

**DEVELOPING AUTHENTIC FOODSERVICES TO SUPPORT THE
DEVELOPMENT OF TOURIST ATTRACTIONS IN GHANA**

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ABSTRACT

Augusta Adjei Frempong

Developing Authentic Foodservice to Support the Development of Tourist Attractions in Ghana

Foodservice outlets have the potential to enhance the experience of visitors to a wide range of visitor attractions. As such introducing authentic foodservice outlets could potentially play significant role in the development of cultural-heritage and natural attractions in Ghana. Consuming local traditional foods leave nostalgic, memorable feelings, which create 'golden locations' and in turn encourage repeat visits and increase visitor traffic at these locations. The foodservice sector has however, been supported in Ghana generally and has been largely ignored at visitor attractions. In situations where foodservice outlets are limited, visitors can potentially find themselves unable to purchase any refreshments at the attractions. This detracts from their experience and discourages repeat visits. The main aim of this thesis is critically to evaluate the integration of foodservice at Ghanaian visitor attractions and to identify a suitable approach for developing authentic foodservice outlets at the sites.

This thesis derived data from both secondary and primary research. With the lack of available data and records on Ghanaian visitor attractions and foodservice operations, the primary data collection exercise used a mixed-method approach in a two-Phase study over a one-year period. An exploratory survey of visitor attractions and foodservice operations in the research area, which also involved focus groups (n=56) and individual (n=6) interviews, within the academia and with stakeholders of tourism and foodservice sectors. Based on the findings of the Phase1 study, the Phase2 study, involved a visitor survey (n=528) at six selected visitor attractions. A follow-up interview was conducted with attractions and foodservice personnel (n=24) at the attractions where the survey was conducted.

The findings of the research have confirmed that the Ghanaian tourism industry has overlooked foodservice sector in the development of tourism and particularly at visitor attractions. It also established the importance of foodservice as part of the overall experiences at visitor attractions. It proposes independent/ multi-owned/ franchises as the best alternative approaches for developing and integrating authentic foodservice outlets with Ghanaian visitor attractions. Therefore, the study proposes introducing formally trained staff to the informal traditional foodservice outlets to develop authentic foodservice outlets at visitor attractions as a positive way to support the tourism industry in Ghana.

It also suggests that the proposals made to address the current situation in Ghana may be applicable to other countries in Africa seeking to develop sectors of their economies and be of interest to the relevant and the international bodies such as UNWTO, UNDP, and UNEP who seek to promote the development of sustainable tourism practices.

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DECLARATION

I make a solemn declaration that this is my own work that has not been taken from any source. It is therefore an original document with copyright to me.

DEDICATION

I dedicate this piece of work to the Metropolitan Archbishop of Accra,
Most Reverend Gabriel Charles Nii Obuobisa Palmer-Buckle (PhD),

&

Mrs Beatrice Aba Buckle.

Nana; you have been *a very strong pillar* behind my personal development.
My heart weeps for all the suffering you have endured for the sake of this research.

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ABBREVIATIONS

GHATOF	Ghana Tourism Federation
FAO	Food and Agricultural Organisation
WHO	World Health Organisation
UNWTO	United Nations World Tourism Organisation
ITDP	Integrated Tourism Development Programme
UNESCO	United Nations Education Scientific and Cultural Organisation
NMP	National Management Planning
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
ICLEI	International Council for Local Environmental Initiatives
NRA	National Restaurant Association
UK	United Kingdom
USA	United States of America
PEST	Political, Economic, Socio-culture, Technology
OECD	Organisation for Economic Cooperation and Development
WTM	World Travel Market
ICMSF	International Commission on Microbiological Specifications for Foods
VOCTECH	Vocational Technical

CHAPTER 1

INTRODUCTION

1.0 Introduction

The diverse impact of local foodservice operations on visitors are often facilitated by the cultural-heritage and natural attractions and the Ghanaian government's move to encourage authentic foodservice operations at different visitor attractions is both appropriate and laudable (Ghana Tourism Federation (GHATOF) 2007). In Ghana as elsewhere, the traditional- historical aspects of foodservice links to the location in which the food is provided (Burnett 2000). Although, researchers and writers have been aware of the role of foodservice at visitor attractions, few studies analyse the inter-relationship of foodservice and attractions (Sheldon and Fox 1988). It is acknowledged that despite the extensive use of food worldwide and benefits such as creating a 'comfort zone' for the travelling public the development of operational techniques are normally geared towards economic gains more than the provision of nutritional and local culinary heritage (Rodén 2000).

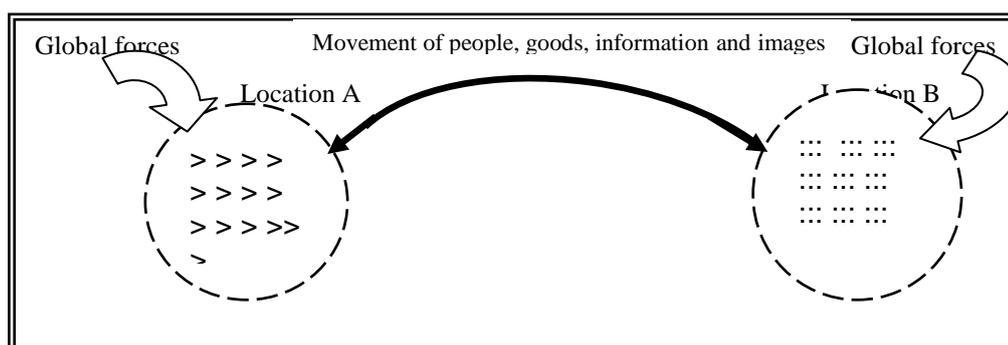
Golden Location Concept

The notion of the Golden Location Concept is the work of the author and draws the idea of 'sense of place' for visitors to Ghanaian attractions. Location is a place or position, which can be utilised for events or projects (Oxford Dictionary 1989); they can be either small or large. In many cases, tourist attractions may be a fundamental part of locations. In Ghana, locations refer to places of interest where vibrant activity exists to meet the needs of individuals/groups (Torbguiga 2003). In view of the vast land deposits of gold in Ghana, the country was initially known as the Gold Coast prior to independence. Today the use of 'golden' in Ghana applies to distinct and memorable events and experiences. Additionally, the use of 'golden' describes exceptional Ghanaian individuals (heroes). In this thesis, the term 'golden location' refers to the use of authentic foodservice outlets as a means to create unique and memorable experiences within the environs of the attraction in order to sustain and conserve these for future generations.

Furthermore, it proposes the term ‘golden location’ as a concept that incorporates two management principles of attractions namely the maintenance of an appropriate setting and ‘sense of place’ for the site and the delivery of an excellent and sustainable visitor experience. The use of golden location in this thesis therefore looks beyond the physical meaning of the concept;

‘sense of place’ and for that matter, ‘golden location’ necessitate, “‘empathetic’ inquiries into the realms of feelings, emotions, and values, within subjective attachments to, or interpretations of place/location, which matter as much as ever’, because, global inter-dependency notwithstanding, most people live their lives within just a few kilometres; making place/location a crucial locus for their daily experience’, because, ‘we need not look for roots of peoples identity but the routes’ (Castree 2003 p. 177).

The definition considers the integration of global economic, political and cultural processes at different places, among different people and within different experiences of the location and how its significance affects their identity as individuals and as groups, which is illustrated in Figure 1.1



Notes: >::: Mean the different visitors with different location identities defined by age, educational background, gender, marital status, and nationality

Figure 1.1: ‘Glocal’ identities

Source: Adapted from: Castree (2003)

As Figure 1.1 shows, visitors often typify different locations in a way that reveals their own worldview and acquires a certain reality, which might be distant from the local residents’ view of that location. Today, modern tourism provides the world as a set of idealised locations each with a defined image that markets to potential visitors who maintain strong cultural and familiar links (Castree 2003). In adopting the concept of ‘golden location’ in this research, - to develop authentic foodservice, the Ghanaian visitor attractions would not only maintain a setting and ‘sense of place’ but could also act as a ‘route’ to achieve the principle to deliver and maintain a world-class and sustainable visitor experience at the destination.

Considering the principle lies in the foodservice outlets to create a good ambiance for the visiting public because visitors are likely to re-visit when they go through a unique experience. Additionally, the experience that satisfies visitors' basic needs for visiting could be at a level where they become comfortable and want to stay on longer than they anticipate or plan. At this level of satisfaction, the research assumes the creation of a golden location within the environment. When the golden location is created, it goes further to achieve the last principle, to deliver and maintain a world-class and sustainable visitor experience at the destination, through the offer of authentic foodservice.

This chapter therefore presents the context of the study, and highlights the overall aim, and the related objectives. It also provides an introductory background into the development of tourism and the evolution of foodservice in Ghana and introduces the theoretical approach. Additionally, it gives an outline of the structure of the thesis.

1.1 Background to the Research

This research started with the knowledge that foodservice provision in Ghana embeds in traditional practices, but there is the possibility of adopting modern practices used by developed countries to operate at visitor attractions. Traditional oral history asserts that the first settlers to arrive in Ghana faced the dilemma of feeding themselves, as clearly food is an essential human need. They continued to move from one place to the other until finally, they found corn/maize growing wild in the forest zone. They decided to inhabit that portion of land and to cultivate the crop for themselves and their offspring. The impact of having to travel over a long distance without food introduced the custom of providing of food for travellers (Annobil 1999). To this effect, every household always ensures that food cooked includes extra portions for unpredicted visitors to the home because family and friends need not give prior notice to their visits.

Ghanaians use food as a symbol of welcoming travellers from a destination or distance because citizens assume that the visitor would be hungry, notwithstanding the mileage. Due to the warm temperature, offering water rather than tea (in developed countries) is ideal prior to a handshake to say 'you are welcome, and why have you come?'

This is an essential part of the welcoming in order to know the purpose of the visit and to give the traveller the information about the visited place.

This eventually led to roadside foodservice operations particularly at night because people considers it necessary at that time of the day to offer food for those who for one reason or another could not be at home to eat (Annobil 1999). The type of operation was basically to provide beverages with bread; however, whether the traveller could take the beverage, bread and butter all depended on the individual because each component was sold separately (an a la carte kind of menu - food was priced individually). Eventually the menu expanded to include main meals such as, rice with tomato sauce, fried yam, or kenkey (corn) with ground pepper and fish, for travellers who preferred a main meal. Currently, food provision in the country is not only for visitors but also to the public.

It could be argued that this situation is not too different from the evolution of foodservice in most developed countries where food is provided by foodservice operators, whether small or large companies, to feed the travelling public (Jones 2002). Food defines one basic need of people because according to the Christian tradition, humankind was instructed to consume different plants and animals for nutrition - Genesis 1: 29 (Good News Bible 1994). This is suggested as a starting point of food provisions for man because, since then man has lived on food and continues to pass onto generations food practices for the sake of posterity (Food and Agricultural Organisation (FAO)/World Health Organisation (WHO) 2005; Adjei Frempong 2010).

Food as a necessity is not standardised around the world because every region has staple foods, which are cultivated in that location for reasons such as environment, economic, and socio-cultural values (FAO/WHO 2005). This affects the type of menu, eating patterns and the meaning given to various meals at different locations (Adjei Frempong 2010). Although food has become the basic need supposed to be serving by socio-economic situations, the literature argues that developed countries spend only a fraction of their income on food supplies, contrary to what pertains in developing countries (Power 1996). Thus, while food supply is almost at every shop, location and event in developed countries food provision tends to be limited to foodservice outlets and street vendors in Ghana.

It has been increasingly recognised that the provision of foodservice plays a vital role in sustaining visitors at destinations (Slattery 2002) and may support the development of the visitor attraction by helping to achieve the principles of sustainable development such as a 'sense of place', 'imagescape', or 'golden location' (Holden 2000; GHATOF 2007; Wanhill 2002; 2008). The sustainable development of the attraction is therefore central to visitors' sustained experiences because most of the attractions in Ghana are location specific (Wanhill 2000).

From this perspective, an understanding of using authentic foodservice to support the development of visitor attractions in Ghana necessitates the concept of 'golden location'. This research asserts that quality foodservice provision in Ghana and visitor arrivals shapes around the location but this location embeds in traditional practices of food preparation. Moreover, the construction of location foodservice and visitors activities is underpinned by certain themes which include, local, traditional, customs, original, and natural, which conceptualise authentic foodservice (Burnett 2000). This further considers the concept within the macro environment framework of political, economic, socio-cultural values and technology factors. The consideration is based on the premise that the political, economical, socio-cultural and technological factors within a country influence the development of authentic foodservice because people live within these concepts (Hettne 1995).

The research recalls that the transformation of the global tourism market has focused on several studies in the area of sustainable development (Aronsson 2000). These studies have concentrated on the development of tourist attractions and its related issues in America, Asia, and Europe (Binns and Etienne 2002; Saarinen 2003; Jackson and Inbakaran 2006) with little attention given to the development of visitor attractions in Africa and in particular Ghana. The United Nations World Tourism Organisation (UNWTO), currently the main source of information on tourism in Africa, does not provide much information on Ghana (Dallen and Tosun 2001) because it has received very little documented support. Although Ghana has varied tourist assets, developed countries know very little about the country; consequently, tourism has not realised its full potential.

This context posed the question(s) as to whether the absence of effective and efficient foodservice is a factor, which has constrained the development of, and knowledge of Ghanaian visitor attractions. In foodservice studies, authors have looked at consumer demand (Johns and Pine 2002; Grunert et al 2005); consumer behaviour (Gramling et al 2005); consumer perspectives on functional meals (Rogers 2009); satisfaction and experiences of visitors to attractions (Hyjalager and Corigliano 2000; Jacobsen and Haukeland 2002). All these studies conducted within the environs of the developed world with very little done in Africa and virtually none in Ghana. This has created a gap in knowledge about Ghanaian tourism and particularly, foodservice operational practices.

The Ghanaian Tourist Board, and Food and Drug Board established guidelines for setting up foodservice outlets at visitor attractions. However, the guidelines of these two bodies have failed to encourage operators to establish outlets at the attractions and food provision tends to be in limited supply. To this effect, the focus on the value that foodservice operations bring is at best been downplayed, but more often has been totally overlooked/ignored in Ghanaian visitor attractions. This research therefore recognises that developed countries use modern foodservice operations at visitor attractions and asks whether Ghanaian foodservice operators can adopt some if not all of these operational practices at the different locations. In this way, the research seek to explore the dynamics of providing foodservice operations at visitor attractions, and how to improve on such service, to enhance the visitors experience and as a result encourage them to stay longer.

1.2 The Research Rationale

The key motivation for selecting this topic is the fact that Ghana has unique visitor attractions but the outside world does not know the country (Ghana News Agency 2009). Alternative approaches to foodservice, studied as a component of an MSc taught course, therefore, stimulated the interest to undertake this research. This base on observations made at most visitor attractions in the UK and elsewhere where foodservice outlets supply varied food products to visitors and tourists.

The trend is in marked contrast to the lack of foodservice operations at visitor attractions in Ghana, and posed the challenge of investigating foodservice outlets and their operation. Considering different strategies to expand and promote foodservice businesses, as seen in developed countries, was therefore significant for this research. This is because these strategies such as franchising could view as modern ways through which foodservice operations in Ghana could modify and disseminate into visitor attractions.

The literature also revealed that although foodservice operations for the needs of the travelling public face challenges, there is no fixed plan about the role of foodservice operations at visitor attractions (Hyjalager & Corigliano 2000).

1.3 The Research Aim

The main aim is to:

Critically evaluate the integration of foodservice operations into the management of visitor attractions in Ghana.

In addition, the resulting research objectives are to:

- Categorise and characterise the visitor attractions currently operating in Ghana
- Review their development.
- Identify the range and styles of foodservices operations currently present in Ghana
- Assess and review the challenges and demand for foodservice provision at Ghanaian visitor attractions.
- Identify and evaluate the manner in which foodservices provision could be developed, managed, and delivered at selected visitor attractions in Ghana.

1.4 The Research Question

In line with the rationale, this research designs to answer the question,

“How the development of authentic foodservice provision can contribute to improving the overall success of visitor attractions in Ghana?”

This research therefore considers finding out about the types as well as the mode of foodservice operations in the country. For instance what types of people are involved in the foodservice business; characteristics of their operations; the consequences of these attributes? Why do they operate the way they do now and how to improve upon this pattern, were all questions that encouraged this research to progress.

Authenticity is a concern of many visitors to natural and cultural attractions and ‘authentic’ food products can serve to support the response to this demand. For this study, locally grown, locally produced, and based on local culinary heritage are all attributes that may be considered as applying to ‘authentic’ foodstuffs a proposition that this research investigates in the Ghanaian context. This research does not consider authentic foodservice only as a positive influence on the economy but sees it as an instrument of development. To what extent the products become, an agent of development however, is an issue of empirical research.

Studies have indicated that foodservice outlets in developing countries have largely remained confined to capital cities and important centres of economic activity (Preston 1996). The immobility of these outlets, due to lack of infrastructure, has led to concentration of foodservice outlets at a few places such as in Accra (Ministry of Tourism 2006). Although building infrastructure such as the transportation sector could enhance further development, this tends to conflict with agriculture on the use of land within mostly the rural settings (GHATOF 2007).

The different regions tend to have differences in culinary assets arising from the environmental, socio-cultural and economic aspects within Ghana. Thus, it would be difficult for developed countries to develop foodservice for the Ghanaian visitor attractions where food practices such as daily cooking tends to deviate from what pertains in many developed countries.

This research draws on some of the strategies used in developed countries to support the development of foodservice outlet for visitor attractions by considering practices that supports the knowledge of foodservice operators.

The vision of this research therefore brings together the traditional informal (untrained) operators and the modern formal (trained) operators to interact and find possible means of developing authentic foodservice operations at the attractions. Additionally, this research provides further insight into the sustainable tourism industry in Ghana at a time when tourism is one of the world's fastest growing economic activities (Dieke 2000; UNWTO 2007).

1.5 Tourism and Foodservice Evolution in Ghana

1.5.1 Overview of Ghana

Ghana is a developing country located in West Africa; it lies on the Gulf of Guinea, between 5° and 10° north of the Equator, 1° on the East meridian and 3° on the West Meridian and 0° on the Greenwich Meridian (Torgbuiga 2003). It has a land area of 238.540sq, which divides into 10 administrative regions (each with a capital town and regional minister) and habited by an estimated population of 22 million (World Fact Book 2006). The country consists of coastal plains, forest vegetation, and wooded savannas while the Volta Lake occupies 5% of the area. The tropical continental and maritime air masses influence climate change in the country. In November-February, the climate is normally dry and dust-laden (the 'Harmattan'), with temperatures as high as 37 degrees Celsius and more pronounced in the Northern regions (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

The rainy season occurs in March-July and May-September with a relative humidity of 65-75% daytime and 95-100% at night. The basic environmental challenges facing the country are waste management, particularly in the urban communities, and air and water pollution, resulting from deforestation, desertification, soil and coastal erosion, motor vehicles, mines, and manufacturing industries (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Generally, food crops are cultivated in the country with some foodstuffs imported from Asia and the Americas (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The country has tropical cash crops such as, cocoa, oil palm, citrus fruits, cotton, pineapple, rubber, and cashew.

A variety of wildlife locate in the national parks and reserves; examples are, elephants, lions, leopards, hippopotami, hyenas, buffalos, bongos, warthogs, river hogs, bushbucks, antelopes, porcupines, birds, and include both endemic and endangered species (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Ghana has a cultural legacy with different linguistic groups and a mixture of traditions and cultures in rural areas and modern contemporary culture, in urban communities (Ghana Tourist Board 2005). Although a Christian country, a section of the population is engaged in traditional worship and medicine (Ghana Tourist Board 2005). Ghana has a strategic position that enhances trading relationships with other countries in West Africa, including visitor activities (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The majority of the country's visitor resources are located in the rural areas, a location that make impacts upon sustainable aspects of the development of visitor attractions (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). Tourism in Ghana commenced only recently with a vision to adopt approaches used by the 'successful' visitor destinations elsewhere (Ghana Tourist Board 2005).

1.5.2 Tourism Development

Attempts to develop tourism in Ghana traces to the early part of the post independence period; the major formal development of the concept-taking place in 1970 when the country's resources were evaluated (GHATOF 2007). This led to the introduction of a five-year development plan aimed at organising the tourism resources (GHATOF 2007). In 1980-85, the concept of tourism was further emphasised when the government suggested the development and exportation of non-traditional export commodities because of the decline in the country's major (cocoa) export revenue (Adu-Febiri 1994; Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

A further fifteen-year development plan aimed at the restructuring of the attractions, through which the government in 1993 established Ministry of Tourism to highlight its commitment to tourism development (GHATOF 2007).

Officially, Ghana launched the blueprint for developing visitor attractions in 1995 through the collaboration of the Ministry of Tourism, United Nations Development Programme and World Tourism Organisation within a framework labelled 'Vision 2020' (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The 'vision 2020' framework was set out to bring together the public sector and the service sectors as the main engines for tourism growth in the country within another fifteen-year tourism development plan that was prepared for 1995 - 2010 (GHATOF 2007). In line with the development process, the aviation and shipping sectors were de-regulated to enhance 'free entry' at the ports of Ghana (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Additionally, as part of the development plan, massive investments were undertaken to build infrastructure such as the roads leading to visitor attractions, banking services, telecommunications as well as insurance corporations, and the construction of a multi-purpose conference centre (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The government offered private investors tax exemptions to encourage the construction of hotels/guest houses, which brought in Elmina Beach Resort, sited about three hundred metres from Elmina Castle (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

1.5.3 Vision 2020 – Strategic Plan

Ghana made a commitment to implement the development plan through the Integrated Tourism Development Programme (ITDP) approach in order to 'develop a comprehensive plan designed for both domestic and international tourism' (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996 p.19).

The Ghanaian government and the United Nations Development Programme co-funded the process while the World Tourism Organisation served as the executive agency and the Ministry of Tourism as the implementing agency (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

The collaborative agencies designed the strategy of the Vision 2020 development plan as a channel to increase domestic as well as international visitor arrivals (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The plan focuses on the potential of cultural tourism to achieve the first foreign exchange earner in the country to replace cocoa and minerals, by moving to the highest end of the visitor market (GHATOF 2007). This Vision 2020 proposes a realistic and working Public-Private Sector Partnership to encourage investments from the latter for capacity building, destination branding and marketing (GHATOF 2007).

This could not be achieved because the different tourism sub/sectors i.e. visitor attractions, accommodation, transport, travel and the other support services, developed separately from each other rather than as an inter-related organisation (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The tourism industry faces this basic challenge because sectors such as hotels, foodservice outlets and state transport were already offering service to people before the inception of tourism in 1973. In view of the fact that the supporting services receives private funding and are individually developed, it is difficult pooling their resources together to work towards the growth of the attractions and for that matter, the tourism business (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

1.5.4 Tourism Policy

Notwithstanding, the lack of cohesion among the service industries, Vision 2020 recognises tourism as an important opportunity for economic development based on the country's resources, as well as the agricultural sector. Ghana promotes agriculture alongside tourism in the country because food is a very important tool in the development programmes of the government towards increasing visitor arrivals (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

The government instituted a Sustainable Development Policy, as a means to ‘develop an integrated tourism product and a positive image of Ghana as a destination’, (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996 p33). The policy recognises the possible negative impact of intensive tourism development on the environment and culture. This policy is therefore essential in developing the attractions to apply preservative measures on the natural environment, cultural traditions, and historic monuments, (Ghana Tourist Board 2005).

The tourism industry in Ghana bases its development plans on the premise to achieve sustainable development of tourism resources (GHATOF 2007). This is to ensure that the planning, location, and the design of the visitor attractions, facilities, and services are all within the management of an ‘environmentally-culturally ‘sensitive’ manner to prevent adverse impacts (Ministry of Tourism /United Nations Development Programme /World Tourism Organisation 1996 p45). Additionally, the plan enforces control on visitors’ activities to preserve the tourism resources and prevent the excessive use that could cause environmental or social problems (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). In order to achieve the proposed sustainable development of visitor attractions, the Ghanaian government found it equally important to emphasise equitable distribution of the benefits accrued for tourism for all those involved including the local community (GHATOF 2007).

The ‘sustainable approach’ underpinning tourism in Ghana calls on residents and visitors to be responsible, such that the present cultural-heritage attractions are preserved for the future generation and not replaced or destroyed (Adu-Febiri 1994). In 1999, the private businesses association, Ghana Tourism Federation (GHATOF), which had been in existence since 1995, was fully inaugurated as part of organising the visitor resources for the tourism industry, the. This organisation has the official recognition that empowers it to coordinate and network between the industry and the public sector and within the private sector in order to ensure the adequate provision of quality services and facilities/ demanded by visitors (GHATOF 2007).

1.5.5 Visitor Facilities

The Vision 2020 document includes proposals for visitor facilities such as accommodation, restaurants and other eating-places, tour and travel operators, conference and meeting facilities, shopping centres, banking facilities, medical and travel facility at entry points, visitor information, tour security guards, car rentals, and highway rest stops (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Accommodation

Generally, the accommodation sector requires expansion to cover all the regions in the country to augment the current provision, which is summarised in Table 1.1

Table 1.1: Licensed Accommodation in Ghana

Type of accommodation	Number of Units	Number of Rooms
Five Star	1	104
Four Star	2	347
Three Star	7	196
Two Star	45	1,225
One Star	67	1,493
Budget hotels	376	4,598
Resort hotels	2	20
Luxury Guest House	6	36
Ordinary Guest House	35	253
Total Capacity	541	8,272

Source: Ghana Tourist Board (2005)

The capital city of Ghana, Accra has the most hotels (3/5 star) which encourages visitors to stay in the capital more than the other regions (Ghana Tourist Board 2005). However, few of these hotels are well equipped with adequate facilities to meet visitors' expectations, which suggest, the existence of a weakness in the criteria used to licence the different accommodation in the country (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Tour Operators and Travel Agents

The Ghana Visitor Board has given licences to 125 travel agencies and tour operators since 1993 to operate in the country (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996) as is illustrated in Table 1.2.

Table 1.2: Travel and Tour Services in Ghana (1995)

Tour and Travel Services	Number
Travel and Tour Agencies	79
Travel Agents	30
Tour Operators	16

Source: Ministry of Tourism/United Nations Development Programme /World Tourism Organisation (1996)

About 70% of the tour operators are involved only in airline ticketing while 30% handle inbound tour operations. The majority (95%) of the operators are located in Accra with about 5% percent in Kumasi and Takoradi (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). Although the personnel have received some basic training it is suggested that the training, the basis of which is unclear, is not sufficient to encourage the sustainable development of visitor attractions currently taking place in the country (Ghana Tourist Board 2005).

Conference Facilities

Conference facilities to enhance the development of conference tourism in the country, are available for instance, the conference centre in Accra comprises a 1,600-seat capacity plenary hall with break out rooms of different capacities (Ghana Tourist Board 2005). Equally, about 30% of the hotels in Accra and the other regional capitals offer conference facilities for meetings, seminars, workshops and training courses (Ghana Tourist Board 2005).

Shopping Centres

There are several shopping malls/centres in the country offering various goods and souvenirs, which are also available at some visitor attractions and shops located in hotels.

Additionally, the duty free shopping at the country's airport provides a wide range of goods for visitors returning home who might not have had the opportunity to go shopping while touring the country (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Other Facilities

Banking services are located throughout the country; however, carrying out international transfers mostly takes place in Accra at the Bank of Ghana to support visitors in changing their currencies (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). Additionally, currency change is possible at standardised privately owned institutions (FOREX Bureaus), which offer a better rate than the public sector (Ghana Tourist Board 2005).

The regional capitals and cities have adequate public and private medical facilities and services, but access to these facilities is limited in rural areas particularly those in the remote locations (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). Pharmacy shops operate in such areas, which provide for first aid, and drugs such as analgesics in every part of the country (Ghana Tourist Board 2005). Visitor information about hotels, restaurants, visitor attractions, transport and other topics are available in brochures at the airport and in regional capitals (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Although the crime level is very low in Ghana, tourism security training is essential for the police force in order to protect international as well as domestic visitors from crime during night travel (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The Vision 2020 proposes highway rest stops as potential places to encourage relaxation and breaks for long distance travels.

However, since this is uncommon in Ghana it has the potential to encourage the residents to travel outside towns (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The recently constructed petrol stations include shops for the purchase of basic goods and snacks (Ghana Tourist Board 2005).

1.5.6 The Foodservice Industry

Currently, foodservice provides at all the large and medium size hotels, in addition to different independent restaurants spread throughout the country, with a varied supply of foods such as Chinese, European, and Indian, French, Lebanese, Thai and some Ghanaian dishes (Ghana Tourist Board 2005). Western type menus have become popular in the country while the traditional Ghanaian type of fast food restaurants offer inexpensive authentic foods which most visitors frequently demand (Ghana Tourist Board 2005). However, most of these operations developed in Accra. At the same time, there is little evidence of addressing the provision of foodservices at visitors' attractions in Ghana adequately as they operate at a level well below the expectation of most visitors (GHATOF 2007).

In recent years, international arrivals continue to increase:

'Among the list of success stories in the Sub-Saharan Africa is Ghana whose buoyant economy is bringing in business visitors who complement their visits with cultural-heritage tours' (UNWTO 2008 p.28).

In this view, the urgency to shift the concentration of foodservice activities away from Accra to the different visitor attractions in all the regions cannot be over-emphasised (Food and Drugs Board 2008). In taking such an action, it is noteworthy that the concentration in Accra is because it is the capital city of Ghana. Furthermore, most businesses set up in Accra to meet the high demands in the city. Additionally, the top management handling the affairs of most private businesses tend to be located in Accra, which perhaps makes it more convenient to operate in Accra more than outside the capital city (GHATOF 2007). Table 1.3 shows the foodservice operations in the country.

Table 1.3: Percentage of Operation by Regions

	Restaurants	Traditional catering
Regions	%	%
Greater Accra	42	43
Ashanti	16	12
Brong Ahafo	4	6
Central	7	8
Eastern	8	9
Northern	7	4
Upper East	3	3
Upper West	2	3
Volta	3	5
Western	8	7
Total	100	100

Source: GHATOF (2007)

Although available data (Table 1.3) indicates the presence of restaurants and traditional operators in Ghana, there is very little discussion or investigation of these types of operations in the literature. In view of the lack of published information, this research undertook primary research in order to identify the different range of foodservice activities and operations at visitor attractions.

The foodservice sector has an estimated 2,771 outlets in the country: 547 restaurants and 2,224 traditional caterers (GHATOF 2007). Table 1.4 shows a breakdown of the establishments and personnel.

Table 1.4: Foodservice and Workforce

Workforce Characteristics				
	Restaurants		Traditional	
	n		n	
Total Number of Establishments	547		2,224	
Total Number of Employees	8,610		33,000	
Average Person per Establishment	16		12	
Access to staff development	37		12	
	Female	Male	Female	Male
Current state of Training	%	%	%	%
Trained Staff	42	58	83	17
Professional Staff	35	31	35	17
Support Staff	35	69	65	83

Note: Figures are estimates

Source: GHATOF (2007)

1.5.6.1 Ghanaian Eating out Habits

This section draws on the personal experience and observations of the researcher and upon oral narratives, as there is a lack of published data. Ghanaians formerly were not used to eating out of their homes, however, due to education which has enhanced the dual roles of mothers (usually the cooks), it has become *common* for most families to eat at least one meal purchased from the foodservice outlets, scattered all over the country. Most Ghanaians enjoy heavy meals despite the time of the day. In this regard, as early as 7 am, the foodservice outlets provide a varied breakfast menu as shown in Table 1.5

Table 1.5: Type of breakfast meals eaten outside the home

Corn porridge	Kenkey with fish	Rice and sauce	Wakye (rice & beans)
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At lunchtime, the practice of eating out is very high, particularly among workers and schoolchildren. Due to this trend, the schools and institutions have canteens. However, workers who are mobile, tend to move to other foodservice outlets for their lunch. Additionally, those workers without canteens eat from foodservice outlets sited around their work places.

At the markets, the majority of the traders tend to eat from food vendors who sell their food from the outlets sited in and around the market because of the inability of traders to leave their wares to eat elsewhere. Common foods sold during lunch are illustrated in Table 1.6

Table 1.6: Type of lunch meals eaten outside the home

Rice and sauce	Banku with okro stew	Fufu with soup	Fried plantain with beans stew
Wakye	Ampesi with stew	Kenkey with fish	Apapransa

In the evening, Ghanaians eat from foodservice outlets particularly from those who operate along the roadside with different meals as Table 1.7 shows.

Table 1.7: Type of supper meals taken outside the home

Porridge	Beverages	Rice and stew	Wakye
Kenkey	Fried yam	Banku	Kokonte
Fried rice			

The above trends suggest a significant demand for the opportunity to eat out in Ghana; this has prompted the setting up of a range of foodservice outlets of different sizes, which are, in the majority of cases, owner-managed as individuals operate according to their skills acquired in their homes.

1.5.7 Public / Private Partnership (P3)

In order to promote visitor activities, it could be argued that the success of tourism development depends on the cooperation of stakeholders, particularly the collaboration of the public and private sectors to ensure that the economic, environment, and socio-cultural issues that characterise the concept are fully addressed (GHATOF 2007). Public Private Partnership (P³) describes a government service or private business venture, funded and operated through a partnership of government and one or more private businesses.

It requires an agreement between a public sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risks in the project (Darcy and Wearing 2009). To promote a viable tourism industry suggests the involvement of small and large-scale tourism operators, local residents at attraction sites, and the government (Ghana Tourist Board 2007). Contrary to this ideal, much cooperation is unobserved between the two sectors in Ghana, which creates a gap in communications (GHATOF 2007) as illustrated in Figure 1.2

The arrow illustrates the Gap in Public-Private Partnership (P³)

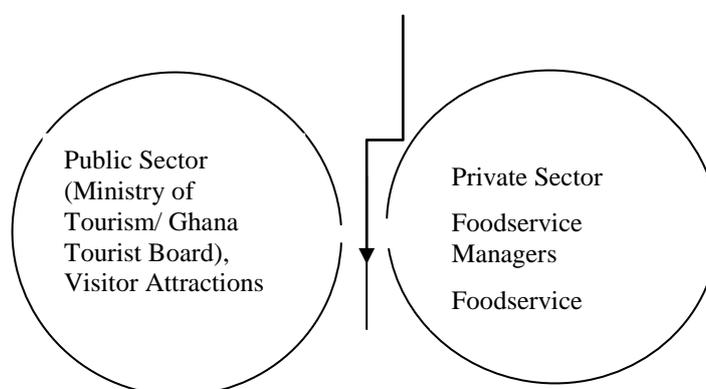


Figure 1.2: The Gap in Public and Private Tourism Sectors in Ghana

Source: Adapted from GHATOF (2007)

Figure 1.2 illustrates that the public and private sectors do not overlap at any point; the circle is broken thus creating a gap in achieving a vibrant tourism industry for the country. The literature often argues on the need to have a supporting P³ that would intersect and work towards a common goal such as creating the ‘golden locations’ for visitors to Ghana (GHATOF 2007). This is because the foodservice sector is complex and operates in various ways; giving the implication that without the collaboration with others to meet the large supply requirements it is difficult to guarantee its total development (Olsen and Zhao 2001). This view bases on the presumption that the interest to reorganise operational techniques through the provision of modern equipment and training facilities, as well as supervision roles, normally involve a huge investment (Darcy and Wearing 2009).

The literature suggests the cooperation of public and private sectors to build foodservice outlets as a P³ project (GHATOF 2007). This is because although the Ghanaian foodservice involvement at visitor attractions tends to impact positively on socio-economic and environmental aspects, the demand for collateral as a precondition is a practical barrier for their taking off (Darcy and Wearing 2009). The argument here is that the preparations and implementation of sustainable development of visitors' attractions for a destination such as Ghana is often quite demanding a task for a single entity to undertake (GHATOF 2007).

1.5.8 Benefits of Foodservice operations at Visitor Attractions

The primary benefits of foodservice operations at visitor attractions in Ghana are to provide a varied supply of food to visitors. This satisfies visitors and sustains their expectations for a golden location, which in turn encourages longer stays, and repeat visits to the attractions (GHATOF 2007). Increases in visitor arrivals means increases in foodservice production and, equally, increases in tourism receipts. These receipts in turn support development projects in the country. Other benefits are the knowledge acquired by foodservice staff while using modern technology in food preparation (Reynolds 2003). Again, foodservice operations at the attractions tend to open job avenues for individuals within the community and in the location (Barke and Newton 1995).

1.6 Theoretical Underpinning

Theories of Development

In order to meet the study objectives, it was necessary not only to conduct a detailed investigation of the extent and nature of the attraction products and, foodservice operations available in the country, (staffing and their style of menu, production level) including those currently operating at the visitor attractions, but also to establish a sound theoretical basis for the research. A comprehensive review of the literature indicated that development theory could provide an appropriate theoretical framework to investigate the relationship between the provision of authentic foodservice and the development the tourist / visitor attraction sector, particularly in identifying solutions to overcome the barriers to enhanced foodservice operations at attractions and elsewhere in Ghana.

What is meant by ‘development’ has been interpreted in many ways but Friedman (1980, p4) suggests that development: “is always of something, a human being, a society, a nation, an economy, a skill, is often associated with words such as ‘under’ or ‘over’ or ‘balanced’ or ‘unbalanced’ which suggests that development has a structure and that (there is) an idea about how this structure ought to be developed (and that)... development (is) a process of change.”. Therefore development theory can usefully be applied to a study of visitor attractions as has been ably demonstrated by Crouch and Ritchie (2005) in their acclaimed work on *Tourism Destination Development*. A detailed discussion of development theory is given in chapter 2.

During the 19th century, some theorists argued on the different thoughts of development theory; Gellner (1983) observed the world as a rational order that is functional and hierarchically ordered, while Worsley (1984) combined cultural anthropology and humanist Marxist, tradition to argue the possibility of understanding the world as a cultural object, which has spread over the world from Europe. In the 20th century, Herbert Spencer introduced the idea of increasing complexity, viewing the world as a total movement from the traditional to the modern, but this idea was rejected by the functionalist and diffusionist thoughts (Cameiro 1967).

However, in the 1940s and 50s the basic ideas for development theory (evolution, diffusion, functional) by these theorists were brought together by neo-evolutionary approach as the underlying principles for an overall pattern(s) leading to the modern society (Preston 1996).

The theories of development argue that

- The ability for economies to either develop or not are dependent over a time span
- It is possible to identify and overcome the barriers to growth
- Governments have the resource base to initiate, sustain and expedite growth within viable development policies

These arguments have the basis of integrating, managing and controlling the elements of political, economic, socio-cultural and technology factors that exist within locations (Escobar 1995).

The development theory's divisions, as seen in Figure 1.3, show that the theory separates into three main groups with the diffusion theory further divided into two: diffusion theory and development stage theory, as the ones adopted for this research. 'Diffusion' theory approach is appropriate because the development of foodservice provision at Ghanaian attractions will depend upon the philosophy and the associated practices diffusing through Ghanaian society and subsequently being adopted. As a result, the foodservice outlets and the attractions may progress through a series of stages until some may genuinely be thought of as 'unique' golden locations

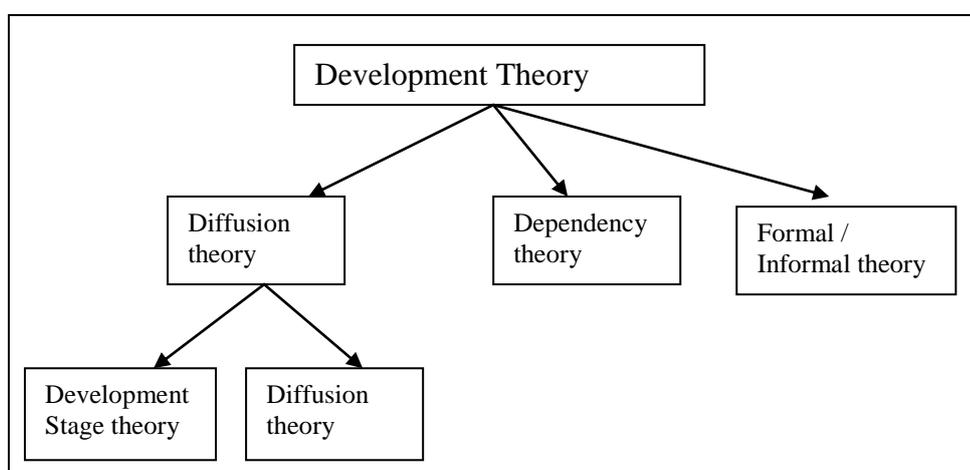


Figure 1.3: Sections of Development Theory

Other theories were identified in the search for one that was appropriate which are presented here.

Organisational theory

Organisational theory bases on a wide range of subject areas such as, sociology, economics, and psychology. The theory embraces development theory as the systems and contingency theories and adopts the concepts of modernism, which emphasises that there exist no one best strategy of looking at management and organisation, such as the foodservice and visitor attractions (Cunliffe 2008). It therefore incorporates the ideals of pragmatism in attempting to solve social problems. However, it considers the environment, structure, culture and technology more than Political, Economic, Social, and Technology (PEST), which was of interest to this study as a means of identifying possible barriers that would require attention.

1.7 Structure of the Thesis

Following this introductory chapter the thesis comprises a further 8 chapters, these are:

Chapter 2 presents a critical review of the body of knowledge related to the research topic. It provides a review of theories that attempt to explain the relationship of foodservice and visitor attractions. It introduces global tourism trends, within developed countries and in Africa with particular reference to West Africa and the sustainable development of visitor attractions in Ghana.

Chapter 3 examines the development of authentic foodservice and considers PEST as factors within the development stage theory in order to examine the relationship of foodservice and visitor attractions within developed countries and Ghana.

Chapter 4 presents the methodology for this research and reviews the techniques used for the secondary and the two-phase primary data collection. It highlights the pragmatic approach adopted and rationalises the use of mixed methods involving surveys at visitor attractions, group and individual interviews for the phase 1 study, and visitor survey at selected attractions and the feedback interviews of the staff and management sections of the attractions and foodservice outlets. It presents and explains the analytical stance regarding the use of content analysis for the qualitative data and SPSS for the quantitative to enhance the description and explanation of the data collected.

Chapter 5 presents the key findings of the research for the qualitative study, which is organised in terms of the different methods used. It starts with the survey of attractions, followed with the group interviews and then the individual interviews, in order to assess the supply side of foodservice, both within the country and at visitor attractions.

Chapter 6 presents the key findings for the quantitative visitor survey conducted at six visitor attractions from the cultural, heritage and natural resources to review the demand for foodservice operations at visitor attractions and to also have a fair idea of visitors' travelling experiences and the demography of the visiting public to Ghanaian attractions.

Chapter 7 considers the response of the personnel at the selected visitor attractions including foodservice staff to some pertinent issues raised through the visitor survey, in order to find possible ways of addressing the concerns of visitors at Ghanaian attractions and strategise operations to improve upon the experiences sought.

Chapter 8 deals with the integration of the two-phase primary data collection as suggested in the literature. It discusses the key findings of the study and integrates the two approaches with the support of the literature with the view of addressing gaps identified as a motivation for this study.

Chapter 9 provides the conclusions and recommendations for the study. It discusses the significance of the study, addresses the objectives to evaluate how they have been met, and presents a model for developing authentic foodservice for visitor attractions in Ghana.

1.8 Glossary of words

Visitors:	individuals or groups who engage who undertake tourism activities as consumers
Authentic Foodservice:	traditional local cuisines that portray the Ghanaian culture
Baka:	a pool of water which changes with the seasons
Formal:	school trained cooks
Informal:	home trained cooks

1.9 Conclusion

This chapter has provided the context of the study, established the overall aim, the related objectives and provided an introductory background into the development of tourism and the evolution of foodservice in Ghana and introduced the theoretical approach. The chapter concluded by outlining the structure of the thesis. The next chapter provides a comprehensive and critical review of the relevant literature.

CHAPTER 2

A CRITICAL REVIEW OF LITERATURE RELEVANT TO DEVELOP AUTHENTIC FOODSERVICE TO SUPPORT THE DEVELOPMENT OF VISITOR ATTRACTIONS IN GHANA

2.0 Introduction

This section will first briefly examine global tourism trends and discuss issues relating to the development and management of visitor attractions. Secondly, it will critically review alternative approaches to developing and delivering foodservices. Thirdly, it will examine current practices of delivering foodservice at visitor attractions. However, before the discussion of these topics the theory underpinning this research is considered.

2.1 Development Stage Theory

The main concept underlying this theory is that the development of social entities follows a uni-linear (developing or evolving in a steady, consistent and undeviating way) path. The implication is that given ample time, developing countries/ regions/ societies will develop in the same way developed countries have. Generally, development is used to mean a number of things, such as economic growth, structural change, autonomous industrialisation, capitalism or socialism, self-actualisation, and individual, national, regional and cultural self-reliance (Harrison 1995). Although the concept was used originally to define economic growth, eventually it included social, moral, ethical and environmental issues as a means to better human lives (Hingham 1993). Further to these ideas, Todaro (1994) suggested three objectives of development: increasing the availability and distribution of basic human needs; raising the standard of living through higher incomes, better education, the provision of more jobs, attention to cultural and humanistic values, in order to achieve individual and national self esteem; expanding the range of economic and social choices to forestall the situation whereby individuals/groups are dependent on others. These are ideas found in sustainable development mostly used in tourism to protect the environment from destruction (Redcliff 2000). The issue of development from the above discussion tends to occur in particular references as required by the situation to satisfy political, economical, socio-cultural demands (Hettne 1995).

Sharpley and Telfer (2002) consider the concept as ‘philosophy, process, and outcome/product of the process through a suitable plan which informs the process towards desired objectives’. Thus, development could be applicable to every part of the globe, at every level whether for individuals or global transformations (Elliot 1999). Based on these assertions, this study argues the development theory as applicable for developing authentic foodservice at Ghanaian tourist attractions.

Telfer (1996) suggests that tourism, and for that matter, its related industries, such as foodservice operations and the development theory, have evolved over similar lines yet very little consideration is given to the inter-relationship of these areas in the field of study. Additionally, tourism and foodservice continually attract the attention of economic development strategy in many countries. Telfer (1996) argues that, globally, countries have turned to tourism as a means for development; however, researchers in this field have given minimal acknowledgement to the overriding development paradigms. Invariably, countries compete for international tourism receipts, which are forecasted to total over US\$2 trillion by 2020 and arrivals are predicted to top 1.6 billion (WTO, 1998). One basic facility, foodservice operations, have and are currently being advocated as a means through which global tourism growth could be sustained because of its increasing economic prospects (Wolf 2006). Nonetheless, the growth and development of events/facilities within local communities largely depend upon the policies and initiatives of instituted government bodies (Hall and Jenkins 1995; Hall, Jenkins, and Kearsley 1997).

In developing social entities such as foodservice and visitor attractions, this theory bases its assumptions on the existence of definite laid down stages (Batta 2000). In which case, the development of attractions and foodservice go through a common pattern such as the stages of economic growth, defined by Rostow (1960). These stages: the traditional society, preconditions to take off (transitional period), take off, and drive to maturity, and the age of high mass consumption, are argued as essential because literature suggests the contribution of the local community is directly associated to the level of businesses of social entities toward the economy (Batta 2000).

Thus in the Ghanaian traditional society stage, only the country's elite, exemplified among the youth, may have enough spare time and finances to afford leisure travel and engage in consumption of foodservice products as suggested by the Ghana Tourist Board (2005).

As the society attains an economic development status, the participation or the demand for leisure activities and foodservice provisions will tend to increase and thereafter the process achieves high mass consumption patterns with a total consumption of products (Batta 2000). The theory argues that the development of, particularly authentic foodservice begins with the pioneer facility at the visitor attraction location, and followed by the additional facilities upon the successful operation of the initial outlet (Batta 2000). For instance, in combining the formal¹ and informal² foodservice sectors within one space, developed authentic foodservice products would be at the attractions selected for the study, to test the viability of the products, before disseminating into the other attractions. Such distribution could, be achieved by franchising which would have the potential to distribute functional ideas and outlets evenly across the country's visitor attractions. There is, however, a danger that as part of this process, foodservice products and services may lose their appeal in creating golden locations (Batta 2000). At this stage the theory anticipates, that visitors may drift off in search of other authentic foodservices that will offer them a golden location experience. The study finds these ideas, which are embedded in development theory, very useful because they offer suggestions for putting in place mechanisms that could forestall moving to the decline stage. Knowledge about the different stages of development is therefore important in the process of undertaking a venture such as proposed in this study.

Criticisms of this approach argue that the theory does not consider the circumstances of developing countries, because it tends to appreciate developments in urban dwellings with the presence of established hierarchies and transport networks (Escobar 1995). Their argument is that many visitor attractions are developed within communities with little supporting infrastructure such as road and communication networks.

¹ Foodservice operators who have received academic training in cookery

² Foodservice operators with the basic knowledge of cookery acquired from the home

However, this research takes a different stand on this because it envisages the foodservice operations for visitor attractions as being part of the overall development of the attraction product and that the required logistics are present. Moreover, the use of both formal and informal social entities would reconsider the values in the traditional stage and increase diversity in knowledge (as they share) about products that have the potency to survive the stage of the 'preconditions to take off, take off, and the drive to maturity productions, and the age of mass consumption.

Alternatively, Butler (1980) adopts a different perspective and uses the six stages of attraction life cycle to demonstrate that the environmental impact of visitors and the location in the evolution or development of foodservice pass through a cycle regarding the number of visitors attracted. The model recognises several stages of evolution trends: exploration, involvement, development, consolidation, critical range of capacity, stagnation, and decline and perhaps rejuvenation. Figure 2.1 gives the different stages of development of attractions as applicable to foodservice development.

