang et al., 2020). Enoch (2016) further elaborates on the role of travel agencies noting that they are involved in assisting tourists in planning their visit and trip itineraries such as transport, accommodation, restaurant, and tourist destination. The travel agencies provide the visitors with an insight into a country or city's culture and attractions which helps the traveller in determining what to expect during their visit. Wang et al. (2020) cite that they have a responsibility to the visitor with critical information such as the laws and regulations of their destination, weather pattern, economy and other vital information essential for the tourist to plan their visit.

2.7.2 Government

The government is a major player in guided tours and Ninpradith et al. (2018) suggest that the development and implementation of tourism plans are the responsibility of the government. Apart from that, the government is supposed to ensure the standards are enforced and the latest data is collected that informs on tourist's statistics, their needs and expectations, which help in modelling the services to the expectation of the tourists (Haung et al., 2015). The government also ensures that tourists are not endangered through the creation of a safe and conducive environment for tourists. Huang et al. (2015) emphasize that security is a key consideration for tourists when selecting a destination and the government has the responsibility of ensuring peace and stability within its jurisdiction.

Irigler and Gler (2016) state that the government has a responsibility of marketing the tourist destination within its country and ensuring support services for the sector are regulated and operated efficiently. These include the aviation industry, road infrastructure and communication networks. The government is responsible for synergy and partnership creation with civil and private partners to ensure collaboration within the sector. Huang et al. (2015) believe such an approach promotes shared responsibility and a win-win situation with players like restaurant and hotel owners accessing funding to ensure their standards are top-class and consistent.

2.7.3 Community

Ninpradith et al. (2018) highlight that the experience of tourists is shaped beyond their experience with the destination to the community. Community members are allowed to engage with tourists and engage in cultural exchange, providing the history and context of travel destinations. Ninpradith et al. (2018) suggest that members of the community can be engaged as tour guides acting as ambassadors of the destination and providing the tourist with accurate information. This is affirmed by Sanaduruwani and Gnanapala (2016:68) who state that:

...with their knowledge and interpretations at hand, community members play a role in enriching the level of knowledge of individual tourists and are capable of enhancing a trip into a pivotal learning experience.

Huang et al. (2015) highlight that community members can open their homes to tourists to allow them to be fully immersed in the culture and traditions of the community.

2.7.4 Tour guides/volunteers

Through their ambassadorship and goodwill, tour guides provide extensive benefit to guided tour as they provide the tourist with unique destination history and allows them to experience the destination through their eyes (Huang et al., 2015). Tour guides also serve as cultural brokers helping the tourists understand local culture and vice versa, the local community (Zhang & Chow, 2017). Tour guides are information providers and also interpretations for the tourist and thus are part of the tourism front line. Zhang and Chow (2017) elaborate that tour guides are involved in the promotion and marketing of the destination to the tourists, which leads to repeat business and loyalty, thus making the destination more competitive. Modlin et al. (2017) and Zillinger et al. (2016) found evidence that guided tour promotion by tour guides yielded better results than conventional advertising because of the trust tourists develop in their guides, making them more credible than other information sources.

Tour guides are critical in tourists experiencing a satisfying trip and are thus a guided tour success determinant factor and have an impact on the image of the destination and the post-tour behaviour of the tourist and their loyalty (Zhang & Chow, 2017). In their research,

Khornjamnong (2017) established that tour operators should possess specific traits to ensure the competitiveness of the guided tour and these traits include being knowledgeable about the destination, service offered, friendliness, and the ability to speak several languages. Tour guides are further classified as freelancers and registered tour operators. Tour guides are described by Zillinger et al. (2017) as leaders responsible for performing various tasks such as pointing out things to tourists, storytelling, performing rituals, engaging the tourists and highlighting what to focus on and how to position themselves and Overend (2017) emphasize that this makes the tour guide both an interpreter and performer who is in the thick of the tourist experience.

TIO (2018) highlight that the relationship between tour operators and guided tours is mutually beneficial with operators helping guided tour in packaging the product and creating awareness to prospective customers whilst the guided tour offers the tour operators employment opportunity. The tour operators therefore as noted by TIO (2018) provide a link that connects the guided tour to the tourists. The role of tour guides is further summarised by the TIO (2018) to include directing tourist flow, determining the supply chain, being involved in destination upgrading and maintenance of the destination, and influencing tourist behaviour and choices.

Leeper (2019) conducted a study on the impact of tour operators on guided tours and established that the success of the guided tour was dependent on tour guide building relationships with stakeholders like service providers and tourists as they were key in tourism volume determination. Tepelus (2015) suggests that tour operators can create demand for the guided tour product and ensure the destination is sustainable.

2.8 Categories of guided tours

Holloway (2020) notes that several actors are involved in the provision of service by guided tour operators from the provision and consumption of services. The section below will elaborate on the roles and functions of the leading actors within the guided tour.

2.8.1 Adventure guided tour

Intrepid tourists are usually involved in guided adventure tours and as described by Swarbrooke et al. (2012) as people traveling off the beaten track into fragile environments and/or communities that are socially vulnerable. Recent trends indicate that an adventure tour involves elements such as access to different unique cultures, wildlife, and exotic areas. Swarbrooke et al. (2012) add that terrains difficult to access with no infrastructure, such as mountains, beach and other such isolated places, constitute adventure tourism. The findings of Swarbrooke et al. (2012) indicate that adventure guided tour is inclusive of activities

conducted in the outdoor, exotic, remote or unusual areas, wildlife and wilderness. Wilks and Page (2016:231) concur with this assertion and note that the adventure guided tour:

...often includes a small group of participants visiting an exotic and/or remote location, often under somewhat primitive conditions, and utilising the services of a guide, leader, and outfitter.

Sung et al. (2016) expand on this definition to include risk exploration and active participation of the individual in the planning and execution of the tour stating that:

Adventure tourism is a trip or travel with the specific purpose of activity participation to explore a new experience, often involving perceived risk or controlled danger associated with personal challenges, in a natural environment or exotic outdoor setting.

Key components that contribute to adventure tourism based on the literature, therefore, are physical danger and risk (Swarbrooke et al., 2012).

Egmond (2017) argues that adventure tourists are not keen to solicit services from the guided tour as they intend to be involved in the process alone, preferring to explore their adventure on their own terms. Swarbrooke et al. (2012) agree with this thinking, pointing out that adventure tourists seek to experience solo experiences without the care or control of the guided tour. Trends from the study conducted by Egmond (2017) rather suggest that tourists prefer interacting with the host destination's organic culture not that artificially exhibited by tour guides.

Swarbrooke et al. (2012:68) established that though adventure tourists prefer to be in their own company, guided tours still contribute to their safety and their well-being, arguing that:

These solo escapades concern tourism authorities, as the safety of the adventurer is precarious in contexts where the indigenous population does not fully understand the need to ensure the adventurers' well-being and the guest does not understand the context of the host destination.

This points out that the guided tour can still be involved in information provision and offering support services to ensure the safety of the adventurer at the destination.

Adventure tourists are motivated to seek total exhilaration on their tour. However, Berlyne (2016) suggests that guided tours are essential to make the process smooth because the unpredictability of the adventure can cause the adventurer to have no control and suffer from stress. Berlyne (2016) suggests that there is a need to strike a balance with the type of service offered as too much control from the guided tour can lead to boredom and ennui hence the services should be partial to allow the tourist to determine how they want to enjoy their adventure. Cohen (2016) refutes the findings of Berlyne (2016) and argues that when planning

an adventure a tourist is expectant of the risk of uncertainty and danger, escapism, discovery, absorption, excitement, novelty and stimulation and mixed feeling which makes the tour worth the effort hence partial or full involvement of the guided tour will take the stimulus from the adventure.

Cohen (2016:17) suggests that the adventurer can adjust to the tour demands accordingly, stating that:

When choosing an adventure activity, the individual will adjust according to the degree of remoteness, the level of skills required, the level of effort required, the opportunity for responsibility and lastly the level of contrivance.

Oden (2018) refutes these propositions and notes that guided tours ensure adventure tourism exceeds the expectation of the tourist through the provision of tailor-made information that is not accessible online and offering security services to ensure the safety of the tourist.

Ewert and Jamieson cited by Wilks and Page (2017) argue that guided tours are still essential in adventure tourism because despite being in search of solitude, they still invest time visiting lodgings, restaurants, require transport to move around, access attractions and these are the domain of guided tour operators. Wilks and Page (2017) further stipulate that guided tours are involved in planning the travel itinerary, provision of first aid material, providing training and other logistical needs of the tourist.

2.8.2 Shore excursion: Cruise tour

The cruise tourism industry continues to rapidly grow and Butler and Lavalley (2016) suggest that the annual growth rate since 2000 has been 8%. Dickson and Vladimir (2017) predict that the sector will continue on the positive spiral and in backing their argument they note that the growth has been influenced by new cruise destination opening, cruises gaining public appeal and becoming accessible to a larger market, competitive fares and product bundling allowing tourists to explore a number of products offered by the guided tour. SPTO (2015) notes that despite the general assumption that cruise tourism has huge economic benefits these studies could be misleading given the limited local benefit to the economy. Egmond (2017) argue that data on the economic contribution of cruise guided tour was limited and hence it was difficult to accurately measure the economic impact of cruise guided tour on the economy.

Braun et al. (2015) argue that guided tour provides the cruise tour with a multiplier effect providing the tourist with supporting services to enhance their experience since cruise ships only take a limited time. In Cape Town guided tours bundle activities like viewing the city/sight-seeing, viewing Table Mountain and cruising as part of activities whilst offering tourist accommodation and transport from their lodgings (Chidende, 2020). In this case, the cruise becomes not the only purpose but a component of the whole trip.

Guide tour cruises incentivise the tourist to be on board the ship for the majority of their time to restrict their time onshore by offering an all-inclusive package that includes food and other items required by the travellers. Mossen (2017) in her study established that such kind of guided tour will not be supportive of economic growth as the destination community does not benefit from meals and accommodation provided on board the ship. Mossen (2017) suggests that for a guided cruise tour to have an economic impact and foster development the benefits must be shared with different service providers such as transport operators, restaurants, lodging and other recreational service providers.

Income leakage in cruise shore excursions also occurs when guided tours over-charge their services to tourists on board as compared to prices on the destination shore resulting in tourists seeking alternative services on their own (Downing, 2016). Dowling (2016) further notes that there is a transformation from the all-inclusive package to a friendlier user-pay system under which travellers are allowed to select on-board services and off-board services. Braun et al. (2017) suggest that guided tours safe proof the community from having the income generated from tourists not siphoned offshore to other countries but benefit the port community and the whole country by spreading the services to different providers in the community.

Klein (2016) reflects that the purchasing power of guided tours over the activities that travellers spend money and where are considered an economic impact. Klein (2016) argues that the increasing purchasing power of cruise companies has a direct impact on suppliers and shore excursion providers.

2.8.3 Sightseeing guided tour

Answers (2016) describes sightseeing tourism as:

...Leisure travel in which the primary motivation is to take a vacation from everyday life and is characterised by staying in resorts, relaxing, on beaches or going on guided tours and experiencing local tourist attractions.

Sightseeing is also referred to as leisure tourism and research acknowledges its role in the economic emancipation of communities and aiding social change (Wu & Peace, 2013; Gao & Wu, 2017). Sightseeing guided tours offer the tourist opportunity to interact with community members from different socio-economic backgrounds including race, income, and cultural backgrounds (Minnaert et al., 2019). Sightseeing tourism is considered to offer tourists emotional and mental nourishment that improves their physical and mental wellbeing (Pyke et al., 2020). Pyke et al. add that guided tours have the responsibility of ensuring that their service assists the tourist in stress reduction and attaining psychological benefits accrued from leisure sightseeing tourism.

2.9 The future of guided tours

Carjaval (2017) emphasises that digital developments and all economic sectors have the potential of altering how businesses operate and the guided tour is no exception. This is affirmed by Nugraha and Alimudin (2020) who state that technologies such as mobile apps that are being utilized in tourist guidance, and humanoid guides and robot guides are altering the way the service industry operates. Other developments that are changing the nature of guided tours are virtual tours, as noted by Loureiro et al. (2020), who report that tourists can now explore destinations through virtual tours without physically visiting destinations and this impacts negatively the guided tour operators' idea of bundling service packages.

Loureiro et al. (2020) also predict that instead of utilizing tour guides, tourists will make use of information kiosks and robotics that will be developed such that they can respond to tourists' mannerisms and respond based on their needs. Another development that will improve the guided tour service is the use of headsets linked to radio frequencies and audio guides that will be implemented to complement the guided tours in providing tourists with essential destination information in different languages to assist them in making informed decisions and be able to navigate their way with limited need for tour guides help.

The human relationship that has been the hallmark of guided tours between the tourists and the tour guides will be replaced by the human-to-robot relationship. According to Tussyadiah (2020), this will remove the human relationship that is essential in the provision of services such as serving tourists with courtesy, politeness and empathy. The continued advancement in technology will see guided tours being blended with artificial intelligence, programming and software and new terminologies will be brought to the fore such as robot tour guides, robot teachers, robot receptionists and instructors. Yu (2020) emphasize that the guided tour industry will not be the first to experience the human-machine relationship within the service industry as it has already been experienced to good effect:

...the needs initially fulfilled by guidebooks and tour guides are now being fulfilled by smartphone applications- digital guide books, audio guides and walking tour apps are liberating tourists to explore destinations on their own and the elimination of human tour guides leaves the tourist to explore the destination more independently through the use of a digital mediator.

Yu (2020), however, questioned how digital technologies will replace the human engagement offered by tour guides.

2.9.1 Impact of technology on the future of guided tours

Pettie and Moutinho (2019) predict that business travel will be reduced by 2030 by approximately 25% through the use of teleconferencing and this will impact business tourists. The use of teleconferencing will substitute the usual interpersonal business contact that is also

fed into guided tours. Pettie and Moutinho (2019) also assert that the rise of internet consumption will impact negatively the future of guided tours as prospective tourists can directly interact with their desired destination service providers and arrange for packages that are customised with the supplier directly. Yu (2020), however, argues that guided tours will not be eliminated but will need to create sustainable relationships with the service providers and improve the overall quality of service offered to the customers by investing in determining the needs of each unique customer and offering them customised service.

An increase in the use of the internet is considered a threat to guided tours as virtual reality technologies are feared to capacitate the adoption of virtual reality tours where individuals use the internet to experience tourism destinations online (Yu, 2020). A virtual holiday that can be experienced using mobile phones and personal computers is feared to have the potential of substituting physical tourism where guided tour plays a significant role in creating customer demand (Peattie & Moutinho, 2017). Taylor (2018) dismisses the notion that virtual reality will replace physical tourism but instead argue that the technology can be put to good use in enhancing the quality of the guided tour service and for instance notes that guided tour can develop tracking applications to monitor the safety of their clients as compared to physically monitoring them which can impede the tourists from independently exploring the destinations.

Taylor (2018) further highlights that chances of technology leading to the replacement of guided tours were slim but rather blending technology and guided tours will ensure tourists are offered a more meaningful experience. According to Bridge (2016), tour operators have been able to adjust to technological developments and Bridge (2016) predicts that they will continue this trajectory, stating that since the evolution of the internet tour operators have come under immense pressure to adjust their product packaging. Despite such pressure to perform tour operators have been able to outwit and can earn higher travel returns. Maselli (2017) notes that airlines will continue eliminating the use of third parties to sell their tickets and develop their online ticketing platform to be more attractive. Maselli (2017) further acknowledges that for guided tour service providers such as travel agencies to remain relevant will need to increase their volume and negotiate for performance-based commissions with airlines. To remain relevant, they will need to offer the customers value-added services to meet the expectations of the customers and also motivate them to develop new products that satisfy the demand of customers. According to Affolter (2014), blending guided tourism with sophisticated systems of information technology can only improve the consumer experience of the destination. Consumer experience is defined by Wall et al. (2011:48) as:

...“multidimensional takeaway impression or outcome, based on the consumer’s willingness and capacity to be affected and influenced by the physical and or human interaction dimensions and formed by people’s encounters with products, services and business influencing consumption values (emotive and cognitive), satisfaction and repeat patronage.

Within the guided tour service, the component of a service encounter is critical in enhancing the success of the tourist tour. The service encounter relates to the moment that the consumer and firm interact (Walls et al., 2011).

2.9.2 The influence of information technology on operations of tour operators

Bridge (2011:175) argues that since the advent of new information technology in the tourism industry, travel agents are surprisingly doing well, and this is attributed to the fact that they are selling a complete tourism package. Travel agencies have been eliminated by several airlines as travelers are now able to directly purchase online tickets from airlines (Maselli, 2012:34).

High-volume travel agencies are better positioned to negotiate for performance-based commissions with airlines as compared to smaller agencies. To achieve this high volume, agencies have to offer services that are value-added to justify their fees (Maselli, 2012:45). Tour operators remain the channel leaders with more buying power and due to this they continue to enjoy the advantage. Affolter (2011:244) points out those new consumers' expectations continue to drive tour operators to be more creative and adaptive offering new attractive products at reasonable prices. The products offered to the consumers have to be tailor-made to the tastes of each specific customer. Sophisticated IT systems will be required in handling such flexible products to provide easy access and flexible user-friendly booking (Affolter, 2011:245).

2.9.3 Disadvantages of information technology on tourism

In the next years Peattie and Moutinho (2010:9) fear that technology might negatively impact the tourism sector, and he mentions that teleconferencing could reduce business-related travel by over 40% in the next 15 years. Peattie and Moutinho (2020:30) argue that teleconferencing has made a great impact as a potential substitute for physical business meetings by connecting parties that cannot meet personally. The use of teleconferencing will impact negatively the need for tourism.

2.10 Service quality offered by tour guides

Service quality is often conceptualised as the comparison of service expectations with actual performance perceptions (Zeithaml et al, 2017). Tour guides play an important role in the provision of services by tour operators and this is emphasised by Huang et al. (2010: 21) who state that, "tour guides are the front-line employees in the tourism industry who play an important role in shaping tourism experience in a destination." Tour guides are therefore valuable guided tour assets that can enhance the service offered or compromise the service. The performance of the tour guides can enhance the quality of service offered by the guided tour operator by developing in-depth knowledge of the service offered and streamlining their

approach to interacting with tourists thus allowing them to operate independently but also provide guidance when required.

Yu (2020) suggests that for tour guides to offer valuable and quality service to tourists they need to be knowledgeable about the culture and way of life of the society and the history of the destination and hence he suggests that individuals born within the community are more suited to offering quality service as tour guides.

2.11 Guided tour influencing and enabling customer experience

Though guided tour operators are actively involved in developing package tourism through handling, planning and marketing the experience product to prospective customers (Bowie & Chang, 2015) they do not offer any assurance that the bundled tour package will lead the tourist to a successful experience. However, CSFs can be utilised in triggering positive experience formation and Cooper et al. (2018) state that the sales and marketing phase of the guided tour is supposed to trigger consumer expectations. On the actual tour, Cooper et al. (2018) emphasize that the customer experience is influenced by transportation, accommodation, and other service providers that collaborate with the guided tour collectively to ensure the customer's tour is smooth.

Training and development of the employees are considered CSFs of the guided tour because trained employees can improve their efficiency and relationship management with customers (Cohen, 2018). The actions of the customers have a direct implication on the tour perception of the tourists, and these include tour guides, customer service officials at airlines and waiters. This is affirmed by Otto and Richie (2017) who notes that human interaction in the process of service exchange is emotionally charged.

According to Otto and Richie (2017:32), guided tour operators can utilise the CSFs by orchestrating”

...effective, narrative, and ritual content through the skills, engagement, emotions and dramatic sense of their tour guides whose task is to give their customers something they do not know how to ask for.

When an unfortunate incident occurs during a tour such as illness, accident or robbery, the guided tour plays an essential role in emotionally managing the tourist and standing in the gap (Otto & Richie, 2017). Chebat and Slusarczyk (2015) note that within guided tourism and the service industry in general it is difficult to eliminate service failure but there is a need to ensure organisations understand the service recovery process. Moreover, CSF ensures that a service recovery strategy is available that establishes the process and procedure that can be utilised in complaints handling.

Buttle and Bowie (2014) argue that CSFs also inform how complaining customers are treated by the guided tour and their research findings illustrate that when the guided tour understands the reason behind customer complaints this can lead to profitability through offering recovery performance that also leads to recovery loyalty and satisfaction. Frontline workers within guided tours can lead to service failure which is why CSFs on guided tours underscore the need to constantly offer training and development and ensure the workers are adequately motivated to perform their functions within the service sector (Buttle & Bowie, 2014).

Walls et al. (2017) argue that the demand and supply of tourists for guided tour services are not dependent on the quality of service offered by the guided tour but rather dependent on the tourist's expectations, adaptability and motivation. Therefore, they argue that the tourist's experience with the guided tour whether unsatisfactory or satisfactory. This notion, however, is dismissed by Quang and Wang (2014) who argue that measuring the experience of the tourist can lead to the identification of factors leading to the dissatisfaction of the customer which will then be eliminated and improve the service. From this perspective, a tourist is considered a phenomenon of post-Fordism under which the customer consumption of products and services is not determined by production hence not what the guided tour offers but rather it is a production driver as the products are produced to meet the needs and expectations of the customer.

2.12 Motivation for guided tour

To profoundly develop an understanding of guided tours, there is a need to thoroughly discuss the aspect of tourist motivation. Tourism experience, according to Uriely (2016), in its early conceptualisation was not initially concerned with tourism motivation behaviour. Tourism motivation discussion goes to the period where Cohen (1979) argued that tourists are looking for different experiences which makes it impossible for guided tours to be able to develop packages that suit the unique needs of divergent customers.

The concept of guided tour motivation is benchmarked on the understanding of the activities that tourist engages in when on holiday and this led Shaw and Williams (2017) to question whether the behaviour of tourists is different when on holiday and what they do within their homes. The modernist view theories as noted by Shaw and Williams (2017) suggest that tourism was used to escape from day-to-day errands and routines. This conceptualisation as noted by MacCannel (2008) is made up of two propositions—firstly, the presence of stimuli that influence the behaviour of the tourists and behaviour that leads to a tourist being attracted to certain destinations (push and pull factors); secondly, the reward or benefit that the tourists accrue from taking part in tourism activities. Seven factors were developed by Crompton (1979) as the pull and push factors that influence customers to engage in tourism vacations and these can be classified as socio-psychological motives. These include (i) self-evaluation and

exploration, (ii) show of prestige, (iii) relaxation, (iv) regression, (v) escape from daily routine/mundane environment (vi) social interaction facilitation and (vii) enhancement of relationship. Further to that Beard and Ragheb (1983) developed the leisure motivation scale, the major focus of which was identifying the tourism experience benefits to the tourist and they developed four categories which are (i) knowledge acquiring component for the tourist hence intellectual benefit; (ii) development of social relations and network and their maintenance, (ii) skills and competence development and (iv) stimulus-avoidance related to the need to change the environment from the daily stressful situation and release such pressure.

2.13 Package tour and tour operators

The USA Package Travel Act (1079/1994) describes a package tour as, “a combination of pre-arranged services offered for an inclusive price, entailing at least; transportation and accommodation, transportation or accommodation together with some additional travel service essential to the package as a whole”. This view is affirmed by Middleton (2016:13) who defines it as “standardised, quality controlled, repeatable offers comprising two or more elements of transport, accommodation, food, destination attraction, other facilities and services.” In other words, it can be interpreted that package tourism is more aligned with mass tourism though to a lesser extent elements of customised services have become topical.

Another term popularly used in place of package tourism is Charter tourism and this is more aligned with mass tourism as noted by Yu (2020) that charter tourism requires huge numbers of tourists. A guided tour in this thesis is used in reference to packages developed by tour operators and charter tourism will not be utilised in this research. The term ‘guided tour’ may be used with the concurrent term package. Guided tours are responsible for purchasing tourism services from the providers and bundling them into packages that are attractive and directly resale them to prospective customers.

2.14 Role of tour guides

2.14.1 Physical access brokering

Weiler and Yu (2017) maintain that guided tours broker tourists’ access to destination places and space and this is supported by Arnold et al. (2018: 12) who state that “tourist guides provide a cocoon of civilization through which adventure tourists can experience the wilderness.” The guided tour is also described as experts and gatekeepers whose wealth in logistical know-how is utilized by tourists to usher their safety as they are responsible for not only informing the tourists but also controlling and guiding them to experience their tour responsibly. To achieve this, Weiler and Yu (2017) note that communicative staging is utilized, which relates to exercising control over the information and how it is presented to the tourists.

Guided tours can also introduce the tourists to staged authenticity under which tourists will be introduced to:

“...real and authentic back stages in response to tourists desire for authenticity or they can construct a pseudo backstage that gives tourists the impression of authenticity”. (Hill et al., 2022).

Therefore, guided tours are not responsible for facilitating the tourists' experience but also in gatekeeping information that tourists should not access (Weiler & Yu, 2017). Howard et al. (2018) affirm this narrative, noting that physical access is brokered by the guides by stimulating the tourist's five senses to develop a detailed cultural exchange through the exchange of music, stories and food.

Tour operators

For the avoidance of doubt, the focus of the study is tour operators which must be understood differently from travel agents. As noted by Moutinho (2000:161), tour operators provide intermediary services within the tourism sector by linking the consumer and producer. From an international tourism perspective, the tour operators are responsible for all the itinerary management for the tourist from handling their air ticket purchasing to arranging accommodation and transfer from the airport.

Pander (2009:13) notes that tour operators package holiday and tour components together and market these packages to the public directly or through a travel agency. The package is put in together in such a way as to satisfy the needs of the tourists and cater to their needs. As noted by Pender (2009:13), the concept of holiday packages became prominent due to the improved availability of air transport soon after World War 2. These tour packages are composed of any two of the following elements: attractions, accommodation, transport, entertainment, meals and sightseeing activities (Cook et al., 2002:75). Tourists prefer making use of tour operators because as noted by Pender (2009:15), they help in risk elimination, and they can tailor-make their package to satisfy the needs of each individual tourist. He further notes that the tour operators are better placed to negotiate for a discount or better prices simply because they are well-vested in the area as compared to travelers. Cook et al. (2002:78) note that the tour operator package is compiled in such a diversified manner to appeal to a specific client and that different packages exist on the market, it is not a one size fits all kind of approach.

Services offered by tour operators

Whilst it is not the thrust of this thesis it is crucial to differentiate the services offered by the tour operator from those offered by travel agents. Moutinho (2000:161) argues that tour operators are different from travel agents in that they are more of wholesalers in the distribution channel of tourism whilst travel agents are at best retailers providing only limited services.

SASTA (2004) also provides a distinction between tour brokers and tour operators and the major difference is that tour broker hires their vehicles as and when the need arises compared to tour operators who own their vehicles.

Also of significance is that tour operators, according to Smith (2010), enjoy a personal one-on-one relationship with their clients because they have direct access to them. Moutinho (2019) further notes that tour operators provide convenience to tourists in the sense that they can combine travel products, and this allows them to break even and offer the customers their services at lower prices as compared to tour brokers and travel agents. Because the itinerary of the tourists is pre-arranged this allows them to accommodate and satisfy the needs of the tourists. In an endeavor to enhance the tourism experience for the travelers the tour operators utilize the services of tour guides to guide the tourists. These tour guides are trained personnel with a wealth of knowledge of the attraction centers that they will be marketing and are essential in providing the tourists with information and also safety precautions. The tourist guides can work as freelance or be full-time employed by the tour operators.

2.15 Tourists guide

The Beat Academy for Tourism (2015) points out that tourist guide is an internationally recognised profession, and they are registered by a national board to ensure that professionalism and standards are adhered to. Within South Africa, as highlighted by Collins (2010:45) the training is provided by institutions like Energy Guides, amongst other. As part of their training tour guides are expected to possess a first-aid certificate, and this should be renewed every two years (Cohen, 2018). This provision allows the tour guides to exercise first aid functions if the tourists get injured during the tour where medical facilities are far or where urgent attention is required. Tour operators are required to employ qualified guides who are registered with the respective regional tourist board (Weiler & Yu, 2017.). Cohen (2018) states that tour guides have to always display their badge and identification card that they are issued. The guide is also expected to undergo a proficiency test for communication skills that allows them to communicate well with tourists (Nkonoki, 2012).

Four categories of tour guides exist (South African Tourism Authority, 2018) which are: local tourist guides (these operate in a specific area like a township), regional or provincial tourist guides (as the name suggests they operate within a specific province or region) and lastly national tour guides (these are specialized in-terms with their tourism knowledge of the country). As noted by Collins (2010) for better reputation tour guides should belong to a particular institution (the National Department of Tourism) such that they can be perceived as reputable and reliable by tourists. Each specific tour requires a different tour guide and the tour operators must assign the right tour guide for each tour.

2.16 Supply and demand of tourism in South Africa

Suppliers and consumers make up the tourism sector in South Africa. There are also major players known as middlemen who serve as consumers and purchase goods from those who supply them, such as tour operators, airlines, and lodging establishments. The goods are then distributed to the final customers by the middleman (Cooper, 2012). Tourism service providers partner to deliver goods and services that have an impact on how the tourism industry works (Nkonoki, 2012). Individuals and the government both benefit from tourism as a source of revenue and foreign currency. The main organizers and connections between clients and tourism service providers are tour operators (Kumar, 2016:19). Certain tourism intermediaries deal with providing specialized services to the tourism industry at the destination. Tour operators and other tourism intermediaries deal with a range of 27 goods and services offered by the tourism industry, such as accommodation, meals and drinks, points of interest and enjoyment, and so on. Tourism is an important part of economic development policies in both developed and developing countries, especially in cities like Durban, where policymakers are driven to build and encourage tourism facilities because of their high expectations of foreign exchange, which leads to economic growth and job creation (Allen & Brennan, 2004; Rogerson & Visser, 2016). Many countries depend broadly on income generated through tourism activities.

South Africa is one of Africa's most popular tourist destinations (University of Navarra, 2011:4686). According to South African Tourism (2019:15), South African tourism has risen from the 52nd to 16th most-visited tourist destination in the world since the end of apartheid in 1994. Western Cape, KwaZulu-Natal, and Gauteng are the most popular tourist destinations. South Africa's tourism industry has grown at a faster rate since the country's first free elections in 1994. In 2019, the number of international visitors increased from 6.6 million in 2010 to over 6.8 million (Statistics South Africa 2019: 2). Foreign tourists visiting the country between the period January to October 2018 were 6 823 517 and 6 651 407, in 2018. South Africa has the largest number of foreign visitors on the African continent.