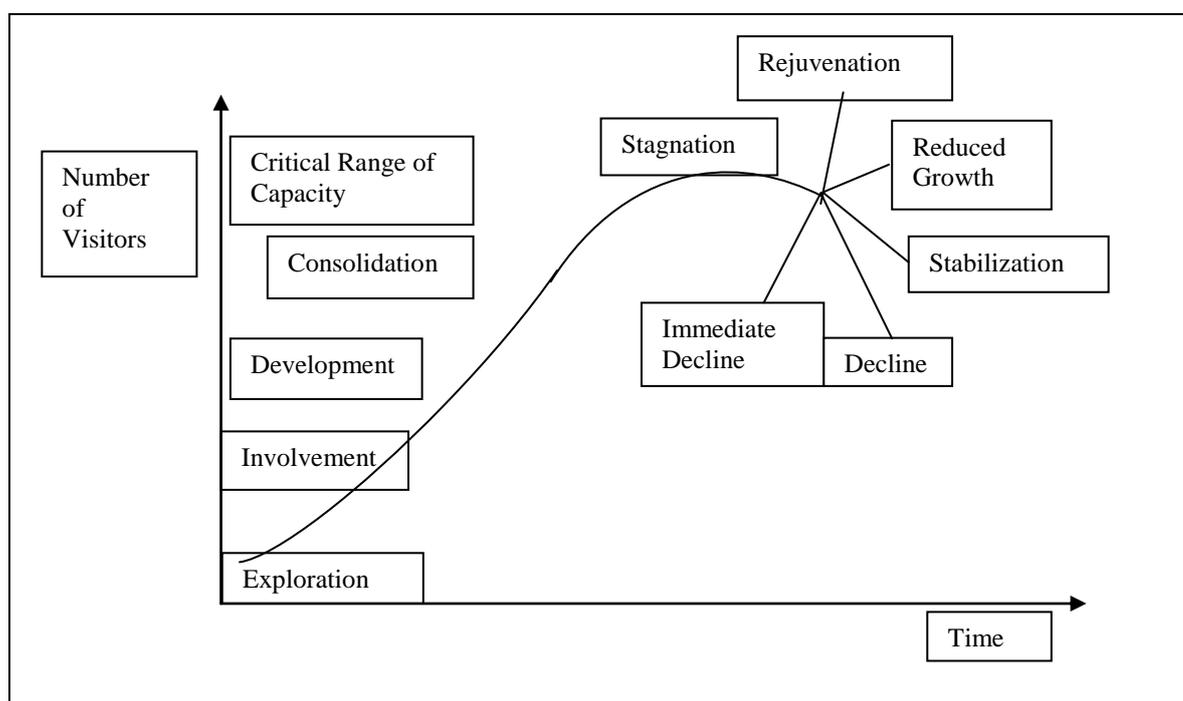


Figure 2.1: Attraction life cycle

Source: Adapted from Hunter and Green (1995)

It argues that uncontrolled attraction development is unsustainable in any location, because after discovering a destination, visitors' numbers increase (Hunter and Green 1995). This mass tourism affects the attraction when the activities of visitors deplete the environmental, socio-cultural and economic resource base. Since visitors are interested, in gaining more experiences, they gravitate towards areas that may have the potential to satisfy their needs and subsequently, visitor numbers decline at the former location.

Diffusion Theory

This theory relies on the assumption that there is a spread or filtering effect from most developed to less developed areas based on Hirschman's (1958) hypothesis of balanced development (Hirschman 1977). It argues that in order to eliminate retrogression, growth poles require to be developed. For example, these growth poles can be some regions, such as the Central or Ashanti regions, or particular sectors, such as the foodservice sector situated at visitor attractions having a multiplier effect. Although the literature identifies tourism as a growth centre, it argues that particularly difficult regions may require a specialised approach to development. In the case of Ghana, the Northern section fits the category of a location that demands a specialised development approach because of their peculiar resources. It should be noted that such locations often include regions along national borders and locations where water resources are the basis of development.

Dependency Theory

The dependency theory deems social entities to develop because of the influence of developed countries in developing countries. It argues that this is negative because instead of reducing socio-economic challenges this approach worsens situations (Batta 2000). This is because every society or functioning body such as Ghanaian foodservice has its own values, behaviour and attributes that differ from another society (Adjei Frempong 2010) exemplified by Togo or Cote D'Ivoire which are close neighbours. It could argue that, if this approach asserts that the capital will regenerate with no net loss, then it implies that mass tourism would automatically promote economic growth and development (Batta 2000).

As tourism brings the much – needed foreign exchange, developing countries are dependent on these receipts for financing the industrialisation process, which means that any instability in tourism earnings can bring adverse effects in the economy (Batta 2000).

Kuhn (1977), in analysing the impacts of mass tourism at destinations, argues that modern theorists might look at mass tourism development in the third world as beneficial to the economy with its employment income and balance of payments effects. The dependency theory, on the other hand, views this kind of development as propagating capitalism in developed countries, due to its benefits to the visitor generating economies. According to Milne (1990), most of the goods and services required by the foreign visitors are imports into developing countries. Furthermore, the large amount of capital needed for the development of attractions infrastructure bases on financial support from foreign capital, which creates leakage of earnings in the form of dividends (Batta 2000). Therefore, the direct introduction of developed world models and practices of foodservice may not be appropriate or successful.

The dependency theory has been criticised on three grounds: firstly, all the essential outlets may not be in the hands of companies of the developed countries as is assumed in the dependency theory; secondly, the analyses only regard mass tourism phenomenon of international tourism and thirdly does not consider the low budget visitors or drifters. This implies that it does not consider the low levels of domestic tourism that invariably characterises most West African countries and for that matter, Ghana.

Formal and informal Sector

Oppermann (1993) argues that there is one factor common in all the above theories and that is they neglect the phenomenon of drifter tourism. Although it places, the visitors into two groups: institutional and non-institutional visitors, only the institutional are analysed in research even though the differentiation of formal and informal visitors have vital socio-cultural implications. While formal tourism is characterised by high dependency on foreign exchange and low multiplier effects the informal has a very high integration with the local economy.

Illustrating the argument he contends that while alternative tourism is frequently understood as an elite tourism with high spending budget this is not so for informal sector concept.

Kermath and Thomas (1992) Michaud (1991) and Wahnschafft (1982), in their studies have applied the distinction of formal and informal sectors and concluded that the formal sector will eventually lead to an extinction of the informal sector. This line of thinking tends to differ from the interest of this research to have an encompassing development of foodservice throughout the country that would meet the needs of all types of visitors whether formal or informal at the attractions; rather than creating an avenue that would do away with the informal, as the theory suggests.

After reviewing these development theories, this study considers the development stage theory as being appropriate for studying the development of authentic foodservice provision at visitor attractions in Ghana. This is in part because the theory incorporates political, economic, socio-cultural and technological dimensions that are relevant to the study. The functional aspect of introducing training and technology into the foodservice operations at visitor attractions also allows the use of different techniques to acquire knowledge in the research area. This research adopts a pragmatic stance within development stage theory to evaluate critically, the inter-relationship of foodservice and visitor attractions.

The choice of this theory is a reflection of the fact that the provision of food is limited at attractions in Ghana because of the nature of the foods served. This may itself be the result of the basic training most foodservice operators have which often results in very limited use of technological equipment for either production or storage. It could argue that this limitation has created a gap in their operation. There is a concern that as the majority of visitors are international they will place pressure on the staff at visitor attractions to respond and communicate in ways that enhance their experience; for example, visitors are pleased to watch foodservice preparation.

Such demands normally task the foodservice operators with not only cooking skills but also communication skills to understand visitors' needs and for visitors to understand them. These two forces are social entities for visitor attractions that seek to create golden locations both for satisfaction and for the economic gains. The dilemma, as Batta (2000) sees it, is that these alleged social entities are pulling forces for development because given the adoption of formal training in communication and technological application of cooking, building foodservice outlets at the visitor attractions can be a means to make visitors feel at home.

The review of these topics will provide the conceptual framework to underpin this research, which seeks to determine the current situation regarding foodservice provision at Ghanaian visitor attractions and to evaluate a range of strategies for the development of foodservice at attraction sites in Ghana.

2.1.1 Barriers to the Development Theory

Notwithstanding the positive side of development theory, there is another side regarding barriers that may inhibit the successful utilisation of the theory and it may be necessary to address these points. This is important because quite often, the changes and process of development within any project tend to be a multi-generated process, which defines certain things illustrated in Figure 2.2 as barriers to development

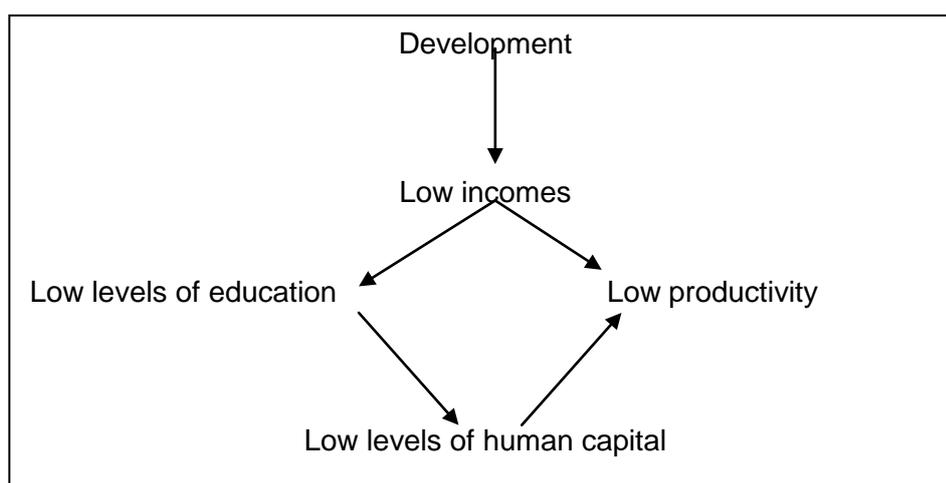


Figure 2.2: Barriers preventing/restricting development

According to Contreras (2010), in order to encourage development, these barriers have to be removed irrespective of the institution or concept applied.

Low incomes: Anon (2007) states financial imperfection is a vital component in development strategies. This is because it influences decisions about human and physical wealth. Subsequently, it tends to establish the level of productivity, education, and human resources available for businesses. In effect, individuals with low income are often challenged with educating their children. Among low income communities, there tend to be few highly educated individuals. The impact is normally felt on opportunities that could promote economic ventures. Regarding foodservice operations, an insufficient amount of income has resulted in small business enterprises. In a way, this encourages small business owners and in particular foodservice operators to opt for franchising as an alternative to starting a new independent business (British Franchise Association 2009). Additionally, low levels of income result in low motivation for the staff, making it difficult for them to improve on their educational status.

Low levels of education: an old adage goes, 'knowledge is power'. For the purpose of this study, knowledge is assessed regarding foodservice operations. The limitations in culinary skills among foodservice operators have resulted in blue-collar jobs among personnel employed in majority of the outlets. Anon (2007) contends that such shortfalls in human resources tend to limit the productivity levels of operations. Moreover, it eventually leads to limited financial resources because the lack of education results in minimal human resources, which in turn create low productivity rates in the community.

Low levels of human capital: foodservice operations as a service-oriented business require utilising human resources. In the process of inadequate supply of human resources, production tends to be limited. For example, without a soup chef or pastry chef, the outlet tends to be 'challenged' in offering variations of soups for consumers as well as pastries.

Low productivity: the afore-mentioned barriers tend to be geared towards levels of productivity. Thus, to ensure an efficient and effective foodservice operation requires that all three components be adequately supplied (Anon 2007).

With reference to developing the proposed authentic foodservice outlets at Ghanaian tourist attractions, the afore-mentioned barriers could be possible challenges. This assertion is made based on oral narratives and the researchers' knowledge about the foodservice operations in the research area.

This is because, as earlier mentioned; there is little data on the operations of the industry in Ghana. This research is, therefore, considered as a novel study, which requires the use of traditional forms of data in order to explain the day to day activities within the outlets. Developing authentic foodservice tends to have the basic knowledge about the low-income workforce, possibly due to the low levels of education among the females who tend to form the majority group. Subsequently, this could be viewed as the cause of the low levels of production taking place at attractions, which result in low levels of income. Addressing these barriers is cyclical as Figure 2.3 illustrates.

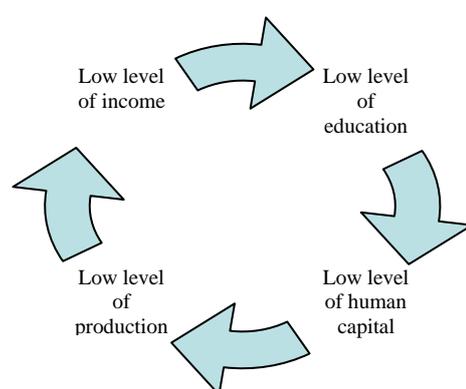


Figure 2.3: inter-relationship of barriers to developing authentic foodservice at Ghanaian tourist attractions

For the purpose of this study, Figure 2.3 indicates that the low level of income stems from the low level of education which results in the low level of human capital and low productivity levels and invariably, low incomes of foodservice staff. This is because the level of productivity, as a result of inadequacies in human development, tends to determine the level of income that could be generated. The development theory, as a support for the study, is necessary to apply because it tends to suggest the education and technical knowledge aspects. This is important for this study particularly as those staff with home training and working in established outlets could have access to formal education in developing culinary skills, which may have the potential to support their operations at tourist attractions.

2.2 Tourism, Leisure and Recreation

Although tourism means different things to individuals, the most accepted definition is, *'Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes'* (World Tourism Organisation 1991).

This definition includes all the different types of visits such as sports, visiting family and friends, as second homes, education, local cuisine and religious pilgrimages. Thus, the different types of tourism are important for the individual who undertakes them.

This is because, tourism does not consider one aspect but involves an understanding of the environmental, socio-cultural, and economic as well as the political dimensions within destinations (Lew et al 2004). The concept of tourism values the association of leisure, recreation and tourism amid other social practices and behaviour as shown in Figure 2.4.

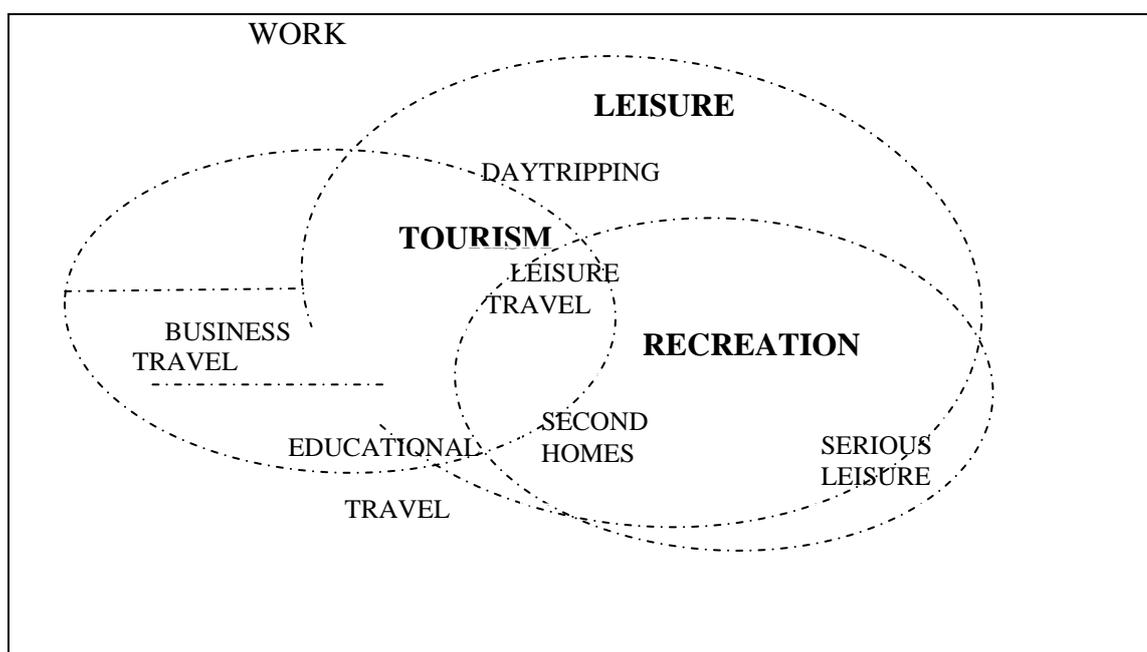


Figure 2.4: Relationships between leisure, recreation and tourism

Adapted from: Lew et al (2004)

Leisure gives meaning to the entire concept of tourism because society do not divide into the different activities as seen in Figure 2.2 but tourism and recreation are embedded in a wider scope of leisure (Lew et al 2004).

The reason being business trips combine with leisure activities at a point in time, for example, visitors may engage in leisure activities such as hiking, surfing or bird watching after a business transaction. The concept of tourism values the association of leisure, recreation and tourism amid other social practices and behaviour as shown in Figure 2.4. At the same time, such visitors may be staying with friends or home stays. The use of broken lines demonstrates that there is no definite boundary in tourism activities because the initial motivation to travel to destinations may branch off to various visitor activities that are linked (Lew et al 2004).

It could be argued that the variability nature of visitors' activities across the globe has with time, encouraged the continuous development and emergence of new destinations. However, the literature suggests that the success of tourism in Spain, for example, as a means of increasing revenue, encouraged other countries to develop tourism to support their economies (Holden 2000). Since then, tourism has grown steadily over the decades to become the world's largest and major economic force (Milne and Ateljevic 2001; Jackson and Inbakaran 2006; UNWTO 2008).

2.2.1 Global Tourism Trends

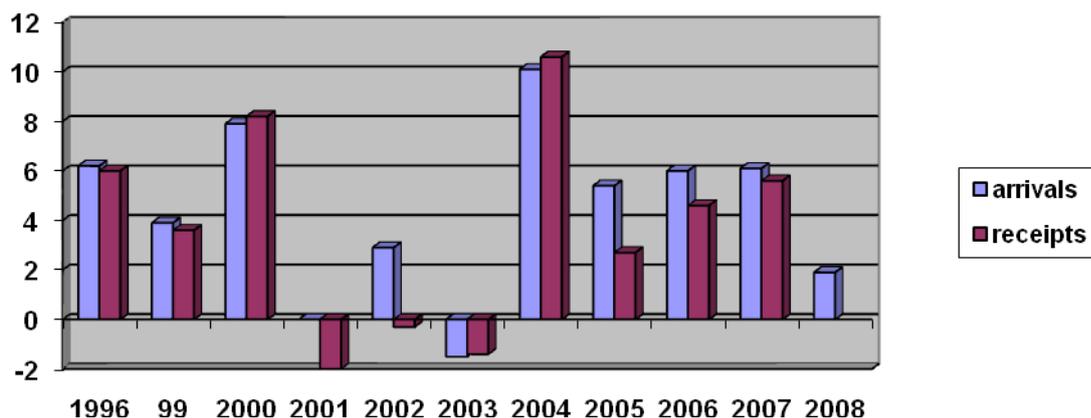
The tourism industry has played a significant role in the economy of various continents since the 1950's (UNWTO 2008). This significant role is realised in tourism receipts, which over time identifies as an economic support globally and ranks fourth after fuels, chemicals, and automotive products (UNWTO 2008). The evidence that tourism has attracted the consideration of global communities is indicated in an increase of 903 million worldwide arrivals in 2007 (UNWTO 2007) from 763 million international arrivals in 2004 (WTO 2005). The increasing trend of visitor arrivals also shows at 266 million for the first quarter of 2008 which indicates 12 million over the 254 million for the first quarter in 2007 (UNWTO 2008). Furthermore, the data shows an increase of US\$856 billion for 2007 from US\$591 billion for 2006 in visitor receipts (UNWTO 2008).

Although tourism experts forecasted a strong Gross Domestic Product (GDP) growth based on the 2008 first quarter international arrivals (UNWTO 2008), latest information predicts a possible 1.3 % decline in 2009 (UNWTO 2009). The effect shows in the demand for international tourism; the 6% increase in the early part of 2008 declined to 2% by the last quarter of the year (UNWTO 2009).

Currently, experts predict an overall 8% decline in international visitor arrivals for the first quarter in 2009. This has occurred due to the recent growing concerns about the credit crunch, housing markets, rising energy and commodity prices, including the decline in consumer confidence and weak dollar rates as a threat to the global economy. Until such time that these issues are resolved, it anticipates causing continuous discrepancies in international arrivals (UNWTO 2009).

It argues that the above trends are usual; generally, global tourism arrivals (Figure 2.3) have been rising and falling over the past decade: in 2001, worldwide international tourism arrivals experienced a downturn when hit by September 11 terrorist attacks on USA. In 2002, the Asian community with the outbreak of Severe Acute Respiratory Syndrome (SARS) experienced a similar situation. According to WTO (2003), these incidents caused percentage changes in 2001 (-1.1%; - 2%), 2002 (3.1%; -.3%), and 2003 (-1.8%; -1.4%). In 2004, there was a rebound of 10.2 % arrivals and 10.6% tourism receipts as the Asian community recovered from the SARS epidemic (WTO 2004).

This could not be sustained; in 2005, there was another decline by 5.4% (WTO 2005) and again by 5% in 2006 (UNWTO 2006), which were attributed to the varying performances of the different regions (Table 2.1). The year 2007 opened with almost all the regions demonstrating strong tourism growth in the first quarter as is illustrated in; Figure 2.5 and Table 2.1: Asia and Pacific (+9%); Africa (+8%); Middle East (+8%); Europe (+6%) and Americas +4% (UNWTO 2007). Figure 2.5 shows the international global tourism arrivals and receipts for a 10-year period.



Note: Receipt for 2008 is not highlighted in UNWTO data for 2008/09

Figure 2.5: World International Percentage Changes in Tourism Arrivals and Receipts for 10 years (1999-2008).

Source: UNWTO (2007; 2008; 2009)

Table 2.1: World International Visitor Arrivals by Regions

Region	Arrivals (million)			Receipts (billion US\$)		
	2005	2006	2007	2005	2006	2007
Europe	440	462	484	350	377	433
Asia/Pacific	154	167	184	135	157	189
Americas	133	136	143	145	154	171
Africa	37	41	44	22	25	28
Middle East	38	41	48	27	30	34
Total	802	847	903	679	743	855

Note: Figures are rounded

Source: UNWTO (2007; 2008)

The report links the results of 2007 to the political and economic stability within a number of leading visitor generating counties: France, Spain, USA, China, Italy, United Kingdom, Germany, Mexico, Austria and the Russian Federation. The data did not reveal the full participation of Africa in the above competition although the region achieved an increase in international arrivals particularly within the North African region (WTO 2005; UNWTO 2006; 2007).

The Northern region's contribution highlighted Africa with 46.9 million international arrivals in 2008 (UNWTO 2009) to support data on global tourism trends from 2000 – 2009. Furthermore, the latest reports indicating an improvement in global international visitors' arrivals for the last quarter of 2009, showed +5% for Africa (Table 2.2) because of the 'robust performance' from the sub-Saharan countries (UNWTO 2010 p.3).

Table 2.2: International Tourist Arrivals percentage change over same period of previous year

	World	Europe	Asia/ Asia Pacific	America	Africa	Middle East
08/07	2.0	0.3	1.1	3.0	3.0	18.2
09/08	-4.3	-5.5	-1.9	-5.1	5.1	-6.6

Source: UNWTO (2010)

2.2.2 Tourism in Africa

Despite the instability and the vicissitudes of tourism in the global village, the current trend in tourism as a contributor to increased employment and economic development of countries worldwide poses a challenge to African countries (UNWTO 2007). This is because the 21st century is shifting from an industrial age to an increasingly biological one (United Nations Education Scientific and Cultural Organisation (UNESCO) 2004).

Additionally, it is obvious that the continent has remarkable cultural-heritage resources, yet it contributes only 4% to the global tourism industry (UNESCO 2004). Africa's share in the growing international tourism is, therefore, marginal regarding visitors' arrivals and receipts. The region achieved the strongest growth in tourism receipts (+10%) for 2006, and was among the best countries in 2007 that performed creditably with, 7% growth (UNWTO 2008). On the world tourism market, countries such as South Africa (25th), Morocco (32nd), and Tunisia (33rd) contributed significantly to the growth in international arrivals to the region to indicate a growth in international arrivals shown in Table 2.3 for the period, 2005 – 2007. Again, in the middle of 2009, Africa achieved the best growth worldwide based on the performance of Morocco, South Africa, and Tunisia (UNWTO 2009).

Conspicuously missing from the data (Table 2.3) are the West African countries, which equally have rich tourism resources as those in the southern and northern parts of Africa. In terms of global tourism receipts for the year 2006, it is evident in Table 2.3 that South Africa performed better and was branded ‘the leading country’ in Africa, with visitor spending of US\$7,875 million (UNWTO 2008).

Table 2.3 Tourism Arrivals and Receipts in Africa

Country	Arrival by border (000)			Receipts (US\$ million)		
	2005	2006	2007	2005	2006	2007
Morocco	5,843	6,558	7,408	4,621	5,967	7,264
South Africa	7,369	8,396	9,090	7,327	7,875	8,418
Tunisia	6,378	6,550	6,762	2,143	2,275	2,555

Notes: Arrivals= 000; Receipts = million US\$

Source: UNWTO (2007; 2008)

Recently, most African countries have taken positive action towards developing their tourism resources as part of an economic recovery programme. In many instances, authors have sought to offer explanations to the current decision of the continent to develop their tourism assets towards international arrivals.

Moerkamp (2002) suggests that African countries have currently considered the urgency of marketing their yet unexploited natural assets, culture, and rich historical experiences for the tourism industry in order to support their normal sources of revenue. Brown et al (1997) on the other hand, argue that re-organising and developing the visitor attractions located in the different African countries could be the means of improvement for the global tourism (UNWTO 2009).

Steiner (2009) argues that the recent move for tourism is because the former revenue generating crops have over a period, failed to achieve the maximum economic impact for development within the continent. Again, for the continent to release potentials in the foodservice industry to support tourism means that the perception by African countries consider access to a variety of food as an asset to boost tourism (Steen Jacobsen and Vidar Haukeland 2002).

The United Nations Education Scientific and Cultural Organisation (2004), suggests that this is happening because of visitors' recent search for new experiences, during a period when they consider travel is considered a necessity rather than as a luxury, which it was a century ago.

The development of tourism in Africa is described therefore, as an important part of the global industry because the African continent has a combination of visitor resources that provide the authentic experiences sought by visitors visiting less developed countries (Briedenham and Wickens 2004). Alternatively, although visitors tend to be looking for new experiences situated in Africa, currently arrivals to the different regions are not evenly distributed. This has resulted in, 'serious gaps in data availability' among many countries in the continent (UNWTO 2009 p30).

It is, acknowledged that visitor arrivals have varying differences at destinations, because there is no standard form of arrivals cutting across the globe for the reason that some destinations attract more visitors than others (Leask 2008). This is observed in 2007 data where international visitor arrivals could only be recorded from some acclaimed visitor destinations as is seen in Table 2.3, which shows the absence of countries from the Western part of Africa, including Ghana (UNWTO 2009).

The literature suggests a number of factors, such as financial, socio-cultural, and environmental as determinants to trends of visits (Coshall 2000). However, most of these suggestions by authors base on studies in the developed countries with very little work on Africa and particularly West Africa, and for that matter, Ghana. Kester (2003) asserts that political instability in some countries coupled with the poor supply of infrastructure and basic facilities required by visitors could be among the barriers to the arrivals in the continent. Furthermore, Kester (2003) argues that visitors are not interested only in the sun, sea and beaches but demand an interaction with the socio-culture, and the environment such as wildlife and diversity that seems to highlight tourism in West Africa. However, Batta (2000) contends that such concepts are potential ways through which the socio-economic-political barriers could remove to enhance the development of tourism in the region.

2.2.3 Tourism in West Africa

West Africa consists of sixteen countries; Benin, Burkina Faso, Cape Verde, Cote D'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra-Leone and Togo. The sub-region has a variety of ethnic groups, cultures and traditions, with an estimated population of 250 million (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). Tourism in West Africa initiated in 1965 as a means to create relationships and understanding of the different cultures for economic development (UNESCO 2004). In consideration of this research, it would have been beneficial to discuss the countries bordering the research area: Burkina Faso, Cote D'Ivoire and Togo. These four countries (including Ghana) have consistently failed to provide data for international arrivals collated by United Nations World Tourism Organisation up to date (UNWTO 2006 – 2009). Contrary to the lack of data on Ghana and her neighbouring countries, the Tourism Fact book (2008) gives indicators on available international arrivals in the different West African countries as shown in Table 2.4, which shows that Nigeria is the most visited country in the sub-region.

Table 2.4: International arrivals to some West African countries

Country	2003	2004	2005	2006	2007
Benin	175,000	173,500	176,000	180,006	186,394
Gambia	73,485	90,095	107,904	124,800	142,626
Guinea	43,966	42,041	45,334	46,096	-
Guinea Bissau	-	-	4,978	11,617	30,092
Niger	55,344	57,004	59,920	60,332	47,539
Nigeria	2,253,115	2,646,411	2,778,365	3,055,800	-
Senegal	-	666,616	769,489	866,154	874,623
Sierra Leone	38,107	43,560	40,023	33,704	32,223

Source: Tourism Fact book (2008)

The tourism development in Nigeria has achieved much regarding visitor arrivals to West Africa (Table 2.4). Nigeria has similar tourism assets such as, landscapes, wildlife, cultural artefact of various dimensions and festivals. However, Ghana has not been able to achieve half the number of visitors' arriving in Nigeria. Out of the 14 West African countries, Nigeria is the only country that receives over a million visitors annually.

Nigeria, adopting a community based sustainable development through the slogan, 'one village one product', has been successful in attracting international visitors as the majority to their visitor attractions. The country also made progress with the foodservice operation through the combination of modern and local practices of cooking. In 2004, Nigeria introduced a 'Miss Tourism Nigeria Pageant' to promote and sustain tourism; currently, it boasts of an estimated US\$10 billion for 2007. The collaboration of the public and private sectors has experienced a continuous growth; the federal government has not relented in promoting the visitor resources in the country, which has perhaps seen the country in a steady growth over the years. It suggested that this recent global tourism drive has affected not only Nigeria but also most of the West African countries who are now engaged in developing their tourism industry, as an on-going process to attract more visitors to their regions. Examples are Senegal and Benin who have substantial international arrivals as seen in Table 2.4.

In Senegal, tourism plays an important role in their economy, which ranks second after the fishing industry. Attractions in the country include cultural, sports, bird watching, beach areas, national parks as well as an United Nations Education Scientific and Cultural Organisation heritage site which contribute US\$533 million to the economy annually (Tourism Fact book 2008). Although the Ministry of Senegalese Overseas and Tourism oversee activities of the tourism industry, it similarly faces challenges exemplified by infrastructure in some parts of the country. Equally, Benin's tourism industry is small but concentrated with visitor attractions such as beaches, national parks, culture, museums and architecture and a palace, which is a World heritage site. Although the government of Benin views the industry as a means of supporting the revenue collected from the agriculture resources, tourism ranks fifth out of the sixteen West African countries with annual revenue of CFAF20.2 billion (Tourism Fact book 2008).

Efforts are in place, lately, within the West African countries to address the obstacles hindering tourism growth through the adoption of modern strategies in order to meet the high demands of potential visitors.

Studies have confirmed that the region's tourism plans gears towards sustainable developments that include a clear demonstration of the presence of satisfactory market goods and services required for tourism growth (Adu-Febiri 1994; Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996; World Tourism Organisation 2005). Employing this concept is important because the nature of the attractions in the sub region encourages the development process towards the cultural-heritage as well as the nature-based attractions, which define the tourism of the countries in the sub-region (UNESCO 2004). These trends of developing tourism in those performing West African countries could not be very far from what is taking place in Ghana.

2.3 Tourism in Ghana

2.3.1 Visitor Activities in Ghana

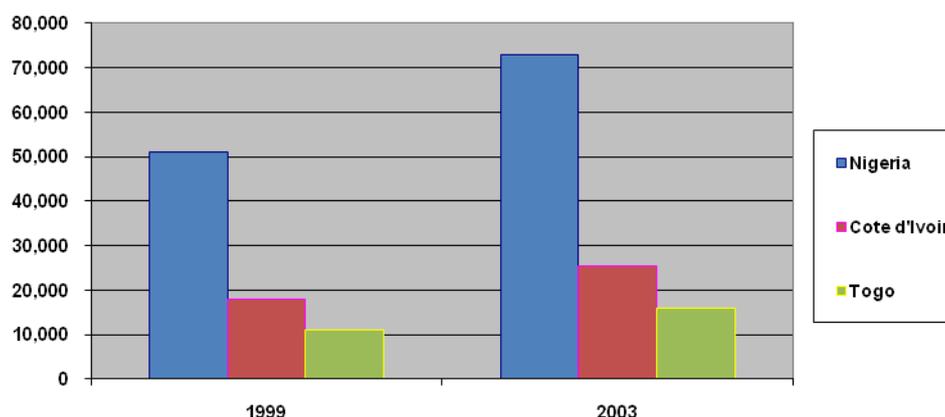
Tourism takes different forms at visitor attractions in Ghana and it could be leisure, education, visiting friends and family and businesses (Ghana Tourist Board 2005). In 2004 the country achieved 10% increase in international visitor arrivals (528,653) and implemented plans targeting Japan, Afro-American, and Scandinavian markets designed to attract 1 million visitor arrivals in 2007 and forecast a US\$ 1.5 billion visitors' receipts (World Tourism Organisation 2005). In 2002, visitor arrivals to the country were 497,129, which increased to 683,819 in 2003 (Ghana Tourist Board 2005). As at 2005, the estimated annual growth rate of visitors' activities in the country was 12-19 percent 428,533 visitor arrivals (Ministry of Tourism 2006). The country receives international arrivals, particularly from the United States, who are predominantly Black Americans in search of their roots. Additionally, visitors continue to be attracted to various activities such as cultural festivities particularly during the months of July-September (GHATOF 2007). Table 2.5 shows international visitor arrivals to the country in 2005.

Table 2.5: Visitor Arrivals to Ghana in 2005

Arrival by Region		
Regions	Arrival	Percentages
Africa	188,470	44
Asia/Pacific	32,070	7
Europe	135,634	32
United States of America	72,359	17
Total	428,533	100

Source: Ghana Tourist Board (2006)

Also, in the sub-region, there have been increases in visits from neighbouring countries Nigeria, Togo, and Cote d'Ivoire (Ghana Tourist Board 2007), as Figure 2.6 shows,

**Figure 2.6: International Arrivals from West African Countries to Ghana**

Source: Ghana Tourist Board (2007)

It can be seen in Figure 2.6 that among the neighbouring countries, Nigerians are the major visitors to the country, mostly as leisure/business visitors: (51,147 in 1999-72,857 in 2003), followed by Cote d'Ivoire (17,916 in 1999- 25,521 in 2003), and Togo (11,152 in 1999-15,886 in 2003) (Ghana Tourist Board 2007). The overall figure for visitor arrivals in 2005 stood at 421,799 (Ministry of Tourism 2006); the breakdown of the data is illustrated in Table 2.6, which shows that Ghanaians returning to visit home and other international visitors visiting friends and relatives (VFR) constitute the majority of the visitor arrivals (Ghana Tourist Board 2007).

Table 2.6: Purpose of Visitor Arrivals in Ghana (2005)

Purpose	Frequency	Percentage
Visiting friends and relatives	110,866	26
Holiday	100,095	24
Business	92,337	22
Transit	48,260	11
Conferences	37,314	9
Studies	28,727	7
Medical	4,200	1
Total	421,799	100

Source: Ministry of Tourism (2006)

The Ministry of Tourism and Ghana Tourist Board jointly monitor and publish activities regarding tourism trends in the country and have recently responded to the demands of domestic tourism, which had historically been at a very low level (GHATOF 2007). Generally, the evolution of tourism has not progressed due to the lack of education by educational institutions and the Ministry of Tourism as well as from the neglect and the limited capability of making most of the attractions functional (Adu-Febiri 1994). Lately, the situation is being addressed by the Ministry of Tourism and the Ghana Tourist Board through educational programmes, involving the media, for example showing clips on visitor attractions, advertisements and promotions on the television, radio and newsprint (Ghana Tourist Board 2007); aimed at creating awareness among the populace (GHATOF).

2.3.2 Government of Ghana's Involvement in Tourism

The government is directly involved in the development of visitor attractions in Ghana and has set up a Ministry to oversee the affairs of tourism (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). This ministry is responsible for the formulation of policies that govern visitor activities in the country (Ministry of Tourism 2006). Working hand in hand with the Ministry of Tourism is the Visitor Board. The main duty of this board is the implementation of policy of the government to promote sustainable tourism through ecotourism, leisure tourism, and flora tourism (Ministry of Tourism 2006).

Ghana has completed a \$77 million refurbishment of Kotoka International Airport, which opens more avenues for visitor arrivals (GHATOF 2007). The development of visitor facilities has affected the transport and communications sectors which are undergoing major construction works; for example, on the trunk roads linking Accra to Kumasi, Sunyani- Kintampo road, and have linkages to the Cape Coast (GHATOF 2007). In addition, the government of Ghana in 2007 waived tax on imports for tourism related goods entering the country for developing visitor facilities at the attractions (Ghana Tourist Board 2007). Funding was equally available for domestic investors into tourism projects to encourage prospective individuals to develop visitor attractions located in their regions (Ghana Tourist Board 2007).

2.3.3 Development of Visitor Attractions

2.3.3.1 Classification

An important factor, which influences an individual's decision to visit a particular destination, is the perceived 'attraction' of the place. According to Vaughan and Edwards (1999), this overall attraction, is comprised of numerous variables as many destination image studies have shown (Pike 2002; Echtner and Ritchie 2003). Among these are the presences of specific visitor attractions, some of which may be on a destination's natural or cultural heritage, whilst others may be purpose-built contemporary visitor attractions, such as museums (Swarbrooke 2002). Classification of attractions is according to the type of ongoing development in different dimensions such as ownership, capacity and market, or catchments area permanency type (Swarbrooke 2002; Fyall et al 2003). Attractions can involve any aspect or description that encourages people to visit (Leiper 2004).

They continue to be the source of motivation for travel around the world gaining them descriptions such as the motivators or pull factors to many places of interest and pleasure where people visit or destinations for visitors' excursion (Lew 1987; Gartner 1996). Additionally, they serve as a map for visitors' various intangible experiences (Ondimu 2002; Swarbrooke 2002); as the fundamental sub-elements in the entire tourism systems (Leiper 1990; Richards 2002); and the source of golden locations (Holden 2000; GHATOF 2007).

From the view of Fyall et al (2003) attractions equally motivate international visitors to interact with the domestic host residents of a place and are perceived as the 'raison d'être' for both local and regional markets (Page et al 2001 p.117). Cooper et al (2005) similarly consider attractions as fundamental to the tourism product and offer the only significant reason for trips.

Leiper (2004) suggests that these attractions facilitate visits, but not in the same way as a number of them involve high visitor arrivals and others have limited number of arrivals. This is because authors consider attractions as a form of education and satisfaction for consumers, and identified to offer employment and generate income for a country (Vitterso et al 2000; Fyall et al 2001; Austin 2002).

In view of the variability of visitor attractions, developing projects are not to attract visitors and therefore do not attract payment but have a free entry system (Leask 2003). The attractions have classes according to what they serve as is illustrated in Figure 2.7,

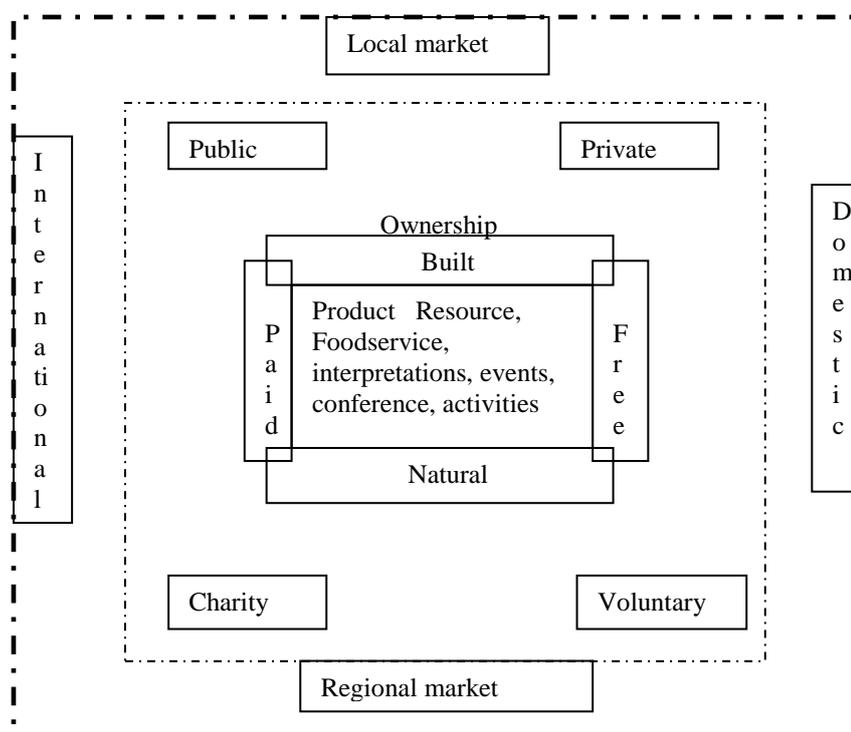


Figure 2.7: Classification of Visitor Attractions

Source: Adapted from Leask (2003)

Swarbrooke (2002) considers, attractions are diverse and of many forms and are viewed as numerous, geographically fragmented, and serving various purposes. As noted above the diversity of attractions forms the core of the visits undertaken at a destination (Leiper 2004). Attractions considered by individuals may include the sunny beaches on the south coast of England, cities such as in France, wildlife and waterfalls in Africa. In addition, paintings and art works in galleries, museums, landscapes, gardens, local cuisine, ancient buildings and monuments of famous historical figures that either individually or collectively offer the required environment to satisfy the diverse demands of people (Gunn 1977; Leiper 2004).

However, to achieve the level of satisfaction required to enhance such golden locations, the collaboration of the public and private sectors, as observed in developed countries, is very important in order to develop and manage either visitors' attraction in a sustainable way, through voluntary or charity organisations (Shackley 2001).

2.3.3.2 Development of Visitor Attractions in Ghana

According to the literature, development is a complex process, which exists within an influence of economic and non-economic factors, like beliefs, habits of thought, customs and institutions, which play an important role in growth (Singh 1999). It also implies the prospective control of an opportunity available for desired changes at a particular time within a location. Words such as evolution, expansion, increase, improvement, spread and progress, give meaning to the term (Oxford Dictionary 2002). The use of these words would suggest that developing visitor attractions is not static but goes through a series of stages, as defined by Butler (1980), in order to attain the maximum level of satisfaction pertaining to the particular location as a means to improve upon the environment, socio-cultural values and the economic factor.

A case in point is the Ghanaian visitor attractions, which have gone through the exploratory stage of Butler's model (Figure 2.1) because they have identified and named according to their characteristics (Leiper 2004). The second stage of involvement, which deals with the market segmentation of visitors, could argue as established although the industry tends to keep these data as confidential, making it difficult to access information regarding visitor arrivals (Torgbuiga 2003).

This research's interest is in the development stage because the on-going visitor activities suggest that Ghanaian visitor attractions are not fully developed. They require more projects towards the provision of visitor facilities, such as foodservice, in order to attain the next stage where visitor numbers would change to consolidate tourism in the country. The process of developing attractions is therefore influenced by the prevailing natural and cultural-heritage context as these largely determine the resources available for the research area's tourism industry (WTO 2001); what may be available and viable in Canada may not necessarily be applicable in Ghana.

It is, however, noteworthy that a number of studies have focused on the development of visitor attractions in various countries (Adu-Febiri 1994; Leask and Yeoman 1999; Christie 2002; Shackley 2002; Swarbrooke 2002; Fyall et al 2002). In this view, different developing strategies are considered as a requirement for the diversity of attractions to satisfy visitors (Fyall et al 2003). However, in the Ghanaian context, very little is known about the situation regarding the concept of sustainable development. Authors consider that while using these natural, socio-cultural resources sustainably, it is equally important to promote long-term business to encourage the local community to contribute their customs and lifestyles (Ministry of Tourism/United Nations Development Programme/World Tourism Organisation 1996; WTO 2001). Although sustainable development implies maintaining quality of the environment while maximising the economic benefits, in the Ghanaian areas of eco-tourism there is often a conflict between allowing total access to visitors and providing them with all the facilities they desire, in addition to conserving the landscape, plants and animals of the area (United Nations Environment Programme (UNEP) 2002).

The argument is that visitor arrivals have lately seen a shift from travelling for leisure and pleasure to travelling to sites with natural resources and experiences (WTO 2000; UNEP 2002). Today's visitors demand contact with elements of, or within the environs of, a site such as the Kumasi Cultural Centre that has a link with the past and exert a lasting impression on the visitor (Shackley 1996).

The increasing interests of visitors have therefore promoted the restoration and regeneration of monuments and the preservation of cultural/heritage attractions in Ghana (Lickorish 1991; Page et al 2001; Cooper et al 2005).

In acknowledging that increases in visitor arrivals continue to exert massive pressure on the attraction and cause conflicts such as congestion; destruction of resources, and environmental pollution (National Planning Forum 1998), this situation is not prevalent in the research area. However, it is essential to adapt current strategies that would enhance the preservation of these natural-cultural-heritage resources.

The one way identified as best practice of resolving these depletions is through embracing the principles, formulated to guide the management of visitor attractions. This is because while supporting a healthy environment within an economically sound local community, it is useful to protect and endorse human values and needs through these principles (Ministry of Tourism/United Nations Development Programme (UNDP) /World Tourism Organisation (WTO) 1996). The recent calls for sustainability to manage and conserve the present resources for the future generation therefore cannot be ignored (UNWTO 2008). This is because, the development of attractions require planning and management issues that would offset negative impacts and promote diverse golden locations for visitors (UNEP/WTO 2005).

2.3.4 Principles of Managing Visitor Attractions

The literature discusses the impacts of visitors' activities extensively, particularly, on the environment as well as the socio-cultural and economic aspects of a destination (Fyall and Garrod 1998; Forsyth 1997; McCool and Lime 2001; Swarbrooke 2002; Roberts and Tribe 2005).

Achieving sustainable development is now the underlying principle for all types of tourism but in particular, nature-based, cultural and heritage attractions of the research location (Holden 2000; WTO 2001; UNEP 2002). In order to achieve the sustainable development of the multifaceted nature of Ghanaian tourism that depends on intricate visitor attractions and consumer movements, the concept offers opportunity for companies, such as the foodservice sector, and regulators to develop modern and creative techniques (Forsyth 1997).

The literature states that ensuring equity in attraction development mainly depends on enhancing productive visitor activities to benefit both providers and the local community (Brown et al 1997; Fyall et al 2001; Leslie 2007). The sustainable development approach implies the conservation of visitor resources for an indefinite future as well as present use, with the emphasis on the preservation of the natural assets that support tourism more than promoting it for economic gains (Ministry of Tourism/UNDP /WTO 1996; Harris et al 2002).

This is because the Ghanaian tourism development is interested in management issues that preserve the attractions for visitors' good ambience more than allowing for mass tourism (Ministry of Tourism/UNDP /WTO 1996). In this discourse, when cultural uniqueness is protected alongside the preservation of the environment, including the social population, the business field such as foodservice sector could grow to generate economic impacts (McMinn 1997; Christie 2002; Smith and Kelly 2006). In turn, the management of visitors' activities are possibly through foodservice operations potency to offset the considerable impact within the environment, socio-cultural and economic attributes (Batra 2006).

It is argued that the sustainable development through environmental regulation and the adaptation of well defined policies have potential to preserve the attractions from the activities of the increasing potential visitor arrivals worldwide (Harris et al 2002), and at the same time allow the foodservice sector to continue (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). The sustainable development therefore achieved through five identified management principles (National Management Planning (NMP) 2005):

- Sustain and conserve the Outstanding Universal Value of the site's geology and landscape for future generations
- Sustain and conserve the ecological, intangible heritage and cultural heritage values of the site
- Deliver tangible, socio-economic benefits for local communities through the management and promotion of the site

- Maintain an appropriate setting and “sense of place” for the site
- Deliver and maintain an excellent and sustainable visitor experience at the site.

All these aspects of sustainable development principles are of interest to this research because adhering to the principles of sustainability and utilising them forms a basis for the growth and management scheme of Ghanaian visitors’ attractions, which is achievable through knowledge about both local and global issues relating to tourism. The principles outlined for managing visitor’s attractions satisfy not only the natural and physical environment but also the economic, socio-cultural values of local communities and individuals within the different locations (Swarbrooke 2002).

2.3.4.1 Environmental Factors

The environment consists of the natural, built and cultural aspects of the atmosphere of destinations, which includes the air, water, flora and fauna, soil, natural, landscape and climate, buildings, infrastructure, parks, values, beliefs, arts and history (Batta 2000). The Ghanaian environment offers natural resources exemplified by landscapes, flora and fauna, identified as potentials for sustainable development in order to make them accessible to visitors more than the built facilities (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996).

Considering the environment, various authors have confirmed it as a source of income and, at the same time, a channel for the degradation of resources (Lerner and Haber 2000; McCool and Lime 2001; Tosun 2002; Androitis and Vaughan 2003). Other authors have similarly acknowledged the tourism environment as a wealth of resources grouped under cultural, heritage, and natural attractions that require sustainable development (Christie 2002; Fyall et al 2003); UNEP/WTO 2005).

However, for an attraction to achieve the ‘Outstanding Universal Value’, implies its ability to exhibit exceptional natural or quality attractiveness. Although Ghanaian visitor attractions have unique features that differentiate one from the other (Ghana News Agency 2009), the tourism industry has not met the target for visitor arrivals to confirm that the resources are rich sources of revenue (Ghana Tourist Board 2005).

The characteristics of the attractions, therefore, require a sustainable development policy to conserve the environment to a standard that will benefit both current and future consumers. This offers them the protection against stagnation and decline stages of their development (Batta 2000), so that they could be developed and managed to provide the basis for attracting visitors from core markets such as African – South Africa, and Zimbabwe; Regional – Cote d'Ivoire, Togo, Benin, Burkina Faso, and Nigeria; domestic – residents in different regions. And also, international – USA, UK, Germany, Italy, Scandinavian countries and Canada (Torgbuiga 2003; Leiper 2004; UNESCO 2004; Ghana Tourist Board 2005).

The literature asserts that the kind of environment pertaining to the location often determines the different activities; for example, Ghanaian resources are naturally designed for surfing, hiking, and paragliding, swimming and fishing activities for visitors to engage (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996). However this is not often experienced because the management aspect is limited and thereby renders development static (Adu-Febiri 1994; Ghana Tourist Board 2007). This limitation of management strategy is critical at the sixteen national parks, where only two have well documented management plans in place (GHATOF 2007).

In the absence of a well-defined management strategy, that sets standards to meet visitors' expectations, the attraction becomes a liability rather than a source of recreation (Christie 2002). This means that developers of these visitor attractions have to access enough funding through other means or facilities such as developing authentic foodservice outlets along attractions to prevent the environment from being destroyed/depleted (Christie 2002). Thus when authentic foodservice operations are absent at visitor attraction, it poses the challenge of sourcing adequate funding to sustain these resources in Ghana. This reflects at some visitor attractions such as the zoos, which, faces extinction as they continue to deteriorate.

At this point, it is necessary to revisit the literature, where the environment constitutes that core of the visitor product and therefore its maintenance is very important from the point of view of its continued existence (Wanhill 2008).

This assertion is visible in various locations within the country, particularly the cultural-heritage attractions, where both domestic and international visitors are lately concerned with the sustainable issues because it assists in making the environment friendly (Swarbrooke 2002). The literature further suggests that increases in tourism development often pollute the environment through noise and air, traffic congestion, and environmental degradation (Andriotis 2005). Such degradations show in the transport sector, because most of their operations contribute to varying health hazards within the environment (Holden 2000).

The transport sector normally requires vast areas for parking vehicles and buildings for administrative schedules; this increase noise pollution and gas emissions (Page et al 2001). This practice of the service sectors exerts pressure on most attractions as they erect inappropriate structures to satisfy the demands of visitors (UNEP 2002). Although it is difficult, guarding against such environmental impacts there is the possibility to manage space and protect the habitat from depletion by putting up small structures for airports and car parks (Page et al 2001; Andriotis 2005).

The plan to set up authentic foodservice outlets to support visitors' attractions development, require principles of sustainable development to ensure the proper structures at visitor attractions within proper management policies in order to forestall building facilities indiscriminately within the space that could be used for other activities such as game spots for the youth (Page et al 2001). This is because if the principles are not in place at this level of attractions development, it would create problems at its critical range of capacity where the need to remove such structures often creates conflict with the local people whose survival comes to depend on these small ad hoc businesses (International Council for Local Environmental Initiatives (ICLEI) 1999).

To recall, the level of visitor activities in the research area has not reached the extensive use of facilities such as the transportation sectors and foodservice. Nevertheless, it is useful to allocate space and develop such facilities in order to manage them effectively for visitor activities before things get out of control (Leiper 2004).

This initial development is critical to organise at the attractions because management plans have been underway since the inception of tourism in the country but it cannot be as adequate because of the minimal visitor arrivals (Ministry of Tourism 2006; United Nations Development Programme (UNDP) 2008). Arguably, the physical damage to the environment resulting through the various ways of visitors' activities is prominent in the countryside more than the urban areas (Page et al (2001). This is because most of the natural-cultural-heritage assets are often located within rural environs, but in Ghanaian tourism, these resources are located in most regional capitals, just as in the rural cities. The most identified impact is, however, on endangered species, which are often anxious and scarred by the activities of visitors at some of the sanctuaries and wildlife attractions (Page et al 2001).

Similarly, vegetation is often trampled upon during traffic, particularly at the nature based attractions in the country, whilst a section of visitors carry away species or artefacts, particularly the shells along the coastal areas, and the bark of trees at the gardens which are considered as useful for medicinal purposes (GHATOF 2007), but unintentionally cause damage (UNEP 2002; Misuirra 2006).

Litter, smoking, and water pollution, as well as economic activities, equally contribute to negative acts such as bush fires from which the environment needs protection through policy and regulation (Page et al 2001). This is because in most parts of Ghana, residents are not very conscious about the preservation of the natural resources. They perceive such acts as a means of financial support for individuals and families, which contribute to the gap between the public and private sectors, because it reaches a point where nobody is responsible for implementing or supervising regulations (GHATOF 2007).

The implication is that every tourism environment has to some extent an aspect which requires sustainable development, be it economic, environment or cultural (UNEP/WTO 2005; Cooper et al 2005). The reason being that, the socio cultural values of the people are within an environment (Andriotis 2005), which often influences the golden locations. This is because; visitors' economic and socio-cultural values often influence their activities at attractions that destroy valuable resources. Conversely, failure in adequately addressing such acts tends to exerts pressure on managers of attractions to create a balance to preserve rather than destroy resources (Swarbrooke

2002). In this viewpoint, a proposed way to manage the ‘effects of tourism on the environment demand that the polluter is made to pay for such damages through fees collected at attractions (Cooper et al 2005 p. 373). This is necessary in the Ghanaian visitor attractions if sustainable development of the environment is achievable because most of the attractions such as the cultural sites are currently ‘free entry’ and not paid for (Ministry of Tourism 2006).

This discourse therefore supports the government’s decision to enforce a policy that seeks to protect the attractions from mass tourism at all the locations (Page et al 2001; Ghana Tourist Board 2006). As the literature suggests, strict adherence and enforcement of legal actions are streamlined at most attractions, to protect the natural environment from destructive acts (Lickorish 1991; Lickorish and Jenkins 1997; Christie 2002). In addition, for an effective socio-cultural and economic balance within the Ghanaian environment, the conscientious strategy of management and controlled planning, education, and training impacts are beneficial for both domestic and international visitor at visitor attractions. This is necessary to ensure that the development of attractions in the country enhance a quality environment that stand to benefit both visitors and the community through socio-cultural changes (Holden 2000).

2.3.4.2 Socio-cultural Factors

According to Mullins (2005), culture is the inter-linked activities that define the entirety of a community’s livelihood, norms, values, and practices. Page et al (2001) also suggest that tourism socially inclines and defines the interactions of people with locations and individuals.

Barke and Newton (1995) assert that the institution of cultural monuments, artefacts and festivals when restored provides fascinating experiences for visitors. While maintaining and safeguarding the intangible cultural heritage values of destinations, the links of culture and tourism by authors, has equally received increasing attention of policy makers to devise management strategies towards preserving these assets from excessive use by the visiting public (Robinson and Picard 2006).

This is because, the tangible and intangible experiences derived from culture-heritage exhibitions of historical ornaments and artefacts (Lickorish 1991); festivals, display and performances often attract numerous visitors to attractions (Robinson and Picard 2006).

In Ghanaian tourism, participation in celebrations organised by tourism developers, tend to educate visitors on the sustainable development approach such as Aboakyer festival (used to educate citizens on the sacredness of wildlife and the usefulness of protecting the environment from depletion). These occasions place emphasis on the aspects of socio-cultural attributes, which, in most situations, act as attractions and sustained for golden locations required by visitors (Ryan 2003). The offer of golden locations through socialising visitors are normally found in the interaction among the host community at visitor attractions that tend to move beyond tourism when the cultural ways of life such as the eating patterns, languages spoken, and kinds of clothing are shared (Robinson and Picard 2006). These cultural values have their meanings expressed in artefacts displayed at attractions as sources of education for visitors (GHATOF 2007), but not in isolation as they interact with the natural areas of the attractions to satisfy the demand of visitors (Gobster 2002).

At the same time, the appeal of the significance of such resources is lost through its inability to offer real meanings into the cultural-heritage attractions and practices within the location to assist in satisfying the visiting public (Barke and Newton 1995). In the Ghanaian context, the cultural attractions are highly developed because of the country's rich cultural resource base found in the meanings brought into the different ethnic communities, by the celebration of festivals, way of living, artefacts and foods, which attract particularly domestic visitors (Torgbuiga 2003).

Conversely, the people of Ghana are not involved in the planning and implementation of developing the attractions (GHATOF 2007). This does not match the socio-cultural aspects of sustainable development, which encourages the interaction among domestic and international visitors as a means of learning the culture of the country (Torgbuiga 2003). The effect is a gap in the participation of community members in developing suitable facilities that could enhance the growth at the attractions in the regions (GHATOF 2007). Another effect is on the low level of sharing in the economic gains from the tourism activities in the community.

On the contrary, management strategies incorporate ways that enhance participation of community members to understand better, the value of both domestic and international visitors (Page et al 2001). This is beneficial to the research area because through this conservation of the available cultural values are enhanced for the future in order to forestall adulteration (Ghana Tourist Board 2005). Ghana demarcates areas purposely as visitor attractions for economic benefits, because they have socio-cultural assets desired and acknowledged by visitors. However, the pressures and problems arising from misunderstandings often create tensions and problems among visitors of different cultures (Robinson and Picard 2006).

The reason being that, in most cases visitors are insensitive to the local traditions and values which tend to impact upon the local community in a negative more than the positive way at the locations (Rowe et al 2002). In this light, the socio-cultural values are susceptible to changes in both fashion and taste since visitors arrive at attractions with their own cultures and infiltrate into that of the community.

The negative impact is twofold; on one hand, overcrowding affects the local community because they share their few resources with the visitors, and on the other hand, visitors do not get full satisfaction from the attitude of local residents, which affects re-visits, to the location (Batta 2000). This suggests that the more popular a destination becomes, the impact equally gets greater through high visitor arrivals and activities. This situation therefore requires the application of sustainable principles in order to preserve the local cultural values (Page et al 2001).

This is because although Ghanaian attractions have not yet experienced high traffic, the numbers that continue to arrive at the rural locations (Ghana Tourist Board 2007) affects the community. The most affected groups are the youth and elite because they normally associate more with visitors (Rowe et al 2002); their inclination towards building ties with the diversity of visitors, often lead to the progression of facilities such as youth camps, exchange programmes and enhanced knowledge about cultures.

At the same time, this interaction tends to weaken the host community's traditions and beliefs as the host community adopt unsustainable practices such as code of dressing and language, which could lead to a loss of the original demand of the location (Rowe et al 2002). According to Butlers' model for development, this is often the stage of stagnation, where the growth in visitor arrivals affects the carrying capacity of the attraction and consequently leads to the depletion of resources such as the location cultural values and after that, visitors drift off to search for other 'unspoiled' locations (Batta 2000; (UNESCO 2004). Conversely, as mentioned earlier, visitor activities have not reached this stage in Ghana, as attempts are in place to consolidate visitor attractions.

The literature argues that the benefits of such interactions are achieved when conflicts that occur through cultural misunderstandings and mix-communications are resolved through an encounter with for instance, the food on the menu and language of the server at different locations (Robinson and Picard 2006). In the foregoing, it is useful to apply management principles through the provision of foodservice in order to prevent such situations at the research setting.

Lately, the sustainable development of socio-cultural factors have served as a means through which the diversity of culture, experienced at different visitor attractions, is enhanced by the involvement of the local community in activities (Barke and Newton 1995). These activities, such as the orchestra group at Kakum Park, are frequently organised to foster relationships and or partnerships without compromising deeply held values at the attractions, the pride in the community's social life, culture, and artefacts as well as the conservation of historical ornaments and heritage (Rowe et al 2002).

This kind of relationship/partnership assists in creating awareness of sustainable developments through education and voluntary programmes, which provide models for other areas in the country to emulate (WTO 2001). In most cases, through the preservation of cultural/heritage values, many visitor attractions are promoted leading to an increase in arrivals and economic gains to sustain the environment (Ryan 2003). Thus, given the right environment at the location the sustenance of cultural values could go a long way to benefit both visitors and the community (WTO 2001).

At the same time, the host community is often apprehensive about the increase in visitor arrivals and the use of the facilities provided at the attractions (Lerner and Haber 2000; Swarbrooke 2002). This is because increases in arrivals at visitor attractions means a shift in job preferences; locals tend to engage in tourism employment at the expense of community sustained ones, such as farming, which eventually affects food production and other areas of their lives (Lickorish 1991). Equally, the defined household chores tend to affect the youth, particularly the girls who undergo training as domestic carers, to get employment within the tourism industry. Additionally, production of artefacts and travel-related items may take place within conditions that may not promote the sustainable development in communities (WTO 2001).

The community also perceives visitors as encroaching on their livelihood, especially when areas are developed as attractions for the use of visitors (Swarbrooke 2002) and the host community is excluded in the activities (WTO 2001).

Mostly, the development of attractions increases pollution of the environment caused by visitors at destinations who engage in different activities that require management policy to address them towards positive economic impacts (WTO 2001). Such trends tend to enhance the tourism experience and at the same time seek to achieve an equitable share in the economic benefits of tourism (World Tourism Organisation 2001).

2.3.4.3 Economic Factors

The literature suggests that the increasing tourism receipts have been the driving force behind most countries' development of visitor attractions, as indicated as US\$ 944 for 2008 (UNWTO 2009). The interaction of visitors and the local community through a wide range of economic activities at visitor attractions often increase revenue through taxes collected at airport, accommodation, and foodservices. This is because the principle economic concern is to deliver tangible socio-economic benefits for the locality through the management and promotion of visitor attractions (NMP 1998).

The existing literature argues that meeting the needs of today's visitors and host communities is one of the necessary dimensions of sustainable development in order to protect and enhance the attraction for the future as part of a national economic resource (Andereck and Vogt 2000; Binns and Etienne 2002; Sirakaya et al 2002; Saarinen 2003; NMP 2005). It observes that economic growth in a way offers solutions to the degradation caused to the physical and cultural-heritage dimensions (Taylor et al 2005).

In recent years, however, particularly in developed countries, this pre-occupation with growth is not too popular, because it is considered that growth should be as a means of promoting development rather than as an end to itself (Singh 1999). A growing economy, therefore, is one of the goals of economic policy in practically all countries, rich and poor. From the point of the economic cost and benefit, the development of international tourism is often perceived as a foreign exchange earner both as absolute value and as growth in developing countries such as Ghana, for the government and individuals (Swarbrooke 2002).

The literature argues that the industry is similar to the export of goods because countries obtain foreign currencies when visitors consume goods and services at attractions and other parts of the destination, which equates to potential export materials (Rowe et al 2002). In the Ghanaian tourism activities, different goods such as traditional clothing and sandals, jewellery, art works and pictures, different games, as well as Shea butter, sells at every attraction to generate income for both the public and private sectors (Ghana Tourist Board 2006). Tourism therefore claims the third largest industry in the country after cash crops such as cocoa (Torgbuiga 2003).

The sustainable aspect of economic factors in developing visitor attractions is therefore crucial because the job opportunities and subsidies for the local community at the location require management to prevent inadequacies in wages/salaries given to staff and individuals (Rowe et al 2002). However, with the creation of new jobs such as selling artefacts and developed foodservice at visitor attraction, the impact to increase the wealth of the country and individuals, suggests that the economic growth and environmental issues should not be addressed separately (Barrow 2006).

This is because maintaining the bio-diversity located in the natural, social and cultural diversity in Ghana creates long-term sustainable tourism through a resilient financial base for the foodservice sector, which normally contributes to the quality of visitor attractions (UNEP 2002). Similarly, the impact on other further economic base projects such as shopping malls at the attraction supports the sustainable development of visitor attractions within locations (Taylor et al 2005). It is therefore beneficial for the Ghanaian tourism industry to adopt and acknowledge sustainable development as the best practice by managers at visitor attractions to promote acceptable conservation and the development of higher quality tourism products in addition to good relationships with the local community (Benckendorff and Pearce 2003). This is because categories of attractions shape and continue to reform its own product regarding the community and economic resources to offer golden locations (Pearce 2005).

At the same time, Briedenham and Wickens (2004) argue that the nature of the development of attractions, often poses the economic factor as a challenge for both government and private sectors in most countries as exemplified in Ghana. In some instances management and preservation, expenditure particularly on bio-diversity resources at the National Parks and Sanctuaries often outweigh the revenue generated. The expenditure incurred on infrastructure in most cases also benefits the international community who patronise these assets more than the local community does, but some of the roads leading to attractions are not road worthy due to inadequate finances (GHATOF 2007). This situation has adverse impacts on visitor arrivals particularly to the Northern section of the country because it takes over 10 hours to get to the closest attraction.

In East Africa, the Safari attraction in Kenya which attracts a higher cost but has a low activity capacity, is associated with 'higher per capita expenditure but smaller multiplier' compared to beach attractions (Batta 2000 p.56). This is because the ability of the attraction, particularly natural, cultural, and heritage aspects which require management strategies to generate corresponding revenue, is often difficult to calculate.

In this view, Cooper et al (2005) suggest the need for a break-even strategy for sales and management costs by considering the location and ownership of the attraction. Alongside, Taylor et al (2005) consider the use of revenues accrued from visitor activities to generate more income to offset the negative economic issues on the attraction. This is as beneficial because the sustainable development of other economic facilities such as the foodservice sector is a possible way of maintaining visitor attractions in an economically sound manner (Maestro et al 2007). However, it is important to note that quite often the lack of expertise among the local community enhances the employment of international investors in management positions, which leaves only the menial jobs for the community members and thus prevents most of them from getting involved in businesses set up at the attractions out of social concerns (Batta 2000). Therefore, the socio-cultural sustainable development is necessary to ensure equal sharing of benefits accrued from the environment to encourage the participation of the community to enrich visitors' experience (Misuiria 2006). Arguably, it is useful to undertake a series of research projects such as on-going monitoring by the industry in order to use effective data collection analysis to help solve problems and to bring socio-economic benefits to locations, the industry, visitors and the local community (UNEP 2002). Figure 2.8 shows sustainable relationship of Environment-Socio-cultural-Economic at visitor attractions.

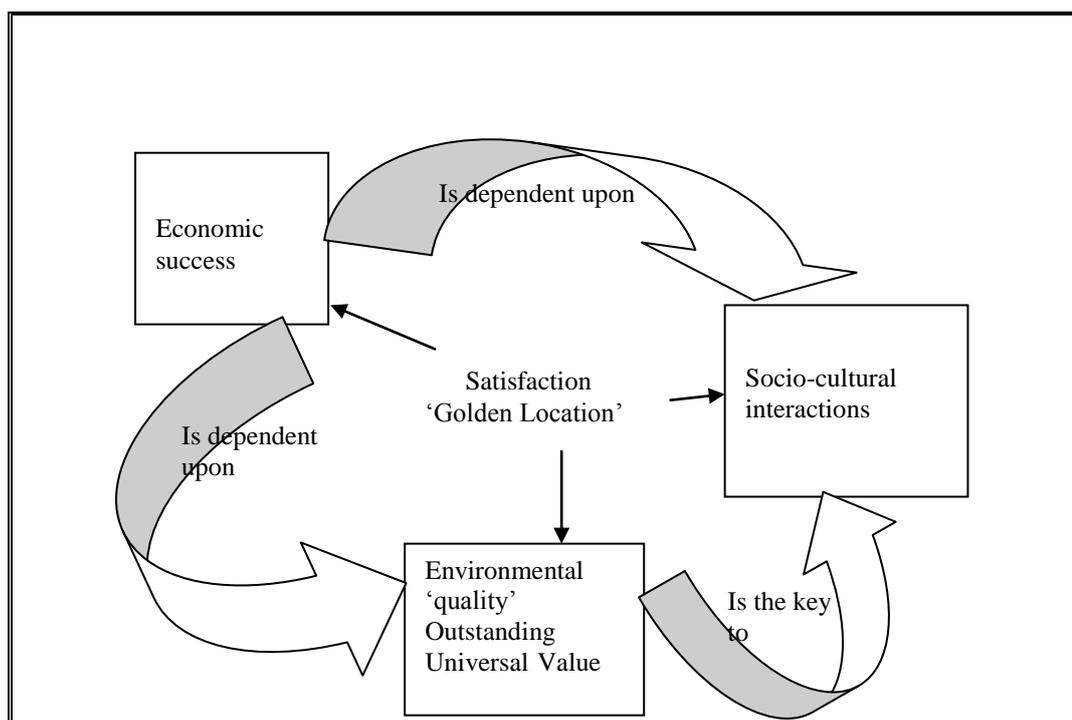


Figure: 2.8 The relationship between the natural environment, economy and socio-cultural, in creating a 'golden location'.

Source: Adapted from: Holden (2000)

The model at Figure 2.8 suggests that sustainable development is an interaction between the environment, socio-cultural and economic factors, as a strategy to improve upon the well-being of societies, particularly within a location. The research considers the aspect whereby the approach illustrates that when meeting visitor's needs an important aspect is their satisfaction with the resource, which creates the anticipated golden location. The after effect may be generating revenue across the environment to build socio-cultural ties, which in turn yields economic dividends. Figure 2.8 emphasises that the environment, including both its cultural and physical resources such as the foodservice, is the key to satisfying the needs of the visitors and building long-term economic prosperity for the location.

It is, therefore, in the interest of the community of the destination to ensure that the setting remains well preserved and that they provide control of the environment through the provision of authentic foodservice outlets (Holden 2000). Applying the principle of maintaining a setting and 'sense of place' (golden location) for visitors, however, require enforcing some stringent measures in order to preserve the visitor resources in demand for visitors' experiences. Significantly, foodservice can play a role in the conservation of the environment by giving it an 'economic value' through the revenues of increased visits. Given that development decisions depends upon a sound economic basis, the revenues from foodservice operators can help to protect habitats. Once a destination achieves the golden location, visitors tend to enjoy the search for experiences. This is because the concept, over time, has been one basic motivation for the majority of visitors' travel, to seek experiences that are not attainable in their origin countries (Holden 2000). It suggests that the environment often offers tourism resources such as the aesthetic view of the location plus other facilities exemplified by foodservice operations, which visitors desire at destinations because they possess the potential to create golden locations (Page et al 2001).

Furthermore, the foodservice sector has the additional potential of creating or enhancing the aesthetic nature of the location through its settings. Although visitors search for rewarding experiences means looking for appropriate attractions or a personal experience of the 'nuclear element' (Leiper 1990 p. 371), it is argued that the nuclear element could either be the physical attraction or an additional facility such as foodservice that tends to appeal to visitors search for experience. The demand for the experience of a new culture, the physical aspect, activities and foodservice products has the potency to encourage the development of traditional elements within the environs of a location (Poon 1993). It is acknowledged that the development of visitor attractions more often than not draw attention to the maintenance of a 'good quality' environment in a destination through the offer of foodservice in order to sustain the experiences and create a golden location as demanded by visitors (Holden 2000). This is useful for the research area where people tend to engage in unsustainable acts such as, picking seashells, snails and plants, as well as the incorrect disposal of litter, and bush fires caused from hunting that deplete the natural resources (GHATOF 2007).

Using foodservice outlets could shift attention from these unsustainable acts to picking food products or ingredients, or even trying to make sense of recipes through a possible demonstration food laboratory. On the other hand, management issues at the attraction coupled with customer care, and the style of foodservice provision could affect visitors' experiences positively or negatively (Page and Connell 2006). Similarly, the literature suggests that the quality of the golden location could be affected by the design of the physical environment exemplified by Ghanaian attractions' lack of signposts, and places for relaxation or available seating areas (Page and Connell 2006). Generally before embarking on trips individual visitors tend to have preconceived ideas or expectations about the proposed destination, which affects a range of factors such as the flight, bookings for accommodation and disappointment with interactions with other visitors as well as the local community and the offer of food (Page and Connell 2006). The visitor may be satisfied with the experience at the physical environment, but the absence or limited supply of other supporting facilities such as foodservice outlets could mar the entire experience. Figure 2.9 illustrates examples of factors that either promote or hinder experiences in order to attain the golden location.

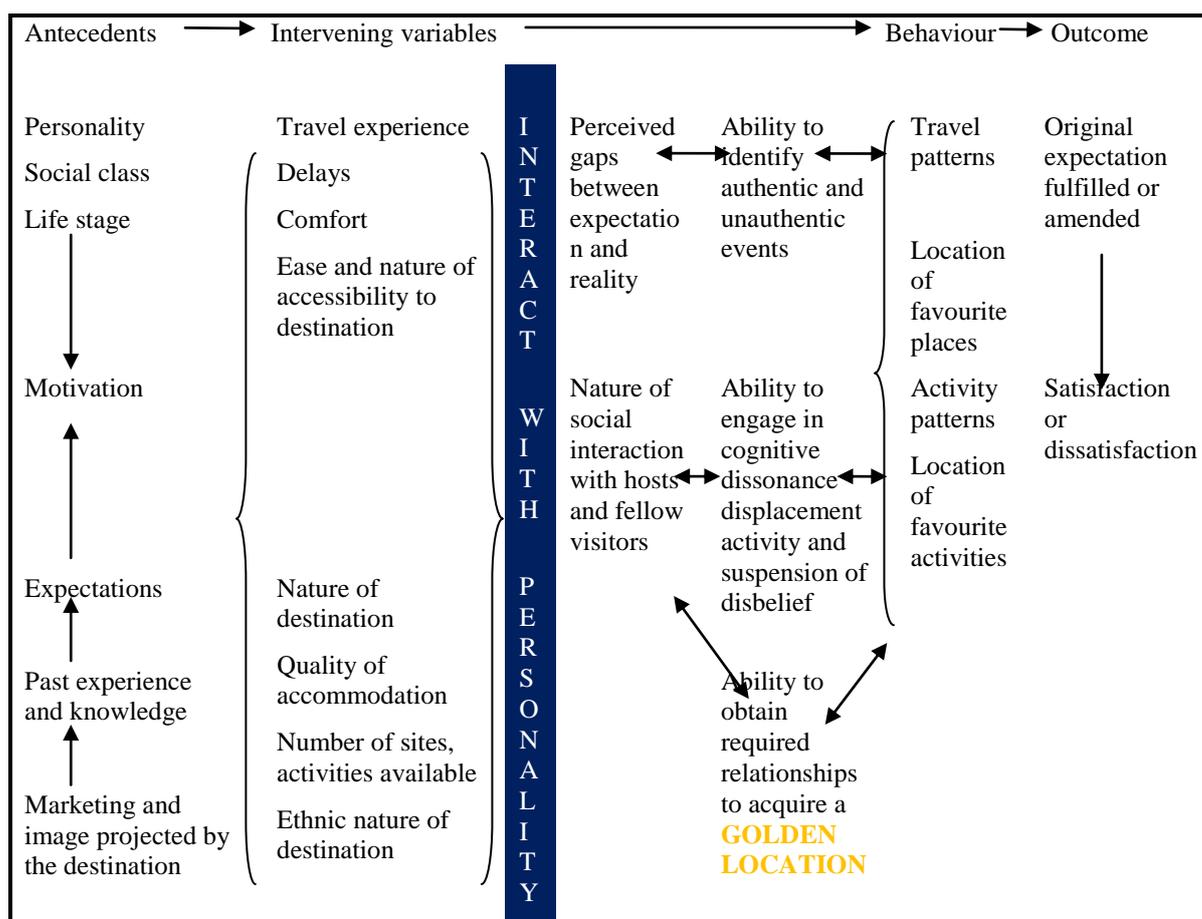


Figure 2.9: The link between expectation and satisfaction

Source: Ryan (2002)

As shown in Figure 2.9, managing the visitors’ golden location from meeting their expectations and offering them unique and memorable experiences to satisfying their demands is an important part of the sustainable development of the environment in order to predict potential visitors. The process could accomplish achieving this location through a variety of foodservice products depending on the particular location. Invariably, this has wider implications for the public perception of destinations which concurrently require appropriate tools and approaches in developing the foodservice sector to evaluate the relationship of foodservice and attractions (Page and Connell 2006).

The benefits of achieving visitors' sustained satisfaction and golden locations are double edged; visitors' good ambiance would encourage re-visits, it would also promote new visits through word of mouth (Swarbrooke and Horner 2001). However, in creating a golden location experience for visitors to Ghana, the modern ways as used in developed countries comes into focus as appropriate to develop authentic foodservice in support of the attractions. This is because the literature suggests that the strategies for promoting varying visitor products in African countries often place emphasis on accommodation, transport, and restructuring of attractions (Kester 2003). This gives an indication that the neglect is obvious in the foodservice sector while developing visitor attractions in the continent particularly, in Ghana, as the attention tends to be more on the transport sector (WTO 2005). The next chapter discusses the development of foodservice operations in developed countries, Ghana, and the possible ways in order to get the foodservice sector operating fully at Ghanaian visitor attractions.

2.3.5 Summary to Chapter 2

This chapter presented theories that offer the potential to understand the relationship of foodservice and attractions. It provided a critical review of the body of knowledge related to this study. It looked at global tourism trends, within the African continent, West Africa and Ghanaian tourism, the nature and sustainable development of visitor attractions.

CHAPTER 3

CRITICAL REVIEW OF RELEVANT LITERATURE ON FOODSERVICE DEVELOPMENT

3.0 Introduction

The development of foodservice is presented as an ongoing activity in terms of both meeting dietary requirements as well as seeking to satisfy hunger within the tourism industry (FAO/WHO 2005). Food is often as a valuable commodity to add to a location's tourism products (GHATOF 2007). Although consumers and foodservice personnel have not as yet given meaning to food and tourist attractions, the literature suggests that most visitors who tend to travel in search of new experiences tend to attach value to new cuisines particularly, local foods (Wolf 2006). The literature claims that modern foodservice started in the late eighteenth century when a Frenchman, Boulanger, began to sell dishes he called "restoratives" which provided food choices for visitors (Gisslen 2004 p. 4). Eating patterns changed from limited choices that made travellers eat any available food to preferred ones (Burnett 2000). The globalisation of Ghanaian foodservice and visitor attractions therefore offers new dimensions for both sectors (GHATOF 2007). This is because in providing various foods for the visiting public, foodservice operators considers itself a part of the tourism industry (Wolf 2006). This chapter discusses the importance of food as a prerequisite to visitor attractions development within developed countries and in the context of Ghanaian culinary provisions. It examines the political, economic, socio-cultural and technological factors that affect consumption patterns of visitors.

3.1 The importance of Food

Various authors have acknowledged food as an essential component of the individual's daily life (Armesto 2001; Cracknell 2005; Herring et al 2006; Goymour 2007). Food offered through a foodservice operation is not solely for the survival of human kind (Kiple and Ornelas 2000; Reynolds 2003). It is also for both staff and customers' comfort; it is about pleasure and entertainment (Beard 2004). Foodservice is often packaged as a product, for visitors' experiences, through the interactions that occur between staff and visitors, and among the different visitors (GHATOF 2007).

The literature asserts that because foodservice products are created and involve the five senses (smell, sight, sound, taste, touch), they have the tendency to create an ambience that leave a longer and more memorable experience than most other holiday experiences (Vidar Haukeland and Steen Jacobsen 2001; Wolf 2006).

Studies have shown that the demand for food is driven among visitors by strong positive attitudes to price in relation to income, availability, quality, and the lifestyle (Drummond and Brefere 2004) of ever more discerning consumers (Lashley 2000; Ryan 2002; Beard 2004). As Wolf (2006) suggested, foodservice personnel in Ghana could promote the importance of food through an understanding into the demands of the diversity of visitors in order to fulfil their needs and wants. This it is argued is partly a reflection of the fact that while most developing countries such as Ghana are the chief producers of food crops such as yam, cassava and plantain, the industrialized countries supply the bulk of animal foods and products (FAO/WHO 2005). The indication is an imbalance in the diets of people within different geographical and cultural environments (Civitello 2004; Bienabe et al 2005; FAO/WHO 2005). Subsequently, the gap created in the consumption patterns of countries, particularly the developing countries provides an opportunity for the foodservice sector to supply suitable quantity, variety, and safe food for effective nourishment and sustenance of the travelling public (McCulloch and Gillespie 2004). In this viewpoint, the dietary requirements, shown in Table 3.1, a guide for food provision for individuals (Scheeman 2003) becomes essential knowledge since foodservice provision covers aspects that include visitors' nutritional requirements and strategies to achieve them.

Table 3.1: UK (left) and USA (right) Food Guidelines

Nutrition and Your Health	Aim for Fitness
Food Guidelines	△ Aim for a healthy weight
1. Eat a variety of Foods	△ Be physically active each day
2. Maintain Ideal weight	
3. Avoid too much fat, saturated fat, and cholesterol	Build a Healthy Base
4. Eat foods with adequate starch and fibre	<input type="checkbox"/> Let the Pyramid guide your food choices
5. Avoid too much sugar	<input type="checkbox"/> Choose a variety of grains daily, especially whole grains
6. Avoid too much sodium	<input type="checkbox"/> Choose a variety of fruits and vegetables daily
7. If you drink alcohol, do so in moderation	<input type="checkbox"/> Keep food safe to eat
	Choose Sensibly
	<input type="checkbox"/> Choose a diet that is low in saturated fat and cholesterol and moderate in total fat
	<input type="checkbox"/> Choose beverages and foods to moderate your intake of sugars
	<input type="checkbox"/> Choose and prepare foods with less salt
	<input type="checkbox"/> If you drink alcoholic beverages, do so in moderation.

Source: Adapted from Scheenan (2003).

According to Scheenan (2003), these suggested guidelines portray the significance of foodservice provision because they are consistent with the different food-based dietary requirements from different countries and are appropriate for the different categories of people; furthermore, the guidelines are differentiated as:

- Foods or behaviours that are encouraged: energy balance, including physical activity; a healthy variety of foods, including fruits and vegetables; use of whole grains; protein-based foods; foods that calcium sources; sources of unsaturated fatty acids. safe food handling practices
- Cautionary messages: saturated fatty acids and *trans* fatty acids; energy balance; consumption of foods high in added sugars; use of salt and salty foods; alcohol consumption

Thus, Ghanaian foodservice operators with adequate nutritional resources, as Table 3.1 shows, may have the potential to satisfy the diverse visitors. This is because these guidelines could enhance the importance of supplying nutritious food in the development of authentic foodservice outlets at Ghanaian visitor attractions where the majority of traditional foodservice operators have little knowledge about the food requirements, particularly of international visitors. Additionally, awareness of food guidelines will assist the operator in developing a range of products that will help to ensure appropriate choice for the visitor. Furthermore, such a knowledge base tends to support the availability of a varied menu at all times in the foodservice industry.

3.2 The Foodservice Industry

Foodservice is defined as an industry with the knowledge and technology to supply ready-prepared food and drinks at all times in order to achieve the envisaged ‘food security’ for visitors (American Dietetic Association 2002 p1840; Novey-White 2007). The industry does not feed only visitors but features a diversity that caters to people within different environments and occasions such as birthdays, weddings, and trips, and providing food for workers, schoolchildren, and at hospitals, plus other places /institutions where people exist (Competition Commission 2005). As one of the major industries, foodservice contributes to the economic development of a country as well as individuals (Lundberg and Woods 1990; Wolf 2006). In the United Kingdom, for example, the turnover of foodservice outlets was valued in 2004, at £46.4 billion with consumer expenditure at £28.7 billion, and family spending of £31.10 on foodservice products (ONS 2006). In the United States, the foodservice sector in 2008 accounted for 1,000,000 locations that employed a workforce of 13 million and provided over ten billion meals, thereby generating revenue of \$566 billion for the year (National Restaurant Association (NRA) 2007). This is important for developing foodservice operations in Ghana because such information will generate a knowledge base about the economical impacts of opening more outlets particularly at attractions. Although the foodservice sector in Ghana operates within the different regions, as observed in the varying kinds of outlets, there is limited data on the levels of operations in the country (GHATOF 2007).

Utilising knowledge about foodservice operations in other countries is therefore very important, in addition to assessing the viability of the proposed modes for developing authentic foodservice for Ghanaian visitor attractions.

The literature states that one-third of customers, particularly the youth, tend to form the highest group, which patronise foodservice outlets and are more likely to sample new dishes when eating out (Mintel 2006). This is a good sign for the industry because the likelihood is that the young adults will continue to eat out and possibly pass this culture onto their prospective offspring. It could happen that generation upon generation will carry on the eating out practices, with the introduction of more food products into the market. In this view, the foodservice operations will continue to have diverse impacts on the lives of people as are reflected in the rate of eating meals outside the home (Patullo 2001; NRA 2007).

Moreover, it is argued that the high demands for foodservice products are partly due to the employment status of women, higher disposable income, and changing lifestyle (Burnett 2000; Drummond and Brefere 2004; Roseman 2006). The literature asserts that, the concept of eating out is more of consumer demand for 'convenience foods' such as those provided in many foodservice outlets, because they require less energy and time than cooking a meal at home (Creed 2001; Carter 2009). In this sense, convenience is taken to mean suitable foods that satisfy individuals' purposes and needs without causing difficulty (Cambridge International Dictionary 1994). Considering the current increasing number of women climbing the educational ladder, changes in the career of Ghanaian women could, on one hand, open avenues for families to eat one meal outside the home for convenience; and on the other hand, it could increase holidays for leisure activities within the country (GHATOF 2007). According to Ball and Roberts (2003) foodservice outlets are identified through the profile of customers, the geographic location, style of menu and service, and ownership structures, such as independent outlets, chains and franchises.

This discourse by various authors on food provision suggests that foodservice varies and its operation depend on the needs of different locations and individuals as a means of meeting one of their basic needs (Jones 2002). The diversity of the foodservice industry reflects mostly within outlets, and establishments such as prisons, educational institutions and healthcare to support schoolchildren, the sick and the aged.

The implication here is that the foodservice sector operates on both a profit (commercial) basis and non-profit (non-commercial) which often serve a specific need of an organisation. The profit and non-profit types of foodservice is illustrated in Figure 3.1.

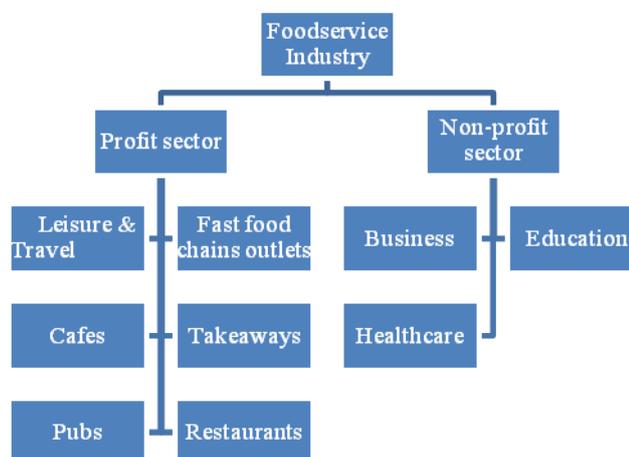


Figure 3.1 Foodservice Sectors and Divisions

Source: Mintel (2006)

In tourism, Steen Jacobsen and Vidar Haukeland (2002) found in their study on a ‘lunch with a view’, that there is a relatively strong interest in local food among foreign motorists to Norway. The authors argue that the friendliness of foodservice personnel is the major impact on the society’s eating out trends, particularly the travelling public. The investigation into motor tourists’ interest in local foods uses, a survey at the exit point of the country and was not particular about foodservice outlets. The majority of the participants were engaged in self-catering more than utilising the services of the foodservice sector (Steen Jacobsen and Vidar Haukeland 2002). Conversely, this study takes interest in establishing foodservice outlets at visitor attractions and tends to consider the operations of the outlets to evaluate ways in which they could be integrated into the sustainable development of Ghanaian visitor attractions.

At the same time, Jacobsen and Haukeland’s (2002) work is important for this study area because it tends to illustrate the perception of tourists about food requests/supply while visiting other locations, different from their original residential areas. Since Ghana’s tourism is still growing (Ghana News Agency 2009), such information could

be vital for ensuring that visitors get the utmost satisfaction. In doing so, particular reference is made to the profit sector with emphasis on leisure and travel, fast food chains, and restaurants, which are discussed specifically within the operation of traditional, contract, and franchise services as income generating outlets for tourism.

Unlike the traditional and formal restaurant systems in Ghana, among developed countries such as the UK and U.S, quick service /fast foods dominate the market while pubs and hotels lead in the numbers of outlets as seen in Table 3.2. This trend suggests that although the number of pubs tends to grow in size, visitors are inclined to spend more on food than the other activities within the foodservice industry, which encourage the production of foodservice products to support the current rate of eating out practices (Caira 2007).

Table 3.2: UK Eating Out Trends in the Foodservice Profit Sector - 2003 (£)

Profit sector	Market value (£)	Number of Outlets
Quick Service/Fast Foods	6,029.70	29,050
Restaurants	4,557.30	25,474
Pubs	3,186.30	51,595
Hotels	4,761.80	48,276
Leisure	2,072.10	18,725
Total	20,607.20	173,120

Source: Defra 2007

At the same time, such trends could be argued as currently attracting the attention of the Ghanaian foodservice industry, perhaps due to the involvement of the youth in foodservice operations. However, the style of operations tends to differ, perhaps because of the climatic differences; while developed countries operate in the confines of built structures, those in developing countries and for that matter, Ghana, set up in open places with temporary shelters, more for the operators themselves than their customers.

Additionally, the recent influx of some international foodservice operators, particularly, the Chinese community, into the Ghanaian industry has the propensity to increase the diversity of foodservice operations in the country; a situation that could support the recent increasing trends of eating out.

It is known that the employee status of the foodservice sector is highly diversified, as employees mostly are not required to have specialised training to gain entry into the field (Burton 2009). Furthermore, over 66% supervisors hold only a high school diploma or less, which encourages on the job training within the different foodservice outlets. It is suggested that it is important for foodservice personnel to acquire training in management skills in order to enhance their communication skills, and interactions with customers. This is particularly important for Ghanaian foodservice operations at visitor attractions with international visitors many of whom have a considerable experience of eating outside the home.

3.2.1 The Evolution of Eating Out

Cousins et al (2002) describes the eating out scene as the inception and development of more operational units to franchise and contract out their products to satisfy current demands of consumers seeking not only physiological but also psychological, economic, and social needs. This system of eating out invariably is observed as a benefit for attractions, which, is more likely to enhance the overall experience and create the golden location desired by visitors (Telfer and Hashimoto 2003). The literature suggests that the concept of eating outside the home in developed countries originated more for the sustenance of farm workers during the nineteenth century (Burnett 2000). As discussed above, eating out in Ghana evolved to meet the demands of night-time travellers. It could, however, be stated that in providing for farmers or travellers, the important aspect in the eating out trends were all geared towards satisfying hunger and meeting the nutritional needs of individuals outside their homes.

Historically, fast food outlets evolved in the United States with the introduction of specialised meals in outlets, which were not being patronised because as the development theory suggests they had reached a downturn in the age of mass consumption (Rostow 1960; Allen 1998). The introduction of these foods with time, gained popularity among consumers and subsequently, more consumers were attracted to eat at those locations; this increased eating out practices, which generated additional locations (Allen 1998). In Australia, particular foods were similarly developed in foodservice locations to attract consumers and increase the rate of eating out (Carter 1997).

Such knowledge is, however, necessary for and applicable to the Ghanaian foodservice operations because, according to development theory, every project / process passes through different stages and currently in Ghana, eating out is a practice that is currently on the ascendancy in most parts of the country. In order to understand the evolution of efficient foodservice operations, it is necessary to reflect upon practices elsewhere and to utilise these in encouraging the development of foodservice operations at Ghanaian visitor attractions.

The lack of published information about the Ghanaian operations means that knowledge from other countries is particularly beneficial for developing authentic foodservice at visitor attractions in Ghana. For example, according to Annobil (1999), the introduction of 'fried rice' into Ghanaian foodservice operations caught the attention of the populace and increased eating out practices. The use of fried rice did not originate, as it did in the US and Australia, through the introduction of specialised foods into established foodservice outlets, but started at the night-time roadside stalls by Ghanaian residents who had gone through vocational training and had attained cooking skills but could not get themselves into public sector employment (GHATOF 2007).

Since it took a different form³ from the normal rice with sauce and kenkey or fried yams, it quickly gained popularity among consumers. It could be argued that these roadside fast foods operators were interested in their economic gains more than satisfying their consumers, because no provisions were made for eating on the spot which meant people had to carry their foods away; hence gaining the name, 'take away' foodservice operators (Annobil 1999). Ghanaian fast foodservice operations therefore contrast with those in the developed countries because the latter offer pubs and fast food chains with facilities for dining at the outlet rather than the individually operated 'table top' take away foodservice along pavements.

Although very few studies have been conducted into the relationship of foodservice and attractions, related studies have shown that visitor satisfaction is essential in foodservice operations.

³ Pre-cooked rice is quickly fried in cooking oil with vegetables and served with pieces of fried chicken and 'shito' (pepper sauce).

In Norway, 79% of international visitors' interest to re-visit and their willingness to recommend the destination to other visitors were based upon their satisfaction with foodservice provisions (Steen Jacobsen and Vidar Haukeland 2002). Similarly, Italian consumers showed to be more concerned with issues about choice of restaurants and food choices and thus had a higher inclination towards eating out than the Danish (Hyjalager and Corigliano 2000). The implication is that the majority of international visitors; tendency to return, depends upon the ambience offered through foodservice operations. This information is therefore important for developing foodservice outlets at Ghanaian visitor attractions, as many of those visiting are international tourists.

In the related studies conducted, nothing is mentioned about the strategic development of foodservice outlets because very little consideration has been given to the significance of foodservice outlets particularly at visitor attractions (Sheldon and Fox 1998; Hylager and Corigliano 2000; Vidar Haukeland and Steen Jacobsen 2001; Steen Jacobsen and Vidar Haukeland 2002).

3.2.2 The Development of Foodservice

It is acknowledged the development of foodservice operations is not just about mixing ingredients but more often focused towards the point where production is directed, social relationships are formed and maintained, and where the arts and sciences originate (Symons 1998). Additionally, the concept is perceived as the “starting-place of trades, the target of the market place, and the object of philosophy” (Symons 1998 p.121). As mentioned elsewhere in this thesis, development could mean the capability of Ghanaian foodservice outlets to control an opportunity available for desired changes at a particular time within a location. The evolution of foodservice outlets could similarly not be static but also going through a series of stages as defined by Rostow (1960).

Regarding operations at the attractions, Ghanaian foodservice could be argued as in their traditional – preconditions to take off stages. The underlying major force in the development of Ghanaian foodservice operations has, however, been found as demand-led which is strongly linked to the individual's food habits and choices, as found in a previous study (Adjei Frempong 2010).

The literature suggests that such trends are normally derived from the socio-cultural environment and technological advancement within particular situations (Merma and Zhao 1999). Moreover, it could suggest that the standard and development of foodservice outlets also depends largely, on the economic, agricultural and political factors (Hyjalager and Corigliano 2000). As the inter-dependency of these factors frequently operates to satisfy the travelling public, particularly at visitor attractions (Fuller 2005), this research will consider the political, economic, socio-cultural, and technology (PEST) attributes linked to the demands of individuals' in order to develop an authentic foodservice for attractions.

3.2.3 Authentic Foodservice

According to the Oxford Dictionary Thesaurus and Word power Guide (2002), authentic stands for what is 'genuine, real, bona fide, actual, legitimate, reliable, true, and accurate'. Authentic foodservice, is also defined as making use of food products that have a bearing on the particular area or the community (Food Standard Agency 2007). Furthermore, the word 'authentic' could make distinctions for traditional foods that may be similar, either in name or appearance, but originate from different regions/destinations (Grossbauer 2002). Again, the concept could describe the origin of the recipes used in the production processes. In the view of Vidar Haukeland and Steen Jacobsen, (2001) local traditional cuisines are invariably, perceived as integrated parts of local identity. Their study established that most visitors recognize the cooking traditions of an area as a possible identity of the character, and, to some extent the outlook of the population.

Authors have used authentic to describe visitors' experiences that involve the release of personal feelings with interacted objects, occurring within a different unrestricted ambience (Wang 1999). Such objects could be traditional foodservice products that are consumed within the locality. According to Haukeland and Jacobsen, (2001) the smell and taste emanating from foodservice outlets may add to a sense of place that tourists often search for; in a way, tasting local food has become a fashion, and sharing with visitors may act as a necessary social link (Adjei Frempong 2010).

This is because through such interactions, individuals are able to express themselves freely, more than in everyday life, not because they find the toured objects authentic, but simply because they are engaging in extra-ordinary activities such as, sampling different traditional/cultural based foods that make the location free from the constraints of every day schedules (Wang 1999). The literature considers the use of authentic food is often perceptual and dependent on the location (Haukeland and Jacobsen 2001). This is because different locations tend to have different food traditions and customs; what is eaten in the UK are different from the comfort foods in Germany and foods in these two countries may not have similar characteristics to foods in Ghana (Adjei Frempong 2010).

In this respect, introducing the development of authentic foodservice to outlets is suggested to enhance the availability of location specific foods to support the normal menu served. The implication is that by offering authentic foodservice at Ghanaian visitor attractions, would contribute towards the establishment of a golden location; it will allow the visitor experiences and local identity through the consumption of traditionally prepared foods (Torbuguiga 2003). Authentic foodservice, for this research, therefore means providing culturally high quality Ghanaian foods. To accomplish this, development theory suggests foodservice outlets should utilise education and technology to meet the expectations of the visiting public (Rostow 1960). This is necessary because the underlying interest of such Ghanaian foodservice outlets is to sustain and increase visitor flows to the different locations. By so doing, the knowledge base of the diverse visitors about the culinary practices in Ghana would be increased, through sampling varying kinds of traditional / authentic cuisines, the ingredients used for basic preparation including the learning of the names of the foods on offer (Annobil 1999).

The authentic foodservice tends to be region specific and therefore different regions may have their own interpretation of what is authentic in their particular areas. This is because all ten regions have peculiar culturally based cuisines offered in the foodservice outlets; such provision may be of special interest to visitors to Ghanaian attractions. All the same, in order to develop these outlets at Ghanaian attractions, an understanding of the concept of Political-Economic-Socio-Cultural-Technology (PEST) is considered necessary as factors may affect the development strategy.

Hyjalager and Corigliano (2000) established that the demands of consumers more often than not determine what and how food is provided. McCullum et al (2003) assert the effectiveness of the policy and economic resources/activities that are available within a particular socio-cultural environment usually determine the type of technology utilised to increase production to satisfy the demands of consumers. The following discussion on the political, economic socio-cultural and technology factors are considered to provide a basis for adopting ideals of development theory as the best practice that could perhaps be applied to the current situation in Ghana.