Tassiopoulos and Nicolaidis (2016) indicates that the total arrivals in Africa increased by 7.2% and domestic tourists decreased by 81.7%. The overall total foreign visitor arrivals increased by 2.6% (Statistics South Africa, 2011: 5). The tourism industry not only helps the country's economy, but it also creates jobs because it employs a large number of people. According to South African Tourism (2019:10) in 2018, the tourism sector employed 599 412 people or about 4.4% of total employment, and domestic tourism accounted for 52% of total tourism consumption. The main players in promoting tourism in South Africa are the South African Tourism and provincial tourism authorities (Statistics South Africa, 2011:2). South Africa has increased its tourism capacity in the last 10 years by increasing the number of guest houses, hotels, lodges, game farms, and airlines and buses operating in the country (Saayman &

Saayman, 2008:35). South African authorities consider tourism to be one of the country's developing sectors. It employs about 7% of the workforce in this country (Tassiopoulos & Nicolaides, 2017). The tourism industry is also one of the fastest-growing sectors in the world, and it continues to create job opportunities (Tassiopoulos & Nicolaides, 2017).

In 2003, the Department of Economic Development and Tourism (DEDT) in KwaZulu-Natal (2010:6) surpassed gold as the leading generator of foreign exchange earnings in South Africa; generating R53 billion and driving foreign direct investment into the country.

2.17 Customer focus for destination marketing

In their book, Teare et al. (2018) focus on service generally without focusing on tourism per se. Despite this shortcoming, the book provides a broad view of marketing's role in an organisation and this is useful in providing an initial definition framework (Piecy & Morgan, 2000). Three major elements in marketing are also differentiated and these are marketing information, the marketing strategy and marketing programmes. The marketing strategy is focused on identifying and defining the market, market segmentation, market positioning and the strategic position of the organisation. On the other hand, marketing programmes are focused on integrating target market decisions in relation to pricing, product policy, communication (advertising, sales promotion, personal selling and public relations) and with the thrust of achieving target market consistency. Corey and Star (2007) note that marketing communication is focused on marketing programme evaluation to achieve control and planning purposes.

2.17.1 Product mix

The product mix is formulated through tourism components examination, and these are best referred to as the 5As: Attractions; Accessibility, Accommodation, Ancillary Services, and Amenities. This concept is derived from Cooper et al. (1993) who introduced the 4As. These elements play a crucial role in making a destination attractive and desirable to the potential tourist because it is packaged in such a way as to satisfy all their immediate needs. Tour operators and service providers are generally responsible for taking care of the formulation of the product mix.

In some circumstances, all these all-inclusive elements are provided for by tour operators, however, in some circumstances, other attractions and amenities can be public goods that are managed by the government or other organisations. Destination amalgam is important as it enables the combination of divergent elements of the destination mix to appeal to several tourist segments. Smith (2010) points out that DMOs hardly contribute to service bundling but can influence the development of products, for instance, the initiation of destination mix additions.

2.17.2 Demand for travel

Anyone involved in the tourism industry is concerned with the extent of their destination demand (McIntosh et al., 2005:297). This is because the more tourists that travel to an attraction area the more money they are likely to spend at that destination and this has a stimulus role of wealth creation, job creation and ultimately, economic growth (Youll, 2008:10). The tourism sector is benchmarked on the principle of demand and supply and thus focused on meeting and satisfying the needs of the target market and this is achieved through the creation of tour packages as highlighted earlier to satisfy the needs of the tourists.

The role of travel intermediaries like tour operators is stimulating demand for their destination by utilizing marketing strategies to appeal to the target market (Peattie & Moutinho, 2010:4). As highlighted earlier in this study tourism intermediaries' must facilitate the tourists in matching their needs with suitable tourist destination that can satisfy their needs. The below factors that influence the demand for a tourist destination will be examined.

2.18 Factors that influence tourism destination demand

Peattie and Moutinho (2010:17) note that several factors like culture, religion and physical environment are some of the elements that can influence the demand of destination demand and can be considered vital elements of the actual product being sold to the target customers. Expanding on the factors proposed by Peattie and Moutinho (2010:17), Youell (2012:10) notes that destination demand is influenced by a plethora of reasons like the buying behavior of the target customers, propensity to travel, destination political environment, technological developments and the lifestyle of the tourists. These factors will be briefly explored below, providing a South African perspective.

2.18.1 Consumer buying behavior patterns

In a survey by South African Tourism (2012), tourist activities included: restaurant visiting, casinos, hotels, craft markets, shopping and nature-related activities. These are the major elements priorities by tourist in their visits to South Africa and the tour operator when coming up with their package are supposed to consider these elements and bundle them together to ensure that the tourists are encouraged to spend more (Youell, 2012:13).

2.18.2 Propensity to travel

As the term suggests, propensity relates to the willingness of one to travel and the actual travel experience one will be looking forward to and this will go on to influence the types of destinations that one will consider (McIntosh et al., 2005:298). Owing to global exposure and marketing through technological advancement and sophisticated marketing of media platforms the propensity to travel has increased and it has become part of normal day-to-day life.

2.18.3 Political factors

Political factors can be viewed from two perspectives, as noted by Youell (2012:215); firstly from the political and bilateral relations that exist between South Africa and the tourist's country of origin. If the two countries enjoy a cordial political relationship it will be easier for the tourist to travel to their preferred destination but if no cordial relations exist this might put hurdles in the travel plans of the tourist. Secondly, the political environment in the country involves the absence of war, political tension and crime rate. Bennet (1997) notes that following the end of apartheid in 1994, South Africa has been portrayed as a safe destination for tourists. Jackson (2012) however notes that the high rate of violence and crime in the country remains a stumbling block in the marketing of local destinations.

2.18.4 Technological development

Researchers, governments, distribution channels, consumers and tourism enterprises alike are grappling with keeping up pace with the extraordinary technological wave's electronic communication, information development and multimedia developments being experienced in today's society (Hawkins et al., 2007:1). Whilst the technological revolution has benefitted companies and economies in the developed world, the same cannot be said of companies and economies of less developed economies who have succumbed to the ripple effects. Technological development has also made it easier for tourists to select attraction destinations and choose the mode of transport, book accommodation and other facilities online, allowing them convenience when they travel.

2.18.5 Determining destination demand

Vital demand data like the total number of tourist arrivals in a given timeframe, length of their stay, facilities and attractions they used, accommodation used, the form of transport used and the total money spent can be crucial in measuring demand (McIntosh et al., 2005:297).

2.19 Tourism marketing

Tourism and recreation businesses must direct as much attention to marketing to customers on sites as they do to attract them. In this respect, external and internal tourism marketing is important because dissatisfied customers can effectively cancel out an otherwise effective marketing policy.

The success of tourism marketing is its dependence on creating an atmosphere in which employees desire to give good service and sell tourism to visitors. To produce such an atmosphere requires the following four important factors (Chacko, 1997; Obiadat, 2000). Firstly, hospitality and guest relations, an organization-wide emphasis on hospitality and guest relations, include an oriented approach on the part of the owners and managers as well as the

employees. If the manager is not customer sensitive, it is improbable that the lower-paid employees will be. Secondly, quality controls of a programme that focuses on improving both the technical quality (the standards associated with what the customer receives) and the functional quality (the standards associated with how the customer receives the service). All employees who come into contact with customers should receive hospitality training. Thirdly, personal selling, training staff in the selling features of the property (business) or community and this also includes rewarding them for their efforts. By being informed about the marketing objectives and their role in achieving those objectives, they can help to increase sales. Finally, employee morale, programmes and incentives aimed at maintaining employee morale. These incentives can be financial and non-financial.

The increase in the number of tourists interested in visiting the townships in South Africa has created opportunities for several businesses, such as tour operators, in the pursuit of the benefits of this buoyant industry (Ramchander, 2004). This view is further supported by Rogerson (2004) who highlighted the dominance of SMEs in the tourism industry in South African and internationally. According to Chilli and Mabaso (2016: 201) township tourism in South Africa has grown in popularity since 1994 and is considered to be an appropriate strategy for stimulating local economic development. Township tourism is growing faster in popularity than most other tourism segments, and certainly faster than the global tourism growth rate, according to the UNTWO (TKZN, 2008). The apartheid social segregation enforced in South African urban townships during apartheid (and the residue of that today) is the main factor that makes them unique compared to other deprived and slum areas of the world (Ramchander, 2004).

2.19.1 Three types of tourism marketing

2.19.1.1 Internal marketing (Employees)

Internal marketing was set up in the 1970s as a key for the firms that were required to provide better customer service. Therefore, internal marketing performs loose ends limited, possibly because their common require the necessary judgment (Gounaris, 2005). This is the case in services when insurance firms, banks, supermarkets, restaurants and airline chains try to build loyalty and awareness into the services they offer. A key feature in the success of such efforts is internal marketing of training and communicating with internal staff. Training of staff is crucial because service firms depend upon contact between service users and service providers. Therefore, brand strategies must be communicated to staff so that they understand the culture upon which the firm brand is built. Investment in staff training is required to accomplish the service levels required by the brand policy.

Internal marketing is considered to be a fundamental basis for customer withholding in high-quality service delivery. According to Berry (1995), this depends upon high-quality

performance for employees since the service product is a performance and the performers are employees. Internal marketing is concerned with motivating internal staff in communicating and training to be technically capable in their job as well as to be able to handle service encounters with customers. To do this well, they must be motivated and understand what is expected of them. Gummesson (1987:20) states that “Service staff act as part-time marketers” since their actions can directly affect customer satisfaction and retention. They are critical ‘in the moments of truth’ when they and customers come into contact in a service situation.

An internal marketing programme should focus on employee selection and retention. Employees who have worked in the firm for years know more about the business and have the opportunity to build relationships with customers. If the service organization selects good people and manages them in such a way as to stay loyal, the levels of customer retention can be accomplished through the build-up of trust and personal knowledge gained through long-term contacts with customers (Bloemer & Ruyter, 1998).

2.19.1.2 Interactive marketing (Customers or tourists)

According to Gronroos (2018) and Kyomba et al. (2022) customer relationship in services has recently attracted much attention to organizations, concentrating their efforts on maintaining existing customers rather than attracting new ones. The idea of a firm being based upon getting customer loyalty was well known to the earliest merchants who had a saying: ‘As a merchant, you’d better have a friend in every town’ (Gronroos, 2018:63). The following conditions suggest the use of relationship marketing activities (Berry, 2015).

- There is a periodic desire or an ongoing need for the service by the customer, e.g., theatre or insurance service versus funeral service
- The customer controls the selection of a service provider, e.g., selecting a club versus entering the first taxi in the train station queue
- The customer has alternatives from which to choose, e.g. selecting a destination versus buying a ticket from the only travel agency service.

After the applicability of relationship marketing to services has been founded, the advantages of relationship marketing to customers and organisations will be explored, as well as the customer retention strategies used to tie customers closer to service companies and build relationships.

2.19.1.3 External marketing

The expanded mix, which includes the product, location, pricing, and promotion, is referred to as external marketing. The 7Ps of the marketing mix should be recognized to analyse tourist

marketing tactics. These seven are Product, Price, Promotion, Place, Packaging, Positioning, and People.

Product. Brand names can influence the perception of a service or product. There are three characteristics of successful brand names (Berry et al., 1980).

- a) Distinctiveness. It immediately identifies the service provider and differentiates it from the competition.
- b) Relevance. It communicates the nature of the service and the sub-benefit.
- c) Flexibility. It not only expresses the service organization's current business but also is broad enough to cover foreseeable new ventures

Important elements, such as technology and taste changes, are new product development. For example, the launch of the Range Rover Vogue incorporated a new suspension system based on 10 micro-processed air suspension units (Samuel, 1992). Product decisions also involve choices regarding packing, guarantees, brand names and the services which should escort the product offering. Guarantees can be an important component of the product offering. Tourism product is considered to be the first important basic of a tourism marketing strategy because, without the product, there are no other factors (such as place, price or process). However, these are the main features of tourism products (Gronroos, 1978; Maqablihi & Sarabi, 2001).

2.20 Chapter summary

The chapter reviewed literature on CSFs as it relates to the operation of guided tours. CSFs must be adequately managed to achieve a competitive advantage for the firm and ensure a balance between demand and supply within the guided tour business. The resource-based view was used as the conceptual framework for the study, and it illustrates that CSFs are resources that should be exploited to offer guided tours' a competitive advantage.

The following chapter, Chapter Three, presents the methodology applied in the study, specifically detailing the data collection and analysis process.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Guided tours are conducted globally and are more likely to be found where tourism exists as in its nature. Tour guiding is a critical factor to ensure tourist satisfaction (Zillinger et al., 2012; Kemboi & Jairus, 2018:11). The purpose of this study is to determine the CSFs for a guided tour from a demand and supply point of view. This chapter explains the research methods which were employed to gather information from tourists and tour guides within the Western Cape area. The following section presents the research methodology and highlights the designs and instruments for collecting and analysing data. The limitations of the study are also detailed in this chapter.

3.2 Research questions

As outlined in Chapter 1, the following research questions guided the study:

- What is the profile of tourist guides conducting tours in the Western Cape province of South Africa?
- What is the profile of tourists who undertake guided tours in the Western Cape province of South Africa?
- What are the CSFs for a guided tour in the Western Cape Province from a supply and demand perspective?
- What are the guidelines for the improvement of guided tours in the Western Cape?

3.3 Sample selection

The basis of the study was CSFs for guided tours in the Western Cape. In addition, the focus was on tourists and tour guides, to determine what CSFs are considered important for guided tours. For the purpose of this study, mixed methods techniques were applied to gather the data from the appropriate representatives.

The distinction between qualitative and quantitative research is that qualitative research comes forth in a more explanatory manner and consists of more in-depth theory, whereas quantitative research includes the involvement of numerical counts (Queirós et al., 2017:370).

Furthermore, the data collection tools involved both open- and closed-ended questions that the tourist and tour guides were asked to gather insight into the study. According to Etikan and Bala (2017), there are different sampling techniques and sample sizes to follow when conducting research. Maree and Pietersen (2016:192) state that all these techniques are filtered under two major classes of sampling methods—probability, and non-probability

methods. In perspective for the quantitative data collection section, non-probability systematic sampling was followed. Israel (2009:3) indicates a population of more than >100 000 (n), requires a minimum of 400 (N) respondents, which can be regarded as representative of the population with a 98% confidence level. Therefore, the aim was to distribute 450 questionnaires, in case individuals do not complete questionnaires or withdraw from participating in the study.

To collect the qualitative data for this study, non-probability snowball sampling was followed. Etikan and Bala (2017:2) indicate that the snowball technique is based on collecting data by the means of interacting with a network of respondents which involves getting directed to other voluntary participants. Tour guides participating in the interviews were selected from registered tour guides who are affiliated with the CTGA (Hill et al., 2022).

A minimum of 12 tour guides were interviewed. Using 12 tour guides ensured data saturation in the data collected, according to Guest et al. (2006:74), 12 interviews are 92% representative and after 12 interviews data saturation will occur. According to Nieuwenhuis (2016:83) and Liedemann et al. (2022) data saturation should be considered when structuring the design for a research project.

To select the participants for this part of the study, 20 interviews were conducted to allow for unseen glitches such as noise distractions, unseen interruptions and language barriers. Individuals were invited to take part in the interviews based on their willingness and availability to participate (Iwu et al., 2020).

3.4 Study area

3.4.1 Western Cape/Cape Town

The Western Cape is one of the nine provinces of South Africa. The Western Cape is well-known for its historical wine and tourism patterns. Maumbe and Donaldson (2010:5) state that the Western Cape is one of South Africa's foremost tourist destinations and is divided into six tourism regions for different tourism experiences—Cape Town, Cape Winelands, Cape Garden Route and Klein Karoo, Cape West Coast, Cape Overberg, and Cape Karoo. The Western Cape has become an undisputable area for great tourist experiences because of guided tours which include cultural genres offered to enhance educational and entertaining experiences (Potgieter et al., 2019:5). A map of the area is illustrated in Figure 3.1.