Political

Political factors include government regulations and legal issues, they define both formal, and informal rules under which firms must operate. For example, tax policy, employment laws, environmental regulations, trade restrictions, and political stability (Organisation for Economic Cooperation and Development (OECD) 2008). In most locations, Governments have the responsibility to ensure the well-being of the entire society. In order to develop facilities such as roads, healthcare, an adequate supply of food, and good drinking water within communities (OECD 2008), governments' generate income through tax policies on wages and businesses such as the foodservice sector (GHATOF 2007). Although foodservice operations and visitor attractions arise because of interaction between the visitors and stakeholders (Wolf 2006), normally, the kind or level of taxing in the community determines the product, capital and labour markets (HM Treasury 2003). The development of the foodservice sector is thereby, affected by tax policy because it operates within the taxation placed on its profits accrued over the year. For example, in the UK, the tax system is based on the income tax rules, which divides the sector's income into many categories according to its source (HM Treasury 2003).

The tax is structured according to the type of establishment within the exemplified foodservice sector; for small outlets not exceeding a profit margin of £300,000, the tax was set at 20% in 2007, and 21% in 2008 to date (Directgov 2009).

Although these tax systems adopted by countries are beneficial in terms of investments and long term effects for instance, foodservice business enterprises, they adversely affect the consumer who has to pay for the services consumed (Gillham 2003). As foodservice outlets submit their tax returns to government, the amount paid automatically becomes an additional operational cost, which tends to be distributed over products consumed. Quite often businesspersons, particularly, on small foodservice operators, which dominate for instance the Ghanaian operations, are put at a disadvantage (GHATOF 2007). The impact of high tax policies could be great for these small outlets, because they might not be engaged to use mass productions, which may subsequently lead to the collapse of the outlet (Gillham 2003).

Other impacts of the tax system tends to exert pressure on communities; for instance, a tax cut in the US reduced the marginal effective tax rate in business areas and encouraged more new investments, but adversely, it accumulated capital with higher living costs (US Department of the Treasury Office 2005). In the Ghanaian perspective, foodservice management decried the 35 % tax on their businesses, to be too high (Ghana Tourist Board 2006). This affects the development and production system of Ghanaian foodservice outlets, particularly at visitor attractions where an extra fiscal demand is made on the income generated towards the management of the attraction (Torgbuiga 2003).

This is because the effects of tax policy in countries influence the employment laws that govern the legal rights and restrictions in the labour force at foodservice outlets. Mostly, countries such as the United Kingdom and United States have introduced structured minimum wages for workers including the foodservice sector. Similarly, the Ghanaian government has a structured salary/wage in place, for the work force in the country (GHATOF 2007).

Such structures tend to regulate the environment within which organisations such as the foodservice could operate to benefit stakeholders and consumers alike (GHATOF 2007). Page et al (2001) assert that governments have the responsibility to serve as guides in the promotion of tourism, and in that sense the supporting facilities like the foodservice sector.

Thus, in instances of France and Spain, where decentralisation is well structured, the local government provide funds for the development of new visitor products (Swarbrooke 2002). Similarly, the British government invested £350 million in tourism to maximise efforts to ensure that the industry offers visitors the best service (Follett 2008). Governments particularly in developed countries, now becoming a major employer, have recognised the reason being tourism (Adu-Febiri 1994).

In proposing authentic foodservice as an integral part of the development of Ghanaian tourist attractions, the calibre of this knowledge base is of real concern to the Ghanaian government.. This is because it offers prior beneficial information which often encourage the national hierarchy's desire to emulate activities undertaken in other places, particularly to boost their tourism industry. As a major employer, the government is prone towards viable projects as indicated by tourism to increase its revenue. Perhaps such measure may streamline operations at various locations, but at the same time, they could be a source of worry for consumers, particularly in developing countries exemplified by Ghana (GHATOF 2007).

A case to consider is the previously stated high cost of living in the United States, from the effects of tax cuts and increased investments. As this increases cost for foodservice outlets, workers often demand better working conditions by going on demonstrations, also to win political power for the enactment of laws on health, and safety, or for equal opportunities i.e. equal pay (US Department of Labour 2006). The political stability of countries is also essential for the growth of the foodservice sector because this encourages investments, and trade liberalisation of the government. When the government puts in place trade restrictions, in a way, it affects industries such as the foodservice sector, because these restrictions often determine how far the sector can operate (US Department of Labour 2006). This reflects as indicated by Rostow's model of development shown in Figure 3.2.

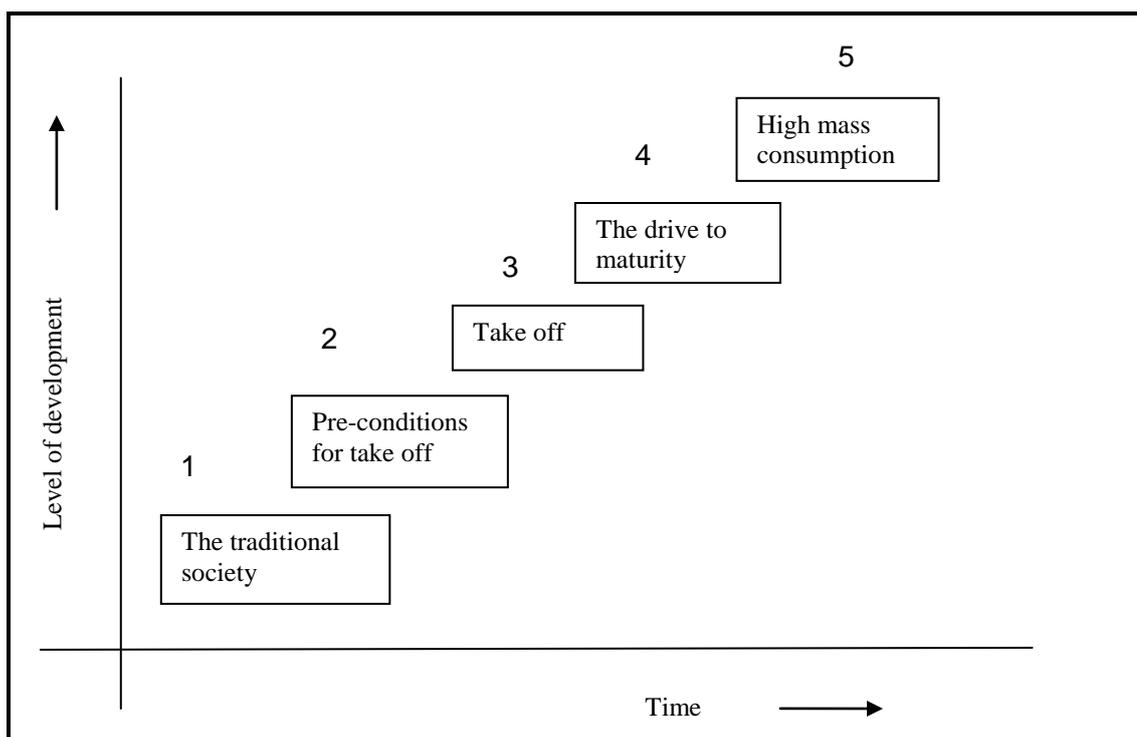


Figure 3.2 Rostow's five-stage model of development

Source: Adapted from: Potter et al (1999)

The model (Figure 3.2) illustrates Rostow's (1960) development theory, which identifies the ideas of frequent social change and of development. According to Potter et al (1999), development constitutes a process of political, economic, cultural and technological modernisation. For the purpose of this research, developing authentic foodservice outlets at Ghanaian visitor attractions could mean a political and socio-cultural restructuring. This is because development theory, Rostow's (1960) argues with his five-stage model, that social entities are capable of undergoing a sequential growth.

To illustrate the proposed development of foodservice outlets, Ghanaian operations tend to be within the traditional stage dominated by traditional practices. This is the result of the low level of education, which as one of the barriers perhaps limits the operation at the attractions. Subsequently, the sector, as the literature asserts, may be stationary (Rostow 1960). As in the case of the USA where the government tends to be promoting increased investments, the Ghanaian government could similarly put in place standards of operations to support the growth of foodservices at the attractions.

This study deem such action as necessary because when the sector gets to the precondition stage, where investments become high, foodservice operations could attain a vibrant development at the sites using technology in order to reach the takeoff stage, which is characterised by a self-sustained growth. At this point, there is the possibility of the foodservice entering the drive to maturity stage of high levels of ongoing investments, utilising advanced technology for economic gains (Potter et al 1999). Eventually, according to Rostow (1960) the age of high mass, consumption is attained where for example the foodservice outlets are embedded solidly in the visitor attractions offering varied products, services and information to potential visitors.

Essentially, the foodservice sector could perhaps be largely affected during Rostow's (1960) suggested preconditions to take off (Figure 3.2), since that stage depends to a large extent on using different kinds of equipment in their operation and also food and suitable/ preferred commodities some of which are imported from other countries. Applying tariff, quotas, or non-tariff measures within a country such as Ghana, could be a barrier that would affect the foodservice sector's take off stage towards developments at visitor attractions. This is, because as earlier mentioned, the sector is dominated by the traditional small outlets that are limited in easily getting their imports of basic equipment because of their low incomes (GHATOF 2007). For the purpose of this study, it is argued that emphasising the proposed authentic foodservice is undertaken as a holistic development of Ghanaian tourism industry, which could offset this basic challenge. This is because when the government imports machinery and other commodities, it tends to waive a larger part of the customs duty, which tends to hinder operations involving individual outlets, because of the low incomes barrier.

Generally, a location has the 'realness' of location, depending on its capacity for production to feed visitors from around the world (Castree 2003). Notwithstanding these challenges faced by the Ghanaian foodservice sector, their general performance is quite encouraging compared to other major industries in the country where it achieved 51%, of share increase in 2008 and was placed fourth, which implies that the suggested successful take off within the country could reflect operations at attractions (Ghana Statistical Service 2008).

Economic

The basic underlying principle of Rostow's (1960) development model theory is to achieve an economic growth. It suggests that a sound economy tends to form the basis of foodservice development to enhance productivity at visitor attractions (Adjei Frempong et al 2008 - Appendix 1). Similarly, the economic stability of countries is as one factor for the rise in eating outside the home for pleasure (Burnett 2000). Additionally, foodservice and attractions in most cases form a basis for economic growth of countries (Boyne and Hall 2003). The economic factor is therefore an important aspect, which could support foodservice development at Ghanaian visitor attractions.

Quite often, the economic strategy of the policy makers, management or consumers influences the foodservice industry (Mintel 2006), because they determine how standards are set in the process of developing, and delivering foodservice outlets, at visitor attractions (Hyjalager and Corigliano 2000). Additionally, government taxation laws influence the financial strategies such as interest rates of the country, and for that matter the foodservice sector (Gregoire and Spears 2007). The reason being that, the subsidies from government or strategic policies on food taxes reduces production costs and tends to make food cheaper (Adjei Frempong et al 2008). This is important for the continual growth of the foodservice sector, because as suggested by data from the World Travel Market (WTM 2008), customers may likely cut down on eating out practices in the face of economic constraints.

The literature states that, from government policies and the economic structure of locations, the foodservice operations tend to require financial commitment in terms of the purchase of commodities and equipment, and their ability to access information on prices (Shaw 1996). Additionally, the sector possibly requires strategic positions in order to influence employment laws and economic changes on operations adopted at any level (WTM 2008). This is because Krajewski and Ritzman (2002) argue that the sector's cost of capital within the macroeconomic environment i.e. economic growth, interest rates, exchanges rates, and inflation rates, is a factor that could affect, for example, the proposed Ghanaian foodservice outlets at the attractions. This suggests the use of proper forecasting techniques identify potential demand for economic benefits.

Another factor, which could impinge upon the development of Ghanaian foodservice, is the purchasing power of potential customers. This is because increases in income and improved standards often affect changes in food and eating patterns (Harris 2001). In order to encourage potential customers, the literature acknowledges that an adopted strategy to increase patronage at foodservice outlets, tend to encourage customers to sample products at no cost (WTM 2008). This is not very common in Ghana, possibly because according to Gregoire and Spears (2007) the impact is often in the investment into the setting up of the business, which in all situations has adverse impacts on consumers. Conversely, other studies have found that small foodservice outlets may defy the economic demands of the country since their mode of operation depends on the food producer of the location (Morrison and Teixeira 2004).

Since most Ghanaian foodservice outlets depend on local food produce, this could have an impact on the foodservice sector. This is because the seasons determine the types and variety of menu to be served in the outlets, which in turn are governed by the cost of food (GHATOF 2007). Invariably, what is grown and how it is grown affect the yield and cost of food served within foodservice outlets (Adjei Frempong et al 2008).

The yield and cost of food productions subsequently affect and determine portions served at different outlets. For example, the foodservice outlets in Kumasi tend to offer fish at a higher cost than those in Elmina and Accra. This is because fishing is the main occupation in the two towns, while food crops are mainly in Kumasi metropolis (GHATOF 2007). In order to manage such differences at locations, the socio-cultural factor is essential because foodservice outlets take off within a community, which produces most of the foodstuffs needed for their operations (Ghana Tourist Board 2008).

Socio-cultural

Social factors including the demographic and cultural aspects of the external microenvironment is another key factor receiving increasing emphasis in order to strategise foodservice operations in Ghana. Cultural values held within the different ethnic groupings, over the decades have been one major reason particularly for food choice among families/communities (Adjei Frempong 2010).

This is because issues exemplified by health consciousness, population growth rate, age distribution, career attitudes, plus the emphasis on safety often affects customers' needs and the size of the potential market (WTM 2008). In Ghanaian homes, food is an important aspect of culture, which, is passed down from one generation to another (Adjei Frempong 2010). This provides the identity through the social meaning of an individual's menu because of the historical background (Kealhofer 2002). Considering the norms and rules governing the consumption of food are therefore vital in developing authentic foodservices at Ghanaian visitor attractions.

However, differences exist in the food culture of countries; while developed countries may eat with cutlery, Ghanaians tend to eat most of their meals with the right hand because the left hand is at the same time as 'unclean' (Annobil 1999; Adjei Frempong 2010). These variations are socio-cultural values that authentic foodservice operations at attractions may consider to support the demand for golden locations in Ghana. However, in adopting such cultural practices, some of these cultural ways of handling food could be a source of worry and therefore would require attention in order to prevent the growth of food poisoning organisms.

Generally, consumers have become increasingly conscious of the need to consume safe foods. This is because although food handlers contribute about 97% to food borne diseases (Howe et al 1996), a significant number (45%) remain untrained in hygiene (Food and Standards Agency 2009). The literature asserts that the majority of foodservice managers demonstrate concerns about food safety only when there is an outbreak of food poisoning (Guerrier et al 1992).

Most often, foodservice operators consider their businesses as low risk areas and therefore do not attach much importance to facilitating training i.e. for their employees in order to create awareness on stock rotation, food storage, and ways that cross contamination could occur (Mortlock et al 2000). On the other hand, food contamination causes concern among visitors to destinations and reduces confidence in the safety of food products, which affects consumer-eating patterns at outlets (Carter 2009).

Another issue bothering global foodservice outlets is controlling microbiological hazards in foods. The literature asserts that the need for a more efficient way of analysing microbiological safety saw the birth of the International Commission on Microbiological Specifications for Foods (ICMSF), which, together with the World Health Organisation (WHO) developed the use of Hazards Analysis and Critical Control Point (HACCP) as a food safety system for foodservice operations (Roberts 1997). This system is currently enforced in Ghanaian foodservice outlets to forestall any food poisoning incidents, although there seems to be little evidence that food safety is an issue (Food and Drugs Board 2008). Quality control measures undertaken in the country have thus improved the quality standards of foods prepared in most foodservice outlets, as they respond to the rules and regulations (GHATOF 2007).

In this discourse, the Food and Drugs Board and Tourist Board utilise a checklist (Appendix 2) to ensure that operators meet the requirements to set up at the different Ghanaian visitor attractions (Ghana Tourist Board 2007). Periodical checks are used to ensure that new employees attain the required medical attention to ensure that staff is in good health and have no transferable diseases (Food and Drug Board 2008). Ghanaian small businesses are mostly affected economically because they use staff that have little formal training and frequently face training costs, which in most cases prevent them from going through the required medical checks and training programmes (GHATOF 2007).

Additionally, socio-cultural factors are often the basic identity for different foodservice menus, because of the different factors such as the individuals' status within locations (Gatenby 2000; Drummond and Brefere 2004). The impacts on foodservice provision such as the preferences of youth, and working females' often override the preferences of others within the community (Steen Jacobsen and Vidar Haukeland 2002; Drummond and Brefere 2004). Foodservice operations therefore differ from one outlet to the other as personnel adopt strategies such as accepted behaviours and workplace norms within the outlet in order to satisfy consumers (Ball and Roberts 2003; Wolf 2006).

The result of these socio-cultural adaptations to outside eating is a decline in families eating together at the table to which foodservice outlets have responded to through innovations and the quality provision of food (Intel 2006). Invariably, predicting the specific output of developing authentic foodservice outlets could be difficult in view of the fact that various communities tend to focus on the extent to which they could make allowances for socio-cultural changes (Mullins 2005). Improvements in foodservice operation with a variety and availability of foods have therefore evolved as a mixed blessing with major problems emerging to cancel out prospective benefits (Edwards et al 2006). Alternatively, the literature suggests that consumption is part of our everyday lives (Williams 2002), and a major reason for food production (Baker 2000). Foodservice operations will therefore continue to utilise technology to improve at all levels (Wolf 2006) and to make foodservice a central ingredient in visitors' experience (Steen Jacobsen and Vidar Haukeland 2002).

Technology

Market expansion of foodservice outlets has been characterised by high levels of expertise such as the use of industrial machines in the development of food and the provision of menus to meet the demand that satisfy consumers' needs (Baker 2000). The use of technology has been found to enhance the performance and allows different cooking skills for production in foodservice outlets (Gisslen 2004; Knight and Kotschevar 2000).

Technological advancement is important in Ghanaian foodservice production at visitor attractions because it suggests a lowering of potential barriers (the development theory indicates i.e. low incomes, low productivity, low human capital) to entry in the sector and reduces the minimum well-organized production levels particularly within locations where expertise is limited (Ghana Tourist Board 2008). This suggests that adopting high technology increases employment opportunities and maximises labour skills.

Additionally, the impact of increases in knowledge and skills of staff, impact productivity, and quality at reduced costs to meet the needs of employees, employers and consumers (Rodgers 2005; Rollinson 2005).

Technology has created efficient refrigeration and preservation techniques to prevent food spoilage and make some foods such as meat, fish, vegetables, and fruits available throughout the year. The progress in technology creates avenues for most developed and developing countries to have access to a wider range of modestly priced foods that offer varying kinds of meals (Slack and Lewis 2002; Gregoire and Spears 2007). Restaurants, cookbooks, and appliances such as large-scale mixers, slicers, and food processors have also provided and opened up vast opportunities that support the professional production of meals across cultures (Jones 2002). Arguably, the level of technology increasingly is met by the foodservice sector particularly in developed countries using techniques such as cook-freeze and cook-chill for the supply of food to meet the latest demand by consumers (Creed 2001). Additionally, the evolution in the foodservice sector for ‘Steam ‘n’ Hold’ that maintains heat until service and the CVAP (vapour technology) which maintains heat and moisture are considered as advances that impact on the operation and viable methods for saving both energy and time (Rodgers 2009).

The introduction of internet, mobile devices, electronic cards and card readers are further advancements in foodservice operations. These allow the foodservice sector to meet the demands of consumers for services (Ninemeier and Hayes 2006). They also minimize labour costs and enhance customer satisfaction (Reynolds 2003). The design of web pages is also important to attract consumers’ attention to the various products offered (Krajewski and Ritzman 2002), given that it creates a social networking that links hosts with potential visitors (WTM 2008).

Additionally web sites encourage pre-booking of foodservice facilities (WTM 2008). This is important for this study because it has the potential to enhance the production at Ghanaian visitor attractions. Currently, Table 3.3 suggests that this medium of foodservice operations is limited within Ghanaian outlets.

Table 3.3: Internet use in West Africa

Country	Hosts total	Host per 10,000	Users in '000	Users per 10,000	Total in '000	Per 100 inhabitants
Benin	574	0.84	50.0	73.52	15	0.22
Burkina Faso	409	0.34	25.0	20.90	19	0.16
Cote D'Ivoire	4397	2.67	90.0	54.58	154	0.93
Gambia	568	4.28	25.0	188.30	19	1.43
Ghana	313	0.14	170.0	78.43	82	0.38
Guinea	251	0.33	35.0	45.66	42	0.55
Guinea Bissau	20	0.16	5.0	39.90	-	-
Mali	158	0.15	25.0	23.52	15	0.14
Niger	119	0.10	15.0	12.77	7	0.06
Nigeria	1030	0.09	420.0	34.98	853	0.71
Senegal	761	0.76	105.0	104.20	200	1.98
Sierra Leone	277	0.56	8.0	16.16	-	-

Source: Adapted from Pro£Invest (2004)

Table 3.3 shows that Ghana has access to the use of information technology but this may be restricted to public offices and internet cafes. Foodservice outlets are known to enjoy high profits with the use of technology such as the use of computers, particularly, essential during the mass consumption stage, in order to develop other skills (WTM 2008). The developments of frozen, pre-cooked food enhance foodservice operations, which mainly require quick service because it promotes batch cooking. For example, yam, which is similar to potatoes regarding its use, could be preserved in similar conditions to ensure an efficient operation at tourist attractions. This is important because most of this crop gets spoiled after harvesting due to the lack of adequate preservation techniques; thus storing yam by peeling, cutting into different shapes and freezing, as is done to potatoes, could be a means to reducing shortages and higher costs during the lean season. Moreover, preserving yam in this way tends to have little effect on its freshness and nutritive value; however, it could save foodservice operators from buying at expensive prices during the lean season (Kwakye 2010).

Additionally, other food crops that could be preserved through boiling and storage are garden eggs and peppers, since the freshness of these foods is not affected through preservation. These and other innovations are applicable to enhance production in the Ghanaian foodservice sector currently required for attractions.

Figure 3.3 illustrates the relationship of political, economic, socio-cultural, and technology factors in authentic foodservice development.

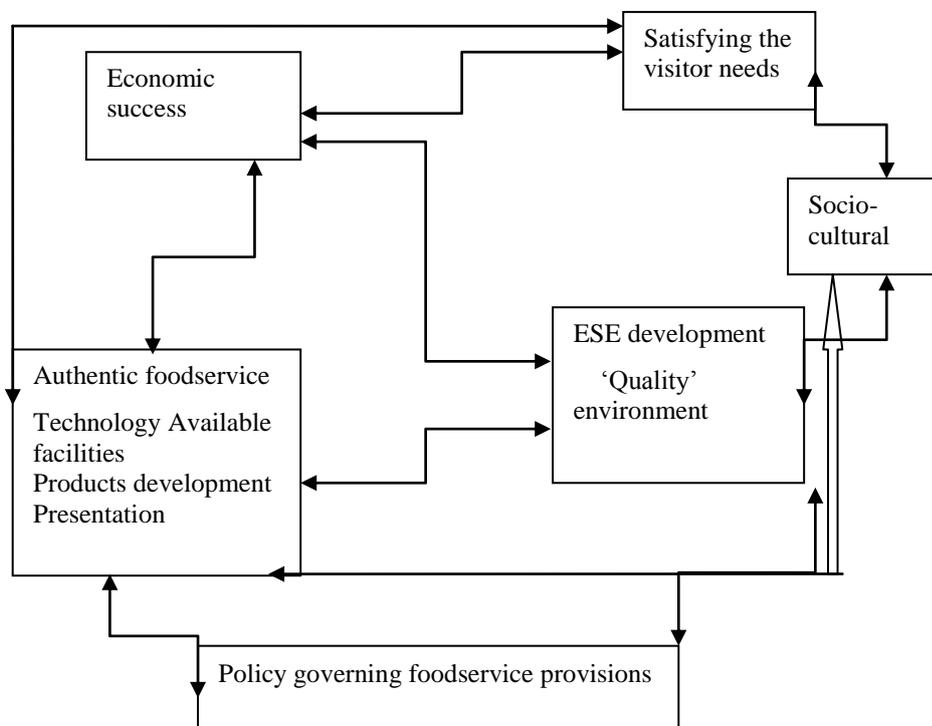


Figure 3.3: The relationship of the PEST discourse of foodservice at visitor attractions

Source: Adapted from Holden (2000)

3.3 Foodservice and Visitor Attractions

The tourism and foodservice industries are some of the most international in nature (Bowen et al 2006). The two industries develop, promote, and market products and monitor the quality and development of locations (Morrison et al 2004). Both involve economic transfers, consumption patterns, values, and lifestyle across borders (Shaw and Williams 2002).

The possible relatedness of the two industries is because the poor supply of food may mar the entire experience of a visitor's visit to a destination (Holloway and Taylor 2006). The provision of foodservice products could act either as motivators for the attraction or as the attraction itself for visitors to travel to destinations (Bessiere 1998; Shaw and Williams 2002; Wolf 2006).

The strong relationship between food and identity could therefore promote foodservice as an important place marketer for tourism (Hyjalager and Richards 2002).

In this view the industrialization, globalization, and practice of eating meals outside the home are suggested as possible avenues which gives rise to the obliteration of many of the food traditions and recipes (Hyjalager and Richards 2002; Herring et al 2006). Invariably the need for varied visitor products often encourages the foodservice sector to intensify the search for any usable historical traces of regional cuisines (Hughes 1995). Food and tourist attractions both have attribute of the culture at a destination, to portray cultures (Burnett 2000). This makes developing an authentic foodservice supply an essential component at attractions to enrich visitors' sought for experiences (Sheldon and Fox 1988).

Conversely, foodservice operations may become the sole reason travellers may opt for a particular destination, to sample the cuisine e.g. France (Wolf 2006). However, the travel industry, exemplified by Ghana, often overlook foodservice operations at visitor attractions because food is normally taken for granted (Hyjalager and Corigliano 2000; Wolf 2006). On the other hand, most developed countries tend to provide a wide variety of food supply at attractions for consumers, which tend to enhance foodservice operations for visitors' satisfaction.

Sheldon and Fox (1988) indicate the importance of foodservice outlets established by Krakow (1986) in supporting visitor facilities, in similar situations, as seen by the accommodation, transport sector and the highways, at attractions. The study was based on hotels (fine and non-fine dining), coffee shops, hotel coffee shops, local and ethnic restaurants, fast foods, limited menu restaurants, and suggested further studies in different destinations to assess how foodservice outlets could be developed to enhance the appeal of the location.

Thus, this study is viewed as an attempt to close the gap in the literature about developing foodservice at visitor attractions and confirm or otherwise, Sheldon and Fox's (1988) study.

3.3.1 Providing Foodservice Operation at Visitor Attractions

In Sheldon and Fox's (1998) investigation on the role of foodservice, they found visitors' habitually patronising fast foods during lunch and local restaurants at dinnertime. This was influenced by cultural differences among Japanese, United States and Canadian visitors. The findings of the study suggested Japanese are likely to sample new products more than their United States and Canada counterparts are. Conversely, tourists were more concerned about getting value for money at lunch but required quality local cuisine at dinner, at any cost. The literature suggests foodservice provisions as an important part of visitors' health and well-being, giving an implication for Ghanaian foodservice outlets to adopt initiatives on nutrition and diet to offset some of the issues raised in the PEST factors (Higgings 2002). This is because the Ghanaian visitor facilities are currently attracting global attention, which was evident in the celebration of World Tourism Day 2009 in the country (Ghana News Agency 2009).

The focus is not so much on the cuisines at the outlets because the attractiveness of the facility is a factor that encourages visitors to want to interact with the internal facilities (Annobil 1999). By so doing, the challenges faced by the foodservice and visitor attractions regarding the provision of goods and services, within the sustainable management of the visitor resources and PEST influences is strategized through the development theory (Batta 2000). The use of the theory tends to support and identify each stage of foodservice development with possible intervention policies (Richards 2002).

Although global foodservice operations envisage serving and satisfying customers in any applicable way (Muller and DiPietro 2007), production at attractions is perhaps based on the eating behaviour of the visitors (Sheldon and Fox 1988; Adjei Frempong 2010). The foodservice sector faces a demand to supply food for the experience of both domestic and international visitors.

Such foods for the attractions should not only be to fill the empty stomachs of visitors but should also offer a unique and memorable satisfaction to encourage repeat visits and long stays at the attractions (Hughes 1995)

3.3.2 Foodservice Providers

The research, as mentioned, restricts the discussion to commercial foodservice sector in order to meet the varying needs of both domestic and international visitors through a diversity of operational strategies (Van Der Wagen 2003). According to Slack and Lewis (2002), one option for the operation of the industry is to retain all aspects of product development. The other alternative is to outsource the development work. The development theory, illustrated through Rostow's model, shows that every product goes through a life cycle: from the traditional to the mass consumption stage with the possible decline as new products are introduced into the system (Batta 2000). In setting up a foodservice outlet, feasibility studies regarding the suitability of different strategic operations: independent, chain, contract, and or franchise are important to enhance consumption of products within locations.

Independent foodservices

Independent foodservice outlets, as the name stands, constitute sole proprietors or those outlets that have no established links with other foodservice outlets (Ingram 1998). Mostly the traditional Ghanaian foodservice outlets operate within this type of business (Ghana Tourist Board 2008). The normal family businesses often require the owners to manage their outlets by designing the menu, organising delivery and production schedules in addition to performing the job of a waiter (Annobil 1999). According to authors, such outlets are competitive, multi-cultural and continue to develop in size and diversity although their traditional way of operation goes on without much planning in place (Ingram 1998; Reynolds 2003; Muller and DiPietro 2007).

Additionally, as the owner engages in supervision and cooking roles, he is often compelled to be on site until the completion of the daily production (Ninemeier and Hayes 2006). Furthermore, this type of operation tends to be challenged by the evolution of chain foodservice outlets and their capability to adapt to political, economic, socio-cultural, and technological conditions (Technomic 2008).

Chain foodservices

Chain operations were developed as owners acquired more outlets to the initial facility; at a particular location or different locations owned by a single company or individual (Technomic 2008). This is because increased rate of eating out continues the development of multi-unit foodservice outlets in the form of franchises or as quick service outlets (Ninemeier and Hayes 2006). It suggests that the multiplicity of foodservice outlets contributed to making the concept of outsourcing popular because it became the means to supporting the low levels of expertise in outlets (Burton 2009). This strategy involves a system where a company hands over a component of its operation or entire production process to another company within the same country or a different country (Gregoire and Spears 2007). It relieves unskilled management of engaging in the production of food while making use of qualified caterers or professionals (NRA 2007). By ordering from another source, the owner tends to delegate the operational process to the company in order to improve upon the efficiency of the process (Aghazadeh 2004), which gives the opportunity to control the production process within its own premises (Anon 2005).

Jones (1999) uses Taco Bell to highlight the value of outsourcing in the operations of multi-owned to foodservice operations to increase efficiency and income level of the company. In this view, Aghazadeh (2004) suggests setting up partnerships as a starting point of a 'business-to business' relationship, such as found in franchises, as a strategic way to reduce costs and increase operational efficiency. Outsourcing also allows the primary outlet to perform its core schedules. Currently using caterers to produce part of the products is not popular within foodservice Ghanaian foodservice outlets. This is because although the system is viewed as cost effective, it can be expensive, for Ghanaian foodservice outlets, given the costs involved in paying for the services of the professional personnel (GHATOF 2007). Moreover, the foodservice personnel tend to be conversant with the local preparations outlined on their menus and less engaged in bulk cooking.

Franchising

Franchising refers to two forms of operation: product / trade name franchising which involve the sale of the right to operate a business with the trademark of the owner and business format franchising which deals with a committed relationship between two parties, whereby the owner of the trademark supply a variety of services to the business partner (Anon 2007). Although franchising tends to be a popular method of doing business, it is however, not an industry (International Franchise Association 2003). Franchising originated many centuries ago, in the UK for example it took the form of tied Public Houses and as a means of tax collection. More recently, in the first half of the 20th Century, this format was developed and popularised in the United States creating the business model we are familiar with today.

The concept has attracted many definitions, but they all basically explain an ‘extensive alliance in which one party (franchisor) grants to another party (franchisee) the right to operate a business that sells products and or services developed by the franchisor’ (Piper 2007 p.11). According to British Franchises Association (BFA 2004 p.2), ‘the term has been used to describe many different forms of business relationships, including licensing, distributor and agency arrangements’. The more popular use, however, stems from the development of business format franchising which implies granting permission by one person (franchisor) to another person (franchisee) entitling the franchisee to trade under the trade mark/ trade name of the franchisor’. Piper (2007) again considers franchising as the franchisor pooling together resources, such as the initial capital investment, product development strategies, specifications, technicalities, specialisation and training facilities, while the franchisee supplements the capital investment and operates within a motivated environment with the marketing experience.

Furthermore, other authors have given their explanations of the concept: it is a contract between two parties who enter into a licence-based agreement in which the owner, who may or may not have the expertise, sublets the premises to an agent with the expertise to handle the business (Scarborough and Zimmerer 2000). For Bassuk (2000), franchising is a network of inter-dependent business relationships that allow a number of people to share brand identification, successful methods of doing business, and a proven marketing and distribution system.

Franchises are further acknowledged to operate either within their own production processes, under the supervision of the owner, or outsource part of the production to professional caterers to supply the outlets (Vieregge et al 2007). In the view of Scarborough and Zimmerer (2000 p.103), franchises are mostly used by foodservice outlets as the 'pure, comprehensive, business format'. Additionally, Keiser (1989) asserts that a franchise is a license from the owner of a trademark or trade or service name that permits another person or company to sell products under the original trademark or name.

Conversely, there are other types of franchise, which mainly adopt the trade name without using the products and the product distribution, and are licensed to sell specific products of the franchisor (Vieregge et al 2007). This kind of operation implies that franchising could be applicable in the Ghanaian situation, by using an existing brand name i.e. 'trade name', but not necessarily adopting the same food products of the franchisor. Generally, the concept offers aspiring new business owners the best possible chance of succeeding with the least risk and thereby encourages more business-minded people to enter in various dimensions (Cox and Mason 2007). This is practicable to support foodservice operations in Ghana, because the operators are mostly hindered from moving to the attractions because of the perceived risks involved in starting new businesses, exemplified by lack of funding. The successful operation of franchises are common in developed countries: in the U.K, about 718 franchise systems employ an estimated 327,000 people (British Franchise Association 2006), in the United States about 2,500 franchise systems operate with another 534,000 franchise units that represent 3.2% of the total foodservice business (Gappa 2005). This trend suggests that franchising plays a significant role in establishing a sound foodservice outlet through the successful expansion of the initial outlet because of its contractual agreement and structure (Siebert 2004).

Professional qualifications

Utilising the case of Johnny Carino, Siebert (2004 p.114) suggests that the mother company should have a qualification that makes him 'professional, capable and proven', with a viable strategic plan in order to appeal to prospective franchisees and expand into the environment as one of the most successful foodservice operators (Alon 2001; Cox and Mason 2007). Thus to enable franchising as a business format for Ghanaian foodservice operations gives the implications for adequate training of the potential franchisees, which is expected to satisfy the dominant visiting public to the attractions.

Location

Strategic location of the main outlet is also a vital aspect to the success of expansion in foodservice operations (Jones 1999). This is shown in two locations of Happy Eater: one located at an extremely demanding roundabout in Humberside had more customers than the other located on an isolated stretch of the A11 to Norwich (Jones 1999). Previous studies found uneven local demand usually results in the reluctance of stakeholders to engage in this franchising, which often calls for putting in place a penalty clause which usually brings conflicts among the parties involved (Slack and Lewis 2002).

Diversity

Currently, franchising is diversified to suit different locations, with local foodservice products that have the potential to appeal to consumers to eat at the outlets and increase repeat visits: McDonalds offer vegetarian nuggets in India, wine in France and beer in Germany, McGrilled in United States, and 'Appenzeller' cheese in Switzerland (Vieregge et al 2007). Franchising is suggested as the main contemporary foodservice marketing technique (Neshevich 2001; Alon 2006) which covers tourism and foodservice operations (Baker 2000). Similarly, the use of local knowledge often has an advantage over the lack of knowledge. This was illustrated in a Singapore: outlet 'A' development agent used the knowledge base of the area to suggest to the franchisor the use of duck as a preference to chicken to increase consumption rates in a location; outlet 'B' development personnel's lack of knowledge caused the outlet financial losses through food wastage (Choo et al 2006).

Successful Ghanaian foodservice operators, whether small like ‘Adom’, or large as ‘Jofel’, ‘Mckeown’, ‘Abusua’ and ‘VOTEC restaurants’ could be involved as franchisors because such operators, with the basic traditional operation knowledge, could supply adequate authentic foods to meet the demands of visitors at Ghanaian attractions. Currently, three authentic foodservice operators in Kumasi (Ashanti region) Jofel, Mckeown and Abusua restaurants have additional outlets newly opened in the Greater Accra region; Jofel restaurant has moved further to Takoradi (Western region) to open an outlet. These recent developments, within the operations of these established authentic foodservice outlets, suggest that they have the capabilities as the initial facility that could be developed further at attractions as a step towards franchising. In this view, it could be argued that adopting the concept of franchising whereby, for example, Jofel sells the rights to other people to operate an outlet could support the growth of these outlets. This is because Choo et al (2006) assert that the production style makes it viable and simple to expand and outlets are able to increase their market share as shown in Table 3.4.

Table 3.4: Growth of franchised outlets in Singapore

Outlet	Number of franchised outlets at 2004	Year of entry
A	6	1995
B	35	1996
C	10	1996
D	2	1992
E	129	1979

Source: Adapted from Choo et al (2006)

On the other hand, such operations require a total commitment of time, energy and financial resources by both franchisors and franchisees, in order to ensure the success of the business (Anon 2007). In proposing authentic foodservice operations at Ghanaian tourist attractions, acquiring basic knowledge about the conditions of franchising outlined below tends to be useful for the prospective franchisors.

Conditions of operating franchising

According to Piper (2007), franchising covers a wide range of settings, which are distinct. For the purpose of this study, five points are discussed, because they are most applicable.

1. The right to use the trade name and the worth of it:

Normally, franchisees obtain an authorisation from the owner to do business under an established name. In effect, franchisors enter into a contractual agreement with other parties (franchisee) by offering them a tested business that has the experience and an established system (trademark / name) for operations (Franchise Business 2009). Thus, as development theory suggests, the operation tends to follow a uni-linear path (procedures designed in the contract for developing and operating the business) in order to achieve the desired results (Batta 2000). In effect, the franchisee operates within accepted norms between him / herself and the franchisor who maintains ownership of the franchise. Additionally, the franchisor owns every aspect of the system such as dress code, confidential reports and trade secrets connected with the business (Franchise Business 2009). Any alterations or amendments to the facility are the responsibility of the franchisor. Conversely, the franchisee is entitled to obtain a fair share of the products and services involved.

2. Franchisee and franchisors' obligations:

Development theory argues that business entities, such as foodservice outlets, have the potential to use franchising to expand and set up at suitable locations, by following organised procedures for operations (Batta 2000). For example, foodservice managers have the option to enter into agreement with 'successful' business enterprises/ firms to operate as a product/ trade name or a business format franchising (Anon 2007). In this sense, both parties sign an agreement to fulfil their obligations (franchisee monthly payment of royalties; franchisor's commitment for support and guidance). Development theory further explains franchising as a business format with definite laid down rules and regulations governing its operation.

In proposing authentic foodservice for tourist attractions, prospective franchisees would have to follow the binding regulations outlined by the franchisor for developing the outlets in order to create a golden location. This is because the theory argues that any economic venture passes through five development stages to acquire the status desired with the support of education and technology (Batta 2000); in effect, following the ideals of another person (s) by acquiring territorial rights.

3. Premises and territory:

Franchise agreements should normally grant a franchisee the right to own and operate a business in a defined market or territory (American Association of Franchisees and Dealers 2007). Buying a franchise may therefore prove more cost effective than operating individually at tourist attractions (Dant and Kaufmann 2003). This is because, in ensuring a strategized mode of operation, the franchisor should provide various services, such as training, so as to attain the professional knowledge needed to build the business (structure) (Anon 2007). For this study, premises and territorial rights of the franchisee could be related to the outlets at attractions, which are proposed as suitable locations for the development of authentic foodservices in conformity with the agreement.

4. Duration of contract signed:

According to the American Association of Franchises and Dealers (2007), the duration of the contract should be of a reasonable period in order to achieve dividends on the fees paid. Additionally, the franchisor has the right to dictate the terms for renewals as and when feasible.

5. The significance of the capital required to establish the outlet and the financial commitments for both parties

The licence fee and subsequent royalties provide capital to the franchisor without any interest or capital (Combs and Kitchen 1999). Thus, the franchisor ensures that by putting mechanisms in place for the day-to-day operations, the franchisee is more likely to be successful (The Franchise Business 2009). While the franchisor requires initial fees and subsequent remunerations, the franchisee is allowed a fair share of the fees paid (American Association of Franchises and Dealers 2007).

It is, therefore, important for both parties to work assiduously to support the growth of the facility. Furthermore, the ability of the franchisee to offset the barriers mentioned lies in a better local market knowledge, motivated managerial expertise and low capital cost in operation (Choo et al 2006). This implies that the franchisees may not require an investment to set up the outlets. Moreover, since the contract involves a significant contribution (fees), selection is based on the ability of the franchisee to operate within the license more than upon qualification, and thereby allows for the use of local market knowledge to develop at new geographic locations (American Association of Franchisees and Dealers 2007)

For the purpose of the proposed authentic foodservice outlets for Ghanaian visitor attractions, the essential part of franchising for this research is the use of local products, which customers normally perceive as desirable. This, according to Vieregge et al (2007), supports the notion that visitors require a standard provision of foodservice outlets within the socio-culture values. As indicated in earlier chapters, this research suggests franchises as a best-practice model for the development of foodservices for attraction sites, because it envisages that it could offer the fragmented diverse foodservice outlets an opportunity to buy a license from prospective franchisors to operate at Ghanaian visitor attractions. The use of brand names or recognised affiliated names is an added opportunity for growth at visitor attractions. This is because Ghanaians tend to be attracted to known objects and names, and therefore make this approach more viable. Within the sustainable development of visitor attractions, studies suggest that a successful foodservice operation, more than often, depends on adopting a more strategic approach to become functional, in order to handle fluctuating environmental and market forces at locations (Simoes and Dibb 2001; Ottenbacher and Harrington 2009). In light of the foregoing, Figure 3.4 illustrates the conceptual model for the interrelationship of foodservice and visitor attractions within the location's sustainable Economic-Socio-cultural-Environment.

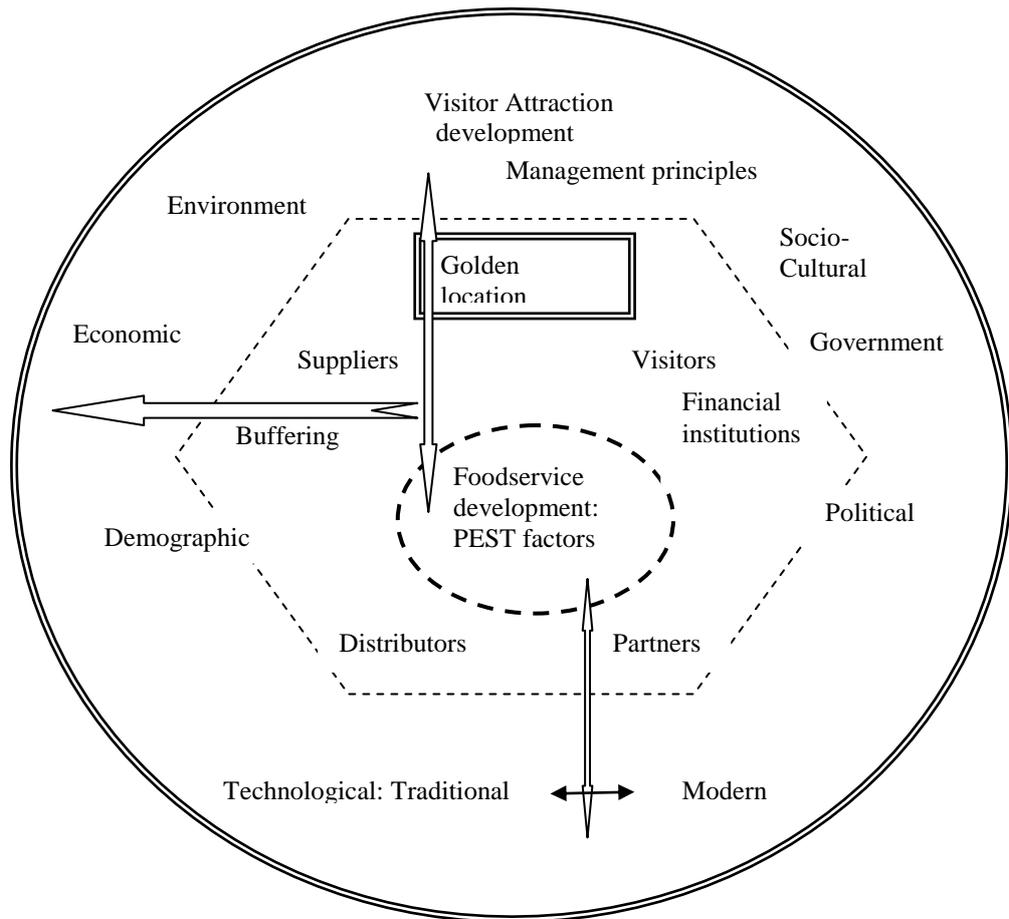


Figure 3.4: Conceptual Model for Inter-relationship of Authentic Foodservice and Visitor Attraction Development

Source: Adapted from an original idea of Cunliffe (2008)

The foodservice sector operates in locations that are part of the wider, political, economic, socio-cultural, and technological factors of visitor attractions in Ghana. The foodservice sector operates in locations that are part of the wider, political, economic, socio-cultural, and technological factors of visitor attractions in Ghana. The golden location embeds in the sustainable development of the attraction where, on a regular basis, the foodservice operation interacts and has some influence on products, suppliers, and visitors. In order to survive the demands/influences of the attractions, management and decision makers in foodservice outlets have to examine the attractions through management principles and take action, using the development stage theory (buffering) to protect the outlet from attractions' uncertainties in visitor arrivals.

This is necessary because visitors and the local community spend disposable income at the location on foodservice products. The income adds to government's revenue which is used to provide infrastructure to facilitate attractions' development to create the 'golden experience' demanded by visitors. The system moves hand in hand in order to support and achieve these standards for both domestic and international visitors.

3.4 Summary to Chapter 3

This chapter has discussed the importance of food and the foodservice industry, with the development of foodservice and looked at examples from developed countries. The political, economic, socio-economic and technological factors that surround the issues concerning food are also considered in developing foodservice outlets at Ghanaian visitor attractions. The chapter also examined the different strategies for developing foodservice at attractions and proposed location specific franchises as a suitable model for developing authentic foodservice outlets. Utilising some of the 'successful' authentic foodservice outlets was also proposed as a step forward towards franchising at Ghanaian attractions. This is because these outlets have recently embarked on developing new outlets outside their original locations, thus gaining an advantage of meeting the demands of their customers in other regions. This review generated the conceptual model for the investigation into the relationship of foodservice and visitor attractions in Ghana.

CHAPTER 4

RESEARCH METHODOLOGY

4.0 Introduction

The aim of this chapter is to explain and justify the methodology for the data collection undertaken. It discusses the paradigm, research design and methods employed to achieve the objectives, relating to the development of authentic foodservices to support the development of visitor attractions in Ghana. Visitor attractions and foodservice industries form part of an international sector that involves economic transfers, consumption patterns, values and lifestyle across borders (Knight and Kotschevar 2000; Shaw and Williams 2002; Bowen et al 2006). The two sectors are both involved in the development and promotion of products in order to ensure a quality ambience towards the development of visitor locations (Morrison et al, 2004). The recent need for varied visitor products has therefore intensified the search for any usable authentic traces of regional cuisines to offset the obliteration of many food traditions and recipes arising from the practice of eating outside the home (Hyjalager and Richards 2002; Herring et al 2006). The identification of and insight into the relationships of visitor attractions and foodservice will assist in the development of foodservice at attractions in Ghana. In an attempt to gain a full understanding and to explore the relationships of visitor attractions and foodservice, the selection of appropriate methodology approaches such as qualitative, quantitative or mixed methods (Creswell 2003, Clough and Nutbrown 2007) is essential.

4.1 Research Paradigms and Approaches

Paradigms

The research paradigm is referred to as a culture which integrates ontology, epistemology, aesthetic, and methodological beliefs (Creswell 1994; Johnson and Onwuegbuzie 2004). Recognising the paradigm underlying the research methodology informs guides and directs every aspect of the inquiry (Kuhn1977).

The paradigm sets the 'rules of the game' and narrows the field of vision, and as a picture of a jigsaw, provides a model of reality to which scientists can compare their research (Wallace and Wolf 1999; Ritzer 2001).

Two choices are obvious in every research; qualitative which is grounded in constructivist, naturalistic, and or interpretive; and quantitative, which is embedded in positivist, post positivist, experimental and or the empiricist paradigm (Creswell 1994).

Constructivist

Constructivism based on Piaget's (1955) research indicates that children actively construct their own knowledge through experiences instead of absorbing what teachers tell them. Knowledge is perceived as constructed by individuals involved in the study rather than gained (Lewis-Beck et al 2004). It places emphasis on the social values and attitudes of individuals and rejects claims by the positivist (Giacobbi et al 2005). Papert's (1980) constructionist paradigm stresses an individual's discourse with the internal and external world to boost self-directed learning to facilitate the construction of new knowledge. When such developmental theories, which share similar perspectives of knowledge, are integrated, it allows multiple meanings to emerge in how people construct and give meaning to their social activities (Lewis-Beck et al 2004). Since the research into developing authentic foodservice to support the development of tourist attractions is one of the first in the research area, it used the concepts of constructivism to acquire data through participant observation because the active involvement in the activities at the attractions in order to enhance the data collection process.

Interpretive

The interpretive paradigm emphasises that the social world is the subjective construction of individual human beings through the development and use of common language and interaction of everyday activities that create and sustain a social world of inter-subjectively shared meaning (Burrell and Morgan 1979).

The social world is thus perceived as intangible in nature and is in a continuous process of reaffirmation of change to explain the stability of behaviour from the individual's viewpoint about how things are handled and modified through an interpretive process (Wallace and Wolf 1999). This paradigm seeks to exhibit how the 'real' or tangible aspects of organisations are dependent on subjective constructs of individual human beings (Burrell and Morgan 1979).

The interest in this study lies in understanding the subjectively created world "as it is" in terms of ongoing processes. This was necessary to gain information regarding the attractions and foodservice operations from different individuals. According to Blaxter et al (2001), the interpretive approach concerns understanding the complex issues of values, attitudes and beliefs within the constructivist/constructionist epistemology. It was, therefore, important for the study because it compares explanations and ideas that form the basis of seeking causal explanations. On the other hand, critical research, takes up a view of conflict, and oppression that seeks to bring about a change such as, feminist, neo Marxist, anti-racist. Although structuralism agrees in part with the ideologies of interpretive, it differs in the concept of giving meaning to social actions within natural settings because subjectivity perceives to emanate out of an in-depth investigation of social reality (Seale and Filmer 1998).

Positivist

The positivist approach views reality as neutral, objective and independent or detached from the study and usually employs the use of experiments and the collection of data, which can be analysed quantitatively. Auguste Comte developed positivism in the 19th century with its argument on the epistemology ground that true knowledge is scientific (Blaikie 2000). Thus, the explanation of the problem is preceded by way of scientific description as a standard for grasping the nature of reality (Hughes and Sharrock 1990). Quantitative methods generally involve numerical data collected from a wider range of population (Walliman 2005). As a novel study on Ghanaian attractions and foodservice, a standardised mode that makes use of statistical data in analysis to measure the spread of distribution as suggested by White (2000) was essential to support a possible generalisation of the results.

Post-positivist

Post-positivist is a response to critics of the positivism approach. It upholds the view of finding cause to outcomes such as occur in experiments (Creswell 2009). It upholds the ideals of positivism for starting a study with theory and building upon it to either reject or accept it (Creswell 2009). It also believes in evidence outcomes that are free from bias and objective and therefore seeks to validate findings (Blaxter et al 2001).

Functionalist (objective - regulation)

This is the dominant paradigm for organizational study. It seeks to provide rational explanations of human affairs (Wallace and Wolf 1999). It is pragmatic and deeply rooted in sociological positivism. It considers relationships as concrete that can be identified, studied and measured via science (Wallace and Wolf 1999). This paradigm has however been mildly influenced by idealist and Marxist thought.

It is argued here that instead of looking at an investigation from a position of epistemological purity, it should be considered from the angle of research question (s) and followed with selecting the most appropriate methods (Tashakkori and Teddlie 2003). This research is grounded in a philosophical position that is conscious of the need to relate diversity to the underlying social and cultural structures, which may enable or constrain the contributions of societies towards the environment in which they exist (Burns 2008). The pragmatic approach, combining qualitative and quantitative (Johnson and Onwuegbuzie 2004; Pansiri 2005), best suits this philosophical standpoint because it provides useful insights into the use of development theory, to understand the relationship of functionalism and in social evolution of its components (Burns 2008).

4.1.1 Paradigm Adopted

This research chose the pragmatic paradigm to underpin it because qualitative, constructivist, interpretive; and quantitative positivist approaches were considered relevant to achieve the objectives of the study more than the single use of an approach. The aim of this research is to critically evaluate the inter-relationships of foodservices and visitor attractions to answer the question “How the development of authentic foodservice provision can assist to improve the overall success of visitor attractions in Ghana?” With the lack of available, relevant data and records on foodservice operation at visitor attractions in Ghana, a research paradigm was required that would recognise this difficulty. However, a decision about which approach is best is made by looking for the closest ‘fit’ from the available possibilities (Bem and de Jong 1997).

In this study, it was best to identify the categories of visitor attractions operating in Ghana to understand how foodservice operations support these attractions, the challenges involved and how these challenges affect the manner in which foodservice operation are developed and managed, as well as the role of foodservice at the attractions, in creating a sense of place for visitors. The objectives for this research thus included social elements which were distinct from the concept of food as a visitor product adopted by other authors who used a qualitative approach (Hjalager and Corigliano 2000; Wolf 2004; Henderson 2009).

Pragmatism was used for this study because it required qualitative data involving individuals to construct and interpret foodservice operations as well as quantitative data to obtain objective views from the 'out there' reality (Creswell 1994 p4). The interactive as well as distant views on the concepts were vital for the development of authentic foodservice at visitor attractions in Ghana. It was also useful to blend these two approaches in investigating social entities within the tourism environment. This is because pragmatists base their argument on epistemological ground that knowledge is based on our perceptual awareness of reality and no source of knowledge is viewed as the truth but is dependent on the experience gained through the answers to research question(s) 'what you see is what you get' (Burns 2008). Although the study found it expedient to gain as much knowledge as possible by reporting without any personal interferences i.e. values and attitudes, the study was better explained by involving personal interpretations of the actions of the social entities studied (Creswell 1994). This is because this study envisages that correlations between foodservice and visitor attractions can or cannot be determined, except upon the results of a series of combination of tests conducted in this investigation.

This study further argues that pragmatism adopts a functional perception of knowledge as a kind of interaction and the result of a vigorous action (s) to explore the world (Bem and de Jong 1997) situated in foodservice and visitor attractions in Ghana. The study used pragmatism in order to take an intermediate position between realism and idealism, subjectivism and objectivism with the notion that, 'the mind and the world make up the mind and the world' (Bem and de Jong 1997).

For this study, knowledge therefore is a methodologically regulated, controlled form of human action that emerges out of a complex inter-play of social, cognitive, cultural, traditional and modern ways, which should practically be, assessed pragmatically (Bem and de Jong 1997). In view of the idea that functional knowledge rejects the sole use of either interpretive subjective or the positivist objective paradigms because of the limitations involved (Pansiri 2006) it was important to combine the two approaches to relate to the use of functionalism in modernisation theory for this study.

Pragmatism is associated with Howe's (1988) argument qualitative and quantitative methods are 'not distinct' (Dabbs 1982 p32) but 'are compatible' (Tashakkori and Teddlie 2003 p7). What is considered 'true' is that which accords with the paradigm. However, there is a strongly held view that there is an ideological divide between qualitative and quantitative approaches and that these should never meet (Fielding and Schreier 2001). On the other hand, authors argue that the epistemological differences between quantitative and qualitative methods have been exaggerated (Bryman 2008). It further suggests that many of the differences between qualitative and quantitative are more apparent than real because the benefits derived from the combination is substantial (Robson 2002). The significance of theoretical expressions of pragmatism derives from their practical use of which 'manipulation is a determinant in the structure of knowledge' (Bem and de Long 1997 p5). The paradigm of each research therefore is operated within a specific framework, which determine the key concepts, methods, research designs, and problems to be studied (O'Leary 2004; Payne and Payne 2004; Gray 2004).

The use of a pragmatic approach of a mixed methodology for the study was not without its limitations. This is because, while scientists perceive the explanations of phenomenon from the outcome of factual evidence, constructionist/interpretive argue with results from factors external to the evident content of the science (Hacking1999). The inductive reasoning therefore provides reliable knowledge upon which to make reasonable decisions, but is limited in presenting information; it is usually at different levels of understanding in view of the different categories of participants used.

On the other hand, the study was aware that conclusions of deductive reasoning that arise from quantitative data, facilitate arrival at true conclusions, but are limited beyond what is already known or present. Although the quantitative approach was utilised for only the visitors to the selected attractions, it was possible for the stakeholders to have equally responded to the questionnaire. This is because they could have had a better understanding of the demand levels of visitors based on their operation and the current consumption levels. Nonetheless, the coordination of qualitative and quantitative views for this study is crucial because the two variant approaches are reconciled with pragmatism, which recognises the use of scientific methods and accepts social values as factors that influence the scientific process (Burns 2000).

The Qualitative Approach

Qualitative data explores the attitudes, views and behaviour of individuals and therefore used to develop an understanding into reasons underlying various practices and attitudes (Silverman 2005). A qualitative approach is based on interpretive ground and engages the enquirer in a continuous and rigorous experience with individuals (Creswell 2003). Through this approach, this study sought an understanding in an attempt to interpret the world by the social entities as Mason (2002) suggested. As a naturalistic approach, it emphasises the significance of the subjective experience of individuals as they occur in their natural settings (Creswell 2003). It was thus flexible for the purpose of this study, and allowed extra comments to acquire in-depth knowledge from participants in order to generate theory as indicated by Bryman (2008). Again, as social properties are the outcomes of the interactions of individuals rather than the phenomena ‘out there’ (Bryman 2008 p366), the qualitative approach was found very useful for the study.

Although the in-depth descriptions obtained from qualitative data offers a database, which allows judgements on its transferability (Bryman, 2008), this study was aware that its subjective/intensive nature involves a limited number of participants, which makes it difficult to generalise the results. Additionally, it was time consuming during data gathering and analysis. Furthermore, the approach requires skills on the part of the interviewer to carry the message across and to be able to interpret the statements from the participants (Gubrium and Holstein (1977)).

The qualitative approach employs different knowledge claims, methods of investigation and analysis of the phenomenon from that of the quantitative approach (Creswell 2003).

The Quantitative Approach

The quantitative data base its knowledge on positivist perspectives and makes use of controls during sampling and precision through reliable measurement (Creswell 2003). Because this provides a basis from which it may be possible to generalise the results from the sample to a wider population (Bryman 2008), it was used for this study to complement the qualitative data. Consequently, as indicated by Bryman (2008), the study involved the use of a semi-structured interview and self-completion questionnaire. According to Wilkinson (2004), such data produced are therefore accurate because of their objectivity and this enhances reliability. In support of the literature, using quantitative approach is a relatively cheap and effective way of collecting data with very little external influence (Bryman 2008). Conversely, quantitative data tends to be too stringent and limited in answering the 'why' questions that seek in-depth answers (Creswell 2003). Thus, the variability of data is lost when subjected to extensive and rigorous analysis.

The Mixed Method Approach

Either the mixed method approach is defined as the collection of both qualitative and quantitative data in a single study, concurrently or sequentially which involves the integration of data at one or more stages of the research (Creswell 2003). The usefulness of this approach for this study was in combining the attributes of both qualitative and quantitative strategies to explore and best understand a phenomenon (Creswell 2003). The essence of this is to 'simultaneously answer exploratory and confirmatory questions to verify and generate theory' (Tashakkori and Teddlie 2003 p.15). The most common approach to the combination occurs when the results of the qualitative study are used to inform the quantitative phase study. This technique was applied to the study because as suggested, it had the ability to explore, identify and provide clarity about the kinds of variables requiring further investigation (Gray 2009). Again, this approach was beneficial particularly for this research where relatively little or nothing is known about the research area.

The use of mixed method as a research design allows generalisation from a sample to population in order to gain a richer, contextual understanding of the phenomenon being researched (Hanson et al 2005). On this stand point, Creswell (2009) considers timing, weighting, mixing and theorising in designing strategies for pragmatic approach to evaluate the data collection process.

4.2 The Phases of Data Collection

This study involved three phases of data collection: Phase 1 comprised the collection of secondary data, and Phases 2 and Three, the collection of primary data, a process, which was vital for this research because of the very limited amount of published material relating to both the Ghanaian tourism and foodservice industries. Figure 4.1 illustrates the sequential structure of the research framework.

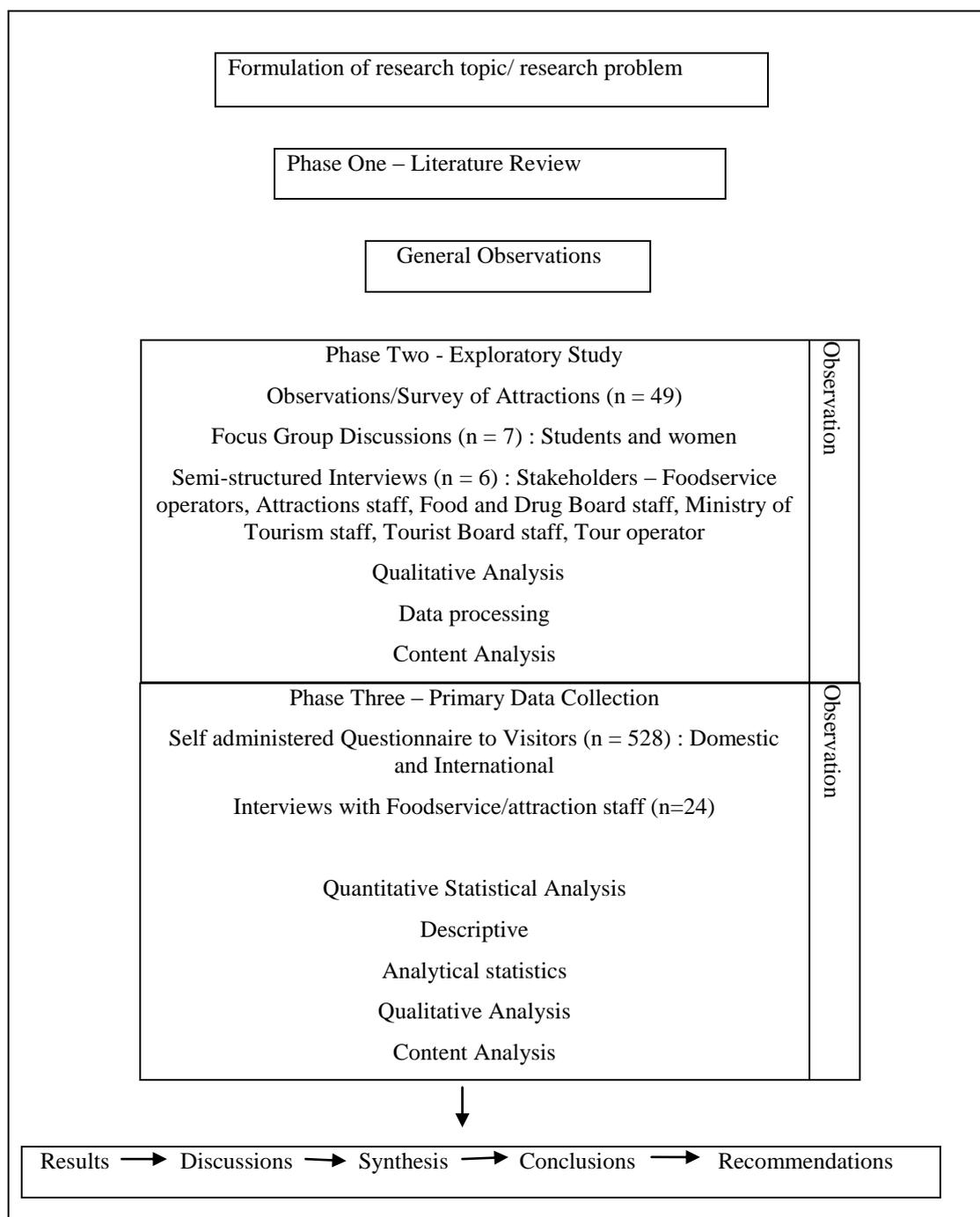


Figure 4.1: Schematic presentation of the sequential research process

4.2.1 Research Design

Yin (2002) defines research design as the logical sequence that connects the empirical data to a study's initial research question(s), to the conclusions. The study found it vital to adopt the two approaches in order to utilise a triangulation of methods and group efforts as suitable (Tashakkori and Teddlie 2003).

This is because the integration of methods considered the research question more than the methods used (Tashakkori and Teddlie 2003) in researching strategic inter-relationships in foodservice operation at visitor attractions (Pansiri 2005; Hohenthal 2006). The design utilised an exploratory survey for the initial qualitative stage of participant observations at visitor attractions, group and individual interviews, which informed and guided the subsequent confirmatory survey for the large-scale quantitative stage in which a self-completed questionnaire was distributed to visitors at the selected attractions. Equally, emerging issues from the questionnaire were used to conduct interviews with both foodservice and attractions staff following the questionnaire administered at the visitor attraction. Surveys have been acknowledged valuable if the objectives are to measure attitudes and to find out about a particular phenomenon (Brink and Wood, 2001). Moreover, conclusions drawn from a population in a survey were important to inform or serve as tools because Gray (2009) asserts they are used to inform or influence policy changes, and conclusions. As suggested by Fink and Kosecoff (1998), the use of a survey was appropriate for this study in order to describe the status of things, make comparisons and identify any change in the process of finding suitable ways of developing the attractions and foodservice operations in Ghana.

Research Setting

This study was conducted in Ghana, which has a well-defined population of cultural, heritage, and natural visitor attractions (Table 1). The country is divided into 10 administrative regions and located on the West coast of Africa, along the Gulf of Guinea and lies on the Greenwich Meridian. With an estimated 20 million population, Ghana share borders with Togo to the east, Cote D'Ivoire on the west and Burkina Faso on the north. Table 4.1 below outlines the attractions visited in the Phase 2 study.

Table 4.1: The Visitor Attractions surveyed in Phase two studies

Attraction	Description of attraction and region
Aburi Gardens	A conservation plant life and diversity garden in the Eastern region
Ada Estuary	Where the river and sea merges; boat cruise to the estuary located in Greater Accra region
Afadjato	The highest mountain used for hiking, is located in Volta region
Akaa falls	A waterfall in the Eastern region believed to be the twin of Boti falls about 10 kilometres away
Amansuri wetlands	Only known swamp forest for bird watching in Western region
Ankasa forest	Conservation area in Western region for wildlife and plant diversity
Ekebaku beach	Nesting place for marine turtles, and whale/dolphin (July-October) watching in Western region
Boabeng-Fiema monkey sanctuary	Monkey sanctuary in Brong Ahafo region
Boti falls	One of the famous waterfalls located in eastern region
Dodi island	An island on the Akosombo river in Eastern region
Fuller falls	Waterfall in Brong Ahafo region
Hans cottage	Crocodile pond in Central region
Kakum National park	Undisturbed virgin forest with canopy walk built over it for viewing of wildlife
Kintampo falls	Waterfall in Brong Ahafo region
Kristo buase	Caves in Brong Ahafo region
La beach	Beach area in Greater Accra region
Lake Bosomtwi	Meteorite crater lake with fishing activities in Ashanti region
Mole National Park	Game park in Northern region
Mystery stone	Stone which rolls back to its original position anytime it is moved from the place in Northern region
Ostrich farm	Birds in Volta region
Shai hills	Conservation area for viewing wildlife in Greater Accra region
Six branch palm tree	Palm tree which is branched into six in Eastern region
Songhor lagoon	Lagoon for salt making in Greater Accra region
Talking river	River which meanders through rocky formation believed to talk to individual visitors in Volta region
Tongo rocks	Large boulders of rocky formations in Upper East region
Wechiau Hippo sanctuary	Hippopotamus amphibious sanctuary on the black Volta river
Wli Falls	Waterfalls with bats in Volta region
Accra cultural Centre	Art and craft market for selling of cultural artefacts; display of contemporary artwork in Greater Accra region
Bonwire Kente weavers	Demonstration of weaving Kente in Ashanti region
Bolga craft market	Cultural craft ornaments in Upper East region
Ahwiaa craft market	Sculpture works and designs of various art works in Ashanti region

Fishing harbour	Market at fishing harbour for fishing in Western region
Kejetia market	Local market in Ashanti region
Kumasi cultural centre	Art and craft market for selling of cultural artefacts; display of contemporary artwork in Ashanti region
Makola market	Local market in Greater Accra region
Takoradi naval base	Cruise on sea in naval ship in Western region
Trade fair site	Centre for exhibitions and trades shows in Greater Accra region
Okomfo Anokye sword	Located in the premises of Okomfo Anokye Teaching hospital in Ashanti
Accra museum	Display objects of archaeology, culture and fine art from stone age to current historical issues in Greater Accra region
Cape Coast Castle	Heritage attraction in Central region
Du bois centre	Heritage attraction in Greater Accra
Elmina castle	Heritage attraction in Central region
Fort Appolonia	Historical attraction in Western region
Fort St Jago	Heritage attraction built on a hill for viewing of Elmina township in Central region
George Padmore library	Heritage attraction in Greater Accra
Kwame Nkrumah Mausoleum	Heritage attraction in greater Accra
Larabanga mosque	Oldest mosque with the oldest Koran in the country in Northern region
Military museum	Heritage attraction for armoury and pictures of army personalities in Ashanti region
Nzulezu	Canoe ride to village built on stilt on the Amansuri Lake in Axim in Western region

Figure 4.2 shows the map of Ghana illustrating the various regions and the visitor attractions selected for the Phase 3 study,

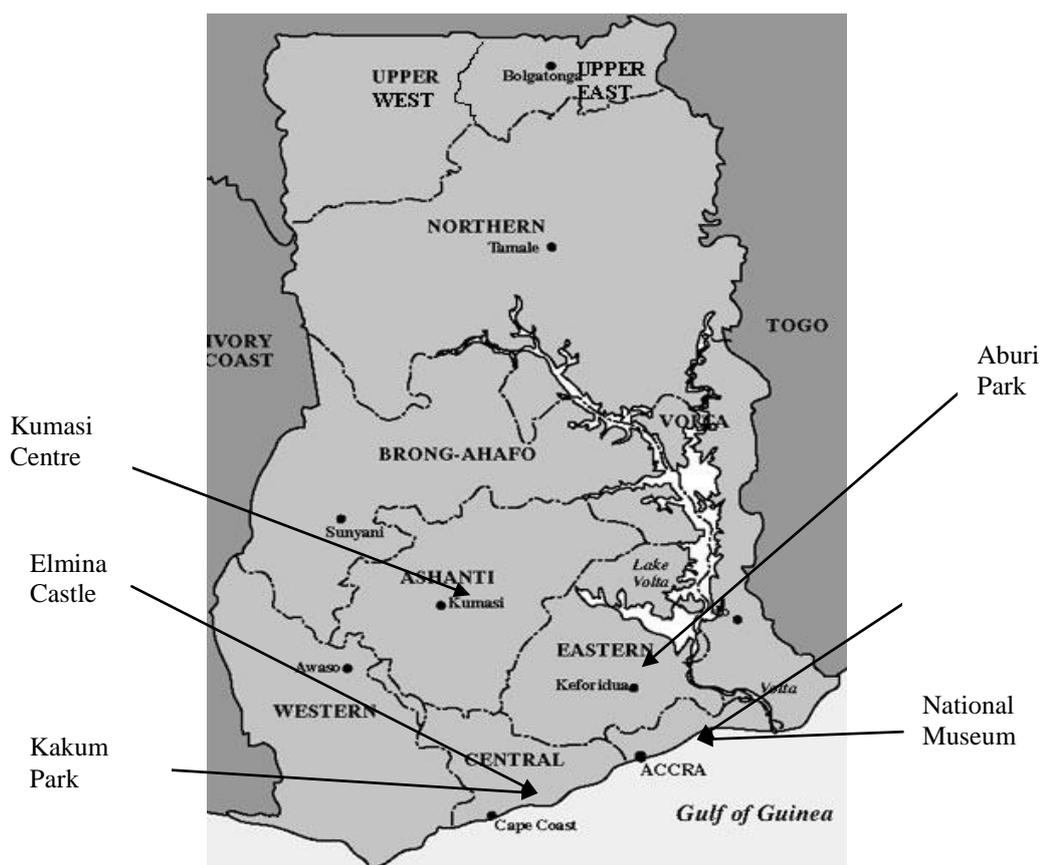


Figure 4.2: Map of Ghana showing the ten regions with the selected attractions

Source: Adapted from FAO/WHO 2005

Brief Description of the Visitor Attractions Selected for Phase 3 Study

Aburi Gardens

Aburi Garden is a 35-acre (17 Ha) garden attraction, located in the Eastern region of Ghana. The attraction divides into 9 sections/lawns, to enhance biological diversity. In addition, it has 125 botanical plots/acres managed for medicinal and economic plants and another 50-acre first aid garden that promotes the conservation and sustainable use of medicinal plants in the country. The main underlying objective is for conservation of plant life and diversity in order to manage rare and natural plants, scientific research, horticultural training, growing endangered species as well as environmental education.



Figure 4.3: Aburi Garden

This attraction has two foodservice operations, one close to the main road in the garden and the other is located in the forests. The first outlet is obvious because it is sited close to the main road that runs through the attraction. It has an extended space in front of the building for visitors who prefer to sit outside the main dining area. Figure 4.3 shows Aburi Garden with the two foodservice areas.



Foodservice 1 (outer and inner) Foodservice 2: bar and dining

The dining area is approximately 45 sq metres. There are 10 tables; each table has four dining chairs with two tables having six to eight chairs for large visitors or families. A combination of local and international foods is served. The second foodservice outlet is hidden among the trees and the dining area for visitors is the open space. It has three separate open areas; the first, a veranda is bigger than the other two, which are summer huts, located in the trees. This outlet also supplies both local and foreign foods.

Kakum National Game Park

A few kilometres from Cape Coast, the national park, Kakum has taken the name of the local village. This attraction is an undisturbed virgin rainforest, which covers an area size of about 360 sq. km. The main activity is the canopy walkway (built of polystyrene cords, nets and wooden planks) of approximately 350 metres in length and hanging an estimated 32 metres above the forest floor. Natural habitats form the major objects for viewing either from the walkway or forest hikes.

This attraction gives visitors the opportunity to walk around for pleasure as they sway along having a full view of the wildlife in the forest below them. Strict regulations prevail over the conservation area, and non-adherence attracts a penalty fee, with possible legal action against offenders. Stopover are designed along the route of the attraction to create resting places for visitors and to also take a coconut drink when returning from the walkway. There are gift shops available after the reception museum (hidden connection) which highlights the natural species found in the forest. Figure 4.4 illustrates the canopy walk at Kakum Park, the foodservice bar and eating-place.



Figure 4.4: Kakum Park Canopy Walk (stage1-3),



Foodservice: Bar and dining area

The foodservice operation is located close to the visitor reception area where visitors normally sit to either relax or eat before they embark on the tour. It is an open place with 8 tables, each with four dining chairs. There is a kitchen, a storeroom and an office for the staff and an extended place used for preparing *banku* and *fufu*.

Accra Cultural Centre

The Accra Centre for arts and culture is located a few kilometres away from the Kwame Nkrumah Mausoleum in the central part of Accra. The main objective of this attraction is to preserve the cultural values of Ghana. It has a room, which has a display of contemporary painting works of different nationalities. The attraction has the biggest market for handicraft products in the country and many buyers are visitors and other international dignitaries. The items sold range from woodcarvings, traditional musical instruments, pottery works, clothing and jewellery.

Additionally, the market provides employment opportunities for many people. Skills developed on site include carving, painting, designing, and metal works to service the market buyers. Figure 4.5 shows cultural artefacts at Accra Centre, the foodservice bar and dining area.



Figure 4.5: Cultural artefacts,



Foodservice bar and Dining area

This location is one of the most important visitor attractions in the City of Accra and in Ghana. In front and to the right side of the administrative block is a foodservice outlet, which caters for staff as well as the visiting public. It is not too big but divides into three rooms: the main dining area, a cooking area and another smaller area for dining with a mini shop. This foodservice outlet serves mainly local dishes at the main dining area that has ten tables, each with four chairs.

Kumasi Cultural Centre

This attraction is located in the heart of Kumasi, the garden city of Ghana. It is close to the Okomfo Anokye Teaching Hospital and Kejetia Market. It has similar visitor facilities to Accra Cultural Centre and equally sells cultural artefacts. Additional features, which distinguish this attraction from the Accra Centre, are the Kente weavers, as well as the Adinkra symbols, which represent cultural values of the Ashantis, the school of performing arts, and the museum.

The museum has various traditional items used mostly by past Ashanti Kings, from toiletries to their beds. Additionally, pictures of famous personalities within the Ashanti Kingdom are displayed to support the real objects on cultural practices that prevail within *Asanteman* (Ashanti Kingdom). Figure 4.6, shows cultural objects at Kumasi Centre.



Figure 4.6: Kumasi Centre,



Foodservice bar and dining area

This attraction has its foodservice outlet located close to the Visitor Board and directly opposite to the Prempeh II museum. The structure is made of concrete and wood with four tables and four chairs for each table. The menu served was both local and foreign.

National Museum

The national museum in Accra is the largest and oldest attraction in the country. It is located at a central part of Accra close to the Workers College, Adabraka Polyclinic, Mental hospital and the Catholic Cathedral. It has two main buildings depicting objects of archaeology, culture and fine art, ranging from the Stone Age to current historical issues: chiefs' regalia, traditional musical instruments, and ornaments. Figure 4.7 illustrates five sections in the National Museum, the foodservice bar and dining area.



Figure 4.7: National Gallery (5 sections)



Foodservice: Bar and dining area

The art gallery also exhibits contemporary Ghanaian paintings as well as other items, which include sculptures. This attraction has its foodservice on the left hand side after the first building. It operates a full service restaurant and has ten tables with four chairs for each table. It has an open space dining area and serves a limited menu.

Elmina Castle

About 15 km from Cape Coast is Elmina Castle, which is older than the Cape Coast Castle and built by the Portuguese. This attraction has various rooms designed for different purposes. Generally, most of the rooms, which served as dungeons in the past, have no lights and are therefore dark. Visitors to Elmina Castle have the opportunity to lay wreaths in memory of their ancestors although there is no shrine available at the attraction as at Cape Coast Castle.

The attraction has one of its rooms turned into a gift shop and the foodservice is outside the main building and hidden from visitor's sight. Figure 4.8 illustrates Elmina Castle, the foodservice structure, the bar and dining area.



Figure 4.8: Elmina Castle



Foodservice Bar and Dining area

Dining Area

Considering the six foodservice outlets, this was the outstanding one in terms of presentation, and service. Both local and foreign meals are served (Appendix 3). The dining area has six tables. In order to have firsthand information about the taste and texture, foods were sampled at every foodservice outlet.

4.3 Methods of Data Collection

Generally, in every research there are two basic sources of data: secondary and primary. While the secondary data inform the research about what is been done in the area of interest, the primary data offer an original source of information to either approve or disapprove the issues in the secondary data and or of a phenomenon. Both secondary and primary data gathering have different methods, which are used to achieve the results. Collection of social data is based upon inductive strategies including observations, focus group discussions and interviews (qualitative) and deductive strategies of questionnaires (quantitative to evaluate the impact on the research process and data produced (Baker 2000).

Secondary Data

Secondary data is the information about a particular phenomenon that is in existence already and can conveniently be accessed from other sources and used for primary research study by those who had not been involved in the study (Bryman 2008). These data are usually obtained from textbooks, encyclopaedias, journals, electronic journals (e-journals) periodicals, official documents, and newsprints. Searching for relevant secondary data provides an overview of past and present research and identifies key words in the research area. This assists in describing and making comparisons about existing phenomena, which serves as a map and highlight the gaps in the phenomena (Creswell 2009). In this view, the direction of the research is clarified with possible suggestions to address the identified gap(s), through the recommendations for future work. Equally secondary data save time and reduce costs involved in conducting investigations and offer authors the chance to critic the data and highlight conflicting points for new theories to emerge (Bryman 2008).

These data are limited in providing useful information about a research topic in situations where it is not applicable and or not familiar (Bryman 2008). The methodology may not also be appropriate because it may be limited in a component and either geared towards statistical data more than narratives and vice versa.

This study's source of secondary data was primarily the Bournemouth University and Cape Coast University's libraries; books, journals, inter-library loans, conference papers as well as official documents such as project reports by the Ghana Tour Operators Federation, brochures, pamphlets and directories from the Food and Drugs Board, Ghana Visitor Board and visitor attractions. After considerable search, it became apparent that little had been published on the topic and in particular on Ghana.

Primary Data

Primary data are original work, which has neither been undertaken previously nor published elsewhere, regarding the aims and objectives outlined for a particular research. It entails the gathering of new data by means of tools, such as, observations/participant observation, focus group discussions, interviews, and a questionnaire. Results of a phenomenon investigated present the possibility of finding a solution and making the appropriate recommendations. Prior to the data collection in Ghana, visits were made to selected attractions in Dorset, such as the Purbecks, Bournemouth Beach and Stonehenge, to ascertain the operation of foodservice outlets regarding visitors' activities and developments at the attractions. This was important for the study because it was necessary to have a checklist (Appendix 4) for the impending visits to visitor attractions in Ghana. Two separate study trips were made to Ghana over a two-year period to collect primary data; first a qualitative survey was employed for Phase Two, a data collection exercise, fundamental to this research, because it informed the major quantitatively focussed survey, Phase Three, which took place the following year. The results of the Phase Two were a 'gate opener' for the third phase of data collection.

4.4 Methods of Primary Data Collection

Observation

Observation is an investigation that an object/subject is watched in its natural settings to collect data about a phenomenon (Burns 2000). It is a direct way of gathering data about beliefs, attitudes and values of the subjects. Observation can be directed i.e. watching and indirect i.e. hearing an account of what took place. The observer can also be passive or a participant in the activity.

Observations were useful for this research because of the close proximity of the observed attractions and activities at the sites provided first hand, accurate information about the phenomenon under investigation (Burns 2000). In view of this tool not being suitable for historic data, it was particularly useful because it was employed as an additional tool to group and individual interviews. This was done in order to have a general knowledge about Ghanaian visitor attractions. It was also important as an additional tool because there was concern that the resulting data if used exclusively could be too little.

Participant Observation

The difference between observation and participant observation is that the former does not engage in any activity of the observed and only looks at the process, while participant observation involves the observer in the activity of the observed. In this research, participant observations were useful because they showed a ‘contrast between what people do and what they say they do’ (Gubrium and Holstein 2003). It provided additional knowledge to the observer through the practicality involved because knowledge was gained through experiences and interactions. By so doing, the observer was able to collect data on visitor arrivals which otherwise might not have been possible because of the ‘strictly confidential’ handling of administrative information. This tool was not without limitations; although it was not evident, there was the possibility of the observed not exhibiting the right procedures for the activity or falsifying the entire process when aware of the objective of the observer, for example not giving the correct figures on arrivals and withholding valuable information about the attractions.

Moreover, it was time consuming, because the observer had to travel around the country by public means; in some cases, challenges with poor road networking made the exercise quite expensive.

Focus Groups

Focus groups are forms of interviews designed for small groups of between 4-10 participants. The groups are led to discuss topic areas of interest by a moderator who draws out information regarding a particular research area (Hakim 2000).

This tool of data collection was found to be important for this study because it involved an informal discussion to encourage subjects to talk freely about beliefs, behaviours, attitudes, and opinions on a particular subject such as the visitor attractions and foodservice operations in Ghana. The focus group discussions stimulated new ideas and topics about the concepts under investigation and generated hypotheses to be tested. Additionally, they provided a wider range of data collection from the groups, and were relatively efficient because a wide range of information was gathered from a large number of people at the same time. Furthermore, the limitations and potential challenges about the investigation were highlighted during the discussions, which were useful for designing the questionnaire.

At the same time, the focus group discussions were limited in some groups as some of the participants did not contribute. According to the literature, individuals are likely to dominate the discussion and may steer the discussion towards a particular direction (Burns 2000). This was observed particularly in one group where a participant attempted to dominate the discussion but (he) was redirected to the issue being addressed. Since attendance at these discussions is usually voluntary and individuals are not tasked to attend, during the women's group discussions a power failure extended the discussions to the next day; two of the group members could not attend this section. These limitations make the data collected from focus groups not suitable for generalisation.

Interviews

Interviews are a qualitative approach of collecting data to source in-depth information (Mason 2002). They are an appropriate method for exploring subjective opinions and attitudes. They take different forms; face to face, telephone interviews, through the postal mail and computer-assisted (the tool is sent to subjects to respond through the computer and answers are keyed in through the codes). Interviews can be informal, or involve the use of semi-structured or structured questions, which can be audio-recorded. Interviews are rich in information. This study utilised the face-to-face interviews, which allowed the interviewer to probe for the necessary detail.

The interviews were semi-structured (Appendix 5), and were audio-recorded in order to assist in the acquisition of accurate information. The process also included observation which made it a multi-method and offered the opportunity to interact with the personnel, in order to source more information. Although the use of telephones and computers makes it easier and cheaper, because simultaneous answers are obtained, they were not applied in this research because of the difficulty in obtaining information from public officers in Ghana. Additionally, the study found it helpful to employ face-to-face interviews in order to source information from observing the interviewees as they spoke.

The disadvantage in the use of interviews was that they were very subjective; the interviewee had the sole decision to choose to give a true account of the phenomenon or misdirect the interviewer. For this study, the number of participants for the exercise was limited because it was difficult getting the right personnel and the process of collecting data and analysis was expensive and time-consuming (Burns 2000).

Questionnaires

Questionnaires are instruments used in research to collect information from respondents, these were used which are usually self-administered, either supervised (in the presence of the researcher) or not supervised (through mail and e-mail). For the purpose of this study, using questionnaires were cheap and effective in preventing the personality of the interviewer having effects on the result (Burns 2000). Furthermore, they provided a larger sample and coverage of respondents at the selected attractions

Errors from interview recordings are minimised and confidentiality is created that generates more valid answers and may not take as long to respond to the questions as they do in interviews (Burns 2000). Alternatively, designing questionnaires and their administration for the study were time consuming. There is the likelihood of sampling bias when the entire questionnaires are not returned because those responses may be different (Burns 2000). However, most of the questionnaire administered were retrieved from the visitors (528 out of 600). The seventy-two were not included because the literature asserts that responses that are ambiguous and incomplete are not accepted because the respondents cannot be traced for follow-ups (Burns 2000).

4.5 Sampling for the Study (Phase 2 and 3)

Primarily, sampling describes the activity of selecting a few from the total and using their characteristics as an estimate for the total (Goeldner and Ritchie 2001). It is drawing a sample from the population and using the sample to generalise to the entire population (Burns 2000). The population for this study was visitors, both domestic and international, who visit attractions in Ghana. The sample frame was specifically those visitors to six selected attractions within the research period. There are several sampling techniques for research work; these are mainly grouped into two forms: probability and non-probability sampling (Lewis-Beck et al 2004). The Pragmatic approach included selective measures for the Phase 2 and three studies. The Phase 2 study used a purposive sampling technique, which is one of the non-probability techniques (Morse 2004) to select the visitor attractions for the Phase 3 study.

This technique also directed the selection of groups or participants for the focus group discussions and interviews based on their relevance to the research question(s) (Mason 2002). In view of the variations in the total population of the research, setting a random sampling approach was adopted to identify respondents for the Phase 3 visitor survey, while the purposive technique was again utilised for the follow-up interviews to include both foodservice and attractions staff at selected attractions (Burns 2000).

Phase Two

Selection of Visitor Attractions

The exploratory study located 49 attractions, which were categorised into cultural, heritage and natural. The selection for the attractions for the Phase 3 study was based upon the figures collected at the different attractions in regard to visitor arrivals and those with the highest numbers of visitors, which offered foodservice facilities to their visitors were identified. Subsequently, two attractions from each category (cultural, heritage, natural) were selected for the Phase 3 study. In collecting the data about the categories and status regarding visitor arrivals at the attractions, participant observation was utilised. The researcher engaged in the activities of the visiting public at every attraction. This was done through payment of fees at the reception, and going on the tour with other visitors and the guide. Relevant conversations and physical activities that took place were noted. Photographs were taken where possible.

General questions were asked at the reception regarding visitor arrivals and the responsibilities of the staff and the government. Brochures were collected at the attractions where they were available in order to enhance an understanding into their daily activities. Foods were sampled at attractions where they were available, in order to have access to the information on their menu cards. This was also to assess the price, taste and texture of the food served. It is noteworthy to state that these foods were ordered and paid for; in other words, the researcher was treated as a normal customer/visitor.

Selection of Participants for Focus Groups – Phase Two

In this study, the Cape Coast Metropolitan community, students of University of Cape Coast studying tourism, social sciences, and food courses, plus a group of women who were members of a church based community association became the participants for understanding the interconnectedness of tourist attractions and foodservice operations regarding issues surrounding developments. Adopting focus groups for this study provided in-depth information within a particular context to understand the intricacies of social entities, which are not discreet but consist of a complex mix of changes that occur over different timescales. Purposive sampling was used to select these participants to get their experiences about the dynamics within tourism and foodservices daily operations. The participants were selected because they were accessible, and prepared to participate and give out information.

The students were selected because of their academic knowledge and experiences in both tourism and food related issues. Additionally, students were identified as influential within tourism development issues because they formed the majority of domestic visitors to Ghanaian attractions as part of their coursework. The women on the other hand, were chosen to support the discussions with the students because of their knowledge base about foodservice operations. Moreover, the option for women, rather than men, was based on their schedules as mothers and ‘teachers’ of culinary skills at home.

Prior to the selection, discussions were held with the heads of departments and lecturers handling the specific subject areas relating to the research aim and objectives. The student register was utilised to achieve inclusion of the participants from the different regions to ensure the credibility of the data (Bryman 2008).

This was done by grouping the students according to the regions where they come from; the lecturers then asked for volunteers and out of the volunteers; the first eight (four males, 4 females) were used for the discussions. The 1:1 ratio of female to male students from tourism and social sciences departments engaged in the discussions was systematically done to have a general view of the concepts and to assess whether the issue is gender-related.

Similarly, executives of the Catholic Women Society were briefed and given official letters on the research for the same purpose. Those students from the foodservice department, as well as those from the women's group, were relevant because they were female and it is the women who usually engage in both domestic and commercial cooking activities in Ghanaian culture, whether the woman is working or not. Because qualitative research is limited in generalisation, including females in this study sought to achieve the 'authenticity' among the social entities being studied (Bryman 2008 p379).

The participants for the student focus group included forty-eight (48) students from the Cape Coast University and eight women (8) from a Catholic Church Women's society.

Criteria for selecting Focus Group Participants

Students: The selection of participants included factors such as age, experience, and course relatedness to the area under study. In this way students in levels 1 (first year) and four (final year) were excluded because first years were considered as having little experience. The final years were equally not suitable because they were not going to be available during the Phase Three study should there be the need for a follow-up. This was necessary to benefit the research in terms of the ability to find out about the underlying issues and to confirm opinions of participants (Mason 2002).

Women: The criteria involved women married, with children, and were at the time of this study living with their husbands and children. The selection was purposive to suit this research because it needed to identify current and former practices when women were homemakers and were only engaged in performing household duties. Their schedules were also taken into consideration to make the exercise flexible and voluntary.

Twelve women met these criteria and four opted out due to responsibilities at home, the eight left gave their consent to participate in this research. The process followed with letters on the research topic and forms for participants' consent (Appendix 6).

Rationale for Focus Group Composition

The focus groups comprised six student groups and one women's group; each group had eight participants as seen in Table 4.2 This was done to have varied information about tourism, the attractions and foodservice operation in the country and at the attractions.

Table 4.2: Composition of Focus Groups in order of discussion

Participants	Status	Age range	Educational status	Marital status	Region of origin
Social Science (FGSS1)	Students	21-28	Under-graduates	Married Single	Volta, Central, Eastern, Western Brong-Ahafo, Ashanti Northern, Greater Accra
Social Science (FGSS2)	✓	18-21	✓	Single	Eastern, Ashanti, Central, Western, Greater Accra, Brong- Ahafo, Volta, Northern
Tourism (FGT1)	✓	18-21	✓	✓	Greater Accra, Eastern, Central, Brong-Ahafo, Northern, Ashanti, Upper, Volta
Tourism (FGT2)	✓	20-26	✓	✓	Greater Accra, Eastern, Central, Brong-Ahafo, Northern, Ashanti, Volta, Western
Food and Nutrition (FGF1)	Students	18-21	Under-graduates	Single	Upper, Eastern, Ashanti, Northern, Central, Western, Brong Ahafo, Greater Accra
Food and Nutrition (FGF2)	✓	20-24	✓	✓	Greater Accra, Eastern, Central, Brong-Ahafo, Northern, Ashanti, Western, Volta
Catholic Women (FGW)	Teacher	49	Graduate	Married	Eastern
	Secretary	50	Diploma	✓	Western
	Nurse	51	Post-secondary	✓	Central
	Tour guide	34	Post-secondary	✓	Eastern
	Trader	29	Middle school	✓	Central
	Secretary	32	Undergraduate	✓	Ashanti
	Teacher	48	Post-secondary	✓	Volta
	Secretary	48	Vocational	✓	Central

All of the group discussions were organised in Cape Coast, because the town is known as a visitor centre and has the only University that caters for degree courses in tourism. Moreover, three visitor attractions in this town are among the acclaimed World Heritage Sites in the country. Additionally, Cape Coast receives the highest visitor arrivals in the country: Kakum Park, Cape Coast Castle and Elmina Castle respectively (details in Chapter 4). Unlike the other regions, this region celebrates four festivals annually in different towns. Elmina is the only town that celebrates Christmas in January, perhaps out of the norm all over the world, which attracts many visitors.

Subsequently visitors travel to Cape Coast all year round making activities very vibrant for both domestic and international visitors. Based on these reasons, it was useful to engage students who are the dominant group for domestic tourism in this town on discussions of the phenomenon. The use of students in this town from three different departments of Cape Coast University was necessary to capture ideas on the foodservice as well as tourism aspect. It was also beneficial to use these groups because of the variation in their ethnic backgrounds.

The Catholic Women's Society met separately to bring out traditional practices pertaining to foodservice operation in the country. Women from the Catholic Church were utilised for this research because of its universality, and the society's location in every part of the country, urban as well as rural areas. Involving the women was also to assess their knowledge about tourism in general and visitor activities in the research setting. Bringing women together resulted in identifying the real meanings they give to food provision practices. According to Drummond and Breferé (2004) recent trends regarding the high demands for foodservice operations have arisen partly because of the changing roles of women. Thus involving women in the planning and implementation process of developing authentic foodservices at Ghanaian attractions is deemed as critical to its success. Additionally, the culture in Ghana defines the foodservice industry as 'women's business'; it was therefore necessary to engage women who have similar characteristics to share their experiences and contribute to the collection of data for Phase Two exploratory study. When it comes to food matters in Ghana, women are experts; they have the responsibility of training the female child rather than the male child in cooking skills.

They dominate the foodservice industry in Ghana; make their own decisions as to what's, how's and why's of the supply of foodservice products. This is very prominent in the admission to the food and nutrition department, 1:30 ratio of men to women. This is also evident in the staffing of the Food and Nutrition Section of the Home Economics department which has been named a 'women's department' because there are no males engaged in the teaching of food and nutrition out of the staff employed. These factors made it vital to include women as a separate group in the discussions.

Structure of Focus Groups Discussions

Apart from the women's group, all discussions were undertaken in a seminar room at the School of Tourism of Cape Coast University. Chairs were arranged around one of the conference tables in the room. The tape recorder was placed on the table for easy access to the discussions. The moderator sat at one end of the table and introduced the topics (Appendix 7) for discussion. Topics discussed covered tourism in general, attraction development in the country, foodservice operations both generally and at the attractions. The exercise lasted between 45-60 minutes; groups met at different times and on different days. During the interactions members of the groups took turns to make their contributions. There were, however, issues that generated hot debates among participants, such as whether the development of attractions and foodservices were the responsibility of the government or the private sector..

In the case of the women, their meeting room was used because that was thought as the best option being a central point and suitable for access, particularly during the evening when the discussions took place. At the appointed time, the women were organised around two small tables with the tape-recorder. Unlike the students who could group themselves and come in all together, the women turned up at different times; the first day of meeting, discussion had to start minus one woman who came in quite late. At the beginning, some of them were not actively involved but as the discussions flowed, they all joined in with very useful information and suggestions about development of food in the country particularly at the attractions.

Selection of Interviewees – Phase Two

The selection of interviewees (n=6) was undertaken equally systematically to include resource personnel from those in management positions and with knowledge about the area of investigation. Key informants for this study were one person each from the Ministry of Tourism, The Tourism Board, and another from the Food and Drug Board (representing government), a foodservice manager, a tour operator, and a tourism official in charge of training (private sector); this shown in Table 4.3. According to Creswell (1998), key informants are normally individuals who provide useful insights into the community, which, support the location of contacts for the study.

Furthermore, the participants were willing to provide the required information for the study. Selecting these participants, therefore, offered the opportunity to interact and engage with them in their natural settings, to collect information during the initial stages of the fieldwork. Appointments were subsequently booked for the discussions, which depended on their time and availability. The semi-structured discussions (Appendix 5) served as a medium to explore the possibility of undertaking this research as well as to inform people about the intended research (Blaikie 2004; Payne and Payne 2004).

Criteria for selecting Stakeholder Interviewees: Foodservice manager, Attraction staff, Ministry staff, Visitor Board staff, Tour operator, Food and Drug Board staff.

The selection of the interviewees was based on their professional experience (minimum 5 years) in their current positions held at their work places. Prior to the interview, telephone calls were made to update them on the rationale and objectives of the study and to seek their consent. The interview targeted various personalities (n=9) and the necessary contacts were made through telephone calls because that is a more acceptable form of involving management in discussions of research of such nature in Ghana. Eventually, six personalities out of those contacted granted the interviews.

Table 4.3: Composition of Interviewees

Interviewees	Status	Age range and Gender	Educational status	Marital status	Region
Foodservice	Manager	52- Female	Graduate	Married	Central
Attractions	Director	45- Male	Graduate	Married	Ashanti
Ministry	Deputy Director	40- Female	Graduate	Married	Eastern
Tour Operator	President of private sector association	56- Male	Graduate	Married	Ashanti
Tourist Board	Deputy Director	45- Female	Graduate	Married	Greater Accra
Food and Drug Board	Deputy Director	37- Female	Graduate	Married	Greater Accra

Structure of the interview

All discussions took place in the respective offices of the interviewees. The tape-recorder was always placed on the office table to ensure that it captured the responses from the participants. The topic for discussion was introduced and the issues were addressed simultaneously as they were asked. There were interruptions at some points i.e. participants answering telephone calls and the researcher however had to allow for these incidents because of the status of the personnel involved.

4.6 Summary for Phase Two Study

This study surveyed visitor attractions to facilitate Phase Three Study through the selection of attractions and the acquisition of information to assist in the design of the questionnaire for the main Phase 3 study. Additionally, focus groups that included students as well as a Women's society were undertaken to support the design of the visitor survey instrument for Phase 3. Furthermore, in-depth interviews with both public and private management level personnel were conducted in order to enhance knowledge on this research for the subsequent main study. Simultaneously, this Phase provided access into the operation of foodservice and visitor attractions. The study identified the facilities and infrastructure available for the operation of the two sectors under investigation. Equally, the group and individual discussions gave an insight into the current range of foodservice provision in the research setting.