Figure 3.1: Map of Western Cape – Western Cape map, South Africa

Source: Rooms for Africa (2021)

3.5 Validity and reliability

The validity and reliability of research is the concept of measuring the accuracy and consistency of how a data collection tool has been designed or implemented (Heale et al., 2015). According to Taherdoost (2016:28), validity refers to how well the intended data has been collected and if the data correspond with the area in which the study is being conducted. Furthermore, Taherdoost (2016:33) elaborates that reliability in research is based on how reliably the data has been captured and if the process of capturing shows a consistent and stable result.

The study also includes the perceptions of tourists who participate in guided tours and vice versa, of those who are responsible for conducting guided tours. The current is guided by similar studies such as the work of Ferreira and Fernandes (2015) and Marais et al. (2017). Shenton (2004:64) suggested following research methods which were already adopted by previous researchers, and which show a high success rate regarding the validity and reliability of those data collection tools and methods.

To ensure a high level of validity in this study, all fieldworkers were guided through the self-administrated questionnaire to ensure that all questions were understood. Screening questions were used to ensure that the correct respondents were invited to participate in the study.

3.6 Research instruments and data collection

To collect the data for this research, a two-pronged approach was followed. Firstly, the secondary data was collected through a literature review, and secondly, the primary data was collected through an empirical study. These two approaches are discussed below.

3.6.1 Secondary data

To ensure a clear understanding of this study, a literature study was conducted (also referred to as the secondary research) by reviewing books, journal articles, newspapers, theses and dissertations, as well as online research databases, such as Google Scholar and EBSCOhost research platform. The keywords used to search for information relevant to this study include CSFs, Cape Town, demand side, guided tours, tourism, tourists (domestic tourist and international tourist), and supply side.

3.6.2 Primary data

The primary source of data in this study was obtained through the administration of a questionnaire, which is detailed in the next section.

3.6.2.1 Questionnaire survey

According to Torrentira (2020:80), the most suitable technique for collecting quantitative data is a questionnaire survey instrument which can be conducted using different self-administrative questions. Torrentira (2020:80) adds that the questionnaire survey's main purpose is to distribute a set of structured questions to various participants, to get responses (viewpoints). In this section, previous research studies with similar investigations have guided the questionnaire survey, including the work of Lin et al. (2017) and Cetinkaya and Öter (2016).

Furthermore, Maree and Pietersen (2016:176) and Torrentira (2020:80) indicate that surveys come in different forms, such as online surveys, group administration questionnaires, email surveys, telephone surveys and face-to-face surveys.

According to Roopa and Rani (2017:273), questionnaire surveys are structured questions that make it possible for researchers to collect quantitative data and ensure that the data collection is consistent and coherent for analysis. For this study, the self-administered questionnaire contained open and closed-ended questions based on the guidance of the questionnaire survey sections and the focus of the study. In addition, Roopa and Rani (2017:274) indicate that with open-ended questions participants have a flexible option of completing the structured questions in their own words, compared to close-ended questions. The implementation of Likert scale-type questions had participations indicate their level of agreement when addressing these questionnaire statements. The Likert scale statements were measured in a 5-point Likert scale of importance where 1 = not at all important; 2 = slightly important; 3 = important; 4 = very important; 5 = extremely important.

The questionnaire was designed and divided into three sections, namely A, B and C.

- **Section A:** determines the general profile of tourists (Objective 1) participating in guided tours in Cape Town. This section entailed questions to determine the respondent's travelling background, marital status and country of origin.
- **Section B:** determines whether the CSFs were considered important for a guided tour from a demand side (Objective 3).
- **Section C:** determines the demographic profile of the participants which consist of their age, marital status, gender income range, monthly income range, level of education and employment status (Objective 2). The focus of these questions was to determine which of the participants are more likely to participate in guided tours in the Western Cape.

3.6.2.2 Interviews

Collecting qualitative data involves the process of performing interviews. According to Adhabi and Anozie (2017:88), interviews are discussions between researchers and the most suitable participants who can provide the best available data to proceed with a study investigation. For this study, self-administrative semi-structured interviews were compiled to guide face-to-face interviews with the selected tour guides. Stuckey (2013:57) and Nieuwenhuis (2016:93) state that semi-structured interviews are based on the formulation of compiling interview questions beforehand, which serves as a guide through the interview process. The interview guide was guided by previous research studies, including Zhang (2003) and Weiler and Walker (2014).

The interview guide was followed and probing was implemented in areas where researchers have to monitor the quality of responses and take advantage in a professional manner of gathering more in-depth responses regarding a certain question. According to Nieuwenhuis (2016:94), probing is a technique used to gather the maximum amount of data. Qu and Dumay (2011:246) support that probing will influence the participants (tour guides) to further elaborate on their thinking/reasoning and provide results of firsthand experiences. All the interviews have been audiotaped, whereafter they were transcribed for further analysis.

The interview guide was divided into three sections:

- **Section A:** determines the general profile of the tour guides, which will gather information of their type of working environment, specialities, and time frame of being a tour guide (Objective 1).
- **Section B:** determines the viewpoints of tour guides when address which CSFs they guard as important for guided tours in the Western Cape (Objective 3). Probing will be applied to ensure in-depth information on the CSF identified as important by the tour guides.

- **Section C:** determines the demographic profile of the tour guides which elaborates on tour guides age, gender, marital status, years of experience as a tour guide and highest level of education.

3.7 Ethical considerations

According to Chowdhury (2014:37), research ethics are based on ethical principles and a code of conduct that is followed by researchers when collecting data on participants (sample). In this study, the collection of data was conducted on the suggestions of Arifin (2018), that all participants had freedom of speech, the participants' identities remained anonymous and the interpretation of information was clear and honest.

Fleming and Zegwaard (2018:209) state that it is highly important for researchers to obtain ethical clearance when conducting research on human participants. In this study, the integrity of the research is maintained by ethical clearance which was granted by the Ethics Committee of the Business Faculty of CPUT (Appendix A). Furthermore, participants were invited verbally to participate in the study. Consent letters were obtained by tour guides and the chairperson of the Cape Tourist Guiding Association to authorise that fieldworkers can interact with tour guides in their monthly meetings (Appendix B). Social distancing and sanitizing was observed to reduce Covid -19 risk. Fieldworkers were trained on how to gather information in the field.

In addition, for the interviews and survey collection to maintain a line of integrity, respondents were briefed on the ethical considerations, such as voluntary participation and the guarantee of confidentiality and anonymity. Also, the data gathered will be used for academic purposes only. The surveys were conducted in settings where guided tours took place, allowing respondents to complete the survey and relate to the experience of the tour in which they were participating.

3.8 Procedure for analysing data

The quantitative data obtained from the completed questionnaires were captured in Microsoft Excel™, which will then be transferred into the program Statistical Package for the Social Sciences (SPSS) version 27.

To analyse the qualitative data, all interviews will be recorded and transcribed into Microsoft Word™ by a postgraduate student . Thereafter, to analyse the transcriptions, Creswell's six-step were followed. According to Cresswell (2009:185-189), the six-step process is:

- Step 1: Organise and prepare the data
- Step 2: Read through all the data
- Step 3: Begin a detailed analysis with the coding process

- Step 4: Use the coding process to generate a description of the setting or people as well as categories or themes for analysis
- Step 5: Advance how the description and themes will be represented in the qualitative narrative
- Step 6: A final step in data analysis involves making an interpretation or meaning of the data.

3.9 Summary

This chapter provided an overview of the research methodology, which included the methods and techniques used to gather data as well as the processes utilized to guarantee that the study was valid and trustworthy. For the research project, a total of 451 questionnaires were handed out, and 20 structured interviews were scheduled to take place. Saturation was reached after interviewing subject number 12, despite the fact that all 451 replies were obtained. The next chapter, Chapter 4, presents an in-depth analysis of the data collected and discusses the results thereof.

CHAPTER FOUR RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the results gathered from tour guides and tourists and highlights the key factors and objectives and goals stated in Chapter One.

The chapter is subdivided into two sections. The first section presents the quantitative data results gathered from tourists who participated in guided tours in the Western Cape province of South Africa. The second section reports on the results from tourist guides, which were gathered through semi-structured interviews. In brief, to determine the CSFs for a guided tour in the Western Cape from a tourist guide and tourist perspective, the quantitative data results include the discussion points of the findings from tourists while qualitative data encompasses the discussion points of the information which were gathered from tour guides and the data was separately analysed.

4.2 Demographic Information

A total of 451 respondents, including tourists participating in guided tours, participated in the study. Before each interview was started, a screening question was asked to ensure that a potential participant possessed the experience and relevant knowledge regarding the study phenomena before completing the survey. This screening question was intended to determine if the individual had participated in a guided tour before.

4.2.1 Demographics of quantitative data participants

Table 4.1 shows the gender distribution of tourists who participated in guided tours in the Western Cape. The study revealed that 53.9% of the respondents were male and 46.1% were female. The results indicate that more males participated in the study than females. Meng and Uysal (2008) posit that usually, men tend to travel more often as tourists than women do.

Table 4.1 also shows the distribution of respondents by marital status. The table indicates that 63.6% of the respondents were single and 33.9% were married and 1.1% of the indicated that they are in a relationship. The results also show that 0.5% of the respondents are widowed and 0.9% are divorced. This implies that single people are more likely to travel than married people. Madrigal et al. (2017) found that married people are more likely to go on vacations than divorced people.

Table 4.1: Demographic profile of participants

Variable	Category	Frequency	(%)
<i>Gender</i>	Male	243	53.9
	Female	208	46.1
<i>Marital status</i>	Married	153	33.9
	Single	287	63.6
	In Relationship	5	1.1
	Widow/ed	2	0.5
	Divorced	4	0.9
<i>Income (monthly)</i> High R80k Mean = R22 248.01	None	7	1.6
	R1-R8000	29	6.4
	R8001- R10000	22	4.9
	R10001-R20000	43	9.5
	R20 001-R30000	34	7.5
	R30001-R40000	39	8.6
	R40001-R50000	25	5.5
	> R50001 (specify)	3	0.7
	Confidential	249	55.2
	<i>NB: South African Currency is the ZAR/Rand denoted by (R)</i>		

The study sought to determine the level of income of the respondents. There were nine distinct categories established for the various levels of income. According to the data presented in Table 4.1, the majority of respondents (55.2%), 9.5% of respondents had a monthly income between R10, 001 and R20, 000, and 8.6% of respondents earned between R30, 001 and R40, 000. The largest percentage of respondents who reported keeping their income a secret was those who earned between R30, 001 and R40, 000. There were 7.5% of people who earned between R20 001 and R30 000 per month, 6.4% of people who made between R1 and R8 000 per month, 5.5% of people who earned between R40 001 and R50 000, 4.9% of people who earned between R8001 and R10 000, and 0.7% of people who earned more than R50 001. The majority of respondents did not feel comfortable providing their monthly income, as shown by the fact that more than half of respondents did not provide this information. It is the amount of income that, in turn, affects the level of consumption, as well as the degree to which demand is satisfied, and this, in turn, dictates the change in the structure of consumption (Seeley, 1992). According to Zhang (2020:763), "more residents' income equals greater capacity to pay for tourism; residents' disposable income offers economic support for tourist consumption."

Table 4.2 below shows the job status of the respondents. Job status was categorised into 6 categories. The highest number of respondents were in full-time employment (56.3%), followed by self-employed (22.6%). The results also show part-time employed respondents at 8.4%, followed by students (6.2%), unemployed (4.0%) and a mere 2.4% were retired. The results indicate that most tourists are likely to be employed full-time or self-employed and that the working class is likely to visit more than other categories. Boniface et al. (2020) found that permanently employed people make up the majority of tourists.

The study sought to determine the level of education of respondents. The respondents had different academic qualifications, which were classified into five groups as shown in Table 4.2. Table 4.2 indicates that 68.1% of the respondents have a degree as their highest level of education, 15.1% had primary or secondary education, 12.6% had post-graduate degrees, 3.1% had diplomas and 1.1% held a post-Matric certificate. Most of the respondents were well-educated. Leisen (2001) found that the level of education highly influenced how people can travel to tourist destinations.

Table 4.2: Sociographic profile of participants

Variable	Category	Frequency	(%)
Job status	Full-time	254	56.3
	Part-time	37	8.4
	Self-employed	102	22.6
	Retired	11	2.4
	Student	28	6.2
	Unemployed	19	4.0
	N=451		
Education Level	Primary/Sec	68	15.1
	Degree	307	68.0
	PG Degree	57	12.6
	Diploma	14	3.1
	Certificate	5	1.1
	N=451		
Age	<20 years	2	0.4
Mean age = 36.1 Age range 18 – 76 years	21-30	114	25.3
	31-40	235	52.1
	41-50	63	14.0
	51-60	28	6.2
	61-70	8	1.8
	> 70 (specify)	1	0.2

Table 4.2 also indicates the age groups of the respondents that took part in the study. It was revealed that 52.1% of respondents were between 31-40 years of age, 25.3% were in the range of 21-30 years, 14% were aged between 41-50 years. Between the age range of 51-60 years, there were 6.2% of respondents, followed by 61-70 years with 1.8% of respondents. People in the age group below 20 years comprised 0.4% of the total respondents with those greater than 70 years making up 0.2% of the total. This showed that younger and older people are less likely to travel than other age groups. Hyde (2015) posited that middle-aged people are more likely to travel than any other age group.

4.2.2 Demographics of qualitative data participants

Participants profiles

A total of 17 questions were administered to 12 participants in the in-depth interviews. The participants comprised of tour guides based in the Western Cape province of South Africa. Of the 12 participants, nine (81.8%) were male and three (18.2%) were female. The respondents' age was between 23 and 66, with a mean of 41.6 years. Among the interviewed tour guides, 9 were married (81.8%) compared to 18.2% who were single. On education, the study shows that 36.3% of the interviewees had a Diploma as their highest level of education and 27.2% held a Matric certificate, 0.09% had a degree and another 0.09% indicated that they had a post-graduate diploma as the highest level of education.

Table 4.3 below illustrates the participants' demographics with pseudonyms used to uphold ethical considerations of confidentiality and anonymity.

Table 4.3: Interviewee information

Name	Age	Gender	Marital Status	Education	Type of guide
P1	65	Male	Married	Diploma	Cultural Guide
P2	48	Female	Married	Diploma	Cultural Guide
P3	37	Male	Married	Diploma	Cultural Guide
P4	52	Female	Married	Matric	Cultural Guide
P5	32	Male	Married	Postgraduate	Cultural Guide
P6	31	Male	Married	Degree	Cultural Guide
P7	66	Male	Married	Diploma	Cultural Guide
P8	23	Male	Single	Certificate	Cultural Guide
P9	30	Male	Married	Matric	Nature Guide
P10	29	Male	Single	Degree	Cultural Guide
P11	45	Male	Married	Matric	Cultural Guide

The interviews were structured around the research objectives based on profiling tour guides conducting tours in the Western Cape province of South Africa. The interviewees provided their views on CSFs for guided tours. The qualitative interviews were designed to probe the explanation for the relationships that exist between the independent and dependent variables in the quantitative study, hence the responses are also categorized in relation to the study objectives. These variables include CSFs, interests in tour guiding, operating location and professional qualifications.