Visual aids and relevant materials were also acquired for this study through the exploratory survey. At the end of this Phase Two study, a questionnaire was designed out of the information gathered in addition to the six visitor attractions selected for the Phase Three study which follows in the next section.

4.7 Phase Three

Sample for Visitor survey

Quantitative data involves assigning numbers to the objects under study through a reliable measurement (Burns 2000). Every individual who visited the attractions at the time of the study was a possible respondent to the questionnaire, without taking into consideration the demographic variables such as nationalities.

Having selected an initial randomly generated number n , the n th visitor was approached and then subsequently every 3rd, 5th, 6th, or 9th this number again being generated randomly. This was done because the effects of bias are said to be magnified when the sample is small and that small samples affect the validity of the study making the generalisation of findings impossible (Burns and Grove 2001). Table 4.4 presents the visitor attractions and the sample/ responses obtained at the different attractions,

Table 4.4: Phase 3 Study - Types of Visitor Attractions and Respondents

	Cultural Attractions		Heritage Attractions		Natural Attractions	
Questionnaire administered at each attraction	Accra Centre	Kumasi Centre	Elmina Castle	National Museum	Aburi Garden	Kakum Park
n=100	n=85	n=100	n=98	n=79	n=68	n=98

4.7.1 Questionnaire Development

A questionnaire developed from the literature (Appendix 8) and the outcomes of the Phase 2 survey (participant observations at attractions, focus groups, interviews) was used. The survey used a closed questionnaire with four open-ended questions designed to elicit more information on ways or actions that could be adopted to improve upon the visitor attractions and the foodservice operation. Respondents were asked ten general questions on the tourism/attraction and eighteen questions on foodservice, and included a section on demographic details. This quantifiable approach was to investigate how variables interact or correlate with each other (Balnaves and Caputi 2001).

The choice for the closed questions considered the area under investigation, the type of questions, the background considerations on the motivation of respondents, and how and where the survey was administered (David and Sutton 2004).

This is because in the developing world, seeking information for scientific investigations could be complex and providing respondents in a survey of this nature with more open-ended questions in the questionnaire would have resulted in a lower response rate. Although open-ended questions are valuable for encouraging respondents in sharing their views (Creswell 2009), in this Phase, it was not suitable. This is because visitors have their planned/organised agendas when visiting attractions within a limited time. It was therefore useful to use a closed questionnaire to enhance the response rate and avoid bias in giving responses to the items (Burns 2000). The underlying factor is that mostly visits to attractions are undertaken for relaxation and pleasure more than to engage in any 'business' activities such as research. In view of this, the Phase 3 visitor survey found it appropriate to design a closed questionnaire to minimise the time visitors would have to use in responding. Again, the use of a closed questionnaire was strategically enhanced the coding process for SPSS analysis. This was to limit the complexities involved in coding and categories because of the number of questionnaires administered (Bryman 2008).

4.7.1.1 The Structure of the Questionnaire

The survey instrument contained three sections,

➤ Covering sheet

A cover sheet was provided in order to explain the purpose of the survey and placed emphasis on what was required from respondents, particularly the need to make real/truthful statements to indicate their own opinion rather than providing what they feel should be indicated to satisfy the researcher or the purpose of the study (Daykin and Stephenson 2002).

➤ Instructions

Detailed directives for giving responses were included in the questionnaire to provide easy access to them as needed. This saved the time of respondents having to turn pages over to find out what was expected from them.

➤ **Main body**

The main body contained items that provided the opportunity to gather the vital data to critically evaluate the inter-relationships of the foodservice sector and visitor attractions. It was divided into three sections, and sought responses on critical issues relating to (i) visitor attractions, (ii) foodservices operation, and demographic details.

➤ **Section A and B – Visitor Attractions**

Section A and B examined the general travelling patterns and experiences of visitors and in particular the sources of information about tourism operation. It included questions about Ghana's Tourism because the study sought to verify whether there is any knowledge gap or informational needs about the attractions in the country. Incorporated in sections A/B and C were four open-ended questions, included to obtain contributions/suggestions on feasible ways of improving the foodservice operation and the visitor facility. These questions were strategically placed at the end of each section; B (two ways for the attractions) and C (two ways for foodservice). This was used because visitors are the main consumers of visitor products and contribute to the development of both foodservice and visitor attractions.

➤ **Section C – Foodservice Operation**

Section C looked at general issues relating to developing foodservice such as the current provision at the attractions regarding menu patterns and the kind of services available. This section delved into visitors' interests of foodservice provision in questions such as 'do you take food along, eat at the attraction or buy on the way to or from the attraction? Such questions were used to assist in gaining information on levels of consumers' demands. The questionnaire involved measurement on other foodservice variables on a seven point Likert scale that was to measure a set of attitudes on visitors' food preferences at attractions (Burns 2000). A seven point scale was used in order to provide 'finer distinctions' for respondents in the responses and to identify key concepts (Bryman 2008 p148).

Participants were required to state their level of agreement or disagreement based on practical and other important issues needed in foodservice operation at visitor attractions. Moreover, it improved the validity and reliability of the attitude questions since it prevented respondents from answering all the questions the same way, which might have affected the integrity of the responses.

➤ Section D

Section D concerned demographic information and allowed the study to identify how representative the subjects under investigation were. It is necessary in confirmatory surveys since the data collected could link to other aspects of the questionnaire to find whether the demographic attributes have any connection to some parts of the survey which impact on provision of food at attraction sites.

4.7.1.2 Validity of Questions

Experts from the School of Services Management first checked the questionnaire for face validity. Suggestions led to improving the content of the questionnaire. Staff and students of the Tourism Department of the University of Cape Coast pre-tested the questionnaire for their comments if it accurately reflected the situation prevailing at Ghanaian visitor attractions. The interviewees equally had the opportunity to check the questionnaire particularly relating to two variables, which were important in influencing the validity of the survey questions especially with those questions that border on attitudes, and behaviour before the study was carried out. These variables were:

(i) The importance of the topic to stakeholders and visitors at attractions in Ghana since the investigation was about the inter-relationships of foodservice and visitor attractions. This was necessary because valid responses are achieved when respondents have an interest in and are informed about what the investigation involves.

It was necessary to meet these conditions because it enhances the validity of the questionnaire (Burns 2000).

(ii) The anonymity of participants; Ensuring anonymity enhances the validity of a survey because it limits the identification of respondents who respond to questions on sensitive issues truthfully (Burns 2000). This was vital to the Phase 3 survey because genuine answers were needed; this could however been impaired if respondents' anonymity was not protected in this study.

4.7.1.3 Piloting of the Questionnaire for Phase Three study

At this point, it was necessary to use family members and friends to ascertain the reliability and validity of the questionnaire. This proved beneficial as the family members especially were more open to discussions on the items and offered suitable suggestions.

Following further amendment, a sample of visitors (n=20) to Elmina Castle was used as a pilot group to test the viability of the research instrument (Carter and Williamson 1996) to ascertain its suitability for the various cultural differences. The use of this group was to help eliminate the situation of having inadequate and misleading questions. It also ensured the acquisition of both logical and meaningful responses that can easily be analysed. Since family members, friends as well as visitors to Elmina Castle come from various parts of the world and are in tune with tourism related activities; they therefore represented visitors to the selected attractions.

Piloting the questionnaire yielded fruitful results; the term 'cuisine' for example was identified as an issue that respondents did not understand. Cookery/ food preparation was subsequently added to the word to clarify for respondents who may not be conversant with the use of cuisine.

4.7.1.4 Selection of interviewees – Phase Three

The sample for the follow-up interviews was purposive because the process was used to assist the staff at the selected attractions to respond to some of the issues raised in the questionnaire from the visitors' survey (Phase 3).

In this respect, staff at the foodservice outlets were selected specifically to include cooks and waitresses, as well as staff at the attractions that were also targeted to include the managers and directors. The selection was done after coding the variables of the questionnaire into SPSS and categorising the emerging issues from the open-ended questions, which required the attention of the staff. A discussion was held with the staff concerned and appropriate dates were fixed for the interviews.

The selection was done this way because the same staff tend to be available throughout the week at the attractions; this is because there are few of them employed which limits their off days and holidays. Appointments were similarly made with the foodservice managers and the attraction directors for interviews with them.

It is noteworthy at this point that this research was undertaken with a critical lack of published data; this situation therefore called for the selection of participants with some knowledge and experience in the area to assist in and enhance the data collection process for the study.

Structure of Interviews

Visits were made to the selected attractions where the questionnaires were administered to visitors. This time staff were approached and given the mission of the researcher. They showed interest to participate and discussions were held with them, based on the issues (Appendix 9) raised in the open-ended section of the questionnaire. The issues were introduced and the staff gave their explanations about them. This situation also offered the opportunity to look around the foodservice area, particularly the dining area and at selected places permitted inside the kitchen.

4.7.2 Data Analysis

Data Analysis – Phase Two Qualitative Study

Generally, qualitative data collected through focus groups and interviews are transcribed, coded and categorised for suitable qualitative analysis (Bryman 2008; Gray 2009). This is reported from the themes that emerge from participants' discussions with examples of comments made by respondents to facilitate easy interpretation and description of data acquired. Data collected from Phase 2 were analysed simultaneously as collected to enhance its reliability and authenticity (Bryman 2008).

Data analysis began with the first set of survey results, which utilised participant observations and field notes gathered at the attractions. The field notes constituted a representation of observed events, persons, places as well as written accounts of interactions that were condensed and preserved to offer insights and meanings to the research as and when required (Mason 2002).

At the end of each qualitative discussion, the issues raised were summarised for the participants to either make additions or subtractions. After accepting the points as their views, they were given consent forms (Appendix 6) to sign in agreement that their data could be used for this research. This was also to ensure that the main points and key issues raised had been captured and understood by both parties. Considerable effort was made to integrate observations, field notes and discussions with groups and individuals in order to give order and themes from the emerging data. At the end of the focus group discussion data collection process for each day, the recordings were played and transcribed verbatim immediately to compare with the notes taken to separate the aspects which answered the investigation. It was important for particular consideration to details of the discussions to ensure that the key points were not overlooked.

Content analysis was utilised for the qualitative data collected through observations, the group and individual interviews, to highlight the main themes of the conversations and discussions. It was used because it regards the research questions as a whole and thus corresponds to the philosophy underlying the study (Bryman 2008). Key words, themes and relationships were identified to order the data into categories. Content analysis examined the artefact of traditional social communication obtained from the recorded verbal communication (Mason 2002). Since it is a technique for making inferences it enhanced the systematic and objective identification of characteristics of messages that reflected all relevant aspects of the study to retain as much as possible the exact wording used in the statement (Wilkinson 2004). The use of content analysis was appropriate for this study because of its ability to reveal both manifest and latent content which surround the food 'terminologies' of the research area. This was useful in order to acquire the surface structure as well as the deep structural meaning conveyed in the discussions (Gray 2009). It offered an opportunity to condense and eliminate material (repetitive speech, changing personal names, and identity in order to protect the anonymity of informants) (Wilkinson 2004).

The continuous coding ensured rigor in the use of content analysis and categorisation used to reduce the data from a larger perspective to a smaller version; not for individuals' views but as a cultural construction of the universal entities (Payne and Payne 2004). This was important to the study to identify particular use of language for foodservice because some of these spoken/unspoken words placed emphasis on points emerging in the discussion and were related accordingly.

Data Analysis Phase Three - Quantitative Study

Analysis of the quantitative data utilised Statistical Package for Social Sciences (SPSS) for both descriptive and inferential statistics. Data on the closed questionnaire were coded after collecting all the papers from the respondents. They were further re-arranged in a systematic way to allow the use of statistical software for analysing the data. The statistical Package for Social Sciences (SPSS) Version 16 was used to code the data immediately after collection as they were administered and gathered: Kakum Park, Elmina Castle, Kumasi Centre, Accra Centre, National Museum, and Aburi Garden respectively. Coding allowed the data to be placed in contingency tables with each row representing a respondent and each column representing a specific variable.

This was done to gain access to information of the data at a glance since the first step to assess the evidence of relationships in data is by a contingency table (Payne and Payne 2004). Then it was followed up by descriptive and inferential statistical tests to identify the exact levels of significant differences among identified correlations (Field 2005; Pallant 2007). The non-parametric tests were conducted because the variables were nominal, ordinal, and not evenly distributed; Kruskal Wallis tests were used for the ordinal variables in order to compare differences between more than two groups, such as age and education.

The use of the Kruskal Wallis test was beneficial for this research because it supports the assumption that ordinal variables' population variances are equal where the population is drawn and all visitors had equal opportunities to have been sampled (Bryman 2008; Field 2005; Pallant 2007). The test also makes use of ranks instead of the raw data (Field 2005).

Those variables that showed significant differences $p= 0.05$ were followed-up by running the syntax for Mann U pair wise comparison with a Bonferroni correction (an amendment made to the probability level to control the overall Type1 error rate when more than one significant tests are performed). It involves dividing .05 by the number of tests in each case, to identify the exact levels of significant differences. Chi tests also were employed in this study for the nominal variables such as gender, nationality and marital status, to determine the associations between two categorical variables (Field 2005).

Data Analysis Phase Three – Interviews

The data collected in these interviews were similarly transcribed and coded, into categories for relevant themes. Content analysis was also used for the data which were used to support the quantitative study and the Phase 2 where and as was applicable.

4.7.3 Ethical Considerations

Ethical philosophy differentiates socially acceptable behaviour from that which is considered socially unacceptable (Burns 2000). Research is considered ethical when it satisfies the demands of justice, respect and protection for those involved (Bell 2005).

The voluntary participation of subjects is ensured by seeking their consent either verbally or in written form before involving them in the study. Encouraging participants in a study to sign the consent form; explaining the purpose of the study, the process, and the right for them to withdraw at any time of the study, and their privacy, as a right is important. This is because it clears the way and offers a degree of proof that participants were informed and they gave their consent to participate (Burns 2000). In order to ensure that the data from the various groups for this research was handled in an ethical manner certain principles (Thompson 2000) outlined below were followed;

Approval

Ethical approval was sought from three departments of the University of Cape Coast and the Catholic women's society at Pedu in the southern section of Ghana who were involved in the Phase 2 focus group discussions for this research.

The Phase 2 study (focus groups with students and members of the Catholic women's society and interviews with selected government officials and catering organisations) was given a verbal approval to commence by the lecturers and leaders of the society involved. Telephone appointments were made with the interviewees for Phase 2 and 3 who gave their consent to be involved in the study.

Participant's Informed Consent

In order to get the cooperation and commitment of the participants involved in the study, letters (Appendix 6) were sent to the various departments of the students and of the Women's Society and the administration of the visitor attractions informing them about the study. This was in order to get (i) their individual consent and (ii) to motivate them to participate voluntarily. Participants were assured of confidentiality and anonymity before the commencement of the discussions. Equally, the purpose and nature of research being undertaken was made clear to participants before the commencement of the study. Finally, a statement was made that their response by signing and returning the form will imply they have consented as subjects and the information they provide can be used for the study. There were neither risks nor potential risks that required the protection of participants.

4.7.4 Summary for Methodology Chapter 4

This chapter discussed the methodology for this thesis, and highlighted the different approaches for both secondary and primary data collection. It highlighted the research question and objectives that guided the study. It also illustrated the different Phases, which were used to collect data in this research as well as the methods used. The focus of this study was based on a mixed method within the pragmatic paradigm and therefore utilised qualitative and quantitative approaches. The different methods used in this study leading to the corresponding analyses, are presented in the next chapter.

CHAPTER 5

RESULTS

5.0 Introduction to Results

Results from the primary research are presented in this and the following two chapters.

- Chapter 5, presents the results of the initial observation, interviews and focus groups relating to visitor attractions in Ghana- undertaken as part of Phase 2 data collection;
- Chapter 6, presents the results of the quantitative research – questionnaires administered to visitors to the selected sites during Phase 3 data collection;
- Chapter 7 presents the results of the qualitative research – follow-up interviews conducted as part of Phase 3 data collection with foodservice operators at the selected Ghanaian visitor attractions

5.1 Introduction to Findings from Phase 2 Study

The findings relating to initial observation, interviews and focus groups are divided into three parts (Table 5.1): Part 1, participant observations were used to assess and categorise the various visitor attractions currently available in Ghana. Part 2, presents results from the focus group discussions, which were used to identify the range of foodservice operations currently available both throughout Ghana and at the associated visitor attractions. Part 3, provides results from the interviews conducted with individuals from the Ministry of Tourism, the Visitor Board, Food and Drug Board (public sector), the Ghana Tour Operators Federation (GHATOF-2), and Foodservice (stakeholders) to complement and clarify issues raised in the focus group discussions.

Table 5.1 Overview of Phase 2 Analysis

Part	Objectives	Object/Subject	Analysis
Part 1	Describe and Categorise	Attractions	Coding and Categorising
Part 2	Range of Foodservice and Facilities/ Infrastructure	Students and Women	Content Analysis
Part 3	Determine Challenges facing the Foodservice industry	Ministry of Tourism/Board staff, Foodservice Managers and GHATOF Staff	Content Analysis

5.2 Survey of Visitor Attractions: Description of Categories

Out of the estimated one hundred and eleven visitor resources in Ghana, forty nine distributed in the ten regions of the country were visited and observation used to *'describe and categorise the attractions in order to review their development and performance'* (62 attractions could not be accessed due to poor road networks). The literature asserts that the tourism environment is often a wealth of resources grouped under cultural, heritage and natural assets all of which require a sustainable approach to their development (Chistie 2002; Fyall et al. 2003). This study identified a range of attractions in the ten provinces of Ghana which were subsequently categorised (Table 5.2) under three broad headings:

1. Cultural,
2. Heritage/Historical, and
3. Natural

Table 5.2: Types of Attractions in the different Regions

Region	Types of Attractions			
	Cultural	Heritage	Natural	Total
Greater Accra	3	4	4	11
Ashanti Region	4	3	1	8
Brong Ahafo Region			4	4
Central Region		3	2	5
Eastern Region			5	5
Volta Region			4	4
Northern Region			2	2
Upper-East Region	1		1	2
Upper-West Region			1	1
Western Region	2	1	4	7
Total	10	11	28	49

As indicated by the Ministry of Tourism, and in accordance with the United Nations Development Programme/World Tourism Organisation (1996), this study confirmed that the natural attractions offer unique ecological and landscape features in varying forms such as rain forests, lakes, rocky formations, for example, the umbrella rock, and various forms of wildlife.

It also highlighted various activities at these natural attractions including cycling, hiking, boating and surfing. The cultural attractions exhibit cultural values, which are being preserved in relation to the particular ethnic group where the attraction is located. Equally, artefacts from other regions are displayed to portray their related cultural values. Tour guides in educating visitors about the cultural meanings normally complement these artefacts with narratives. The items sold at these cultural centres are, unless otherwise specified, not merely for decorative purposes, as they have symbolic cultural meanings related to the ethnicity of the local population, such as the Adinkra symbols (Appendix 6) embodied into clothing, jewellery and sandals. The heritage attractions on the other hand, offer experiences of past centuries through the display of objects and guides' stories, which include the historic forts and castles built by eight different empires during the 14th – 18th Centuries. Cape Coast and Elmina Castles, as well as Fort St. Jago also in Elmina, are identified as World Heritage Sites by United Nations Economic and Social Commission. This supports Shackley's (1996; 2001) assertion that lately visitors' interest in heritage attractions have been a key factor to developing such attractions. Table 5.3 provides details of the natural, cultural and heritage attractions visited.

Table 5.3: Cultural, Heritage, and Visitor Attractions Visited in Ghana

Cultural Visitor Attractions		Heritage Visitor Attractions	
Visitor Attraction	Arrivals	Visitor Attraction	Arrivals
Accra Cultural Centre	No Data	National Museum	8,988
Bonwire Kente Weave	✓	Cape Coast Castle	74,266 (2007)
Bolga Craft Market	✓	Du-Bois Centre	3,887
Craft market	✓	Elmina Castle	65,677 (2007)
Fishing Harbour	✓	Fort Appolonia	No Data
Kejetia market	✓	Fort St. Jago	✓
Kumasi Cultural Centre	15,178 (2007)	Padmore Library	✓
Makola Market	No Data	Nkrumah Mausoleum	46,599 (2007)
Naval Base	✓	Larabanga Mosque	No Data
Trade Fair	✓	Military Museum	7,576: (2006); 13,085: (2007)
		Komfo-Anokye Sword	No Data
Natural Visitor Attractions			
Aburi Gardens	32,461 (2007)	Kristo Boase	No Data
Ada Estuary	No Data	La Beach	✓
Afadjato Mountains	✓	Lake Bosumtwi	✓
Akaa Falls	✓	Mole Game Park	✓
Amansuri Wetlands	✓	Mystery Stone	✓
Ankasa Forest	✓	Nzulezu	✓
Ankobra Beach	✓	Ostrich Farm	✓
Boti falls	✓	Shai Hills	✓

Boabeng-Fiema Sanctuary	Monkey	✓	Six-branch Palm tree	✓
Dodi Island		✓	Songhor Lagoon	✓
Fuller Falls		✓	Talking River	✓
Hans Crocodile Pond		✓	Tongo Rocks	✓
Kakum Game Park		113,614 (2006)	Wechiau Hippo Sanctuary	✓
Kintampo falls		No Data	Wli falls	17,793

Source: Survey/Ghana Visitor Board (2007)

5.2.1 Development of Visitor Attractions

The attractions visited demonstrated unique characteristics confirming reports by visitors and the international writers association (Ghana News Agency 2009). Each of the attractions visited had its own particular way of conducting their operation, which posed a challenge when attempting to identify the extent of their development. However, participating as a visitor facilitated an interaction with the site personnel and enabled areas and aspects of the attractions to be ‘probed’ revealing that none of the attractions visited had been developed with regards to the provision of visitor facilities such as playgrounds, visitor waiting rooms, parking spaces and foodservice outlets. This contrasted with the claims made by the Ghanaian Tourist Board (2005) as none of the forty-nine attractions observed had playgrounds or activities to engage visitors, both before or after their tour. Parking was equally inadequate at these attractions due to the limited number of spaces. Consequently, if visitors arrived as a group-tour in buses, there could be chaos. Moreover, the heritage sites had low carrying capacities, which required visitors to wait for their turn if large groups visited. This compelled visitors to either take a walk around the attraction or sit in their vehicles because of the lack of space and facilities.

Foodservice operations were observed at nine of the forty-nine attractions, these were: Accra and Kumasi Cultural Centres, the National Museum, Du-Bios Centre, Elmina Castle, Hans Cottage, Kakum Park, Mole Park, and Aburi Gardens (2 outlets). The foodservice comprised restaurants with *a la carte* menus and waiter/waitress service with no indication of provision of self-service facilities and snacks. None of the other attractions offered foodservice, possibly because Ghanaian foodservice operators have not given thought to the importance of foodservice provisions at attractions.

Another reason being that the operators tend to be satisfied with their ‘comfort zone’ in cities where they currently operate and do not find it useful to move to the attractions. Management tends to be one major hindrance to extending their operations elsewhere in that they find this issue challenging. It suggests that the lack of formal training of the traditional operators contributes to the ‘fear’ of adding more outlets to their original ones.

5.2.1.1 Visitor Numbers

Access to visitor arrivals data at the different attractions was minimal and limited to ten out of the forty-nine attractions visited: Kumasi Centre was the only cultural attraction where data on visitor arrivals were available, three out of the twenty-eight natural attractions, and six out of the eleven heritage attractions (Table 5.3). Staff at the attractions were unwilling to give such information from their records without prior approval from the directors, who in most cases were not available at the attraction. Due to the limited availability of performance data at the attractions visited, it is very difficult to determine, comment upon and compare how well each was actually performing. In spite of these limitations, there is evidence (Table 5.3) that based on the number of arrivals, that some are performing well; for instance, the Military Museum had 7,576 visitor arrivals in 2006, which increased to 13,085 visitor arrivals in 2007.

5.2.2 Selection of Six Visitor Attractions for Phase Three Study

The rationale for selection of the visitor attractions for more detailed study was based on the data collected in this Phase 2 survey. Details of the possible attractions are given in Table 5.4.

Table 5.4: Visitor Attractions with Visitor Arrivals data and Foodservice (F)

Cultural	n	F	Heritage	n	F	Natural	n	F
Kumasi Centre	15179	F	Cape Coast Castle	74,266		Kakum Park	113,614	F
Accra Centre		F	Elmina Castle	65,677	F	Aburi Garden	32,461	F
			Mausoleum	46,599		Wli Falls	17,793	
			Military Museum	13,085		Ada Estuary		F
			National Museum	8,988	F	Crocodile Pond		F
			Du Bois Centre	3,887	F			

Notes: F = foodservice operation on-site. Attractions selected in bold.

Although Accra Museum had no data on arrivals, it was added because it was the only other cultural attraction that had a foodservice operation on-site.

Final selection is shown in Figure 5.1. Figure 5.2 also illustrates the locations of the six selected attractions on the map of Ghana within their respective regions.



Figure 5.1: Attractions Selected for Phase 3 Study

Tourist Attractions in Ghana

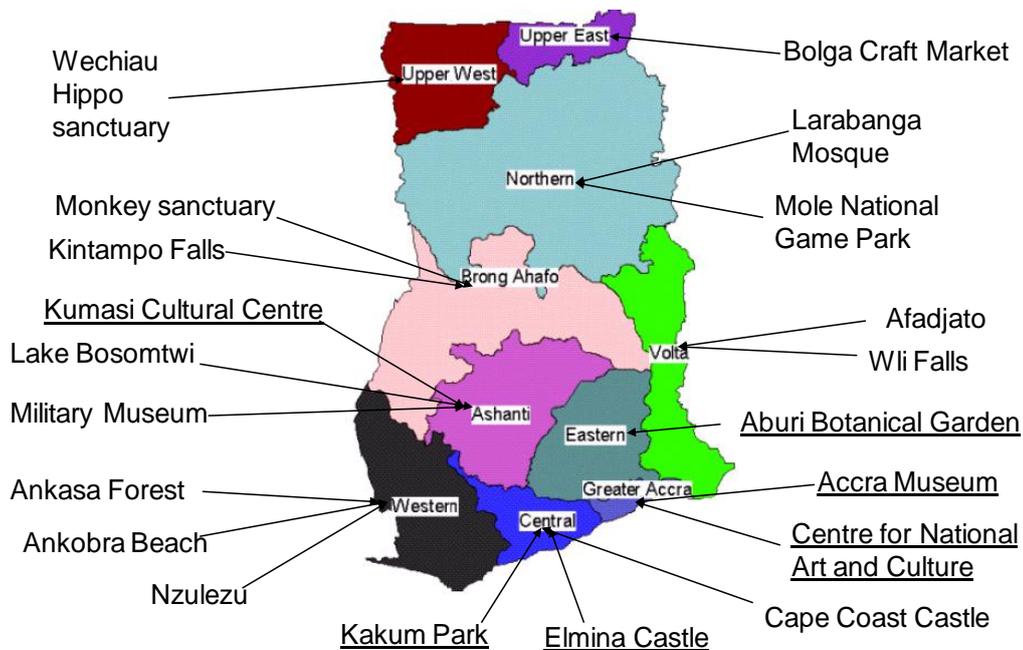


Figure 5.2: Locations of the ‘Main’ Visitor Attractions surveyed

Note: Those underlined were selected for Phase 3 study

5.2.3 Summary of the Attraction Survey

The Phase 2 data collection was undertaken in order to assess and categorise the visitor attractions in Ghana; to select a sample (Figure 5.1; Figure 5.2; Table 5.4) for Phase 3 of the study. Six visitor attractions were selected out of forty-nine initially visited based on the focus of the attractions visited, the provision of foodservice outlets and the availability of visitor data. Although Accra Museum had no data on arrivals, it was added because it was the only other cultural attraction that had foodservice operation on-site. This part of the study revealed that although all the attractions visited have the potential of being well developed for visitor activities and other leisure activities, they currently operate with only the 'attraction product'. The foodservice outlets provide different varieties of food and drinks on their menu for visitors to support those attractions although they have not really been developed to support and promote the attraction. The practices observed suggest the daily preparation of food and this makes their service slow and is discussed fully in Chapter 7.

Following selection of the six attractions, focus groups and interviews were organised to discuss in detail the visitor attractions and foodservice sectors in order to gain further insights into the operation of the foodservice industry in the country and specifically at the attractions. Content analysis was used to analyse these data for emerging themes, which are presented in the next section.

5.3 Part 2 - Focus Group Discussions

Seven focus group discussions were used to complement the survey that answered the specific objective to, '*identify the range of foodservice operations currently present in Ghana and associated facilities*'. The discussions critically evaluated in broad generic and specific terms, the foodservice operations and their associated facilities in Ghana and at visitor attractions. The composition of the Focus Group is summarised in Table 5.5.

Table 5.5: Focus Group Tags

Social Science Students	Social Science Students	Tourism Students	Tourism Students	Food and Nutrition Students	Food and Nutrition Students	Catholic Women Association
Focus Group SS1	Focus Group SS2	Focus Group T1	Focus Group T2	Focus Group FN1	Focus Group FN2	Focus Group W1

Notes: SS= Social Science students; T= Tourism students; FN= Food & Nutrition students; W= women

The different group discussions lasted between 45 and 60 minutes. It depended on individual groups and their deliberations centred on the themes indicated in Table 5.6.

Table 5.6 Themes used for the Focus Group discussions

Tourism in Ghana: Visitor activities and attractions visited in Ghana; Type of visits – group/individual Experiences/Impressions on visited attractions Development of visitor attractions: Suggestions for improvement Available facilities/infrastructure Need for foodservice at attractions	Foodservice operation in Ghana: Foods eaten – reasons Authentic foods Available food(s) at attraction Suitable/preferred food(s) for attractions Foodservice and Visitor attractions: Function of foodservice at attractions
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Data were collected through audio recording, note taking and observations. Topics were introduced and participants engaged in the discussions. The data were transcribed and categorised for emerging themes, which are outlined in Figure 5.3.

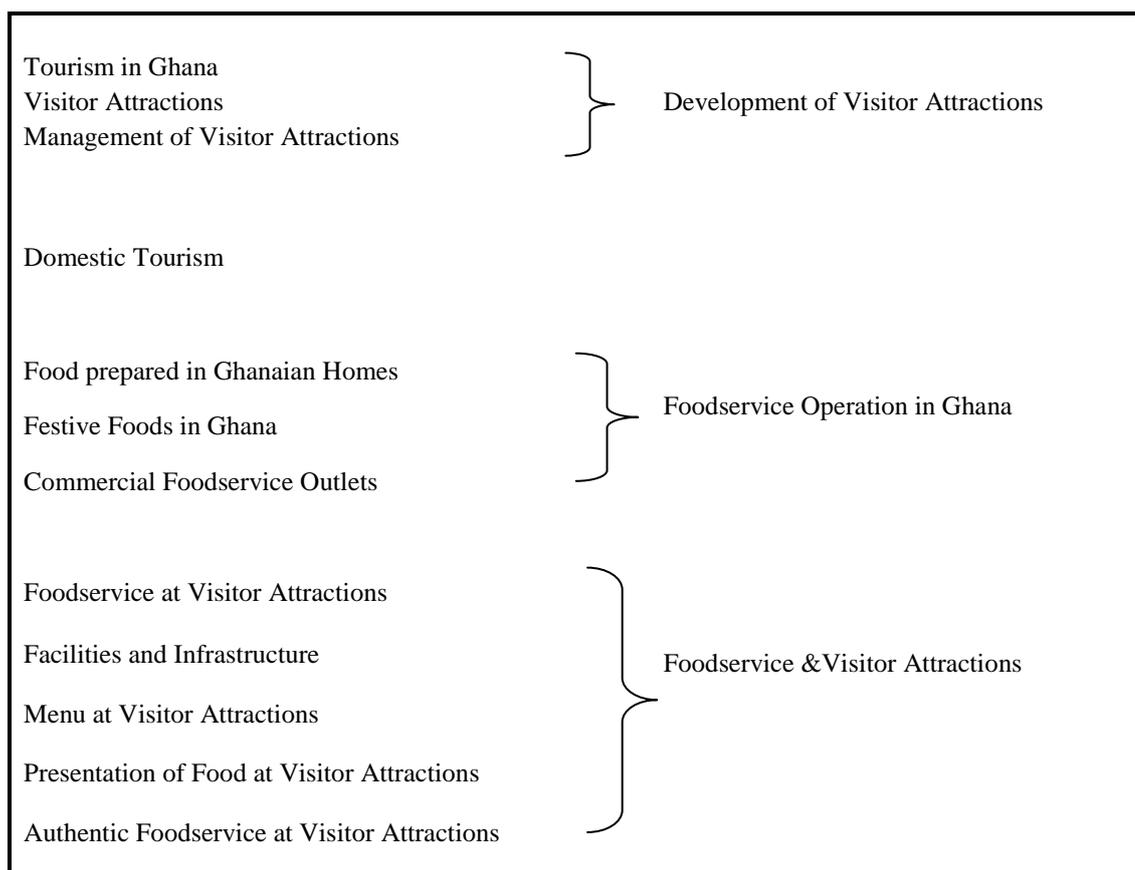


Figure 5.3: Emerging Themes from Focus Group Discussions

5.3.1 Tourism in Ghana

The World Tourism Organisation (1991) asserts that tourism involves travelling and staying at places other than the usual places/environment for leisure activities. This understanding emerged in the focus group discussions, as all participants' perceptions were that tourism is a developing concept in Ghana and is an activity, which involves the movement of people from one place to another temporarily for leisure or pleasure. The student groups also perceived the tourism industry as a collection of various services such as transport, accommodation, and foodservice that provide services to enhance visitors' experiences. However, in terms of developing the different tourism resources, visitor activities were considered as being less well developed and less vibrant compared to other countries, due to a lack of awareness more than any other factor.

'...there is a lack of culture of tourism in this country unlike in the foreign countries, and because people are not aware they don't visit' – FGSS1 Student

Invariably, attractions encourage a variety of groups because they place a different emphasis on functions such as education, entertainment, which have the result that while some attract many visitors others have more limited arrivals (Leiper 2004).

5.3.1.1 Visitor Attractions

Despite this lack of knowledge about visiting attractions, all the group discussions indicated attractions as the major pull factor for people who want to travel to destinations. This supports the views of previous research (Lew 1987; Gartner 1996) which demonstrates that attractions are motivators, (Ondimu 2002; Swarbrooke 2002), and fundamental elements in the entire tourism system (Leiper 1990; Richards 2002). In discussing the different visitor attractions in the country, concerns were raised by participants about the unfamiliar types such as the umbrella rock at Koforidua, hanging stone at Nzema and the mystery stone at Larabanga that had not yet been promoted to and made accessible for visitors.

‘.....there are some of these attractions hidden in the forest, like the hanging stone, which are difficult to access, in fact the umbrella rock in Koforidua is unique but we had to crawl to get to it and I think the government should support the industry to clear those paths so that people can visit them easily ...something should be done about potential visitor attractions like the mystery stone should be developed’ – FGSS2

This supports the diversity and fragmented characteristics of the attractions sector indicated by (Swarbrookes 2002) as applying to the available Ghanaian resources. In effect, the focus group participants argued that visiting different attractions provided a range of experiences. These experiences, however, depended to some degree upon the perspective of individual visitors. Participants acknowledged visits to particular attractions such as Nzulezu, Kakum Park, Elmina and Cape Coast Castles, the waterfalls, hiking activities at Kwahu Mountains and Aburi Gardens as having different experiences to offer.

‘.....it was an interesting and scary experience to visit the canopy walk... initially I was afraid because of how it shakes but after some time things were okay for me though I wouldn't go on it again’ FGWI Woman

A critical examination of the level of the ongoing tourism development by all participants, particularly regarding visitor facilities at the attractions, suggested the lack of facilities as the key factor to discouraged repeat visits. It became evident in the discussions by all focus groups that developing and managing tourist attractions was an issue which required the concerted efforts of both public and private sectors

‘.....a lot of attractions are not developed especially the natural ones which are numerous, management is a problem, conservation and monitoring are also seriously lacking because it is not only the physical attractions but we also consider the entire environment’ – FGT1 Student

5.3.1.2 The Management of Visitor Attractions

It was highlighted in the tourism students’ focus group discussions that developing attractions, particularly the kinds available in Ghana, demand not only the putting in place of a sustainable development policy but also ensuring that such principles are adhered to.

‘...in all tourism attraction development, one aspect that stands out is on issues about the ‘attraction management’ GGT1 Student.

Furthermore, the tourism students said they perceived that a majority of the attractions were not well managed. According to Shackley (1996), today’s visitors demand contact with elements that exert lasting impressions upon their memories. To this end, all focus groups agreed on the need to revitalise the visitor attractions they perceive to have been ‘abandoned’. This supports the development theory’s proposed stages whereby such attractions could / should be revitalised by proactive management (Butler 1980). Feasible ways suggested by all focus groups to achieve this were geared towards the collaboration of private institutions and charitable organisations, and the communities where the attractions were located, rather than this being solely a government responsibility. In taking such a step, the focus groups’ discussions supported the ideas of the National Planning Forum (1998) proposal to forestall the pressure on visitor resources, which could result in congestion, destruction of resources and environmental pollution.

The women's group were in agreement concerning the benefits of the involvement of groups and individuals in managing accessible resources within the urban townships, to prevent them being used for other unsustainable activities:

'.....it is very important to preserve these attractions... we can also, we can even develop our own 'baka'⁴ as an attraction to prevent children from throwing things into it... it will serve as a form of education for the children to emulate – FGWI Woman

The need for the Ghanaian tourism industry in concentrating on conserving 'new' attractions in the country for the benefit of the individual ethnic groupings to allow them to engage in domestic tourism was an issue of concern to all participating focus groups.

5.3.1.3 Domestic Tourism

Reality is always important in research. Given this, it was appropriate that all the focus groups discussed the issue of domestic tourism, particularly in view of the current low level of visitation. From the perspective of the tourism students, international tourism far outweighs the domestic at most Ghanaian tourism destinations. According to the literature, the majority of Ghanaian attractions tend to be the 'free' entry type (Ministry of Tourism 2006). This was confirmed in the discussions, which centred more on creating awareness through educating citizens about the importance of visiting and helping to manage the tourist resources as a means to increase domestic arrivals:

'.....with tourism, domestic arrivals is very important and we as the people in the country have to visit, and know the resources available in our community because this is the only way that the community will learn to protect the environment' FGT1

Additionally, the focus group participants attributed the 'perceived' lack of domestic participation in tourism as resulting from a popular misconception that the tourism facilities and visitor attractions are developed for the benefit of international visitors rather than the local population. The tourism students, who believed that this was the reason for the wide gap between domestic and international visits, raised a point regarding the names and titles given to the industry:

⁴ Lagoon which changes according to the season

‘.....I think changing the name to Ministry of Tourism and Modernisation of the Capital City is not too helpful, ...this means, that tourism is only for Accra than the other places, ...and the local communities therefore will not visit, FGT2 Student

Issues about cultural exchange were extensively discussed. In Ryan’s (2003) view, interactions between host and guest are vital for developing tourist attractions. This was confirmed in all group discussions with emphasis being placed upon supporting visitors to acquire knowledge about the culture of the country. :

‘.....international visitors come here with the interest to learn about our culture which is very important for them and it is vital for the local community to also show interest to visits and interact to help visitors know how we live, our foods, taking care of our homes and our babies’ FGFN2

The groups perceived that international visitors tend to attach importance to having opportunities for interaction with residents but these were affected by the low numbers of domestic visitors at many of the attractions. Although the participants were of a consensus that the non-participation in domestic tourism was arguably a challenge for the country, at the same time all focus groups agreed that the persistent low levels of domestic tourism were not without their genuine reasons or concerns of the populace which included food related reasons:

‘.....we are very interested in visiting the attractions but in most cases you go there and there is no food available for you to eat which is not good regarding the various supply of foods in town’ FGW1 Woman

Another factor mentioned in the literature concerns the economic impacts of developing attractions (Briendenham and Wickens 2004). In this research, discussions on financial support for the Ghanaian attractions, and for that matter tourism development in general, were positive; the consensus among all focus group participants was that the government had enough financial resources for the sector. This supports the assertion made by the Ministry of Tourism/ United Nations Development Programme/ World Tourism Organisation (1996) data about co-funding the tourism development in the country.

From all focus group discussions, it was evident that poverty in Ghana is not perceived as being of a level that affects tourism development, neither did they consider it an explanation for the lack of domestic tourism. The perception among the tourism focus group participants was that they detected disinterest on the part of the government who have the resources to develop projects.

'.....I think the government always vote funds for meetings, seminars for consultants some of them are our lecturers. They go through all that they can and after submitting the proposal to the government nothing is heard again' FGT2 Student

The women's group perceived it to be focusing on other projects, such as the cash crops. This appears to contradict reports in the literature that the government decided to consider tourism development when it realised a shortfall in the production of cocoa (Adu-Febiri 1994). All the focus groups perceived that the transportation network in the country was a factor that hindered visitors from travelling to distant places to engage in leisure activities. Conversely, the literature highlights, massive investments undertaken in order to build infrastructure including the construction of roads (Ministry of Tourism/ United Nations Development Programme/ World Tourism Organisation 1996). Thus either the contractors do not do their work well, with the result that within a very few years, the roads become worn out or funds are taken but nothing meaningful is done towards building serviceable roads linking to the attractions.

During the focus group discussions, this research's interest in the role of foodservice as a motivator to attract more visitors, particularly domestic participation, was introduced. Additionally, the study found it important to identify the range of foodservice outlets available in the country, in order to consider possible strategies for the development of Ghanaian visitor attractions.

5.3.2 Foodservice Operations in Ghana

The issue of foodservice provision at Ghanaian attractions was perceived by all focus groups as complex, due to its variability. The consensus among all the participants was that the absence of foodservice outlets at visitor attractions has an adverse effect on visitor numbers. Varying reasons, such as cooking practices emanating for the home, were indicated as causing the lack of foodservice operations.

Family meals were described as changing from the earlier practice of a home based communal activity, to the recent tendency to eat outside the home. The participants outlined the menu, normally taken in most Ghanaian homes, as the basis for outside foodservice operations. Explanations of the Ghanaian menu and foods, highlighted in the group discussions, are given in Appendix 6. Table 5.7 shows some examples of meals taken in individual homes of the focus group participants.

Table 5.7: Typical menu in Ghanaian Homes

Day	Menu		
	Breakfast	Lunch	Supper
Monday	Orange juice Corn Porridge Bread/Peanut butter	Fanti Fanti (fresh fish stew) Etsew (corn/cassava)	Garden egg stew or Palava Sauce Boiled yam or plantain
Tuesday	Pineapple Juice Millet Porridge Bread/Butter	Grilled Chicken Tomato Sauce Boiled Rice	Mutton Light Soup Fufu (cassava and plantain)
Wednesday	Cornflakes Bread/Jam	Beans Stew (cowpea) Fried ripe plantain	Fried Fish Ground pepper (blend of fresh tomato, pepper, onion). Kenkey
Thursday	Melon Oats Fried or Boiled egg Bread/butter	Groundnut Soup (peanut) Rice balls	Ayoyo Soup (green leaves) Tuo Zafi (corn)
Friday	Roasted cornmeal porridge Bread and Butter	Fish Stew Abolo (corn)	Okro Soup (okra) Akple (corn)
Saturday	Fried or boiled egg Bread/Cheese Beverage	Fried fish Tomato Sauce Yaakeyake (cassava)	Groundnut Soup (peanut) Fufu
Sunday	Sandwich Beverage	Palmnut Soup (palmfruits) Fufu (cassava/plantain)	Grilled Chicken Jolloff (rice) Salad

Source: Focus Group Discussions (2007)

All the focus group participants stated the absence of foodservice outlets at visitor attractions has an adverse effect on visitor numbers. Foodservice in Ghana was confirmed by focus groups as being based on practices that originated from the home. Family meals were described as changing from the former practice as a home based communal activity to the recent tendency to eat outside the home. The participants outlined the menu normally taken in most Ghanaian homes as the basics for outside foodservice operations. Explanation of the Ghanaian menu and foods highlighted in the group discussions are given in Appendix 11. Table 5.7 shows some examples of meals taken in individual homes of the focus group participant.

5.3.2.1 Food prepared in Ghanaian Homes

It was widely agreed that the key issue in foodservice operations in Ghana in terms of, ‘what is supplied, how it is supplied’ and the ideologies behind the supply are all acquired through training received at home.

This was expressed in the following way:

*‘.....mainly mothers train children at home particularly the girls on how to cook and some of these girls are those found operating in a lot of these good foodservice outlets’
- FGT2 Student*

This is an important aspect of foodservice operation because the way the child is trained or what is learnt at home eventually affects upon the foodservice operation outside the home. All student focus groups agreed that since girls are the potential foodservice cooks and or managers it was useful for them to acquire knowledge in the preparation of a wide variety of meals that will enhance the foodservice operation.

Arguably, the typical menus in Table 5.7 show a limited supply of vegetables and one of the big concerns to the student focus groups:

‘.....the foods eaten at home needs a change to include the use of more vegetables than we see now because it is what we learn that we do outside and if the children don’t learn how to prepare vegetables at home how can they cook at the restaurants’ FGSSI Student

The perception of all focus groups was that the kinds of foods eaten at the different homes were partly due to the climatic conditions in the country, which tends to support the storage of starchy foods more than other vegetables. This supports the FAO/WHO’s (2005) concerns about the gaps created in food supplies among developed and developing countries, i.e. developing countries tend to supply starchy roots and vegetables while industrialised countries supply animal foods. Alternatively, traditional sentiments were perceived as an influence on eating patterns within local communities and in particular at different homes, more than the climatic conditions in the country:

‘.....any food that we cook at home, no matter how appetising or delicious my father will never be satisfied if it is not fufu⁵ because that is the food he knows...I mean brought up with and some of us are just fed up with it’- FGFN2 Student

However the general consensus among all the focus groups was the desirability of introducing more variety than is currently available on the menu (See Table 5.7) in order to meet the demands of the youth who are exposed more to a wider variety of food products while at school. The literature indicates the youth as a variable group more than the other age groups regarding consumption of foodservice products (Mintel 2006). Contrary to what is available in homes, the student focus groups that food operators tend to provide ‘special’ meals as used for celebrations which attracts many students to buy and eat suggested it. The need to modify the menu at homes to include some of these festive foods to assist the children learn how to prepare them was deemed necessary by the groups. This suggestion was deemed necessary to equip the future foodservice operator perform their duties creditably as expected by their customers.

5.3.2.2 Festive Foods in Ghana

In order to create variety and or supplement the cooking at different homes all focus groups agreed on using festive dishes, a range are listed in Table 5.8, more regularly than simply making them occasional foods; thereby preventing the possibility that these ‘special’ dishes will disappear.

The students groups agreed that it was important to serve festive foods not only for particular occasions, which are celebrated in parts of the country or at home but to make them generally available because of their significance:

‘..... festive foods are especially prepared dishes which relate to specific occasions in the history of different ethnic groups, ...this makes them important to exhibit as part of our cultural attributes at foodservice outlets in the regions’ FGSS2

⁵ Blend of cooked cassava and plantain eaten with soup.

All focus the groups agreed that many residents have only heard of certain of these festive foods and have not had the opportunity to sample them. There was also a consensus that the availability of these ‘authentic’, ‘festive’ foods would add to the appeal of the visitor attractions.

Table 5.8: Celebrations and Festive Foods in the Regions

Regions	Festival	Festive Food
Ashanti	Akwasidae	Oto
Brong Ahafo	Apoo	Oto
Central	Bakatue	Oto
Greater Accra	Homowo	Kpoikpoi
Northern	Dambai	Tuo Zafi
Volta	Hogbetsotso	Fetri detsi, Dzemple
Upper East	Feok	Tuo Zafi
Upper West	Kobine	Tuo Zafi
Western	Kundum	Oto

Source: Focus Group Discussions (2007)

A few foodservice outlets in the capital city, Accra were identified as having such ‘authentic foodservice’ operations and the perception of the focus group participants was that these existing outlets demonstrated the potential for developing authentic foodservice at tourist attractions. The excitement of the focus groups was expressed in their suggestions of potential foods that could be provided at various locations for the public:

‘.....foodservice outlets in Accra could serve kpoikpoi (corn flour) as part of their menu; those outlets in Kumasi, Brong Ahafo, Central, Eastern, and Western regions, could have Oto (mashed yam) on theirs; while the foodservice outlets in the three Northern regions could also provide tuo zafi (cornflour), with Volta region offering akple/dzemkple (corn dough); ...it will be proper to serve such foods in the traditional way and encourage people to eat as we do at home’ FGW1.

A review of the ‘festive’ menus, outlined by the participants’ in Table 5.8, shows the pattern of eating habits in the country of the different ethnic groupings. For example, the Akan community, located in the southern sector, tend to use ‘oto’ as their traditional menu while the northern sector consume ‘tuozaafi’; there are further variations coming in the Volta and Greater Accra regions in the south. These variations support previous findings that cultural backgrounds have a significant impact upon an individual’s choice of food, particularly when outside their homes (Adjei-Frempong et al 2008).

It was the recognition of this situation that led the focus groups to suggest the introduction of cultural foods into the foodservice operations, at both attractions, and other commercial foodservice outlets.

5.3.2.3 Commercial Foodservice Outlets

The foodservice industry is encouraged to offer a diversity that caters for individuals' needs for nutrition and also to satisfy hunger (Competition Commission 2005). It was noted that Ghanaians prepare different types of meals at the different commercial foodservices outlets, from traditional food vendors to high-class restaurants. All focus groups agreed that, with few exceptions, foodservice outlets principally provide the specific foods that are eaten in the region where they operate. All the focus groups perceived the basic operation of foodservice in Ghana as individually or family-owned business types which mainly employ members of the family and friends who have very few or no formal skills. They operate as traditional independent 'cook and serve' establishments, and menus are shown in Table 5.9. The student focus groups were of a consensus that such a lack of technical expertise on the part of the dependants, who take responsibility for running the family business, instead of employing a qualified person, is one aspect that should be addressed when seeking to improve the foodservice outlets at visitor attractions.

Table 5.9: Types of Commercial Foodservice and their Menu

Type of Restaurant	Opening Times	Meals Served
Roadside	6am	Porridge (corn,millet, sorghum) Bread or Koose (cowpea and spices)
	8am until 11pm	Fried Chicken, Beef, Fish, Boiled egg; Tomato Sauce*; Boiled Rice* Wakye (riceandbeans)*; Spaghetti*; Salad* Fried Fish; Pepper sauce (tomato, onion, pepper)*; Kenkey*; Fried Yam*; Yakeyake (cassava)*; Aboloo (corn)* Beans Stew* Fried Ripe Plantain* Gari* (cassava)
Inexpensive restaurant (chop bars)	9am	Serves all the dishes as is available in the region the outlet is located
Workers Canteen & Expensive urban restaurant	12 noon	Grilled Chicken; Fish; Tomato Sauce*; Plain Boiled Rice*; Vegetable Rice*; Jolloff (rice cooked in tomato sauce)* Salad* Okro Soup (chopped okro and tomato); Fried Fish; Pepper Sauce* Banku (corn and cassava)* Beans stew; Fried ripe Plantain* Vegetable sauce Boiled yam* or plantain* Fish Light soup; Groundnut soup (peanut); Fufu*; Banku*; Rice*
Local and International hotel		Serves Breakfast and lunch menus (Ghanaian and international)

Note: * = individual dishes served as accompaniment to protein dish

Source: Survey/Focus group Discussion (2007)

The value of traditional meals on menus was emphasised by all the focus groups, since in many cases, the current provision could not be accepted as a ‘Ghanaian’ menu:

‘...it is difficult to locate restaurants with proper Ghanaian meals because you don’t know whether they are preparing the local meals as we know them or international menu, or something different’ FGSS2

Utilising untrained personnel was identified as a typical barrier in development theory; in terms of foodservice, it is argued that the poor standards of operation result, in part, from the low level of staff education and training. In introducing improved, authentic foodservice at the attractions, the focus group participants argued that the license required to operate should require a clear demonstration of adequate knowledge of food preparation and service to ensure the efficient and effective operation of this sector.

The perception among focus group participants was that foodservice operations were providing a mixed menu, which lacked a clear theme, because most of the younger generation were becoming accustomed to the newly developed fast foods such as ‘fried rice’, which has become popular. Although there were uncertainties among participants as to reasons for eating out, it was agreed that people generally have little time for cooking or have come to accept outside cooking as equivalent to home cooking. Notwithstanding, it was recognised that this may depend on individual homes. In Roseman’s (2006) view, the recent change in women’s role contributes to eating out trends because the mothers who have to do the cooking are engaged in different economic ventures. Additionally, the focus groups perceived that the same women acted as both mothers at home and at the foodservice outlets as cooks, which encourage the family to eat away from the home. Further discussions bordered on variances in eating out which concluded that eating out was now a regular pastime in the country:

‘.....the current lifestyle in most homes makes it mandatory to eat at least one meal from outside, and I am sure it will go on like that’ FGWI Woman.

5.3.3 Foodservice and Visitor Attractions

Offering food and drinks represents the traditional way of hosting visitors in Ghana and was considered by all participants as a requirement at visitor attractions. However, the consensus was that such provision should create a good ambience by exhibiting other cultural aspects of the country. Wolf (2006) contends that food is a product which has the attributes required to support the growth of global tourism. Additionally, it is a product that can be used to bring different backgrounds together to socialise (Symons 1998). At the same time, while portraying culture, the importance of satisfying the current interest of visitors to know the components of cooked foods was reiterated by all focus groups. The consensus was for foodservice outlets to highlight daily menus with their explanations at the attractions to offer visitors an indication of the ingredients and methods used to produce those foods served.

5.3.3.1 Facilities available

The perception among the women's focus group was that to achieve the cultural aspect of food provision, food preparation requires the use of appropriate equipment for effective cooking to take place in foodservice outlets. The students' groups agreed that the choice of equipment pre-determines the cooking methods as well as the kind of menu that could be provided for potential visitors to the attractions. Issues on using high technology cooking facilities were highlighted; mostly by the women's and hospitality students' focus groups.

The focus groups suggested that every foodservice outlet has its own style of cooking facilities, depending on the menu provided at the attraction. In addition to the facilities being used, the women's group agreed that traditionally made equipment tends to have an enhancing influence on foods served and are useful for foodservice operation at visitor attractions.

Alternatively, the female students' focus groups suggested that the use of some of the local cooking facilities were archaic and labour intensive, as well as time consuming. In principle, using a blender takes a few minutes to prepare foods rather than using the traditional bowl to grind ingredients.

This confirms the assertion in the literature that high levels of expertise, particularly the appropriate use of equipment, enhances performance of foodservice outlets (Gisslen 2004) and saves both energy and time (Rodgers' 2009).

In the midst of the different opinions about which cooking facilities to utilise at visitor attractions, the participants argued that the operations at the foodservice outlets have the capability of using traditional methods in order to exhibit the culture of the location:

'.....cooking at the attractions are not done on large scale so traditional tools should be used for traditional menus which will encourage people to eat there because some of these potential foods can only be effectively prepared using such tools' – FGT1 Student

Furthermore, all the groups agreed that the current adoption of the use of china plates and bowls for serving their foods at home was not sustainable for foodservice outlets at visitor attractions because visitors are more interested in seeing traditional items.

To encourage participation at foodservice outlets at the attractions, it is necessary to be flexible in the provision of menus and the type of cooking facilities used which makes it feasible to adopt the use of both traditional and ‘modern’ strategies of food preparation.

5.3.3.2 Menus at Visitor Attractions

Planning the menu for visitor attractions in Ghana is an essential part of the foodservice operation. Invariably, the lack of food at almost all the visitor attractions was perceived to cause a general concern among domestic visitors in the country. While the majority of domestic visitors tend to carry food to attractions because of their previous experiences, where they had visited and found no food to eat, and which was rather inconvenient. The perception of all focus groups was that the menu shown on menu cards was not commensurate with the provision of food at the outlets.

The menu cards tend to have more variety than the actual food available. Table 5.10 illustrates the kind of foods usually served at the foodservice outlets:

Table 5.10: Menu supply at Foodservice Outlets at Visitor Attractions

Menu 1	Menu 2	Menu 3	Menu 4	Menu 5	Menu 6	Menu 7
Chicken or Fish	Fried Fish	Chicken or Fish	Grilled Tilapia	Palm soup, Groundnut soup or Light soup	Vegetable Stew	Bean Stew
Tomato Sauce	Tomato Sauce	Jolloff	Banku	Fufu	Boiled Yam or Plantain	Fried Ripe Plantain
Rice	Kenkey	Vegetables				
Vegetables						

Source: Focus group discussions (2007)

All focus groups considered foodservice an important tool to promote visitor attractions in many destinations. However, the combination of foods served (Table 5.7) is usually a source of worry for visitors at the attractions. The consensus among focus groups was that the menu card portrayed foods that could not be identified as ‘authentic’ and suggested the need to include some local foods within each attraction to create a balance. Similarly, all focus groups agreed that international visitors might not have much knowledge about the authentic foods but they can equally assess the texture and taste of the foods served them, which makes it important to offer visitors the best.

The participants differed in what to provide at visitor attractions, but the student focus groups finally agreed on a combination that was thought to enrich the cultural tourism aspect of a visitor's experience at attractions. This was not a difficult task because the majority of foodservice operators, exemplified by Adom, Jofel, Mckeown and VOTEC outlets, have the ability to provide what is required, given the right logistics, which makes food provision less of a problem for the attractions. However, concerns among all participants were on what type and how to provide food for visitors at attractions:

'...the majority of foodservice operators are capable, but are they aware of what the visitor is looking for? ...they assume that the international visitors want the sandwich, the pizzas, and the hamburgers. ...no that is not what they want'- FGT1 Student

The consensus for foodservice operators and their associated partners such as the Visitor Board and the Food and Drugs Board, was to streamline foodservice operation at the attractions. Among all participants, such collaboration was perceived to be a means whereby a meaningful strategic policy could be developed towards the provision and presentation of foodservice to make it more acceptable to the visiting public.

This supports GHATOF's (2007) contention for a viable partnership-involving private and the public sectors to ensure an efficient running of the tourism industry.

5.3.3.3 Presentation of Food at Visitor Attractions

All focus group participants regarded the presentation of food as essential in attracting visitors to eat at particular outlets. Overall, the planning of meals normally involves the colour, texture and the arrangement of food on the plate to enhance the appetite of potential consumers. This was however perceived as not imminent in the present foodservice provision at attractions:

'...some cooks don't present the food on the plate in an appetising manner and you see it and don't want to eat anymore' FGFN2 Student

Additionally, the presentation of food was identified with the location of the attraction suggesting that the selection of food for particular meals portrays skills on the part of both cooks and supervisors, which is needed in order to improve the appearance of food.

Alternatively, it was argued by all participants that in most situations cooks tend to serve different meals from those requested by visitors that give varying impressions about their operation:

‘.....you ask for a sandwich and you get something different that makes you think that the cook is not adequately trained for the job at the attractions’ FGFNI Student

Invariably the use of suitable serving dishes to serve meals equally adds value to the presentation of food. All focus group participants expected cooked food to be served in suitable dishes, for example, *fufu* in the *ayowa*⁶ and rice need to be served on a plate since authentic foods tend to be better presented in traditional dishes more than the improvised ones. All participants agreed that it was important to serve authentic baked foods in their original wrappings by cleaning the ash from the leaves after baking.

Presenting such foods, to include all other types of foodservice products, demand some form of garnishing or decoration to make them look more appealing than is presently the case:

‘.....even fufu can be presented in a very nice way as is done in some commercial foodservice outlets by using other food items like crabs to garnish them... in fact our foods should be well presented at the attractions’ - FGTI Student

5.3.3.4 Authentic Foodservice at Visitor Attractions

All participants perceived ‘authentic foodservice’ to be very subjective and therefore dependent upon how an individual perceives it. For instance, what an international visitor may consider as authentic may be different from what a domestic visitor will accept as genuine. However, regarding the authentic provision of foodservice at visitor attractions, all focus groups agreed on traditional cuisines/menus, which relate to the location of the attraction:

‘...the supply of our own foods such as etsew, Fanti kenkey and fanti-fanti (fresh fish stew), at attractions in Cape Coast which will portray the culture here’ -FGFNI Student

⁶ Traditional earthenware bowl for eating *fufu* at home

Culturally authentic foodservice was perceived among participants as a means of creating an association of the attraction and foodservice operation:

'.....when you go to Elmina Castle, you know that you are going to eat Fanti- Fanti with rice or banku or fanti kenkey and when you go to Accra you can get fried fish with Ga kenkey and shito' FGT2

This perception by the focus groups supports indications made in Choo et al (2003) that basic knowledge about food cuisines of a location is paramount to the successful running of foodservices, particularly franchised outlets. In this respect, the participants agreed that Fanti-Fanti or Fried fish should become the main dish with the preferred accompaniments. The reason was for visitors to be able to anticipate the type of authentic food, illustrated in Table 5.11 they might expect at various attractions.

Table 5.11: Authentic Foods for Foodservice

Main Meal	Main Ingredient	Snack	Main Ingredient	Sweet	Main Ingredient
Aboloo	Corn	Aweesu	Corn	Omodokono	Rice
Akapinkyi	Ripe plantain	Ofam	Ripe plantain	Atadwe Milkye	
Akyeke	Cassava	Kolikoli	Peanut	Nkatekake	Peanut
Apranpransa	Corn	Apiti/Akankyee	Ripe plantain	Drinks	
Etsew	Corn	Agawu/ Koose	Cowpea	Ahai drink	Corn
Fanti-Fanti	Fish and tomato	Nkyekyerewa	Corn	Saamea drink	Fruit of a tree
Kpoikpoi	Corn	Aburo ne Nkate	Cornandpeanut	Pito beer	Guinea corn
Mpotompoto	Cocoyam	Aburo ne kube	Corn and coconut	Nsaa fuo	Palm drink
Oto	Yam or plantain	Nkatebolo	Peanut	Millet drink	Millet
Gari foto	Gariandtomato	Akakro/Tatale/ Kelewele	Ripe plantain	Tannkwa beer	Ginger
Tubaani	Cowpea	Poloo	Corn		

Source: Focus Group Discussions (2007)

The consensus among all participants was that such foods in Table 5.11 are normally served as main meals, sweets and as savoury or snacks across all ten regions in the country and have the potential to satisfy the demands for authentic provision at visitor attractions in Ghana. It is evident from Table 5.11 that corn, ripe plantain and cowpea are the main ingredients used for cooking these foods, but then, variation exists in taste and texture due to the different cooking methods as well as additional ingredients used in their preparation.

All student participants identified many of the foods in Table 5.11 as becoming increasingly rare and only to be found in some parts of the country. All participants as useful therefore considered such foods when developing an authentic foodservice operation to support the socio-cultural experiences sought at the different attractions, by both domestic and international visitors. The dilemma of participants was whether to maintain what is prevailing now or to re-organise the entire foodservice operation on more traditional lines as currently done at some of the commercial foodservice outlets.

5.3.4 Summary of Focus Group Discussions

The findings of the focus group discussions confirmed the lack of foodservice operation at visitor attractions as the initial survey revealed. This causes domestic visitors to take food along to the attractions when visiting, which affects the foodservice operation at those attractions. However, domestic visitors tend to be disappointed with the absence of foodservice operation at the attractions and the limited supply of authentic foods. The result is low levels of domestic visitors at visitor attractions giving a higher ratio (4:1) of international visitors as the major arrivals.

The range of foodservice customs present in Ghanaian homes and commercial foodservice outlets are possible channels through which foodservice operations could be developed at visitor attractions. Providing authentic foodservice at the attractions suggests consideration of the use of 'typical' regional local foods. This further accentuates the diversity of attractions making the foodservice operation 'location specific': for instance, a visit to Nzulezu⁷ could be associated with eating *Akyeke*; the main food at Elmina Castle could be *Fanti-Fanti*; and *Oto* at Kumasi Centre. Since authentic foodservice is not only about the provision of suitable foods but also the presentation of for instance serving food in its original packaging (leaves) or in a traditional dish (earthenware).

⁷ One of the popular attractions in the Western Region in Ghana

Using authentic foods to portray and support the artefacts at different attractions to help tell the story about particular destinations is useful in visitor activities. However, for the sake of different visitors' demands, it is equally necessary to include more convenience foods that make cooking easier and faster for visitors who may not be prepared to wait for long hours before being served. Overall, there was a perception of poor performance and a limited number of foodservice operations at visitor attractions. Engaging different operators could encourage the supply of varied cuisines but the proper structure for efficiency must not be overlooked. It is therefore, important to engage operators and qualified personnel at foodservice outlets at visitor attractions.

However, as in every organisation, the stakeholders such as the Tourist Board in union with the Ministry of Tourism as well as the Food and Drug Board have a lot of preliminary work to do in the planning and in particular the implementation of policy that could support Ghana's visitor activities. In view of this, interviews were sought with representatives of key stakeholders; foodservice providers, visitor attraction managers, and government representatives in order to gain a fuller understanding of their perceptions, and attitudes and suggestions on the challenges facing the development of foodservice at visitor attractions in Ghana. The findings of the focus group discussions confirmed the lack of foodservice operation at visitor attractions as the initial survey revealed. This causes domestic visitors to take food along to the attractions when visiting, which affects the foodservice operation at those attractions. However, domestic visitors tend to be disappointed with the absence of foodservice operation at the attractions and the limited supply of authentic foods. The result is low levels of domestic visitors at visitor attractions giving a higher ratio (4:1) of international visitors as the major arrivals.

5.4 Part 3 - Interviews

In order to answer the first part of the third objective for this research to; '*Assess and review the challenges of foodservice operation in Ghana*', six in-depth interviews were conducted with a Foodservice staff, Ministry of Tourism staff and Visitor Attraction staff, Tourist Board Staff, GHATOF staff and Food and Drug Board Staff to clarify issues about tourism and foodservice operation.

The interviews took 35-45 minutes for the individuals and involved a semi-structured questionnaire (Appendix 7) which was tape-recorded. These in-depth interviews were transcribed verbatim to identify the recurring themes for content analysis, which are presented in Figure 5.4.

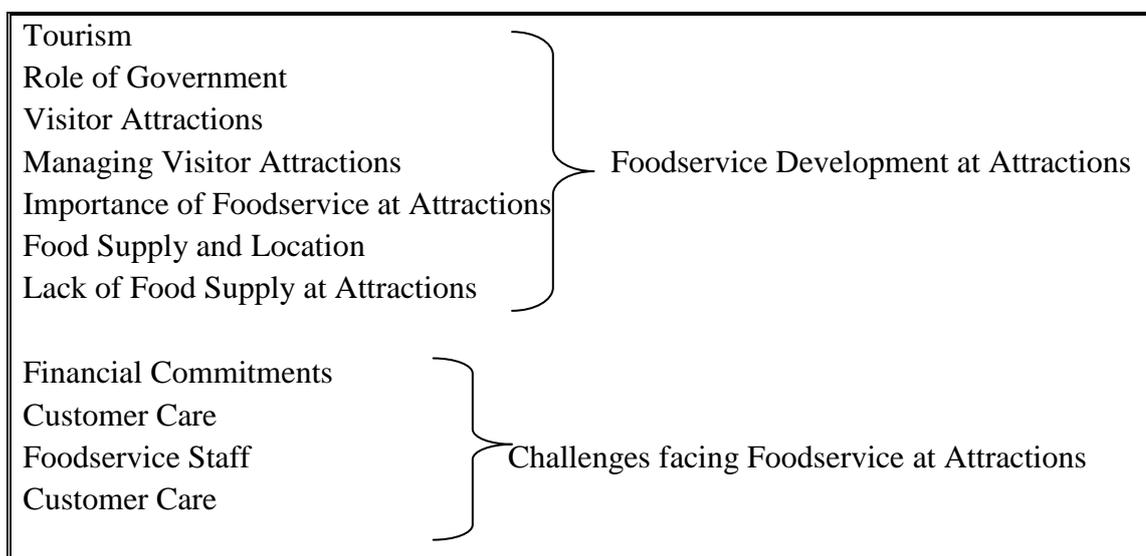


Figure 5.4: Themes from interviews with Foodservice Staff, Ministry of Tourism Staff, Food and Drug Board Staff, Tourist Board Staff, GHATOF Staff and Visitor Attraction staff

5.4.1 Foodservice Development at Attractions

5.4.1.1 Tourism

All interviewees confirmed the focus groups observations regarding tourism in Ghana that only recently has it begun to attract the attention of visitors, both domestic and international. The interviewees were, however, of a consensus that the current demand for domestic visitor activities is low; with the possible exception of student groups who visit because of organised educational trips. For the interviewees the emphasis for the restructuring exercise of visitor attractions must consider the sustainable development of the attractions as the government's priority area.

5.4.1.2 Role of Government

The public sector interviewees agreed that at most tourism destinations, the Ghanaian government plays an important role in ensuring that tourism activities make the necessary progress:

'.....the government is involved and there is a policy for tourism, that is sustainable development of our natural resources and cultural heritage assets, this means the resources available will be taken care of to prevent visitors from destroying them in order to make sure the young ones have equal access to them in future' – Ministry of Tourism Staff

Conversely, the private sector interviewees perceive that little support comes from the government and what is specifically missing is collaboration between the private sector and academia in formulating and implementing tourism policy. This was in support of the publication by the private sector's association's indicating a lapse in government's responses towards their invitations (GHATOF 2007). Invariably, the private sector assume that the nature of the relationship between the three sectors, government, private sector and academia tends to create gaps in the operation of the public and private sectors towards the sustainable development of tourism in the country. The foodservice managers reiterated the lack of support from the government for the private sector as a hindrance to the setting up at visitor attractions. This contradicts the statement in the literature about available funding for prospective individuals to develop visitor attractions located in their regions (Ghana Tourist Board 2005). At the same time, the government perceives private sector businesspeople as working for their individual economic gain:

'.....I don't think there's any country in this world that pushes government to play all the roles in, ... they don't push everything to government when it comes to tourism because it's a main,... it is a major private sector activity and there's a lot that the private sector can gain from it'

5.4.1.3 Managing Visitor Attractions

Similarly visitor attractions were perceived by all interviewees as numerous and diverse in Ghana but are yet to be developed to the level required by visitors. Although most of the attractions have been ‘abandoned’ by the Ministry of Tourism and Tourist Board, for some period, the interviewees were optimistic that the development and implementation of strategic management policy are possible ways to manage and reinvigorate the attractions:

‘.....we are trying now I know things are improving but we still have a lot to do to make them up to a standard and available to visitors’ – Tourist Board Staff

The lack of adequate logistics such as transportation for tourism staff was perceived as the cause for not developing the visitor attractions to standards required by visitors:

‘.....we have huge beaches, huge vast forests spread all over the country and accessibility to some of these areas is nil because of lack of appropriate support required to enable us travel to the attractions all over the region to manage them’ – Tourist Attraction Staff

5.4.1.4 Importance of Foodservice at Visitor Attractions

Although all interviewees were interested in seeing tourism grow, their main concern was the lack of foodservice, which they argued tended to discourage repeat visits. According to Jacobsen and Haukeland (2002), the majority of tourists perceived foodservice as one basic factor for returning to destinations. Thus, carrying food to visitor attractions, due to the absence of foodservice, was similarly a concern to all interviewees. This was because it encouraged visitors to leave the attractions earlier than anticipated. All interviewees perceived that, queries from visitors about where to get food to eat identified the need to provide appropriate provision and signage at the attractions.

On the other hand, the interviewees were of consensus that organised events attracted more than the expected number of visitors due to the provision of food and drink, which also created good ambience for participation in various activities, particularly at beach parties in parts of Accra:

'.....people are eager,... a lot of people want to see tourism grow ...you can see it, ...anytime there is a beach party people want to go,... anytime a product is launched people want to,... you know people are eager to go out, spend money on food and drinks, ... so food has a big impact on our attractions you know' - Tourist Board Staff

While indications of activities point to a critical demand for foodservice, nothing seems to have been done about this by either the government or the private sector. Interviewees perceived those with previous knowledge about the situation to take food along while those who assume there should be foodservice available are faced with a dilemma as to how to feed themselves at the attractions:

'...you go to Wli falls. I have been to Wli before and there was no foodservice around Wli, so if the,... if our,... assuming we had gone on our own we would have been very, very frustrated but we were guests of,... it was a national event so we were guests of the regional minister so at least, some food was offered us ...in fact your research is in the right direction and very timely' - Ministry of Tourism Staff

Conversely, the private sector is interested in doing business at visitor attractions, but little had been done in practice to assess the viability of such operation:

'.....I don't know about the foods eaten at most of the attractions but if there is money I will be happy to set up a place at the attractions,...the government could put up the structures and engage some of us with the knowledge to manage them' – Foodservice Manager

Nonetheless, there were indications from the private sector that in view of the variety of foodservice provision countrywide, educating operators could be a possible solution to encourage them to open outlets at the attractions:

'.....well, we have food available so it is possible to convince the well known operators to start thinking about operating at the attractions' GHATOF Staff

5.4.1.5 Food Supply and Location

Generally, the interviewees agreed that current foodservice operations at those visitor attractions, which have foodservice, meet the demands of the international visitors. This perception corresponds with visitor arrivals because the majority of customers are international visitors who are not fully conversant with authentic foods.

The perception of all interviewees was that it would be useful to make provisions to meet the individual needs to forestall the habit of having to travel to another location in order to purchase something to eat:

'.....some have their own transport and can afford to travel to another place for food but what of those visitors who have to travel by public means?...we appreciate the provision of foodservice at the attractions' - Tourist Attraction Staff

5.4.1.6 Lack of Food Supply at Attractions

A lack of development of foodservice outlets outside the attractions were perceived by the interviewees, as an oversight caused by attraction developers who paid more attention to the accommodation and transport sectors than the foodservice provision. These individuals often assume that visitors would cater for themselves, even when travelling long distances to the attractions.

Additionally, unpredicted or lack of arrivals was stated as another reason for not offering foodservice at visitors' attractions with the consequential losses. An information gap was the major issue highlighted as one reason for limited provision of food at attractions.

'.....it is difficult getting information across to people and for one reason or the other, when we organise seminars the attendance is always very poor which means residents don't have much knowledge about our attractions and most activities organised at these places' GHATOF Staff

Prior information on arrival figures is rarely available since most people like to travel as and when they desire, however seasonal and weekday / weekend patterns of demand can often be identified. Moreover, the provision of food is only a matter of getting information across to food vendors to cook and serve anytime there is an event:

‘.....if it is possible to know the numbers coming in we could help by even cooking at a reduced price so that everyone will be able to eat at the attraction, but as it is we cannot do that otherwise we will run at a loss’ – Foodservice manager

The limited food supply at the attractions equally affects the attraction workers because they have to either take packed meals to the sites or find other places to eat. All interviewees perceived this practice to be unrealistic for the tourism industry:

‘.....I don’t think it is suitable for either staff or visitors to have to travel another distance to eat and spend time which could have been spent at the attractions if there were provision of foodservice’ – Food and Drug Board Staff

5.4.2 Challenges facing Foodservice at Visitor Attractions

Unlike the accommodation, and transportation sectors, the foodservice sector seems unwilling to compete for or seek new business, often failing to advertise their operation to increase sales. All interviewees agreed that the foodservice sector takes their business for granted and does not attach enough importance to their operation.

The interviewees were of a consensus that financial commitment, product development, customer care, and staff training are some of the challenges faced by foodservice operators, which required immediate attention to facilitate their operation at the attractions.

5.4.2.1 Financial Commitment

All interviewees agreed that the capital involved in setting up foodservice businesses was a major constraint in the provision of food at visitor attractions. Setting up foodservice outlets was perceived as a big investment, which could not be undertaken by individuals in spite of the other benefits that might accrue:

‘...we know that it is good to operate at the attractions but the investment is too much ...personally, if I get the support from elsewhere like the government, I will be happy to set up at these areas’ – Foodservice Manager

However, the private sector interviewees agreed that providing opportunities, such as premises available to rent for those keen to undertake tourism projects, should be provided. Although this might be a viable proposition, the government did not look favourably on these ideas at present:

'.....this is not acceptable because tourism is private sector led ...talk about infrastructure, yes, that is the government's priority but not putting up for private businesses'- Ministry of Tourism Staff

A basic aim of development theory is to achieve economic growth; however, in order to do this, barriers have to be overcome and in the case of foodservice, a sound economic base is required (Anon 2007); *'..... once there is enough funding, human capital can be developed for a better yield which in turn contributes to economic growth GHATOF Staff .*

Whilst economic factors were recognised as an issue, attending to customers was also recognised as being an equally important part of foodservice operations and a number of interviewees perceived some of the attitudes of foodservice personnel to be 'driving' consumers away from certain outlets.

5.4.2.2 Customer Care

Customer care has been one of the basic challenges facing the foodservice sector, as discussed by interviewees. The consensus was on the need to provide supervision of the activities of the foodservice staff because the attitudes of some staff were described as 'very poor'. This is of concern, given the findings of Jacobsen and Haukeland (2002) that one reason for repeat visits was the pleasant attitude of the foodservice staff.

The main complaint was that servers tend to respond to international visitors more positively than the domestic visitors, which suggested that better services were offered to international visitors. However, interviewees agreed on the importance of domestic visitors interacting and assisting in giving support to international visitors in order to create a good ambience at the attraction. At the same time, the interviewees agreed on the need to offer a similar or equal style of service to visitors of all nationalities to encourage their patronage.

'.....the staff behave as if they are doing us favours which is not correct because that is their job which I think should be done well' Tourist Attraction Staff

Interviewees perceived this kind of staff-customer relationship as a critical challenge for foodservice staff at visitor attractions, supporting the assertion that foodservice is relevant for both customers and staff's comfort, because it is all about pleasure and entertainment (Beard 2004). In addition, the interviewees considered one important aspect to be the interaction that takes place over the dining table among different visitors. This is in agreement with GHATOFs' (2007) statement about the importance of packaging products for effective interactions between staff and visitors and among visitors of different nationalities. The consensus was the ability of foodservice staff to satisfy requests promptly and give good quality service. However, it was explained that some delays in serving food was because food was cooked only when ordered by visitors, which takes time to prepare.

'.....it seems most foods are cooked when ordered and this makes it difficult to wait because it takes very long time for them to serve you...and they don't say anything to explain the situation to customers' Tourist Attraction Staff

In view of the limited use of pre-cooked foods, together with the location of these attractions, it is often difficult for foodservice staff to balance demand and supply accordingly; training is therefore crucial.

5.4.2.3 Foodservice Staff

The private sector interviewees agreed that retaining trained foodservice staff was a challenge because most of the trained staff often left the job within a short period. Most left because, they had grievances usually relating to consumers' attitudes towards them:

'.....some of the customers disturb our staff, ...we always talk to the girls to tolerate such customers but some of the employees leave without prior notice within a short time from the work place to continue with their education, ...this affects the business because when they leave we have to employ and train others again' – Foodservice Staff

The consensus among interviewees was to find possible ways of employing staff to ensure that qualified personnel are in place to develop the foodservice sector and help to retain staff. All interviewees agreed that formal training would contribute towards staff becoming more professional. This is not unusual because the global foodservice sector is acknowledged as being a labour intensive business enterprise where specialised training is not normally required (Burton 2009). However, interviewees consider adequate training at foodservice outlets at tourist attractions an essential component of their development. In summary, interviewees perceive that a well-educated foodservice operator has the potential to deliver more than an untrained worker. This again supports the development theory; one basic requirement for developing foodservice outlets is to ensure adequate training facilities are put in place (Batta 2000).

In order to streamline foodservice operations to adopt similar policy and standards found in other professions, the interviewees were of a consensus about the need for applicants to obtain formal qualifications prior to obtaining a licence, thereby satisfying the critical need to engage better-qualified staff:

‘.....the foodservice operation at visitor attractions should be done in such a way where the basic requirement will be qualification, ...licence should be given to graduates from the food and nutrition departments to offer the required services for attractions, and be adequately monitored’ – Ministry of Tourism Staff

Additionally, interviewees suggested giving sponsorship to some of the girls from within the locality for formal training to acquire the necessary skills for employment in foodservice operations. The perception of interviewees was that, giving formal education to the girls within the locations of visitor attractions, would serve as a backbone to the sector.

‘.....to encourage interactions among visitors and the community it is important to support the education of some females to acquire not just the culinary skills which they may have but to be able to communicate with international visitors’ Foodservice Staff

5.5 Summary of Phase Two Results

The Phase 2 exploratory survey revealed that Ghana has a wide range of visitor attractions and potential, some of which have yet to be developed. Every region has at least four attractions; however most are in their very natural or raw states, with no benefit such as play grounds for children, and foodservice operations. This contributed to visitors with children spending less time at some sites than they might. Equally, a lack of published data was a challenge for this research and currently only five of the six attractions selected could provide statistical data on visitor arrivals.

The focus group discussions identified the range of foodservice operations in the country, particular at the attractions and the respective facilities available. Additionally, the interviews enhanced an understanding of the demands for foodservice at attractions as well as some of the challenges faced by the foodservice sector. Generally the results indicate that although, considering the basic training acquired from home, foodservice outlets have the potential and commercial value to utilise authentic Ghanaian foods to augment visitor arrivals, The managers perceive this form of business to be the government's responsibility which has not been forthcoming. The Phase 2 survey conducted into the status of foodservice operation at visitor attractions highlighted opinions, which informed the design of the visitor survey questionnaire for the Phase 3 study. The visitor questionnaire administered at the six selected visitor attractions was analysed for correlations among variables, the results of which are presented in the next chapter.

CHAPTER 6

FINDINGS FROM THE QUESTIONNAIRE SURVEY

6.0 Introduction

This chapter presents the results from the questionnaires (quantitative research) and it is divided into three parts. It commences by providing the demographic details and characteristics of respondents from the questionnaires, which were administered at six visitor attractions, then the perceptions of respondents on the foodservice provision at these attractions. This study was undertaken to answer two specific objectives: *‘to assess the demands of visitors to the attractions’* and *‘to identify and evaluate the manner in which foodservice provision could be developed, managed and delivered at the selected visitor attractions in Ghana’*.

6.1 Demographic characteristics of the Sample

The demographic profiles with their overall responses at the six attractions are illustrated in Table 6.1.

Table 6.1: Summary of the demographic profile of the Respondents at the Visitor Attractions Surveyed

Demographic Variables					
Age	n	(%)	Gender	n	%
Below 18	22	4	Female	270	51
18 – 39	332	63	Male	239	45
39 -59	123	23			
59 and above	30	6			
Missing	21	4	Missing	19	4
Total	528	100	Total	528	100
Educational Status	n	(%)	Marital Status	n	(%)
Not completed Secondary/High School	50	10	Married	159	30
Technical/Vocational	46	9	Single	345	65
Under-graduate	156	29			
Graduate	241	46			
Missing	35	6	Missing	24	5
Total	528	100	Total	528	100
			Nationality	n	(%)
			Domestic	110	21
			International	418	79
			Total	528	100

Table 6.1 shows that the great majority of respondents answered all the demographic questions. The ages of the respondents ranged from <18 to > 59 years; the majority, 63%, were in the age range 18-39 years. The data also indicate that almost, 81% were graduates: or under-graduates of the remainder, 9% vocational and technical (VOTECH) students and 10% secondary school students. The gender distribution at the attractions shows 53% females and 47% male visitors. Marital status of the respondents indicates 69% were single and 31% married respondents. Table 6.2 illustrates a breakdown of respondents at individual visitor attractions.

Table 6.2: Demographic Profile of Respondents at the different Attractions

	Aburi Garden		Kakum Park		Accra Centre		Kumasi Centre		Accra Museum		Elmina Castle	
	n	%	n	%	n	%	n	%	n	%	n	%
Total number & % of Respondents												
Age	79	15%	98	19%	85	16%	100	19%	68	12%	98	19%
<18	4	5	10	10	-	-	1	01	2	3	5	5
18-39	50	65	63	66	57	71	58	59	40	67	64	68
39-59	19	25	21	22	21	26	21	29	13	22	20	21
>59	4	5	2	2	2	3	2	11	5	8	6	6
Total	77	100	96	100	80	100	99	100	60	100	95	100
Educational Background	n	%	n	%	n	%	n	%	n	%	n	%
Secondary	5	6	21	23	3	4	7	7	6	10	8	9
VOTECH	12	16	7	7	14	17	7	7	5	9	1	1
Undergraduate	29	38	24	26	23	29	33	34	24	41	23	26
Graduate	31	40	41	44	40	50	50	52	23	40	56	64
Total	77	100	93	100	80	100	97	100	58	100	88	100
Gender	n	%	n	%	n	%	n	%	n	%	n	%
Female	46	59	45	47	49	61	56	57	21	35	53	56
Male	32	41	51	53	32	39	43	43	39	65	42	44
Total	78	100	96	100	81	100	99	100	60	100	95	100
Marital Status	n	%	n	%	n	%	n	%	n	%	n	%
Married	36	46	27	28	30	37	28	29	14	25	23	25
Single	42	54	69	72	51	63	70	71	43	75	70	75
Total	78	100	96	100	81	100	98	100	57	100	93	100
Nationality	n	%	n	%	n	%	n	%	n	%	n	%
Domestic	31	39	19	19	31	37	4	4	21	31	4	4
International	48	61	79	81	54	63	96	96	47	69	94	96
Total	79	100	98	100	85	100	100	100	68	100	98	100

Preliminary analysis indicated in Table 6.2 shows that there are no differences in age, educational background, gender and marital status; however, nationality may be a key variable and accordingly the findings will be presented with respect to this variable together with selected socio demographic variables.

6.2 Travelling Experiences

6.2.1 Normal Pattern of Travel

Table 6.3: Normal Pattern of Travel

Pattern	Pleasure		Business	
	N	%	N	%
Rarely	99	21	120	35
Occasionally	208	43	124	37
Often	174	36	96	28
Total	481	100	340	100

Table 6.3 shows respondents' overall normal pattern of travel for pleasure more than for business is between occasionally and often. Further analysis given in Table 6.4 shows the mean ranking in travelling patterns among the demographic variable, where significant differences ($p < 0.001$) exist in educational background of respondents' travel for pleasure.

Table 6.4: Normal Pattern of Travel for Pleasure

Education		KW	Pair-wise		
Secondary ^a	n	56	56	56	56
	mean rank	21.46	11.99	97.17	56.30
Vocational/Technical ^b	n	51	51	51	51
	mean rank	19.31	88.57	10.27	51.47
Under-graduates ^c	n	149	149	149	149
	mean rank	23.73	10.58	11.19	17.96
Graduate ^{a, b, c}	n	225	225	225	225
	mean rank	27.59	15.97	15.16	20.45

Note: figures in bold boxes and superscript letters indicate significant differences across rows

KW = Kruskal Wallis tests

A post hoc test (pair-wise analysis) was further carried out to find the exact areas of differences, with a Bonferroni correction (an amendment made to the probability level to control the overall Type 1 error rate when more than one significant test are performed by dividing .05 by the number of tests).

For this research $.05/6 = 0.008$ was the critical level of significance to determine differences. The tests demonstrate a significant difference; Mann U value 4731.500 $p=0.002$, between secondary and graduates; Mann U value 3788.000 $p<0.001$, between VOCTECH and graduates; Mann U value 14298.000 $p=0.008$, between undergraduates and graduates.

Table 6.5: Normal Pattern of Travel for Pleasure

	Rarely		Occasionally		Often	
	n	%	n	%	n	%
Secondary	14	14	29	14	13	7
VOCTECH	15	15	28	13	8	5
Under-graduate	42	43	52	25	55	32
Graduate	28	28	99	48	98	56
Total	99	100	208	100	174	100

The result showed that secondary and VOCTECH respondents' travel for pleasure 'occasionally' rather than 'often' or 'rarely'. On the contrary, graduate visitors' motivation to travel on pleasure trips tend to be often more than rarely. This means that graduate respondents are likely to travel to visitor attractions more often than undergraduates, VOCTECH and secondary respondents as illustrated in percentages in Table 6.5. The Kruskal Wallis test showed no significant difference among the educational backgrounds of respondents for business travel, as shown in Table 6.6

Table 6.6: Normal Pattern of Travel for Business

	Kruskal Wallis		Rarely		Occasionally		Often	
	N	mean rank	n	%	N	%	N	%
Secondary	31	16.34	14	12	8	6	9	10
VOCTECH	31	16.18	13	11	11	9	7	7
Under-graduate	102	16.23	44	36	28	23	30	31
Graduate	176	18.78	49	41	77	62	50	52
Total	340		120	100	124	100	96	100

Although no further tests were conducted, it is likely that business trips occur as and when there is the demand as seen in Table 6.6. The results carried on the patterns of respondents' travels was also influenced by nationality where the interest to travel shows significant difference for pleasure rather than business, as shown in Table 6.7.

Table 6.7: Normal Pattern of Travel for Pleasure and Business

	Pleasure						Business					
	Rarely		Occasionally		Often		Rarely		Occasionally		Often	
Nationality	n	%	n	%	n	%	n	%	n	%	n	%
Domestic	39	39	42	20	21	12	26	22	21	17	14	15
International	60	61	166	80	153	88	94	78	103	83	82	85
Total	99	100	208	100	174	100	102	100	124	100	96	100

Note: bold figures indicate significant difference across rows

The Chi test value 28.422, df. 2 showed significant difference $p < 0.001$ as international visitors are far more likely to travel occasionally or often among nationality while the domestic visitors tend to travel only occasionally which is evident in significant difference seen in table 6.7. At the same time, the results suggest that the domestic visitors travel less for business whereas international visitors tend to travel when they require going on business trips although there were no significant differences.

6.2.2 Visits to Ghana

Table 6.8. Previous visit to Ghana and reasons for visits

		Before		None		Total	
		n	%	n	%	n	%
Total number of Respondents		260		268		528	100%
Reasons:	Business	77	15%	451	85%	528	100%
	Leisure	90	17%	438	83%	528	100%
	Friends & Family	65	12%	463	88%	528	100%
	Health	3	1%	525	99%	528	100%

The indication of repeat visits to Ghana was particularly evident from responses collected at the attractions although the Chi value, 28.422, df 2 is significantly different ($p < 0.001$), with the proportion of first time visitors being also high as seen in Table 6.8. Respondents' reasons given were based on their response to the Q3 (previous visit to Ghana). A 'yes' answer to Q3, required a further clarification as to why the visit was undertaken (Q4). The analysis among socio-demographic variables showed significant difference in the nationality of respondents as the influencing variable. Reasons given for visiting Ghana was based on respondents' repeat visits as illustrated in Table 6.9.

Table 6.9. Previous visit to Ghana and reasons for visits - Nationality

Nationality	Before		Not		Business		Leisure		Friends & Family		Health	
	n	%	n	%	n	%	n	%	n	%	n	%
Domestic	53	25%	33	13%	13	17%	23	26%	21	32%	0	0
International	163	75%	227	87%	64	83 %	67	74%	44	68%	3	100%
Total	216	100%	260	100%	77	100%	90	100%	65	100%	3	100%

Fishers' exact test was significantly different, ($p= 0.001$) which implies that almost 50% of the international respondents' indicate repeat visits to Ghana. The domestic respondents similarly gave an impression that those Ghanaian residents in other countries tend to repeat visits to the country.

6.2.3 Reasons for Visiting Ghana

The findings demonstrate (Table 6.8) that the majority of respondents tend to travel to Ghana for leisure purposes, and on business trips, more than those visiting family, friends, and virtually none for health reasons, where there are no significant differences. The nationality influence on this result means that international respondents are likely to visit for either leisure or business while the domestic respondents tend to travel for leisure or visiting friends and family as seen in Table 6.9. The lengths of time visitors spend at the different attractions in Ghana are shown in Table 6.10.

Table 6.10: Time spent visiting different Visitor Attractions

	Half Day	Full Day	Total
	%	%	%
Cathedrals	91	9	100
Culture and Arts Centre	78	22	100
Forts and Castles	73	27	100
Game Parks	67	33	100
Gardens	70	30	100
Lakes and Lagoons	70	30	100
Markets	79	21	100
Mausoleum and Museums	86	14	100
Sanctuaries	83	17	100
Waterfalls	63	37	100

Table 6.10 demonstrates that on average respondents perceive many of the attractions as half day visits with between 68 and 88% of respondents stating this. While there were differences in the responses of respondents questioned at the different attractions, these reflect sampling and sample sizes. The respondents' answers suggest that they perceive that cultural attractions, museums and religious buildings are half-day visits while more consider the natural attractions as requiring a full day.

6.2.4 Attraction Visitors – Demographic variables

Age

Analysis on the demographic variables showed significant differences in the age of respondents at the Cathedral and Mosques as is seen in Table 6.11.

Table 6.11: Attraction visitors - Age

Age	Kruskal Wallis tests				
		<18	18-39	39-59	>59
Cathedrals	n	85	112	37	12
	mean rank	11.20 ^a	82.67 ^{a, b}	78.24 ^b	96.75
	half	n= 3 ; 2 %	n= 103; 68%	n= 36; 34%	n=9; 6%
	full	n= 2 ;13%	n= 9; 60%	n= 1; 7%	n= 3; 20
Culture and Arts Centre	n	10	237	100	22
	mean rank	20.35	19.26	18.06	19.93
Forts and Castles	n	15	258	94	22
	mean rank	17.43	20.29	19.88	19.70
Game Parks	n	11	155	63	13
	mean rank	14.27	12.48	12.48	10.04
Gardens	n	8	146	49	15
	mean rank	13.50	11.86	11.37	13.13
Lakes and Lagoons	n	5	151	45	14
	mean rank	76.50	11.22	98.60	11.71
Local Markets	n	11	214	73	17
	mean rank	18.77	16.09	15.71	14.03
Mausoleum and Museums	n	8	197	76	18
	mean rank	13.00	15.25	15.70	15.92
Sanctuaries	n	1	89	36	5
	mean rank	54.50	64.07	70.88	57.60
Waterfalls	n	10	138	47	8
	mean rank	11.10	10.48	97.89	78.19

Respondents' age was shown as a factor in the types of attractions visited, and the length of stay at the different attractions (Chi 11.425, df. 3, p= 0.010). Although the pair-wise test did not show much evidence in Mann U for specific age ranges, the Table suggests the differences lie between age range <18 and 18-39, and 18-39 and > 59 (bold lines with superscript letters across columns).

Educational background

The Kruskal Wallis tests carried out showed significant differences also in the educational background of respondents at the Museums and Gardens as shown in Table 6.12.

Table 6.12: Attraction visitors Educational Background

		Kruskal Wallis tests			
Education		Secondary	VOCTECH ^b	Under-grad ^{a, b}	Graduate ^a
Cathedrals	n mean rank	15 88.83	19 86.45	55 86.77	81 83.80
Culture and Arts Centre	n mean rank	41 19.54	38 21.93	123 18.64	181 20.99
Forts and Castles	n mean rank	45 21.29	32 19.66	128 20.61	202 21.95
Game Parks	n mean rank	27 15.96	22 11.98	80 12.47	127 13.18
Gardens	n mean rank	20 12.42	23 10.09	76 99.24	112 13.47
	half full	n= 8 ; 6 % n= 5 ;9%	n= 16; 11% n= 4; 7%	n= 63; 49% n= 12; 20%	n=65; 51% n= 47; 80
Lakes and Lagoons	n mean rank	23 12.46	14 11.50	72 11.06	116 11.55
Local Markets	n mean rank	43 16.51	21 16.24	95 16.24	169 17.91
Mausoleum and Museums	n mean rank	32 15.17	31 18.94	108 15.99	142 16.75
	half full	n= 36; 34% n= 1; 7%	n= 21; 18 % n= 10; 50%	n= 91; 82% n= 10; 50%	n=9; 6% n= 3; 20
Sanctuaries	n mean rank	10 64.90	7 77.71	45 64.13	76 72.53
Waterfalls	n mean rank	24 12.50	25 12.52	63 11.00	104 11.38

Note: bold lines indicate significant differences across rows

The pair-wise tests carried out on the two attractions, which showed significant difference highlighted a higher score for the undergraduates to indicate that they visit gardens within a limited period more than the graduates (Mann U 7190.000, significant at $p < 0.001$). The VOCTECH respondents ranked higher than the undergraduates to express that they stay less at the attractions and in particular at the Mausoleums and also at the Museums (Mann U 1289.000, sig., $p = 0.001$). The Chi test carried out on the nominal demographic variables similarly showed significant difference in the nationality of respondents at the Cultural Centres and at the local markets.

Table 6.13: Attraction visitors – Nationality

Visitor Attractions		Nationality			
		Domestic		International	
		n	%	n	%
Cathedrals and Mosques	half	39	25	115	75
	full	4	25	12	75
Culture and Arts Centre	half	52	17 ^a	248	83 ^a
	full	28	34	55	66
Forts and Castles	half	60	20	238	80
	full	24	22	85	78
Game Parks	half	44	26	127	74
	full	18	21	66	79
Gardens	half	41	26	120	74
	full	23	33	47	67
Lakes and Lagoons	half	44	28	114	72
	full	12	18	54	82
Local Markets	half	52	20 ^b	207	80 ^b
	full	5	7	64	93
Mausoleum and Museums	half	61	23	207	77
	full	8	18	37	82
Sanctuaries	half	31	27	84	73
	full	3	13	20	87
Waterfalls	half	39	29	98	71
	full	20	25	59	75

Note: superscript letters and bold lines indicate significant difference across columns

Generally, there was evidence that respondents, irrespective of their nationality, spend less time at the attractions although significant differences exist at the cultural centres (Fisher's exact test, $p < 0.002$) and, the local markets (Fisher's exact test, $p = 0.012$) as seen in Table 6.13. Respondents' ranking of the most important sources of their information about the attractions visited as illustrated in Table 6.14.

6.3 Knowledge of Visitor Attractions in Ghana

6.3.1 Important sources of information about Attractions

Table 6.14 illustrates differences in respondents' educational background.

Table 6.14: Important Sources of Information about Visitor Attractions

		Internet	Radio	Friends	Television	Family	Guide books	Posters & Bill boards
Respondents	n	434	315	407	338	318	459	170
	mean rank	5.00	2.87	4.40	3.56	3.40	5.21	1.09
Education		Kruskal Wallis test						
Secondary	n	49	35	49	39	36	17	31
	mean rank	21.15	19.70	20.85	21.23	18.11	62.85	19.13
VOCTECH	n	41	25	49	25	25	8	31
	mean rank	23.16	20.98	20.98	17.70	17.92	65.69	17.12
Under-grad	n	127	100	126	112	101	49	97
	mean rank	21.57	16.98	21.08	18.99	17.93	76.87	16.70
Graduate	n	217	155	200	162	156	85	147
	mean rank	22.95	14.47	20.84	15.42	15.71	86.58	14.52

Notes: bold lines indicate significant difference across rows

In this research, visitors found the guidebook to be the most important source of getting information about visitor attractions in Ghana. This is illustrated in Table 6.14, although where mean values indicate significant differences existing among the respondents' educational background about the radio (Mann U 1236.500, $p=0.002$), television (Mann U 2150.000, $p=0.002$), and posters and billboards (1520.000, $p=0.003$).

The Chi tests carried on the nominal socio demographic variables highlighted marital status, gender and nationality of respondents as significantly different as seen in Table 6.15.

Table 6.15: Important Sources of Information about Visitor Attractions

		Internet	Radio	Friends	Television	Family	Guide books	Posters & Bill boards
Marital Status								
Married	n %	127 31 ^a	75 25 ^b	111 29	79 25	80 27	35 23	80 28
Single	n %	287 69 ^a	223 75 ^b	274 71	240 75	222 73	119 77	209 72
Gender								
Female	n %	222 54	158 53	205 53	176 55	164 54	89 57	159 54
Male	n %	191 46	185 47	143 47	140 46	146 45	134 46	66 43
Nationality								
Domestic	n %	73 17	60 19	84 21	71 21	62 20	11 7	55 18
International	n %	361 83	255 81	323 79	267 79	256 80	148 93	249 82

Note: bold lines indicate significant differences across rows

All the socio demographic variables as seen in Table 6.15 suggested the internet as the most important source of information for respondents visits to the attractions, while their ranking was significantly different for the internet (0.006), television ($p < 0.001$), radio (0.023), family (0.007), and guide book (0.015) as the most important sources of information about Ghanaian visitor attractions.