Table 4.4 below shows the distribution of respondents according to country of origin. The study shows that 49.2% of the respondents were from South Africa and 6.7% were from Germany. Respondents from Zimbabwe and the United States of America comprised 4.2% and 4% respectively. France had 3.3% of respondents, the Netherlands and United Kingdom each had 3.1% of the total respondents. The DRC, Brazil, Nigeria and Spain had 2.7%, 2.4%, 2.2% and 2.2% of respondents respectively. Switzerland, Namibia and Spain each had 1.3% of respondents, while Ethiopia had 0.9%. Other countries like Australia, Ghana, Italy, Kenya, Portugal, Wales and Swaziland all had the same number of respondents (0.7%). Algeria, Angola, Austria, Belgium, Bulgaria, Ireland, Japan, Malaysia, Pakistan and Sweden each had 0.4%. Also, the research revealed that Argentina, Botswana, Columbia, Denmark, Hong Kong, India, UAE, Uganda, Korea, Mauritius, Mexico, Morocco and Oman had the least number of respondents at 0.2% each. The study reveals that most respondents were South African. South African people are more interested in domestic tourism as they have a large population from the selected respondents. Also, neighbouring Zimbabwe had the majority of tourists who had participated in guided tours. Overall, the results indicate that people from most countries love to visit South Africa although in small numbers. Mazimhaka (2007) found that local people support domestic tourism.

Table 4.4: Countries of origin of the study participants (in %, $n=451$)

Country of origin	Frequency	Percentage (%)
Algeria	2	0.4
Angola	2	0.4
Argentina	1	0.2
Australia	3	0.7
Austria	2	0.4
Belgium	2	0.4
Botswana	1	0.2
Brazil	11	2.4
Bulgaria	2	0.4
Columbia	1	0.2
Denmark	1	0.2

Democratic Republic of Congo (DRC)	12	2.7
Ethiopia	4	0.9
France	15	3.3
Germany	30	6.7
Ghana	3	0.7
Hong Kong	1	0.2
India	1	0.2
Ireland	2	0.4
Italy	3	0.7
Japan	2	0.4
Kenya	3	0.7
Korea	1	0.2
Malaysia	2	0.4
Mauritius	1	0.2
Mexico	1	0.2
Morocco	1	0.2
Namibia	6	1.3
Netherlands	14	3.1
Nigeria	10	2.2
Oman	1	0.2
Pakistan	2	0.4
Portugal	3	0.7
Russia	6	1.3
South Africa	222	49.2
Spain	10	2.2
Swaziland	3	0.7
Sweden	2	0.4
Switzerland	6	1.3
United Arab Emirates (UAE)	1	0.2
Uganda	1	0.2
United Kingdom	14	3.1
United States of America	18	4.0
Wales	3	0.7
Zimbabwe	19	4.2
Total	451	100%

As shown in Table 4.5 below, 22.6% of the respondents spent between 1-3 days, 20.4% stayed from 8-10 days and 20.2% stayed from 11-14 days. 19.3% of the respondents indicated that they had stayed for 4-7 days, 8.9 % stayed for more than 30 days and 8.6% indicated they had stayed for a period between 15-30 days. The results show that most people who have

participated in guided tours have stayed for shorter periods and a few people have stayed for longer periods. This is supported by Gokovali et al. (2007) who found that tourists tend to spend less time on holidays as it is obvious that the more time you spend on holiday the more money you need. Also, people who spent more time on holidays might be away on a business or sponsored trip (Shoemaker, 1989).

Table 4.5: Duration of visit (in %, $n=451$)

	Frequency	Percent
1-3 days	102	22.6
4 - 7 days	87	19.3
8 - 10 days	92	20.4
11 - 14 days	91	20.2
15 - 30 days	39	8.6
More than 30 days (specify)	40	8.9
Total	451	100%

The results show that only a few stayed for more than 30 days. The study indicated that 97.8% of the respondents did not stay for over 30 days. Respondents who stayed for 2 months and 3 months both comprised only 0.7% of the total respondents and respondents who stayed for 1-3 years made up 0.2% of the total respondents, while 0.4% of the total respondents had stayed for 6 months. The results indicate that people who stay for more than 30 days are likely to stay for less than a year. Vogt and Andereck (2003) report that people who stay for over 30 days are likely to be at school or work.

Table 4.6 below indicates that 60.8% of the total respondents stated that their main purpose for travelling to the Western Cape was for leisure, 15.3% had visited the destination as part of visiting friends and relatives, while 9.8% of the respondents had come for business. The results show that 8.4% of the total respondents had visited the destination for recreation, 0.7% had visited to seek medical attention, and 2.0% to attend an event. The rest of the respondents (3.0%) indicated that they had visited the area for other reasons. Most of the respondents who had visited the Western Cape and participated in a guided tour had come for leisure. Patterson and Pan (2007:32) describe leisure tourism as “taking a break from the daily routine of life”. Pearce and Lee (2005) posit that the reasons why people travel are because of leisure, business and visiting friends and relatives. Pearce and Lee (2005) also support the results of the current study, finding that the leisure category had the majority of the respondents, followed by business, then visiting family and friends.

A total of 3.1% of respondents who had visited the tourist destination had visited the area because they are attending education in a learning institution close to the area. Theobald (2012) reports that students also visit tourist destinations close to their learning institutions.

Table 4.6: Main purpose of travel: destination where respondents took part in a guided tour

	Frequency	Percent
Business	44	9.8
Leisure	274	60.8
Recreation	38	8.4
Visiting Friends & Relatives	69	15.3
Health Reasons	3	.7
Attend an Event	9	2.0
Other	14	3.1
Total	451	100.0

Table 4.7 below shows the number of respondents in group compositions. The majority of the respondents (52.1%) indicated that they travelled as a family, 30.8% travelled as friends, 8.4% of the respondents travelled alone and 8% travelled with business partners. 0.7% of the respondents indicated “Other”. The results show that most respondents travelled as family groups. Schänzel and Yeoman (2014) report that there are emerging and changing trends in family tourism where more people travel to tourist destinations as families.

Table 4.7: Travel group composition of participants

	Frequency	Percent
N/A (Alone)	38	8.4
Business Partners	36	8.0
Friends	139	30.8
Family	235	52.1
Other	3	0.7
Total	451	100.0

The smaller compositions of the participants indicated that they travelled as a school group for educational tours. As seen in Table 4.8 below, the group comprised 0.7% of the total respondents who had participated in a guided tour in Western Cape. McGladdery and Lubbe (2017) found that school groups often travel for educational and cultural tours.

Table 4.8: Travel group composition for participants: Other

	Frequency	Percent
School	448	99.3
Group	3	.7
Total	451	100.0

Each travelling group had a certain number of individuals. Table 4.9 below indicates that the majority of 84.7% of the respondents travelled in groups of between 2 and 10 people, 7.3% of the respondents travelled alone, 5.5% travelled in a group of between 11 and 30 people and 1.8% travelled in a group of between 31 and 50 people. Only 0.7% of the total respondents travelled with a group of between 51 to 100 people. The results show that most respondents who participated in guided tours were in groups of between 2 and 10 people. These groups could have been family groups or friends travelling for leisure. Hritz and Franzidis (2018) found that family and friends participate more in tourist and travel activities as they want to spend more time together.

Table 4.9: Size of travelling groups

	Frequency	Percent
N/A (Alone)	33	7.3
2-10	282	84.7
11-30	25	5.5
31-50	8	1.8
51-100	3	.7
Total	451	100.0

Table 4.10 shows the travel classification of participants. The results show that 51% of the respondents had visited the Western Cape for cultural reasons, 24.4% had visited to enjoy nature, 24.2% for adventure and 0.4% indicated that they had visited for other purposes. This indicates that most people were interested in cultural activities. Csapo (2012) posited that more tourists are interested in visiting cultural sites as they want to learn more about the beliefs and art of the native people.

Table 4.10: Travel classification of participants

	Frequency	Percent
Adventure	109	24.2
Nature	110	24.4
Cultural	230	51.0
Other	2	0.4
Total	451	100.0

Table 4.11 below shows the type of accommodation the participants stayed in during their visit to the Western Cape. The results show that 25.3 % used AirBnB establishments, 21.35% stayed in hotels and 16.2% stayed in guest houses. Furthermore, 13.7% of the respondents stayed at bed & breakfasts, 5.1% used lodges and 18.4% used other facilities. This indicates

that most people make use of airbnb establishments. Guttentag (2019:11) defines Airbnb as “an online platform through which individuals can rent out their spaces as tourist accommodation”. The reason people use Airbnb is that tourists find them cheaper, they have more character, and are more homely than hotels (Malcheva, 2018).

Table 4.11: Type of accommodation participant is making use of

	Frequency	Percent
Hotel	96	21.3
Guesthouse	73	16.2
Airbnb	114	25.3
Bed & Breakfast	62	13.7
Lodge	23	5.1
Other	83	18.4
Total	451	100.0

The results indicate the other types of accommodation that tourists used when they visited the Western Cape. Table 4.12 shows that 12% of the respondents used the accommodation facilities of their friends and relatives. Pearce and Lee (2005) found that domestic tourism is supported by friends and relatives that visit each other in the tourist destination area. 3.8% of the respondents stayed at home. This indicates that these people are from the Western Cape. A total of 2.9% of other respondents used student accommodation. Students usually take advantage of visiting tourist destinations in their areas, supporting domestic tourism (Tomasi et al., 2020). Schools, colleges and universities utilise student accommodation in other areas when they participate in a school trip as it reduces the amount of money spent on accommodation. A minority of 0.6% indicated that they used backpacker establishments for accommodation. Many respondents who indicated “other” as an accommodation option stayed with family and friends. Family and friends accommodation could have been the best for the respondents as it is cheaper and they have the best home setup (Backer, 2019).

Table 4.12: Likelihood to give positive referrals for a guided tour (in %, n=451)

Propensity to recommend guided tours	Frequency	Percentage (%)
Backpacker	3	0.6
Friends & Relatives	54	12.0
Home	17	3.8
Student Accommodation	9	1.9

The result shows how the tourists viewed the value for their money for the guided tours for which they paid. From Table 4.13 it can be seen that the majority of the respondents rate the services as excellent (59.9%), while 31.7% of the respondents rate the value for money variable as good, 6.4% rated the paid guided tours as fair, 1.6% indicated it was poor and 0.4% were not sure. This is because locals are familiar with some of the places and have more information than foreigners, so they end up not valuing guided tours.

Table 4.13: Rating for value-for-money for the guided tour (in %, n=451)

Value-for-money for the guided tour	Frequency	Percentage (%)
Excellent	270	59.9
Good	143	31.7
Fair	29	6.4
Poor	7	1.6
Not sure	2	0.4

The researcher sought to determine what was the likelihood of the tourists giving positive referrals for guided tours. Table 4.14 shows that 45.5% were likely to give a positive referral for guided tours in the Western Cape, 29.3% were extremely likely to give a positive referral, 10.2% were not likely to give a positive referral for guided tours, and 15.1% were not sure. This means that more people value guided tours as they provide more facts about the tourist destination. Franklin (2003) posited that more tourist who visits tourist destinations without tour guides often leave the areas without having learned the full history of the place.

Table 4.14: Likelihood to give positive referrals for trip the guided tour (in %, n=451)

Propensity to recommend guided tours	Frequency	Percentage (%)
Extremely likely	132	29.3
Likely	205	45.5
Not likely	46	10.2
Not sure	68	15.1
Extremely likely	132	29.3

Figure 4.1 below shows that only 3.5% of the respondents participated in sports, indicating an overall lack of interest in sport. Hinch and Higham (2001:51) describe sports tourism as “a travel which involves either observing or participating in a sporting event while staying apart from the tourists' usual environment”.

A total of 4.2% of the respondents participated in theme parks. Milman (2001:143) defines a theme park as “a place with attractions made up of rides, such as roller coasters and water rides”. Children force parents to visit theme parks as they want to ride roller coasters and play games (Davis, 1996). This could mean that some respondents had children as part of their group.

From Figure 4.1 it can be seen that a significant 37.7% of the respondents participated in wildlife activities. Such activities could include visiting national parks and participating in game drives. Reynolds and Braithwaite (2001: 903) define wildlife tourism as “the observation and interaction with local animal and plant life in their natural habitats”. Also, guided tours are value for money for tourists who partake in wildlife tourism (Curtin, 2010).

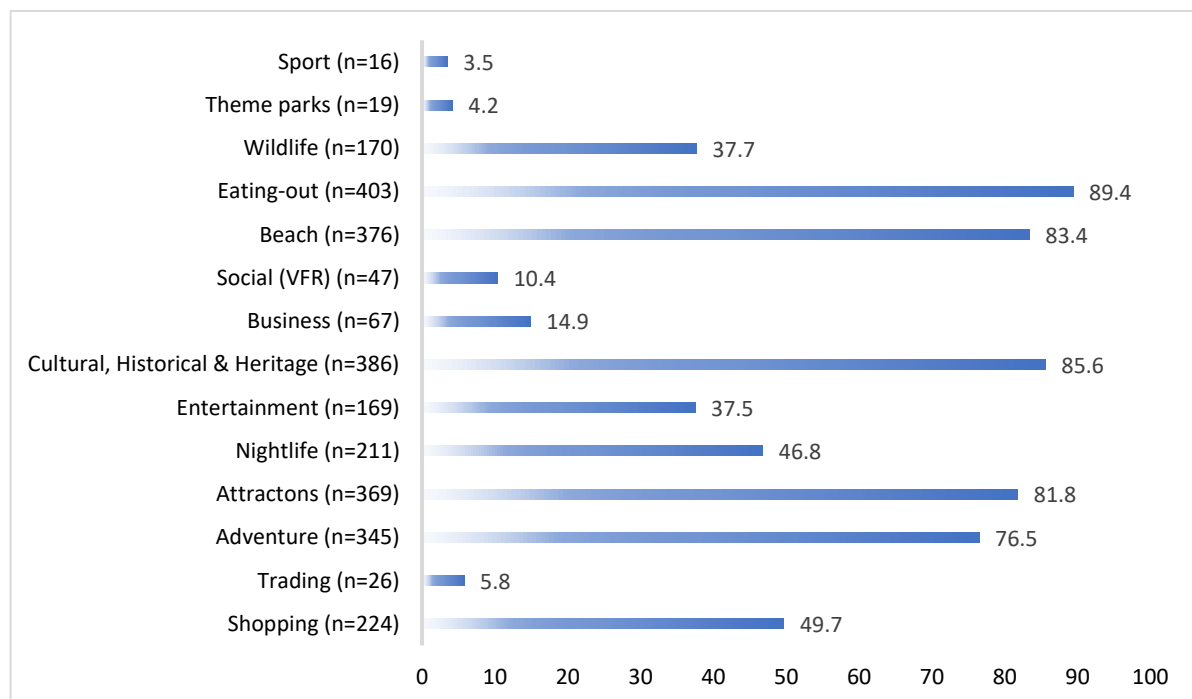


Figure 4.1: Other activities in which participants participated
Source: Survey data

Figure 4.1 also shows the respondents participated in other activities. The results indicate that the majority of 89.4% enjoyed eating out. The reason why most respondents participated in eating out is that some people would want to experience and taste food of the best brand they hear being advertised. Also, it appeals to the visitors' desire for authenticity within the experience of visiting a destination (Sims, 2009). People believe in tasting different food.

Further seen in Figure 4.1 is that a very significant 83.4% of respondents participated in beach activities. Bauer and Herr (2004) found that many people feel good when they are close to big bodies of water like dams and the ocean, while Jernsand et al. (2015:104) state that “Tourist have an interest in the beach experience as it offers the relaxation of the mind”. Beach activities include swimming, skiing, beach volleyball and also building sandcastles for kids (Gram, 2005). Some of the respondents could have visited the beach to partake in such activities.

Social activities were selected by 10.4% of the respondents participated, like visiting friends and relatives. Yousuf and Backer (2015) opine that visiting friends and family is a form of tourism. The current study indicates that a significant number of people who participated in guided tours could have visited families and friends, they could have decided to go out just to refresh. Chan et al. (2021) carried out a study on visiting friends and relatives (VFR) and the results confirm that the VFR host experience is generally shaped by the characteristics of both hosts and visitors, and external and also tourism resources. This denotes that the participants who participated in the study could have been motivated to visit the tourist destination and participate in a guided tour with their relatives or friends they had visited.

Figure 4.1 also indicates that 14.9% of the respondents had come for business. Sometimes people who travel on business find time for leisure and visit tourist destinations close to where they have been doing business. Scott and Lemieux (2009) in a UNTWO report define tourists as “people traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”. Many people who travel on business will spare some time to visit and see the local area to relieve the work pressure (Holloway & Humphreys, 2019).

A very significant 85.6% of respondents participated in cultural, historical and heritage activities, denoting a great interest in this area. Poria et al. (2004) in their study indicated that the main reasons for visiting heritage sites are heritage experience, learning experience and recreational experience. This shows that people are interested in learning more about the history, culture and heritage of a certain area. In Zimbabwe, thousands of people visit Rhodes’ grave in Matopo National Park (Ranger, 1999). It is a sign that people want to have that experience to understand and learn more about the heritage site.

Also seen in Figure 4.1 is that 37.5% of the respondents participated in entertainment. Luo and Lam (2017:52) define an entertainment destination as “a venue where people go to enjoy entertainment activities, such as concerts, musicals, medieval festivals and magic performances”. Entertainment encourages tourists to have fun in places (Luo & Lam, 2017).

Figure 4.1 also shows that 46.8% of the respondents were interested in nightlife. Avetisyan (2020:165) defines nightlife as “a collective term for entertainment that is available and

generally more popular from the late evening into the early hours of the morning". The study indicated that more respondents who participated in the study enjoyed nightlife. This also shows that more respondents were likely interested in drinking alcohol. Gilmore et al. (2021) found that a person who likes nightlife is also very likely to drink alcohol.

The results in Figure 4.1 show that most of the respondents had a great interest in visiting attractions and that 81.8% visited attractions. Guided tours usually include attractions as people want to be furnished with full information about the attraction. Reisinger and Steiner (2006) state that there is a need to communicate the significance of an attraction so that people understand the heritage and culture of the places, also the history and significance of events. People are interested in gaining knowledge and facts about the attraction.

Figure 4.1 reveals that 76.5% of the respondents participated in adventure tourism. Daliyeva (2022:941) defines adventure tourism as "the movement of the people from one place to another place outside their comfort zone for exploration or travel to remote areas". The study indicates that more tourists who participate in adventure tourism are more likely to have a guided tour as it will be an experience of exploring places they do not know, hence engaging a tour guide. Adventure tours are more dangerous without a guide as tourists would not have knowledge about the place (Beedie, 2003).

Some respondents indicated that they had participated in trading (5.8%). These respondents could have been involved in the trading of curios and other culture-related items. Timothy (2005) reported that people are doing business in buying and selling at curio shops.

Figure 4.1 shows that 49.7% of respondents participated in shopping. Timothy (2005) posited that many tourists are interested in shopping, especially curios, when they visit cultural and heritage destinations.

4.3 CFS for guided tours

Table 4.15 shows that 94.2% of the respondents strongly agreed that guided tours are informative and 4.9% agreed with the statement, 0.7% were neutral and 0.2% strongly disagreed with the statement. The results of the study show that people are aware of the importance of tour guides and the information they give to tourists. The results show that 44.1% of respondents strongly agreed that safety is a success factor for guided tours, 53.4% of respondents agreed, 2% were neutral, 0.2% disagreed and another 0.2% strongly disagreed on safety as a CSF. The results of the study indicate that safety is a CSF for tour guides.

Table 4.15: Level of agreement to CSFs for a guided tour (in %, $n=451$)

Statements	Level of agreement in %						
	SD	D	N	A	SA	Mean	Std.D
Guided tours must be informative	0.2	0	0.7	4.9	94.2	4.93	0.326
Safety is a crucial success factor for guided tours	0.2	0.2	2.0	53.4	44.1	4.41	0.568
Ambience is important for guided tours	0.4	0.9	7.1	51.0	40.6	4.30	0.679
Guided tours should be conducted in smaller groups	9.3	31.9	20.6	9.3	28.8	3.16	1.384
Personal experience of tour guides add value for money	1.1	2.2	3.1	12.6	80.9	4.70	0.734
Tour guides should be able to conduct different types of tours	2.0	3.1	11.8	10.6	72.5	4.49	0.955
Tour guides must be punctual	0.2	0.4	1.1	5.5	92.7	4.90	0.407
Coordination is important for guided tours	0.2	0.7	3.8	11.8	83.6	4.78	0.561
Tour guides should have managerial skills	0.9	0.7	10.6	16.0	71.8	4.57	0.778
Adhering to tourist needs is important	0.2	0.2	4.4	14.2	80.9	4.75	0.561
Guided tours should be offered at reasonable price	0.9	2.9	9.8	18.6	67.8	4.50	0.852
Tour guides should speak more than one language	25.1	20.6	14.4	8.0	31.9	3.01	1.603
Tour guide behaviour and skills are important for guided tours	0.2	0.7	2.9	8.0	88.2	4.83	0.513
Guided tours are a form of education	0.2	0.2	2.0	6.7	90.9	4.88	0.433

Note: "SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, Std.D = Standard deviation"

Source: Survey data

The results reveal that 40.6% of the respondents strongly agreed with the statement that ambience is important for guided tours and 51% agreed. 7.1% were neutral, 0.9% disagreed and 0.4% strongly disagreed with the statement. Furthermore, the results indicate that 28.8% of the respondents strongly agreed that guided tours should be for smaller groups and 9.3% agreed, 20.6% were neutral, 31.9% disagreed with the statement that guided tours should be for smaller groups and 9.3% strongly disagreed. The results indicate that there are mixed feelings among the respondents on the size of the group. Weiler and Ham (2001) reveal that guided tours should be done in small groups for people to be able to concentrate on the information being disseminated by the tour guide. In addition, 80.9% of the respondents strongly agreed with the statement that the personal experience of tour guides adds value for money, 12.6% agreed with the statement, 3.1% were neutral, 2.2% disagreed and 1.1% strongly disagreed. The results of the study indicate that the respondents value the knowledge of the tour guides and they believe that the information is of great importance. Diaz-Soria

(2017) reports that guided tours provide tourists with important information about the destination. The results show that 72.5% of the respondents strongly agreed with the notion that tour guides should be able to conduct different types of tours, 10.6% agreed, 11.8% remained neutral, 3.1% disagreed and 2.0% strongly disagreed. The results of the study indicate that it is important for tour guides to be diverse in the types of tours they can conduct. Tourists usually need one person who can guide them through the different types of tours (Cohen, 1974).

The results indicate that the majority (92.7%) of the respondents strongly agreed with the notion that tour guides should be punctual, 5.5% agreed with the statement, 1.1% were neutral, 0.4% disagreed and 0.2% strongly disagreed with the statement that tour guides should be punctual. These results indicate that tour guides should be professional and always be punctual. Also, the results show that 83.6% of the respondents strongly agreed that coordination is important for guided tours, 11.8% agreed, 3.8% were neutral, 0.7% disagreed and 0.2% strongly disagreed that coordination in guided tours is important. Navalón-García and Mínguez (2021) posit that coordination ensures work is done in a professional manner. Apart from coordination, the results also indicated that 71.8% of the respondents strongly agreed with the notion that tour guides should have managerial skills, 16% agreed, 10.6% of respondents were neutral, 0.7% disagreed and 0.9% strongly disagreed. These results mean that managerial skills are important for tour guides. In addition, the results show that 80.9% of the respondents strongly agreed that tour guides should meet the needs of tourists, 14.2% agreed, 4.4% remained neutral, 0.2% strongly disagreed and 0.2% disagreed. The overall opinion is that tourists should be taken care of by tour guides. Results indicate that 67.8% of the respondents strongly agreed with the notion that guided tours should be offered at a reasonable price, 18.6% agreed, 9.8% were neutral on the topic, while 2.9% of the respondents disagreed and 0.9% strongly disagreed. This indicates that people feel that the price for guided tours should be reasonable.

The study made the statement that tour guides should be able to speak more than one language, to which 31.9% of the respondents strongly agreed 8% agreed, 14.4% remained neutral, 20.6% disagreed and 25.1% strongly disagreed. This shows there was mixed feelings as to whether tour guides should be able to speak more than one language. The study showed that 88.2% of the respondents strongly agreed with the statement that tour guide behaviour and skills are important for guided tours, 8% agreed, 2.9% were neutral, 0.7% disagreed and 0.2% strongly disagreed. This indicates that behaviour and skills are important for guided tours. Al-Okaily (2021) found that behaviour and skills are a CSF for tour guiding.

Regarding guided tours being a form of education, the results show that a significant majority (90.9%) of the respondents strongly agreed that guided tours are a form of education, followed

by 6.7% who agreed that guided tours are forms of education, 2.0% were neutral, 0.2% disagreed and 0.2% strongly disagreed. The results of the study indicate that guided tours are educational and give tourists information about the destinations.

4.4 Tour guiding profession and requirements

Tourist guides play an important role in the tourism industry. Tour guides have in-depth knowledge of destination attractions and culture, communication and service skills, and the ability to transform tourist visits from tours to experiences (Ap & Wong, 2001). Below are some comments on the professional qualifications of tour guides.

In countries like Zimbabwe and South Africa tour guiding is done as a short course and any person in any field can enrol and become a tour guide (De Beer et al., 2014). The results of this study indicate that tour guiding requires no specific academic qualification and many respondents did not have any tourism qualification in what they studied but they have become tour guides.

Tour guiding is a profession that can be acquired through part-time studies and short courses. The study revealed that tourist guiding may be done by anyone with other professional qualifications outside the tourism industry, such as Participant 1 (P1) who studied Business Management and is a tour guide. Also, tour guiding is not limited to anyone as it can be done as a short course without any special requirements.

Recent studies (Lovrentjev, 2015; Chiao et al., 2018) show that any person from any field can become a tour guide as long as that person has an interest in the profession. The findings of this study on the professional requirements for tour guiding simply indicate that any person can become a tour guide regardless of their professional background. One of the respondents has an IT professional qualification but ended up being a tour guide (P7). Also, the findings of the research indicate that people from other fields or professions are interested in tour guiding because they love travelling and meeting with people (P3).

Some respondents indicated that they studied Business Management and Transport Logistics which are totally different from the tourism field. The study shows that many people in the tour guiding industry have no tourism and hospitality background. A few of the interviewees did have a tourism and hospitality qualification. This shows that people with tourism and hospitality qualifications focus more on other tourism disciplines that offer full-time jobs rather than being tour guides.

4.5 Tour guiding categories

Tour guiding is made up of different categories. A tour guide can choose in which category

they want to specialise. The following are the categories of tour guides—historical guide, adventure guide, museum guide, nature guide, city guide and park guide (Al-Okaily, 2021).

The results of the study indicate that many tour guides in the Western Cape are Cultural Guides who only operate in the Western Cape province. These provincial guides want to specialise in covering the Western Cape. This shows that South African tour guides prefer to cover one province with which they are familiar.

The findings of the study identified another category of tour guiding in the Western Cape, that of cultural guiding. The study reveals that some of the tour guides are specific in areas they want to guide as people have different interests in the industry. For instance, a cultural guide has limitations as they are restricted to covering only heritage and cultural sites.

The interviews revealed that only a few guides were registered as national guides. Many tour guides have an interest in becoming national guides as then they are not restricted to operating in only one area. Randall and Rollins (2009) posit that the role of national guides is to fulfil the educational mandate of National Parks. Tour guide education and park agency involvement are requirements and national tour guides are permitted to conduct tours around South Africa, across all provincial boundaries. The findings show that many tour guides want to become national guides as registered national guides have no restrictions in the area of operations. This is a competitive advantage for a tour guide over other categories of tour guides.

4.6 Western Cape tour guides and regions of operations

Tour guides in South Africa are registered to operate in a specific area, depending on the type of category one is registered in (Bruwer 2003). Fraser (2012:13) reports that:

The Western Cape is a South African province with coasts bordering the Indian and Atlantic oceans and it is also known as the port city of Cape Town, set beneath Table Mountain, part of a national park of the same name.

From the responses, it was clear that most tours are conducted around the Cape Peninsula, the Winelands, the Garden Route and City Centre. Most of the respondents are confident with these areas and refer to them as tourist-guiding hot spots. There were a few that consider the Atlantic Seaboard when conducting their tours. The most common reason for guiding in these areas is the scenic beauty.

The most common reason for guiding in these areas are mostly because of the scenic beauty [P7].

The findings of the study indicate that the tour guides in the Western Cape only operate in the surrounding areas. Most of the tour guides are provincial guides.

Also, as with the results shown on the interest by tour guides in the Western Cape, the findings reveal that reveals that many tour guides in the area have much interest in covering one province. The tour guides only want to be provincial as they will cover only one province. South Africa is a big country and the provinces are big. Tour guides want to be fully armed with in-depth knowledge about their provinces rather than know some information about other provinces whilst conducting their tour guiding work in the Western Cape Province.

4.7 Tour guiding associations and functions

Tour guide professional status can be achieved through joining associations and they offer many advantages. Ap and Wong (2001: 559) indicate that:

Joining tour guiding associations provide legal and professional status, promotes cooperation between guides and other individuals and bodies involved in tourism, gives access to professional training and gives credibility to each member.

The respondents have somewhere along their tour-guiding journey experienced the collaboration of being part of tour guiding associations. Very few of the respondents have found the collaboration meaningless and the majority see the collaboration as a foundation of growth. However, P7 stated "... the collaboration is somehow meaningless".

Some interviewees believed that being part of a guiding association could lead to bias. For example, a small fraction of the respondents felt that being part of an association does not add value to their guiding journey but the majority feel that being part of an association is a base on which to build their careers.

4.8 Tour guiding and third-party involvement

Third-party involvement is critical in any field. Third-party involvement and collaboration in the tourism industry can help in the fostering of service delivery in the sector (McCabe et al., 2012). For example, one respondent P3 indicated that government plays a crucial role, especially when it comes to funding, education and infrastructure within the areas in which they are guiding. On the other hand, a very small number of individuals feel that third-party involvement ruins the standards of the tour guiding industry. Such an example is the respondents who disagree that no person should guide a group or individual people without having a tour guiding badge or qualification. This will lead to misinterpretation of information.

The study shows that there is a need for third-party collaboration within the tour-guiding industry unless all third parties have one common goal of doing what is best for the industry. The interviewees also indicated that there is a need for an integrated approach to the various services that are needed within the industry.

4.9 CSFs for guided tours, guides' perspectives

CSFs for tour guiding include the satisfaction of the tourist experience, the safety of tourists and the use of technology (Huang et al., 2010). Based on the feedback of the respondents, tour guides should understand the efficient use of time. Customer engagement and knowledge will keep a tour group together. The majority of interviewees agreed that safety is one of the most crucial CSFs of conducting tours. Lin et al. (2017) found that tour guides are critically important in the tourism industry, therefore, there is a need to improve their professional competencies to enhance service delivery. Tour guide pricing is also another important CSF. The findings show that there is a need to make sure that the pricing structure of tour guiding is fair and competitive. An example is that locals are being charged differently to foreigners but there is a need to make sure that the pricing structure is only slightly different and not to have a huge difference between the prices for locals and foreigners.

All interviewees emphasised that tour guides should speak knowledgably and engender feelings of trust in their groups. Another CSF mentioned by interviewees was value for money. Tourists want to feel they have got value for the money they have paid to be guided around the area of their choice.

The study found that tour guiding skills are one of the CSFs for the tourism industry. This is because if tourists do not feel secure about a place, the number of tourists visiting the place will drop, impacting the tour guiding activities and businesses. Furthermore, literacy was identified as one of the CSFs of the tour-guiding industry. The findings indicate that tour guiding is a profession that involves the sharing of experiences, an indication that there is a need for tour guides to be literate on the knowledge required to share such experiences.

Literacy can be conveyed in a unique way and is also seen as a CSF; when people visit tourist destinations they want to know more about the place and having such knowledge can be interesting. Tours without a knowledgeable tour guide are boring as less information and facts about a place can be shared.

The study also indicated that time is another CSF. The study shows that there is a need to make sure that clients enjoy their time although it is much shorter. For customers to get value for money there is a need for tour guides to make sure that they take the customers through everything in the shortest time possible.

4.10 The future of tourist guiding profession/ business

Tour guides play an essential role in the tourism industry by creating an interface between a tourism destination and its visitors and are very much responsible for the overall impression and satisfaction offered by a destination (Melia, 2012). As long as tourists are travelling, tour

guiding will remain relevant. This section presents a discussion about tourist guides' perspectives regarding the future of the tourist guiding profession based on the qualitative data.

The study revealed that there is a need for tour guides to further their education and knowledge about tour guiding. Further education in tour guiding was urged by the respondents as it supports the improvement of tour guiding services. There are other expertise and skills that are required of a tour guide. The study posited that there is a need to gain skills such as management skills, planning and being able to create value for each customer on a guided tour.

"Keep on reading, keep on reading, keep on reading, increasing general knowledge". [P7]

The finding of the study highlighted the need to improve customer experience with tour guides so that tourists can feel safe and want to visit the places again.

There are several key factors that we have to look into, yes, safety is one of the most in a high category. And that is what I have learned after being a tour guide, being a local knowledgeable person, you know, may not know these factors, but do everything with the heart. But a tourist guide would do it more with the head, that's, you know, if you find the difference, saying that, I feel Cape Town is relatively safe. There are only certain areas you know, but that is also a general knowledge of most, you know? [P8].

The study reveals that there is a need for tour guides to make sure that their customers feel safe with them. This means that there is a need to learn about customer experience and gather information about how customers felt about the services. This is the only way services can be improved in the tourist sector, especially focusing on tour guiding. Customer experience is an important component in tour guiding as it is a factor that can make tourists want to revisit an area.

The study revealed that tour guiding is a profession that is not treated seriously as most tour guiding jobs are not permanent [P8].

The study shows that many tour guides are working as temporary employees and sometimes as freelancers. There is a need for the relevant authorities to make the profession a full-time occupation. Making the profession full-time and having people employed permanently as tour guides can be a motivating factor for tour guides as they feel that they are not being recognised.

The study also reveals that the future of tour guiding is based on the number of tourists that visits places and there is a need for tour guides to make sure that they do more research about the tourist destinations they cover. Such information can assist in giving tourists full details about the place and also ensuring that tourists feel secure.

4.11 Results of the factor analysis

Principal Components Analysis (PCA) was performed on the 14 statements of CSFs for guided tours using SPSS version 27. The researcher evaluated the data's eligibility for factor analysis prior to doing PCA. When the correlation matrix was examined, several coefficients of .3 and higher were found. The value of Kaizer-Meyer-Olkin (KMO) was .803, which was higher than the advised value of 0.6 (Kaizer, 1974). The factor analysis test was supported statistically ($p < 0.05$) by Bartlett's Test of Sphericity (Pallant, 2020). In particular, factorability was supported by Bartlett's test, which reached statistical significance at $p = .000$ ($1106.322=2$ (91)). The results of the factor analysis revealed what are known as "common factors," which are thought to be responsible for most of the variation in the observed variables. The Varimax rotation approach was used to rotate the components and evaluate them to identify the characteristics that define them as "common." The components that showed above the elbow or break of the scree plot and had eigenvalues greater than one were the only ones that were utilized.

The three variables that resulted from the study's measurements were identified and examined against the relevant literature. 46% of the total variation was explained by the three variables. The dependability coefficient for one of the three discovered components, Factor 1, was reasonably high at .72, which is acceptable and regarded as excellent (Cho, 2016; Taber, 2018; Hoekstra et al., 2019). Reliability testing of Factor 2 revealed a low Cronbach Alpha score of .58, which Taber (2018) deemed "acceptable" since it is within the range of 0.58-0.97. Factor 3's dependability score of .47 was low but since it falls within the range of 0.45-0.98, it was still deemed "acceptable" (Cho, 2016; Cho & Kim, 2015; Taber, 2018).

Table 4.16. Critical success factors for guided tours in the Western Cape Province

	FL	M	RC	MIC	Std.D
Factor 1: Requirements for better-guided tours		4.85	.72	0.51	0.467
Guided tours must be informative	.752				
Guided tours are a form of education	.703				
Tour guides must be punctual	.684				
Coordination is important for guided tours	.623				
Tour guide behaviour and skills are important for guided tours	.543				
Adhering to tourist needs is important	.519				
Factor 2: Expectations for guided tours		3.72	.58	0.39	1.059
Guided tours should be conducted in small group size of up to 10 participants	.751				
Tour guides should speak more than one language	.741				
Safety is a crucial success factor for guided tours	.690				
Ambience is important for guided tours	.496				
Factor 3: Conditions for improved guided tours		4.56	.47	0.25	0.830

Tour guides should be able to conduct different types of guided tours	.651
Guided tours should be offered at a reasonable price	.625
Tour guides should have managerial skills	.604
Personal experiences of tour guides add value for money	.425
Total Variance	46%
Principal Component Analysis with Varimax Rotation Method, Factor Loading (FL); Mean (M); Reliability Coefficient(RC); Mean Inter-item Correlation (MIC); Standard Deviation (Std.D)	

Source: Survey data – Hill et al. (2022)

To allow for the interpretation of the original 5-point scale measurement, factor scores were computed as the means of all the items that contributed to a particular factor. Three variables were found, as indicated in Table 4.16 above: expectations for guided tours, circumstances for better guided tours, and prerequisites for better guided tours.

4.11.1 Requirements for better guided tours

The highest mean value of 4.85 with a MIC value of 0.51 and a standard deviation of 0.467 was assigned to Factor 1, which was defined and labelled as the needs for better or enhanced guided tour experiences. In the Western Cape, this aspect was seen as the most crucial CSF for guided excursions. When visitors travel, their impressions of the places they see are crucial because they may affect their future choices and actions (Hasan et al., 2022). Many factors were thought to be important, particularly when trying to create better guided tours. As shown, this entails guaranteeing that "guided tours are instructive" and allowing the consumers of such excursions to gain from the "educational" function they serve. To avoid degrading guests' experiences, the people leading these excursions (guides) also need to respect the time and be punctual. According to the results of the present research, tour guide behavior and abilities were shown to be crucial for both guided tours and better or more effective tours. Finally, as shown by Hwang and Lee's (2019) research, "adhering to visitor demands" is crucial for improving the tourist experience, particularly in guided tours.

4.11.2 Expectations for guided tours

The lowest mean value for factor 2, expectations for guided tours, was 3.72, with a MIC score of 0.39 and a standard deviation of 1.059. The participants underlined the significance of small groups among the numerous guided tour expectations, stating that "guided tours should be done in small groups of up to 10 people (FL=0.751), the most significant factor in this group." A feature of multilingualism, "tour guides should speak more than one language," was mentioned after that (FL=0.741). Additionally, it was noted that safety was essential for guided tours, stating that "safety is a vital success element for guided tours" (FL=0.604). The word "ambience" is defined as a CSF for guided tours with a factor loading of 0.496 in the fourth

element of this category. These results support the conclusions of various studies that safety, a component of "expectations for guided tours," is essential to the accomplishment of tours in any category (Weiler & Black, 2015; Mackenzie & Raymond, 2020).

4.11.3 Conditions for improved guided tours

In the Western Cape, factor 3—the component pertaining to the circumstances for better or enhanced guided tours—was deemed a significant CSF (mean value 4.56). With a standard deviation of 0.830, the MIC was 0.25. The survey participants noted that "guided tours should be supplied at an affordable price" (FL=0.625), and that the capacity to "perform various sorts of guided tours" had a higher loading at 0.651. Next came the "price," which was considered crucial in guided tours. Participants also said that "tour guides should have management abilities" (FL = 0.604), while "personal experience of guides" (FL = 0.425) was identified as crucial and vital, particularly in offering value for money. All of these factors play a role in the success of guided tours.

4.11 Chapter summary

In this chapter, it was clear that the viewpoint of different tour guides addresses a few critical factors for ensuring that tourist experience great guided tours. It is evident that third-party involvement can be beneficial. Also, several CSFs create a sustained environment for tour guides to work in. Also, this CFS brings tourist satisfaction. According to the findings of the research, tour guides have a responsibility to ensure that their clients have a secure sense of trust in them. This indicates that there is a need to acquire knowledge about the client experience and to collect data on how customers felt about the offerings. This is the only way that the services offered in the tourism industry, particularly with regard to tour guiding, can be made better. The tour guide's ability to provide an enjoyable experience for the client is essential, since this is one of the primary motivators for visitors to want to return to a certain location. According to the findings of the research, leading tours is a career that is not taken very seriously since the vast majority of guiding employment is temporary. According to the findings of the survey, a significant number of tour guides are employed only on a part-time basis and sometimes operate independently. It is essential that those in charge of administering the profession make it possible to work full-time in the field. When individuals feel as if they are not being recognized for their contributions, one possible way to motivate tour guides is to make the profession a full-time occupation and have people hired permanently in the role of tour guide.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Many studies have found that in most cases, tour guides have limited knowledge of how tourists on guided tours can be satisfied. To get an understanding of this, it is necessary to conduct a study focusing on how guided tours can be made more successful from the perspective of the tourists involved and that of tourist guides. Because there is a dearth of research on how guided tours can be made more successful, particularly in the context of South Africa, this study is important because it contributes to the understanding of a phenomenon that has received insufficient attention. This research was conducted with the intention of determining, from both a supply and demand point of view, which CSFs in the province of the Western Cape are best suited for guided tours. After the results of this study have been compiled, participants in guided tours will be able to receive improved service.

This study aimed to gain a better understanding of the under-researched field of CSFs for guided tours in the province of the Western Cape. Tour guides must be equipped with the knowledge of destinations necessary to guarantee that guided tours are a resounding success. When the key elements that make a guided tour more appealing are identified, it makes it easier for tourism suppliers to channel efforts toward achieving customer satisfaction. It is vital to highlight that the burden of guaranteeing customer satisfaction is generally put on the provider, notably the guide, who is in continuous touch with tour participants during the whole trip. In the next section, the conclusions of the study are presented.

5.2 Conclusions

The current study was guided by the following objectives:

- To determine the profile of tourist guides conducting tours in the Western Cape province of South Africa.
- To determine the profile of tourists who undertake guided tours in the Western Cape province of South Africa.
- To determine the CSFs for a guided tour in the Western Cape from a tourist guide and tourist perspective
- To propose guidelines on how guided tours could be improved in the Western Cape province of South Africa.

In the subsections that follow, conclusions under each objective are presented.

5.2.1 Conclusion on Objective 1

A total of 12 participants were asked 17 questions as part of the in-depth interviews that were conducted. The participants were tour guides from the South African province of the Western Cape. Out of the 12 participants, 9 (81.8%) were male while 3 (18.2%) were female. According to the findings of the survey, there could be more men working as tour guides than there are women. The ages of the people who took the survey ranged from 23 to 66 years old, with the mean being 41.6 years. There were 9 married tour guides among those who were interviewed, making married tour guides 81.8% of the total, as opposed to single tour guides who made up 18.2% of the total. On education, the study shows that 36.3% of the interviewees had a Diploma as their highest level of education. It was reported that 27.2% of the population had completed their secondary education with a Matric. As their highest level of education, only 0.09% of the respondents reported having a Bachelor's degree, and the same percentage reported having a postgraduate diploma as their highest level of education.

The conclusion is that tour guiding requires no distinct academic qualifications. The study suggests that many respondents do not have any tourism certification on what they studied yet they have become tour guides.

Tour guiding is considered a career that may be achieved via part-time study and short courses. The research indicated that tourist guiding may be done by any one with other professional degrees outside the tourism business as in the example of P1, who studied Business Management and now is a tour guide. Also, the research reveals that tour guiding is not confined to any one as other studies suggest that it may be done as a short course without a specific prerequisite.

5.2.2 Conclusion on Objective 2

According to the results, of the different nationalities represented among visitors, almost half (49.2%) of the respondents were from South Africa and 6.7% were German. According to the data, a disproportionate number of participants originated in South Africa. Based on the responses of the sample group, the research concludes that domestic guided-tours are more popular in South Africa than international guided-tours. Moreover, a bulk of guided-tour participants come from neighbouring Zimbabwe. Research shows that despite low visitor numbers, people from almost every country surveyed have a strong desire to go to South Africa. According to Mazimhaka (2007), domestic tourism has widespread public acceptance.

Of the total, 24% of respondents remained between 8 and 10 days, while 22% stayed between 11 and 14 days. Of those surveyed, 19.3% said they remained between 5 and 7 days, 8.9% of visitors remained for more than 30 days and 8.6% said they were there for 15 days or less. According to the data, guided tour participants often remain for shorter durations, but others

do stay for longer. Research by Gokovali et al. (2007) confirmed this trend, noting that vacationers are taking shorter trips due to the financial implications of doing so. People who usually take longer vacations may be on a work or paid excursion (Shoemaker, 1989).

A significant 68% of respondents said that leisure was the major reason they visited the Western Cape, while 15.3% had come to the location to see friends and family and only 9.8% of those who took the guided tour were on official business. According to the findings, 8.4% of the sample had travelled there for leisure purposes and a mere 0.7% of those who participated in the survey were there for medical care. The remaining 3% of respondents said that they were there for reasons other than tourism. According to Patterson and Pan (2007:35), "leisure tourism is to take a break from daily routine life," and according to Pearce and Lee (2005), the top three reasons people travel are for leisure, business, and visiting friends and family. The study's respondents who visited the Western Cape and participated in guided tours were presumed to have come for leisure. This finding is supported by Pearce and Lee (2005), who noted that the majority of respondents in their survey travelled for leisure purposes, followed by business, and lastly for social reasons.

5.2.3 Conclusion on Objective 3

During the interviews, participants shared their thoughts on CSFs for tour guides. The replies are classified in line with the research objectives since the qualitative interviews were conducted to investigate the correlations between the quantitative independent and dependent variables. CSFs, tour guide hobbies, business location, and academic and professional credentials are all factors to consider.

Customer happiness, traveller security, and innovative use of technology are all crucial elements of a successful trip (Huang et al., 2010). Customers made it clear that tour guides need to be aware of how to make the most of their time. The cohesiveness of a tour group may be maintained by the active participation of the customers and the expertise of the tour guides. Most tour guides said that safety is one of the most important CSFs to uphold. Research conducted by Lin et al. (2017) found that tour guides play a crucial role in the success of the tourist business and highlighted the need of investing in their education and training to provide the best possible service to visitors. The current study highlighted the significance of tour guide prices and the need of ensuring that the tour-guiding industry maintains a competitive and fair pricing system. A case was mentioned in which locals were charged more than tourists. According to the findings, it is important to adjust the pricing structure so that there is not a huge disparity in costs.

In addition, the participants stressed the importance of tour guides speaking knowledgeably. Guides should always engender faith and trust in the people they are guiding. Value for money

is another CSF discussed by tour guides. Vacationers who pay for a tour guide expect to get their money's worth when they are at their chosen destination.

The study also found that being able to provide excellent tour guiding services is a crucial aspect of the tourist business. Tourist numbers visiting an area will drop along with the number of tour guides and related companies if visitors do not feel safe. According to the research, literacy is an important aspect of the success of tour guides. Researchers noted that tour guiding is inherently a profession built on the exchange of information and knowledge. Because of this, it is crucial for tour guides to not only be literate but also not to be dyslexic, to be able to lucidly share information with their clients. This research reveals that some certified tour guides are dyslexic and often develop their own techniques for leading tours.

People who travel to new places often have a vested interest in learning as much as they can about their destination, which is where literacy comes in. Without an experienced guide, a tour of any location would be dull and uninformative.

The research also highlighted the importance of timing. The findings of the research highlight the importance of ensuring that customers have a positive experience despite the brevity of their interactions with businesses. According to the findings, tour guides should do their best to cover as much ground as possible at each stop but still ensure that visitors feel like they got their money's worth.

5.2.4 Conclusion on Objective 4

The research highlighted the importance of tour guides ensuring their clients' safety. This means that data collection and analysis thereof pertaining to client sentiments is crucial and the only option to boost quality in the tourism industry, particularly with regard to tour guiding. The quality of a tour's customer service is crucial since it might influence whether or not visitors decide to return to a certain location.

The research showed that even though tour guides are highly educated and experienced professionals, their occupation is rarely taken seriously since most tour guide positions are temporary. According to the findings, a large percentage of tour guides have temporary jobs or work independently. Since there are no permanent or full-time positions for tour guides at the present moment, the research highlighted the necessity for the appropriate authorities to make the profession full-time. Many tour guides feel underappreciated in their field and would be motivated to work more if they were paid a living wage and given stable employment.

The survey also noted the need for tour guides to make sure they do in-depth research on the tourist locations they cover to ensure a bright future for the profession based on the number of

visitors that visit these areas. Such details may aid in providing tourists with all the information they need about the area and in making them feel safe.

5.3 Recommendations

Open and honest communication with customers is an important factor in maintaining good rapport with them. Not meeting a deadline, making a mistake, or not being able to fulfil a request from a customer, all calls for open communication. This way, the customer would be able to share their thoughts and opinions on the matter.

To compete with other global business destinations, it is important for those who play a part in the business tourism industry to stay abreast of emerging trends and provide novel concepts. Attending international trade shows (such as Meetings Africa, IMEX Frankfurt, and other conferences and business events) is one way to get insight into the varying practices and expectations prevalent in the global marketplace. Participants in the business tourism field should keep abreast of the latest findings from studies conducted in the field.

Marketing as a CSF should get greater attention from management. Effective marketing requires identifying a target audience, performing thorough market research, developing relevant marketing tactics, and keeping tabs on results. Managers cannot always influence marketing outcomes, but those results do have an impact on business travel's overall performance.

5.4 Limitations of the study

The following limitations were identified in the study:

- Not all tour guides volunteered to participate in the interviews;
- The current health and safety regulations in place to prevent the spread of Covid-19 pandemic minimized the group size of tour participation;
- Government restrictions on the movement of people influenced the behavior of travelling and impacted the sample size;
- Not all tourists volunteered to participate in the surveys; and
- Most of the field workers were tour guides and had to conduct their daily operations, therefore the distribution of the questionnaires was done as and when the time was available.

5.5 Possible future research

The findings of this study, and the particular suggestions that follow, inform the direction for future studies.

- More in-depth studies of CSFs in their other tourist categories is needed. Sports tourism, cultural tourism, and community tourism are all potential areas for future research.
- It is vital to know the strategy employed (demand, supply, or mixed) when comparing past studies on CSFs, since various techniques may provide different outcomes or results.
- Finding more universal elements throughout the tourist industry is a potential area for future study. Therefore, elements inside each sector will be distinct and true to the character and workings of their respective sectors.

Because every region is distinct, future studies may look at what sets them apart to better inform policy and practice.

- Meetings, conferences, trade exhibits, and expositions are all examples of niches within business tourism that may benefit from more investigation. Business tourism encompasses all of the above; however different sectors may need different CSFs.

CSFs for various locations throughout South Africa might be determined via more studies.

- A comparable study concentrating on the demand side might greatly benefit existing studies. More precise planning and management can result from looking at the demand side from the perspective of the consumer.

5.6 Concluding remarks

This study aimed to gain a better understanding of the under-researched field of CSFs for guided tours in the province of the Western Cape and the aim of the study was achieved. Research shows that guides often do not know what it takes to make their tour-goers happy. Therefore, it is important to examine how to improve the quality of guided tours from both the customers' and the professionals' points of view. This study is significant because it adds to the knowledge of a phenomenon that has not received enough attention—how guided tours can be made more effective, especially in the setting of South Africa. This study aimed to determine the CSFs in the demand for and supply of guided tours in the Western Cape. Once this research is completed, tour guides were able to provide better service to their clients.

The purpose of this research was to learn more about the underexplored topic of CSFs for guided tours in the Western Cape. Having the expertise to ensure that guided tours are a resounding success is crucial for any tourist attraction. The tourist industry benefits when the factors that make a guided tour enjoyable are identified, since this allows providers to focus their efforts on satisfying their clients. It is important to note that the supplier, and especially

the guide, who stays in close contact with tour-goers during the duration of the trip, has the primary responsibility for ensuring their pleasure and satisfaction.

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APPENDICES

APPENDIX A: ETHICAL CLEARANCE



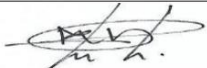
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Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES
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The Faculty's Research Ethics Committee (FREC) on **02 March 2021**, ethics **APPROVAL** was granted to **Keano Hill (214091805)** for a research activity for **M Tech: Tourism and Hospitality Management** at Cape Peninsula University of Technology.

Title of dissertation / thesis / project:	Critical Success Factors for a guided tour in the Western Cape: A supply vs demand analysis
	Lead Supervisor (s): Dr. H. Bama and Mr. Gift Muresherwa

Decision: APPROVED

	2 MARCH 2021
Signed: Chairperson: Research Ethics Committee	Date

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2021 FBMSREC 004

APPENDIX B: INTERVIEW GUIDE

CRITICAL SUCCESS FACTORS FOR A GUIDED TOUR IN THE WESTERN CAPE: A DEMAND AND SUPPLY ANALYSIS

The purpose of this study is to identify the Critical Success Factors (CSFs) for a guided tour from a demand and supply perspective. The interview will take approximately 30 minutes to complete the profile of the participant and the CSFs for a guided tour.

Please note that the responses obtained from this interview will be kept confidential and will only be used for academic purposes. In addition, no personal information is required and withdrawal to this interview can be done at any given time.

In order to achieve the purpose of this study, your participation in this study is crucial and highly appreciated. Should you wish to verify the authenticity of this study, please do not hesitate to contact my principal supervisor Dr. H Bama at BamaH@cput.ac.za or +27 (0) 21 460 4242.

1. Section A: General profile of tour guide

This section of the interview guide will be used to obtain information to the participant's profile. Probing will be applied at certain questions to obtain in-depth information from the participant with regard to working as a tourist guide.

1.1 Describe your interest in tourist guiding?

.....

1.2 Indicate the qualification(s) you hold:

.....

- Probing will be applied to obtain more information to understand the field in which the participant has obtained his/her qualifications in

.....

1.3 Are you currently registered as a Tourist Guide? Probing will be applied to obtain more information to understand the following:

.....

1.3.1 When did you qualify to become a tourist guide?

.....

1.3.2 How long have you been working as a tourist guide?.....

1.3.3 How do you operate as a tourist guide (Probe to understand if the participant is afreelance tour guide or working for a company)? (Full-time vs part-time employment)

.....

.....

1.3.4 What category are you registered as a tourist guide?

.....

- Site guide
- Provincial guide
- National guide

1.3.5 What region(s) are you registered to operate in as a tourist guide (Probing to understand where the tour guide works majority of the time) (*Winelands, Township, GardenRoute, West Coast, City Centre, Cape Peninsula, Nature/National Park, Botanical*)

.....

1.3.6 What specialties/classification are you registered as a tour guide:

.....

- Adventure guides
- Nature guides
- Cultural guides
- Other (Specify)

1.4 Are you affiliated to any tour guiding organization(s)? (*and for how long?*) Probe to obtain more information to the following:

.....

1.4.1 Which associations do you belong to?

.....

1.4.2 Why do you belong to these associations?

.....

1.4.3 How do you think guided tours should be managed and co-ordinated to improve guided tours in the Western Cape?

.....

1.4.4 Do you think third-party involvement is required and implemented to improve guided tours in the Western Cape?

2 Section B: CSFs for a guided tour

This section of the interview guide will be used to obtain information as to what tour guides consider as important for guided tours. Probing will be applied to obtain more information from the answers provided by the tour guides participating in the interviews.

2.1 What are the CSFs for a guided tour? Probing will be applied to better understand the following:

.....

2.1.1 Why do you consider each factor identified as important?

.....

2.1.2 Which one of the identified factors do you consider as the most important? Probe to understand why this is considered as the most important factor.

2.2 What do you consider as important (CSFs) for future guided tours? Probing will be applied to better understand the following:

.....

2.3.1 Why do you consider each factor identified as important?

.....

2.3.2 Which one of the identified factors do you consider as the most

important? Probe to understand why this is considered as the most important factor.....

3.6 What do you think can be done to improve guided tours in the Western Cape?
(*can havemore prompting questions to get more relevant info*)

3 **Section C: Demographic profile of tour guide**

3.1 What is your age?

3.2 What is your highest level of education attained?

3.4 What is your marital status?

3.5 What is your gender?

Thank you for your time and willingness to participate in the interview.

APPENDIX C: QUESTIONNAIRE GUIDE

CRITICAL SUCCESS FACTORS FOR A GUIDED TOUR IN THE WESTERN CAPE: A DEMAND VS SUPPLY ANALYSIS

The purpose of this study is to determine the critical success factors for guided tours in the Western Cape province from a demand and supply perspective. As a student from the Cape Peninsula University of Technology pursuing an MTech Degree in Tourism and Hospitality Management, I am required to complete a dissertation. In order to obtain my qualification, I would appreciate it if you participate in this study by completing the questionnaire, which will take approximately 12 minute of your time.

All responses provided will be kept strictly confidential and used for academic purposes only. In addition, please note that no personal information is required, whereas participation is completely voluntary and you are free to withdraw from completing the questionnaire at any given time. Should you wish to verify the authenticity of this research project, please contact my supervisor Dr H. Bama at BamaH@cput.ac.za or +27 (0) 21 460 4242.

Have you participated in a guided tour before while in the Western Cape Province or Cape Town? If yes, proceed with the questionnaire, and if no, there will be no need to participate.

Yes		NO	
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1. Section A: General profile of tourist

*Please tick (✓) the appropriate box(s) where applicable.

1.1 Which country are you originally from? _____

1.2 Indicate (✓) your duration of stay (total days) at the destination visited when you participated in a guided tour (Western Cape/Cape Town)?

1-3 days		4 - 7 days		8 – 10 days		11 – 14 days		15 – 30 days		> 30 days	
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1.3 What was/is your main purpose for traveling to the destination where you participated in the guided tour?

Business		Leisure		Recreation	
Visiting Friends & Relatives		Health Reasons		Attend an Event	

Other (Please specify): _____

1.4 How would you describe the composition of your travelling group?

N/A (Alone)	Business partners	Friends	Family

Other (Please specify): _____

1.4.1 If travelling in groups, please Indicate your group size

N/A (Alone)	2-10	11-30	31-50	51-100	101 (specify)>

1.5 Indicate your travel classification?

Adventure	
Nature	
Cultural	
Other (Specify)	

1.6 Indicate the type of accommodation you are making use of?

Hotel		Guesthouse		Airbnb		Bed & Breakfast		Lodge	
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Other (Please specify): _____

1.7 How would you rate the value-for-money offered by the guided trip you participated in?

Excellent		Good		Fair		Poor		Not sure	
-----------	--	------	--	------	--	------	--	----------	--

1.8 How likely are you to give positive referrals for the trip you participated in?

Extremely likely		Likely		Not likely		Not sure	
------------------	--	--------	--	------------	--	----------	--

1.9 Besides tourist guided trips, please indicate what are/were the main activities you intend participating in/have participated in during your visit to the current and neighbouring towns?
Multiple responses permitted.

Shopping		Trading		Adventure		Visiting natural attractions	
Nightlife		Entertainment		Cultural, historical & heritage		Business	
Social (VFR)		Beach		Eating out		Wildlife	

Theme parks		Sport	
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Other (Please specify): _____

2. **Section B: CSFs for a guided tour in the Western Cape: Supply VS Demand analysis**

Please rate the following statements on a level of agreement on which factors are regarded as important for guided tours in the Western Cape province. The ratings indicate the following: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

#	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Supply side						
2.1	Guided tours must be informative	1	2	3	4	5
2.2	Safety is a crucial success factor for guided tours	1	2	3	4	5
2.3	Ambience is important for guided tours	1	2	3	4	5
2.4	Guided tours should be conducted in small group size of up to 10 participants.	1	2	3	4	5
2.5	Personal experiences of tour guides adds value for money	1	2	3	4	5
2.6	Tour guides should be able to conduct different types of guided tours	1	2	3	4	5
2.7	Tour guides must be punctual	1	2	3	4	5
2.8	Coordination is important for guided tours	1	2	3	4	5
2.9	Tour guides should have managerial skills	1	2	3	4	5
Demand side						
2.10	Adhering to tourist needs are important	1	2	3	4	5
2.11	Guided tours should be offered at a reasonable price	1	2	3	4	5
2.11	Tour guides should speak more than one language	1	2	3	4	5
2.12	Tour guide behaviour and skills are important for guided tours	1	2	3	4	5
2.13	Guided tours are a form of education	1	2	3	4	5

3. **Section C: Demographic profile of tourist**

3.1 Gender

Male		Female	
------	--	--------	--

3.2 Marital Status

Single		Married	
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Other (Please specify): _____

3.3 What is your current age or select from the below categories?

<20 years (specify)		21-30		31-40		41-50		51-60		61-70		>70 (specify)	
------------------------	--	-------	--	-------	--	-------	--	-------	--	-------	--	------------------	--

3.4 What is your monthly net income (after deduction of taxes) or can you indicate us a monthly income range? _____

R1-R8000		R8001- R10 000		R10 001-R20 000	
R20 001-R30 000		R30 001-R40 000		R40 001-R50 000	
R50 001>(Specify)					

3.5 Highest level of education

Primary/secondary school		University degree		Postgraduate degree	
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Other (Please specify): _____

3.6 Current employment status

Employment full time		Employment part time		Self employed	
Retired		Student		Unemployed	

Other (Please specify): _____

Thank you for your participation

APPENDIX D: LETTER FROM THE EDITOR

22 Krag Street
Napier
7270
Overberg
Western Cape

6 November 2022

LANGUAGE & TECHNICAL EDITING

Cheryl M. Thomson

CRITICAL SUCCESS FACTORS FOR A GUIDED TOUR EXPERIENCE: A DEMAND AND SUPPLY-SIDE ANALYSIS

Supervisor: Dr H.K.N. Bama

Co-supervisor: G. Muresherwa

This is to confirm that I, Cheryl Thomson, executed the language and technical edit of the above-titled Masters dissertation of **KEANO LYLE HILL, Student number 214091805**, at the CAPE PENINSULA UNIVERSITY OF TECHNOLOGY in preparation for submission of this dissertation for assessment.

Yours faithfully



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