6.3.2 Impressions about Attractions Visited

Respondents' impression about the individual attractions visited is seen in Table 6.16

Table 6.16: Impressions at Attractions

Attraction		Reception	Site design	Entrance price	Variety of activities	Information services	Toilets and washrooms	Places to relax
Aburi Garden	n Mean	74 4.78	73 5.41	70 4.24	71 3.68 ^a	72 3.60 ^{a,b,c,d}	69 3.55 ^a	76 5.63 ^{a,b,c,d}
Kakum Park	n Mean	93 4.99	95 4.95 ^a	88 4.14	89 3.90 ^b	86 4.57 ^a	83 4.55 ^a	88 5.48 ^{e,f,g}
Accra Centre	n Mean	80 5.16	74 4.80 ^b	50 4.90	65 4.26	70 4.01 ^e	73 3.82 ^b	70 4.51 ^{a,e}
Kumasi Centre	n Mean	93 4.92	92 4.77 ^c	85 4.82	84 4.06	84 4.56 ^{b,f}	60 3.68 ^c	76 4.45 ^{b,f}
National Museum	n Mean	66 4.65	63 4.84 ^d	51 4.82	54 4.56	55 4.71 ^{c,g}	55 4.00	55 185.9 ^c
Elmina Castle	n Mean	92 5.21	90 5.70 ^{a,b,c,d}	91 4.82	85 4.65 ^{a,b}	90 5.62 ^{d,e,f,g}	66 4.80 ^{b,c}	81 4.61 ^{d,g}

Notes: Very poor= 1; Poor= 2; Quite poor= 3; neither / nor= 4; Good= 5; Very good= 6;

Extremely Good= 7

Matching superscript letters indicate significant differences across columns

The superscript letters identifies differences among respondents' overall impression at the individual attractions, e.g. the data demonstrates that respondents at Elmina Castle tend to have different impressions ($p=0.05$) from those at Kakum Park, Accra Centre, Kumasi Centre, and the National Museum about the dependent variables, such as, the sites design. There is evidence of visitors' satisfaction with the reception, site design, entrance price, and places for relaxation as can be seen in Table 6.16. However, visitors expressed their concerns about the toilets and washrooms where significant differences exist at the attractions as shown in Table 6.16.

6.3.3 Transport Arrangements

Table 6.17 illustrates the arrangements made regarding transportation to Ghanaian visitor attractions

Table 6.17: Transportation Arrangements to the selected Attractions

Attraction	Public bus		By Foot		Hired car		Private Car		Taxi		Tour bus		Train	
	1 st	2 nd	1 st	2 nd										
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Aburi	48	3	0	32	6	7	22	17	5	35	17	7	3	0
Kakum	43	11	3	29	14	11	24	16	5	27	11	4	0	2
Accra	41	10	0	19	7	14	12	19	11	22	27	16	2	0
Kumasi	24	20	18	30	8	0	12	7	17	35	20	11	0	2
Museum	31	5	3	17	16	11	18	14	13	11	18	14	2	0
Elmina	35	15	7	28	17	4	11	9	16	35	12	9	1	0
Ease of Travelling	Very easy		Easy		Quite easy		Neither/nor		Quite difficult		Very difficult		Extremely difficult	
	%		%		%		%		%		%		%	
Aburi ^a	48		24		6		13		6		3		0	
Kakum	31		28		16		9		18		4		1	
Accra ^b	37		27		16		10		5		3		2	
Kumasi	28		31		14		13		8		6		0	
Museum ^{a, b}	17		19		35		12		4		10		4	
Elmina	40		18		12		17		10		2		1	

Notes: Notes: Rows may not sum to 100% because 3, 4, 5 choices are not included
Matching superscript letters indicate significant differences

In most cases the data shows that when travelling to attractions visitors prefers to go by public means more than in hired or private cars as option one and by taxis and walking perhaps when the attraction is close by, as a second option. Generally, this makes travelling to the visitor attractions between 'easy' and 'quite easy' as is evident in Table 6.17, where the results show significant differences at Aburi Garden, and the National Museum and at Accra Centre and the National Museum.

Table 6.17b: Transportation Arrangements to Attractions – Demographic variables

	Public bus		By Foot		Hired car		Private Car		Taxi		Tour bus		Train	
	1 st	2 nd	1 st	2 nd										
Nationality	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Domestic	49	9	1	17	7	16	20	30	11	16	10	13	2	0
International	34	15	7	29	13	6	15	9	12	32	19	8	1	1
Age														
<18 ^a	50	0	5	20	0	0	27	20	14	10	5	50	0	0
18-39 ^b	44	15	8	24	7	8	14	16	13	29	13	8	1	1
39-59 ^{a, b}	18	16	3	33	20	7	21	10	9	31	28	3	2	0
>59	18	5	13	5	41	5	33	2	19	6	39	4	33	0
Ease of Travelling														
	Very easy		Easy		Quite easy		Neither/nor		Quite difficult		Very difficult		Extremely difficult	
Nationality	%		%		%		%		%		%		%	
Domestic	22		14		23		24		9		8		1	
International	37		27		14		10		8		4		1	
Age														
<18	37		16		16		21		11		0		0	
18-39	32		24		15		13		9		6		1	
39-59	35		25		21		10		5		3		2	
>59	48		26		4		13		9		0		0	

Notes: Rows may not sum to 100% because 3, 4, 5 choices are not included
Matching superscript letters indicate significant differences

There is however evidence that domestic visitors prefer to visit attractions by public means as the main means and travel by private cars as the second option. Equally, the international visitors travel mostly by public means when visiting attractions more and by taxis as the second option than the other means of transport. However, the results shows in Table 6.17b that international visitors prefer to walk more when the attraction is near. The perception among nationalities is that travelling to visitor attractions tends to be ‘quite easy’ for domestic visitors and ‘easy’ for international visitors as seen in Table 6.17b., where nationalities do not have any differences in their means of travelling to visitor attractions.

On the other hand, there exist significant differences among the age ranges <18 and 39-59, and 18-39 and 39-59 in their means of travelling to attractions. It is evident in Table 6.8b that age range <18-39 tend to travel by public means as the first option, while age ranges 39->59 prefer to travel by either hired car or tour bus as the first option.

The results further show that age range < 18-59 are more likely to go by private cars or walk as the second option to attractions. There were indications from the results that below 18 also prefer tour buses as a second choice. However, all age ranges find it between ‘very easy’ to ‘quite easy’ when travelling to visitor attractions as Table 6. 15b shows.

6.4 Importance of Foodservice at Visitor Attractions

6.4.1 Introduction

The results from the questions as related to aspects of foodservice are presented in the following sections. They have been grouped by topics and presented according to the attraction, visitors’ nationality and age; the latter two variables are those where there are most differences. The respondents’ perception of the importance of food as part of their overall experience at visitor attractions is illustrated in Table 6.18.

6.4.2 Importance of Foodservice

Table 6.18 Importance of Foodservice at Attractions

Attraction	n	Mean	SD
Aburi Gardens ^{a, b, c}	79	3.42	0.73
Kakum Park ^{a, d}	97	2.92	0.95
Accra Centre ^{e, f}	83	3.18	0.86
Kumasi Centre ^{b, d, e, g}	99	2.42	0.82
National Museum ^h	67	3.22	0.89
Elmina Castle ^{c, f, g, h}	87	2.61	0.88
Nationality			
Domestic ^a	108	3.43	0.73
International ^a	404	2.80	0.93

Notes: Importance of food: No importance = 1; Some importance = 2;

Quite important = 3; Very important = 4:

Matching superscript letters indicate significant differences

In many visitor attractions, foodservice outlets are an integral and important part of the visitor experience and a useful source of additional income. The importance which visitors attach to the provision of foodservice arrangements is summarised in Table 6.18, where it can be seen that food is rated as being between ‘of some importance’ to almost ‘very important’, as part of respondents’ overall experience at visitor attractions although significant differences do exist between some of the attractions.

However, domestic visitors perceive food as being ‘quite important’, while for international visitors, food provision at visitor attractions is ‘of some importance’ which can be seen in Table 6.18 where there is a significant difference between the two groups.

6.4.3 Personal Foodservice Arrangements

Table 6.19 Personal Foodservice Arrangements

Attraction	Take Food	Purchase at Attraction	Buy on way	Total
	%	%	%	%
Aburi Gardens ^{a, b}	25	72	3	100
Kakum Park ^c	28	53	19	100
Accra Centre ^d	40	43	17	100
Kumasi Centre ^{a, c, d, e}	12	55	33	100
National Museum ^e	31	48	21	100
Elmina Castle ^b	16	60	24	100
Nationality	%	%	%	
Domestic ^a	47	43	10	100
International ^a	19	58	23	100

Notes: Matching superscript letters indicate significant differences across rows

Visitors have three primary options for their own foodservice arrangements when visiting visitor attractions with the current preference being to purchase food once they have reached the attraction. Significant differences can be seen in these preferences, depending on the location of the attraction as shown in Table 6.19

Largely, international visitors tend to purchase food at the attractions significantly more than domestic visitors who prefer to, either take food along or purchase at the attractions as illustrated in Table 6.19

6.5 Current Foodservice Arrangement

6.5.1 Standards of Hygiene

Table 6.20 Standards of Hygiene

Attraction	n	Mean	SD
Aburi Gardens	71	2.96	0.98
Kakum Park	90	3.59	0.70
Accra Centre	80	3.48	0.75
Kumasi Centre	58	3.17	0.68
National Museum	62	3.21	0.89
Elmina Castle	56	3.39	0.87
Nationality			
Nationality	n	Mean	SD
Domestic	104	3.13	0.99
International	313	3.38	0.77
Age			
Age	n	Mean	SD
<18	19	3.42	0.90
18-39	265	3.30	0.87
39-59	98	3.49	0.69
>59	23	3.00	0.67

Notes: I am so concerned = 1; I am concerned = 2; I am slightly concerned = 3;
I have no concern = 4

There are no significant differences

Visitors have a right and expectation that foodservice outlets maintain high standards of food hygiene to prevent the outbreak of food poisoning and other related illnesses. Results are presented in Table 6.20 where it can clearly be seen that there are no significant differences between respondents' at the six selected attractions while simultaneously indicating that standards of hygiene are of slight concern to visitors. Similarly, both domestic and international, and age groups showed no differences indicating that they have slight concerns about the standards of food hygiene at the different attractions.

6.5.2 Assessment of Current Prices and Value for Money

Table 6.21 Assessment of Current Prices

Attraction	n	Mean	SD
Aburi Gardens	73	2.96	0.46
Kakum Park	90	3.14	0.66
Accra Centre	80	3.14	0.44
Kumasi Centre	69	3.09	0.66
National Museum	64	3.03	0.80
Elmina Castle	58	2.93	0.79
Nationality			
	n	Mean	SD
Domestic	107	3.16	0.62
International	327	3.02	0.65
Age			
	n	Mean	SD
<18	19	2.84	0.69
18-39	272	3.06	0.66
39-59	106	3.07	0.57
>59	22	3.14	0.56

Notes: Very low price = 1; Low price = 2; Good price = 3; High price = 4;
Very high price = 5

There are no significant differences

The pricing of foodservice products is an essential component of choice with selection influenced by the amount being charged. This research indicated that the food provided at all attractions tends to be between a 'good' and 'high' price with no significant differences between attractions as shown in Table 6.21.

Table 6.22 Value for Money

Attraction	n	Mean	SD
Aburi Gardens	72	3.06	0.69
Kakum Park	84	3.06	0.55
Accra Centre	80	3.25	0.49
Kumasi Centre	54	2.89	0.57
National Museum	62	2.97	0.57
Elmina Castle	47	3.00	0.63
Nationality			
	n	Mean	SD
Domestic	104	3.02	0.57
International	295	3.06	0.59
Age			
	n	Mean	SD
<18	19	3.26	0.56
18-39	251	3.01	0.58
39-59	96	3.08	0.61
>59	18	2.94	0.54

Notes: Very poor value = 1; Poor value = 2; Good value = 3; Very good value = 4

There are no significant differences.

Arguably, value for money is a consideration for any purchase and in this research; it was found that there were no significant differences between visitors' perceptions of this issue in relation to food. Respondents perceived the food purchased at all attractions as being in the order of 'good value for money' as seen in Table 6.22 this was similarly seen in both nationality and age ranges.

6.5.3 Characteristics of Food Eaten

Table 6.23 Characteristics of Food Eaten

Attraction	Taste			Texture		
	n	Mean	SD	N	Mean	SD
Aburi Gardens	70	5.20	1.50	69	4.62 ^a	1.21
Kakum Park	77	5.51	1.13	78	4.74	1.23
Accra Centre	79	5.51	0.99	77	5.22 ^a	1.10
Kumasi Centre	44	5.34	0.83	44	4.82	1.24
National Museum	42	5.17	1.27	45	4.93	1.41
Elmina Castle	47	5.60	1.23	47	5.17	1.37
Nationality	n	Mean	SD	N	Mean	SD
Domestic	93	5.37	1.39	94	5.01	1.34
International	266	5.41	1.11	266	4.88	1.22
Age	n	Mean	SD	N	Mean	SD
<18	16	5.81	0.91	16	5.06	1.29
18-39	23	5.30	1.25	227	4.85	1.26
39-59	84	5.50	1.06	88	4.94	1.19
>59	18	5.61	0.92	18	5.17	1.25

Notes: Like very much = 2; Dislike slightly = 3; Neither / nor = 4; Like slightly = 5; Like very much = 6; Like extremely = 7

Matching superscript letters indicate significant differences

Notwithstanding the 'good value' of food served at attractions, texture was appreciated particularly at two of the six visitor attractions, which is evident from the significant differences as shown in Table 6.23. There were no other significant differences between the nationality and ages of the visitor.

6.6 Future Foodservice Arrangements

Whilst the previous questions addressed visitors' comments on the current foodservice arrangements at the attractions, the following series of questions sought to establish their views on what food and foodservice arrangements they would like to see provided at each attraction in future.

6.6.1 Eating Behaviour

Table 6.24 Eating Behaviour

Attraction	n	Mean	SD
Aburi Gardens	76	4.84	1.67
Kakum Park	89	4.11	1.89
Accra Centre	72	5.38	1.50
Kumasi Centre	90	4.72	1.45
National Museum	60	4.37	1.81
Elmina Castle	74	4.66	1.61
Nationality			
	n	Mean	SD
Domestic	98	4.33	1.90
International	363	4.76	1.63
Age			
	n	Mean	SD
<18	19	3.84	2.09
18-39	302	4.73	1.70
39-59	107	4.60	1.52
>59	26	4.54	1.90

Note: Very conservative; = 1; Neither/nor = 4; Very adventurous = 7

There are no significant differences

Visitors' were asked about aspects of their eating behaviour, which could influence their food choice at foodservice outlets. Visitors tend to be 'adventurous' in their eating habits when they visit attractions as shown in Table 6.24. However, from the data collected from the respondents, young people tend to be neither conservative nor adventurous.

Table 6.25: Enhancing effect of Authentic Cuisine

Attraction	n	Mean	SD
Aburi Gardens	70	5.20	1.50
Kakum Park	77	5.51	1.13
Accra Centre	79	5.51	0.99
Kumasi Centre	44	5.34	0.83
National Museum	42	5.17	1.27
Elmina Castle	47	5.60	1.23
Nationality			
	n	Mean	SD
Domestic	99	5.60	1.41
International	380	5.63	1.31
Age			
	n	Mean	SD
<18	21	5.52	1.60
18-39	313	5.58	1.37
39-59	113	5.68	1.19
>59	28	5.96	1.20

Note: No enhancing effect; = 1; Neither/nor = 4; Significant effect = 7

There are no significant differences

Consuming local dishes is an important part of the visitor experience and it is clear from Table 6.25 that authentic food could enhance the visitors' experience at each attraction. There was clear evidence that the availability of authentic cuisine had an enhancing effect, although there were no significant differences between each attraction, and there were no differences in nationality and age.

6.6.2 Type of Food sought for lunch time meal

Table 6.26: Type of Food for Lunch

Attraction	Prefer Particular Food	No preference	Total
	%	%	%
Aburi Gardens	70	30	100
Kakum Park	33	67	100
Accra Centre	39	61	100
Kumasi Centre	39	61	100
National Museum	52	48	100
Elmina Castle	44	56	100
Nationality			
	%	%	%
Domestic ^a	55	45	100
International ^a	43	57	100
Age			
	%	%	%
<18	40	60	100
18-39	46	54	100
39-59	41	59	100
>59	57	43	100

Note: Matching superscript letters indicate significant differences

Respondents visiting Aburi Garden tend to make demands for specific foods for lunch, while the respondents at the other five attractions showed no preference for particular foods for lunch menus, as evident in Table 6.26. Respondents however, demand authentic meals at Aburi Garden, Accra Centre and the National Museum as Table 6.27 shows. This demand was also seen in the significant differences among domestic and international visitors in their preferences for particular foods at lunch, while domestic visitors preferred to have authentic meals to the international visitors. There were no significant differences in age ranges as seen in Table 6.27.

Table 6.27: Type of Lunch Meal

Attraction	Authentic foods	Snacks	Total
	%	%	%
Aburi Gardens ^{a, b}	67	33	100
Kakum Park ^{a, c}	36	64	100
Accra Centre	67	33	100
Kumasi Centre ^d	42	58	100
National Museum ^{c, d, e}	76	24	100
Elmina Castle ^{b, e}	34	66	100
Nationality			
	%	%	%
Domestic ^a	79	21	100
International ^a	46	54	100
Age			
	%	%	%
<18 ^a	11	89	100
18-39 ^a	63	37	100
39-59	44	56	100
>59	35	65	100

Note: Matching superscript letters indicate significant differences

The evidence that authentic foods enhance experiences at attractions is further supported by the significant differences between responses towards the preference for authentic food in meal provision. Visitors to four of the six attractions prefer authentic meals whereas at two sites, the differences were extremely small, as illustrated in Table 6.28.

Table 6.28: Type of Food Preferred

Attraction	Prefer Authentic foods	No Preference	Total
	%	%	%
Aburi Gardens ^{a, b}	80	20	100
Kakum Park ^c	69	31	100
Accra Centre	63	37	100
Kumasi Centre ^{a, c}	49	51	100
National Museum	66	34	100
Elmina Castle ^b	49	51	100
Nationality			
	%	%	%
Domestic ^a	74	26	100
International ^a	59	41	100
Age			
	%	%	%
<18	76	24	100
18-39	62	39	100
39-59	58	42	100
>59	66	35	100

Notes: Matching superscript letters indicate significant differences

The interest for authentic foods is seen in Table 6.28 where significant differences exist among domestic and international visitors. The age ranges equally prefer authentic foods at attractions, and there are no age related differences.

Table 6.29: Use of fresh Foods

Attraction	Freshly Grown Food	Pre-prepared	Mixture of Both	Total
	%	%	%	%
Aburi Gardens ^{a, b}	49	10	41	100
Kakum Park ^c	43	3	54	100
Accra Centre	38	6	56	100
Kumasi Centre ^{a, c}	38	5	57	100
National Museum	52	5	43	100
Elmina Castle ^b	53	0	47	100
Nationality	%	%	%	%
Domestic	57	2	41	100
International ^a	36	6	58	100
Age	%	%	%	%
<18	32	5	63	100
18-39	44	4	52	100
39-59	31	9	60	100
>59	44	0	56	100

Note: Matching superscript letters indicate significant differences

In addition to the choice of authentic foods, respondents showed interest in the use of either fresh foods or a combination of both, rather than pre-prepared commercial foods as shown in Table 6.29. While there are no significant differences in age, domestic and international visitors differed in their options for the use of freshly grown foods and a combination of the fresh and pre-prepared.

6.6.3 Foodservice style

Table 6.30: Type of Service Preferred

Attraction	Vending and Snack Bar	Self-Service	Full-Service
	%	%	%
Aburi Gardens ^{a, b, c, d}	23	4	73
Kakum Park ^a	41	20	39
Accra Centre ^{e, f}	34	7	59
Kumasi Centre ^{b, e}	51	37	13
National Museum ^c	39	21	39
Elmina Castle ^{d, f}	49	23	29
Nationality	%	%	%
Domestic	26	13	62
International ^a	44	21	36
Age	%	%	%
<18	55	14	32
18-39	41	20	40
39-59	36	18	46
>59	36	20	44

Note: Totals do not sum due to rounding

Matching superscript letters indicate significant differences

There are variations regarding the style of foodservice, in that at each attraction, respondents differed in their preferences for vending, self or full-service where it appears that there is a relationship between attraction location and demand for full-service. The preference for a particular foodservice style is shown in Table 6.30. Differences showed between domestic and international visitors for either vending or full service more than for self-service at the attractions. However, there were no significant differences among age ranges for either vending or full service.

6.7 Returning Visitors

Table 6.31: Likelihood of Re-visiting Attractions within the Next 5 years

Attraction	n	Mean	SD
Aburi Gardens ^a	76	5.46	1.57
Kakum Park ^b	96	4.58	1.13
Accra Centre	79	5.68	0.99
Kumasi Centre ^{a, b, c, d}	98	2.79	0.83
National Museum ^c	59	5.15	1.27
Elmina Castle ^d	93	5.04	1.23
Nationality			
Nationality	n	Mean	SD
Domestic ^a	107	5.43	1.64
International ^a	394	4.49	5.24
Age			
Age	n	Mean	SD
<18	21	4.95	2.09
18-39	328	4.73	5.61
39-59	122	4.68	2.19
>59	29	4.07	2.36

Notes: Very unlikely = 1; neither/nor = 4; certain to visit = 7

Matching superscript letters indicate significant differences

It would appear that visitors are more certain to re-visit Accra Centre and likely to re-visit the other attractions within the next five-years. Kumasi Centre however differs from most of the attractions in that visitors are not likely to re-visit but certain to re-visit the other attractions as illustrated in significant differences in Table 6.31. Furthermore, the data indicate significant differences among domestic and international visitors on the likelihood to re-visit the attractions within a five-year period where international visitors tend to be more interested to revisit. Those under 18 years are more likely to re-visit within five years although there were no significant differences among the age groups.

Table 6.32: Eat at Foodservice on Re-visit

Attraction	n	Mean	SD
Aburi Gardens	76	5.25	1.74
Kakum Park	91	4.42	1.79
Accra Centre	77	4.90	1.60
Kumasi Centre	80	4.62	1.55
National Museum	59	5.17	1.79
Elmina Castle	77	5.60	1.62
Nationality			
Domestic	105	4.95	1.85
International	355	4.73	1.65
Age			
<18	18	4.89	1.81
18-39 ^a	304	4.63	1.68
39-59 ^a	111	5.01	1.72
>59	26	5.50	1.48

Notes: Definitely not = 1; Neither/nor = 4; Certainly = 7
Matching superscript letters indicate significant differences

Generally, among respondents who would re-visit within the next five years, there is a tendency towards eating at the foodservice outlets, which is evident in Table 6.32 although there are no significant differences among respondents at the different attractions. This tendency is seen in differences among age range 19-39 and 40-59 years, more than the nationality.

Table 6.33: Carry Packed Meal when Re-visiting

Attraction	n	Mean	SD
Aburi Gardens ^a	77	3.03	1.89
Kakum Park ^{b, c, d}	91	3.76	2.04
Accra Centre ^{a, b, e, f, g}	75	4.75	2.11
Kumasi Centre ^{c, e}	81	2.67	1.55
National Museum ^f	55	3.35	1.86
Elmina Castle ^{d, g}	83	2.57	1.50
Nationality			
Domestic ^a	106	4.08	2.22
International ^a	356	3.12	1.84
Age			
<18	21	3.71	2.15
18-39 ^a	307	3.53 ^{a, b}	1.98
39-59 ^a	109	2.85 ^a	1.87
>59	24	2.62 ^b	1.61

Notes: Definitely not = 1; Neither/nor = 4; Certainly = 7
Matching superscript letters indicate significant differences

At the same time, it is evident in Table 6.33 that when re-visiting, visitors do not intend to carry packed meals to visitor attractions. This is observed in the significant differences among domestic and international visitors and age ranges 19-39 and 40-59. Four open-ended questions were included in the questionnaire for the visitor survey requesting suggestions on possible ways to improve the attractions and foodservice developments. The items were correlated to pick out the salient points as shown in Table 6.34

Table 6.34: Frequency of comments on attractions and foodservice

Tourist attraction	Number	Foodservice	Number
Display of Site Map / Signage / Brochures	97	Food supply	18
Literature/published data	57	Prices of food	17
Staffing	27	Preparation of food	56
Places to sit and relax	91	Staffing	69
Facilities	167	Taste of food	34
Visitor experiences	208	Lack of food	301

CHAPTER 7 QUALITATIVE FINDINGS

7 Introduction

This chapter presents the results from the follow-up discussions held with both staff at visitor attractions and foodservice staff (n=24) after the questionnaire had been administered. These interviews were conducted to clarify comments from visitors in the open-ended section of the questionnaire, these topics are summarised in Table 7.1. The interviews were transcribed and analysed for themes as seen in Figure 7.1,

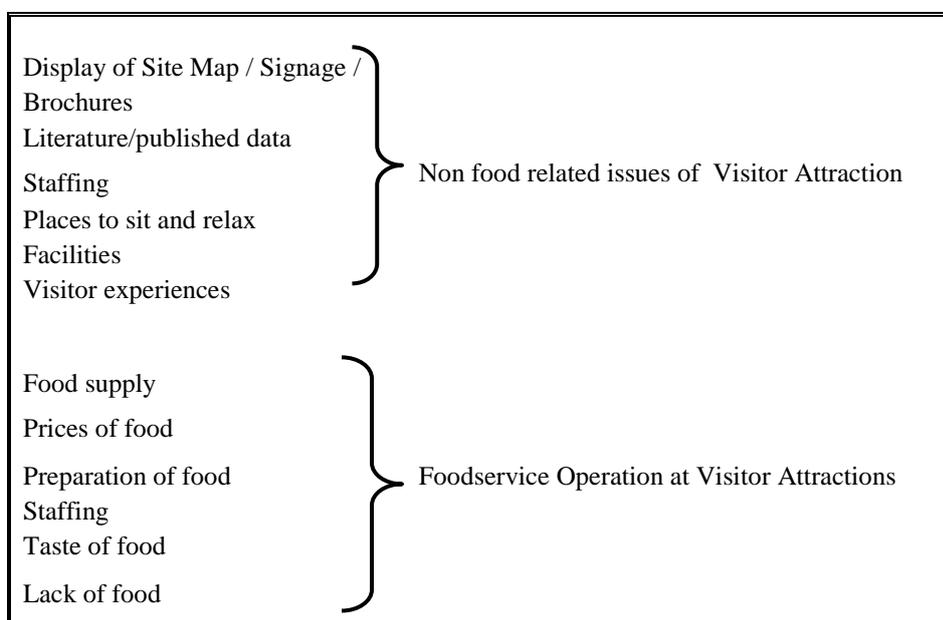


Figure 7.1: Themes for interviews at Visitor Attractions

7.1 Non food related issues of Attraction Management

7.1.1 Display of Site Map/Signage and Brochures

One of the issues raised by visitors was the difficulty in finding their way around attractions. In response, staff at Kumasi Centre and Elmina Castle agreed to adopt new strategies that should enhance visitors' experiences at their attractions. Although the staff expressed optimism in being able to address visitors concerns about the lack of signage both to and within the attractions in order to enhance visitors' arrivals they also agreed about not enhancing visitor activities:

'.....we have a lot here which are not known to the outside world because of the absence of signage, ...we have the archives, library board, visitor board, museums, and monument, performing arts and the cultural troupe so it is necessary to get these things in places' -Attraction Director

Furthermore, the personnel emphasised the importance of repairing old signage and erecting new ones at vantage points in the different locations:

'.....it is true, visitors always get lost, some visitors bypass the attraction but are redirected back, ...it is therefore important to put the signboards back to assist visitors to find their way to this place and around once they get' - Attraction Staff

Conversely, at the national Museum, the attraction's personnel were of a consensus that there were enough billboards showing directions to the attractions and therefore found this assertion by the visitors that signage was inadequate was not applicable to their attraction. The perception among staff at the other locations was that the number, location and appropriateness of signs to their attractions were sufficient to enable potential visitors to find the attraction.

7.1.2 Information/published data

Visitors' suggestions for booklets in the bookshop were equally, considered as important by management and staff of Kumasi Centre:

'.....it is true we have not been writing as we should, ... this is not helping any one of us,... we have to be forced to write ... that is very important, ...a lot of speeches we give at gatherings should be put in small, small booklets for visitors' – Attraction Director

In response to visitors' demands, personnel at five of the selected attractions considered it useful for visitors' to get information about the attractions and the food culture of the different locations. However, the National Museum personnel perceived the supply of printed materials such as pamphlets on a regular basis for visitors' attraction to be enough:

'.....we always have a good supply of brochures at the front desk for visitors who may want to take them away so I don't think we have that problem here' - Attraction Staff

Moreover, staff at Kumasi Centre's perception was that the brief descriptions on artefacts were part of published data for visitors to read and understand. It was observed that cultural objects had those inscriptions while those portraying the food aspect had nothing written. Conversely, the consensus among personnel at Elmina was that the notes attached could not give elaborate meaning to the artefacts to be substituted for the regular supply of brochures because visitors were interested and demanded more printed materials about the socio-culture of the locations that they could take home to read in their spare time:

'.....the issue of brochures is very important because visitors always request for it and I think it is good to have them written on the site and the area and the way we do things so that every visitors can have a good idea about this place – Attraction staff

In the view of personnel at Kakum Park, the reception area at the attraction has many written and pictorial illustrations where visitors could get a feel of what to expect for the tour and to acquire some knowledge about the location and their cultural practices that according to them had made them ambivalent about supplying printed materials:

'.....well, there is the possibility of organising the material we have in the hidden connection for brochures but we haven't thought of doing that because it is possible to observe what to expect on the tour at the 'hidden connection' centre' – Attraction Staff

The findings illustrated funding as a barrier for the regular supply of the brochures demanded by visitors. However, personnel at these attractions agreed to address visitors' proposals for acquiring information in two languages, English and French rather than in one language:

'.....we used to have them here but when they got finished it became difficult to get new ones because we are able to produce when we are given money for that' – Attractions Director

'.....it is possible to get the brochures in two languages; we have done it before, we had English and French, and maybe that is why they are asking for it' – Attraction Staff

The inability of the management to supply printed materials had adverse effect on the foodservice operations. Invariably, the study observed that visitors had very little information about the operations. Other issues such as places to sit and relax were considered by the visitors to hinder their satisfaction.

7.1.3 Places to sit and relax

Another concern raised through the visitor survey was inadequacies in sitting areas at the attractions. With the exception of Kakum Park and the Aburi garden, observations showed virtually none seating places. The Gardens had places where people could sit and relax because most of the trees have been shaped into the form of seats, while some visitors preferred to sit/lie on the ground. The attractions personnel were of consensus to acquire seats for visitors to relax before or after the tour as requested by the visiting public.

The perception among staff was that all the attractions required restructuring in order to provide places for visitors' relaxation, particularly after the tour. They envisaged this to support foodservice operations at the attractions since visitors may be encouraged to purchase food and drinks while waiting or taking a rest. The staff at the Accra attractions agreed that the absence of places for visitors' relaxation was of great concern to them although they could not offer suggestions as to the reason for not providing that facility. At Kumasi, staff were of a consensus that there used to be trees, which offered shade where visitors could sit under and relax but all the trees, were uprooted for unknown reasons.

7.1.4 Facilities

An issue raised by the visitors was the provision of other supporting facilities such as banking services, an internet cafe, a foreign exchange bureau, pharmacy shop, herbal centre, and a post office. The staff at the Accra Centre were of a consensus that almost all the stated facilities were available at their site, although they agreed to some shortcomings in their operations:

'.....we have the internet cafe here but it doesn't work well so we don't use it much ...people don't even know about it, there is nothing to show, ...I mean no signboard that there is a facility like that on-site' - Attraction Staff

In response, the staff at the National Museum attractions agreed on the use of audio-visual equipment upon request. Staff at Elmina argued that they have a long tour, which takes about an hour and 20 minutes; this makes it impossible to show video clips. Similarly, Kakum Park tends to have a busy schedule where the guides embark on a tour every thirty minutes and every twenty minutes when there is a large group; there is however, a television set for visitors before embarking on and after the tour. All visitor attractions' staff responded to the issue on washrooms with concern; while attractions such as Elmina showed their facilities to support their claim that their places of convenience were up to standard, it was evident that other sites lacked adequate washrooms for the numbers of visitor arrivals to the different locations:

'.....we have all these on plans to put up more washrooms; in fact we have even started putting structures in place for visitors' convenience' Attraction Director

The staff at Accra Centre described the washrooms available at the attraction to be in good condition except when those in charge behave irresponsibly. Generally, banking facilities were not very far from most of the attractions. The management at the sites were of a consensus on the benefits of a shopping mall where visitors will get access to not only goods but also can have their monies changed and possibly transact banking business and access other facilities as is present at the Accra Centre.

7.1.5 Visitor experiences

Visitors also expressed their interest in having the socio-cultural aspect of tourism during their visits to Ghanaian attractions. The perception at Kakum Park was that an orchestra performed by the residents was to encourage interaction with the locals. Staff at another attraction agreed that the proposal for interaction with the local community as a good initiative but expressed concerns:

'.....this would be very good but we can't do that kind of tour with them unless we get some of the residents in the town to organise the tour around the town for the visitors to interact with the residents as much as they would want' - Attraction Staff

In view of the fact that international visitors dominate touring the attractions, management agreed to put in place arrangements to enhance social interactions among visitors and residents at the different locations. The perception among staff and directors was that such interactions are best within the confines of a well-organised space where visitors and the residents could engage in varied activities such as playing of games, and well presented foodservice operations.

7.2 Foodservice Operation at Visitor Attractions

The findings revealed that the foodservice normally acquired land for operations on lease; the attractions management therefore have no authority over the outlets:

'...we give them the land and that is all ...they operate as a private body and we don't control them or ask them to prepare any kind of menu for the site' - Attraction Director

The foodservice management and staff were interviewed as a separate body on subjects relating to food and issues raised by visitors in the questionnaire. Contrary to the attractions' personnel, the cooks were of a consensus that visitors most concerns /issues raised could not possibly be related to their outlets but those operating outside the attractions:

'...I am sure most of these complaints are for the small restaurants surrounding the attraction; it's all forms of service' –Attraction Cook

Responding to visitors concerns about food provision, the foodservice personnel agreed that their menu were adequate for both domestic and international visitors. Conversely, it was observed that dishes served were not 'typical' Ghanaian foods (Appendix 2), perhaps due to the absence of the manager who normally has the formal training in cookery. With this lack in supervision, the cooks tend to prepare any kind of food to order which created shortfalls in the provision of food at the attractions.

Visitors perceived this to mean the unavailability of food at the sites. On the other hand, the cooks' perception was quite different:

'....food cannot be prepared and kept because it will be cold and some of the foods will discolour when re-heated like fried plantain, ...we always make our preparations every morning when we get to work ... this makes cooking easy and quick'- Attraction Cook

In some instances, such as is done at Aburi, visitors are always informed about the time required to prepare particular meals. This is appreciated by the visitors as it explains why they have to wait for their meals.

‘.....all our foods are `a la carte so normally we tell visitors they have to wait and could take some drinks’ – Foodservice Manager

7.2.1 Food show

Another issue raised by visitors was the opportunity to view the cooking done at the sites as part of their tour. Some of the cooks agreed on exposing their culinary practices to visitors who may be interested to have the experience. Others expressed their willingness to talk visitors through the recipe on menu cards and the foods served if asked by visitors. There was also the possibility of showing ingredients used in preparing meals to visitors. However, other cooks perceived the kitchen to be their private area and could not entertain visitors there:

‘.....I think it will be difficult to allow visitors into our kitchen because of hygiene ...if we do so and there is an outbreak of food poisoning these visitors are the same people who will complain ...in fact we can’t do that’ – Attraction Cook

7.2.2 Food Supply

A concern of the visitors was that foods served at visitor attractions ‘were too hot’. However, the word ‘hot’ has various meanings when it relates to food: scalding hot or spicy hot. The cooks agreed that they serve most of their foods straight from the cooking pot. Although this gives the implication that foods served would be very hot, for a typical Ghanaian cook, hot could mean spicy hot more than scalding hot.

Furthermore, while food taste could be very subjective because people tend to have their likes and dislikes, at the same time cooks tend to forget that the taste of food could equally be objectively assessed. Visitors revealed that the cooks were not familiar with their different need of and therefore tend to offer meals that have the same taste as standard. This was not known and has a different implication for foodservice outlets because Elmina manager’s perception was that although international visitors express interest in local foods they could only consume part of them:

'...when the international visitors come they ask for some of our local foods on the menu but we realise that they cannot eat the green plantain and also the kenkey' – Foodservice Manager.

The cooks at the same time agreed that they cook a restricted range in order to be able to organise the foodservice operation efficiently:

'....we are the only two in the kitchen and most times we prepare and serve the food separately and we cannot cook more than we are doing now' – Attraction Cook

Invariably the supply of food at most of the attractions is slow for the visiting public due to the limited numbers of cooks; two at each site except for Accra Museum which has six. The consensus among the cooks was that food is served according to the first orders received, which occasionally affects visitors' time spent at the attractions:

'.....when we get more visitors then we have to serve them according to who came first; when it happens this way the visitors don't understand and they leave for the tour; ...some come back but others don't' – Attraction Cook

Often, this situation affects upon the eating trends at some of the attraction; visitors travel out of the site to foodservice outlets on the way from the attraction for their meals. The perception of the cooks was that the less demand for food at their outlets has an effect on the food prices.

7.2.3 Prices of food

Prices of food sold at visitor attractions were offered as an issue by some of the visitors to the attractions. On the contrary, foodservice operators at the individual attractions agreed that meals were reasonably priced to ensure that visitors are able to eat from those outlets:

'...when you compare our prices to the other food operators in town you will see that our foods are not expensive because we want to encourage the visitors to eat from here' – Foodservice Manager

Moreover, at all the attractions, foodservice operators were of consensus that they make provisions for visitors who may not be able /wish to either consume or afford to pay the price for a full plate:

‘.....at times people come here and you realise that they cannot afford the cost of food but they want to eat so we allow them to pay half the price we sell the food and we reduce the quantity of meat for the person’ - Foodservice manager

Additionally, the cooks’ perception was that meals for basic schoolchildren particularly on group tours are highly subsidised by the foodservice outlets:

‘...we serve school children in an extraordinary way because they normally visit as a group and we make sure that they eat to their satisfaction’ – Attraction Cook

Furthermore, all the cooks at the attractions agreed that the supply of fruits is limited and except for Aburi Gardens where fruit juice is served, it is supplied to order because of the costs involved. The cooks at the different attractions consented that snacks are clearly missing at all the foodservice outlets at the attractions.

Observations showed that snacks could take a long time to be served because of the process in the preparation i.e. cooks always have to prepare fresh mixtures because Ghana does not have products such as pre-prepared frozen pastry food as in the western world. The limited number of foodservice personnel was also found as a contributory factor.

7.2.4 Foodservice Staffing

From observations, the study found inadequacies in staffing, at foodservice outlets to support visitor numbers. Although the study findings indicate that employing qualified cooks is a critical issue that requires immediate attention at foodservice outlets, it was evident that management of the outlets had a different perception:

‘...when caterers are employed they increase prices of food and this drives customers away’ – Attraction Cook

Again, it was obvious from the operations that, with only the basic knowledge acquired from home, foodservice operators cannot effectively provide menus that will meet the diverse needs of visitors. In discussing visitor's impressions about the style of operations, it was evident that about half of the cooks were the operators themselves who tend to have the cooking skills so that in their absence, the unqualified cook is seriously challenged in meeting the high demands at the attractions:

*'...when I am around I make sure food gets here at the right temperature and also presentable for visitors ...I will consider getting another qualified person to support the cooking while I am out doing another business so that visitors can get the best offer' –
Foodservice Manager*

7.3 Summary of Chapter 7

The personnel at Ghanaian visitor attractions responded positively to the visitors concerns and issues raised in the questionnaire. Management and staff agreed to make provisions of signage and published materials for visitors at the different attractions. The consensus was for frequent training of personnel to upgrade/update their knowledge about the attractions particularly to formalise the historical narratives in order to have a coherent story. The importance attached to satisfying visitors implies attracting the local communities to support tourist activities at each location.

Generally, the results indicate foodservice operation as an important aspect of visitor attractions. It is also evident that the foodservice operators/cooks tend to be complacent about their limited offer. Additionally, the attractions staff tend to be concerned about meeting visitors' needs to suggest that a possible collaboration is required to ensure a more satisfactory supply of meals that will meet the demands of visitors.

CHAPTER 8

DISCUSSION

8.0 Introduction

This chapter reviews the results of the secondary and primary data collection undertaken for this research and discusses the potential of authentic foodservices to complement the development of visitor attractions in Ghana.

The aim of this research was to critically evaluate the integration of foodservice operations into the management of visitor attractions in Ghana and in order to do this the research sought to:

- Categorise and characterise the visitor attractions currently operating in Ghana and review their development
- Identify the range and styles of foodservice operations currently present in Ghana
- Assess and review the challenges and demand for foodservice provision at Ghanaian visitor attractions
- Identify and evaluate the manner in which foodservice provision could be developed, managed, and delivered at selected visitor attractions in Ghana

The underlying concepts that informed this research were drawn from a number of disciplines including, theories of tourism development, sustainable visitor attraction development and management strategies, visitor studies and foodservice evaluation. These concepts have informed the proposal of the ‘golden location’ to define a visitor attraction in terms of facilities and experience offering an outstanding experience for visitors. The context of this research includes not only global tourism trends but also the level and patterns of domestic tourism and the prevailing socio-political, environmental and technological environment in Ghana at the time the research was undertaken.

8.1 Visitor Attractions in Ghana: categories, characteristics and development

The results showed numerous attractions, which are difficult to locate thus restricting visitors' use of them. The indication is that the tourism industry has not been proactive at promoting attractions in the country. The study found that most attractions are currently in the consolidation stage of Butler's model (1980) and categorising them showed three main groupings: cultural, heritage and natural confirming data from the Ministry Of Tourism/United Nations Development Programme/World Tourism Organisation (1996).

Although, these attractions have many variables which are comparable to other destinations as indicated in the studies of Vaughan and Edwards (1999) the study supports Adu-Febiri's (1994) claim that management plans for the majority of these attractions continue to be 'locked up in drawers' rather than being implemented to enhance visitors' experiences. In contrast to Steen Jacobsen and Vidar Haukeland's (2002) assertion that, African countries are currently releasing their potential in foodservice operations to boost tourist activities, direct observations of diverse attractions showed that the lack of foodservice and basic facilities, such as a lack of car parking spaces, children's playgrounds were significant barriers to development of the attractions. Contrasting impressions in relation to reception facilities, site design, and places for visitors to sit and relax, were recorded not least because domestic visitors invariably have a high expectation of the attraction. The reason for this is that a commonly held perception is that attractions are normally there for affluent Ghanaians and visitors from other countries and hence the expectation is high. Unsurprisingly, for example, dissatisfaction with toilets and washroom facilities was particularly evident at those attractions where these facilities were not available for visitor use.

Nonetheless, the differing degrees of satisfaction with the attractions reflected in terms of the range of requests for improvements on these basic facilities, demonstrate that visitors are not consistent in their opinion (Rowe et al 2002).

An important factor identified as another barrier to the development of visitor attractions was the poor road network in the country connecting often-unique attractions located in remote parts of the region. Observation and data suggest that the international visitors who generally have a higher disposable income can travel to many attractions by hire car or taxi. Although this mode of travel by hire cars or taxis has its disadvantages in that the charges for these services are often based upon an hourly rate, which may lead to visitors, staying for a shorter time than they otherwise might. This pattern of visits of relatively short duration may also be due to the paucity of information available to visitors prior to their arrival about what experiences and facilities the attraction has to offer (GHATOF 2007).

The study established the internet as a major source of information about Ghanaian visitor attractions; the question is, how reliable and complete is such information acquired from such a source. The answer to this question is vital for potential visitors to Ghanaian attractions since the study revealed discrepancies in much data about tourism in Ghana. This reflects the reality of the absence of published data about the industry. The research revealed that this situation is prevalent because generally data on Ghanaian visitor attractions are difficult to obtain given the culture of treating information as 'strictly confidential' within government establishments. Personnel at visitor attractions and the tourism industry were very reluctant about revealing information specifically on their activities. This has encouraged individual authors with little information to write using their own experiences at the attractions. The findings of the study suggest that this attitude and practices have not promoted the sustainable tourism development envisaged for the country, and subsequently a contributory factor to visitor activities not being as vibrant as could be expected (UNWTO 2009).

Low levels of domestic visitors were evident at all the attractions studied and observation and discussion clearly indicate that, domestic tourism is significantly affected by the lack of publicity about the attractions; a feature noted in other studies and by a range of authors (Ministry of Tourism/United Nations Development Programme /World Tourism Organisation 1996; Swarbrooke 2002, and Leiper 2004).

The limitations in attraction development reflects the cultural response of Ghanaians who tend to regard travel for leisure activities as ‘a waste’ and show little interest in educating themselves and experiencing the diverse resources that exist by travelling to different regions. Mullins (2005) asserts that socio-cultural backgrounds normally define the kind of activities engaged in at destinations. This was confirmed by the differences in the travel patterns of domestic and international visitors. Thus, while domestic tourists would travel occasionally and in-group tours because it is not part of their culture, the international visitors tend to engage in tourism activities, not only in groups but also on individual tours. A situation that reflects, their access to long holidays and the value placed on taking a break from their normal business.

The predominant age group of the visitors who responded to the survey undertaken in this research was 18-39 (63%), some of the younger members of this category being Ghanaian nationals whilst others were international visitors. These younger Ghanaians may have acquired knowledge about the attractions either from school or from peer groups as suggested in a previous study by Walker and Lundberg (2001). Although not included on the general curriculum of educational process, tourism as a core subject has recently been added to the catering programmes undertaken at the Ghanaian polytechnics. As part of their coursework, these students visit attractions as a requirement for completion of the programme. In addition, prior to introducing tourism as a subject for Polytechnic students, one of the country’s Universities has tourism as part of the programme. The apparent trend in and demand for access to visitor attractions by younger people may be a result of needing to satisfy their academic requirements more than for pleasure. The study regards this as a positive sign, since the students would be made aware of appropriate management strategies for sustainable Ghanaian tourism. The effort made from the perspective of educating the future generation about the resources in the country however, cannot achieve the objectives of the industry without putting in place the required visitor facilities to encourage vibrant domestic tourism.

Notwithstanding this limitation, the sustained interest of visitors as suggested by authors (Lickorish 1991, Page et al 2001 and Cooper 2005) continues to encourage the restoration and management of heritage attractions in the country. The study confirmed that the heritage attractions were receiving attention from UNESCO through the designation of some as World Heritage Sites such as Cape Coast and Elmina Castles leading to a more effective data collection in terms of arrivals. Additionally, a number of forts and castles have become the foci of regional development projects exemplified by Fort Appolonia. Although this is good, the study observed unsustainable practices such as giving facelifts to some old buildings like the Cape Coast Castle and thereby affecting upon their authenticity.

There is a saying in Ghanaian culture that 'we use fish to catch fish'; thus, the government has no excuse for not undertaking modern projects such as the operations of foodservice outlets, construction of spacious car parks and children's playgrounds towards building and investing in a viable tourism industry for the country. The research observed that the government tends to portray tourism as one of its priority area but it could be argued that it is far from the reality. This was evidenced throughout the results of the qualitative study, confirmed in the results of the visitor survey and reiterated by the International Tourism Writers (Ghana news Agency 2009), following their tour of visitor attractions in Ghana.

8.1.1 Review of the six attractions studied in detail

The findings confirm, and suggest that 45% of visitors at the selected attractions had previously travelled to Ghana for leisure, for business meetings, or to visit friends and family as indicated in other studies (Ghana Tourist Board 2006). Most of the attractions offered different activities and experiences, which created distinctions between them. Differences in activities have been acknowledged as one basic interest for visitors to travel to different attractions (WTO 2000). Although Aburi Garden and Kakum Park are both natural attractions, the former attracts more group visitors for recreational activities, such as picnics. This is one illustration that foodservice outlets to compete need to offer an extensive provision of varied cuisine that encourages visitors to stay longer at the location.

The suggestion here is that both domestic and international visitors could be interested in getting a taste of the cuisine of the country. The results support the assertion that invariably, foodservice outlets have been considered as one aspect required for visitors' satisfaction when visiting destinations (Van Der Wagen 2003; Wolf 2006; Muller and DiPietro 2007) confirming that foodservice is a significant contributor to the attraction experience (Sheldon and Fox 1988; Hylager and Corigliano 2000; Holden 2000; Jacobsen and Haukeland 2002).

The environmental management at Aburi as a garden also enhances leisure activities; many organisations travel to the attraction for their end of year festivities. The large space at the attractions tends to provide visitors with enough room to engage in various leisure activities such as playing football, and volleyball, which is rare at the other attractions. Additionally, access to places of relaxation is a contributory factor to visitors' preference to spend more time at Aburi than the other locations. Notwithstanding all that Aburi offers, the findings suggest Kakum as the most popular natural attraction in the country because its canopy walk is one of the few such trails in the world. In performance, Kakum has the highest visitor arrivals (Table 4.4). The majority of visits to Kakum tend to be undertaken out of curiosity and to create the 'have been there' experience that confirms the findings of Swarbrooke (2002), and Cooper et al (2005). This makes the attraction the focus of visitors' interest more than the foodservice outlet.

Accra is the capital city of Ghana and subsequently the first place visitors' encounter. This makes the cultural attraction the Accra Centre where different artefacts can be bought and sold, more popular than the Kumasi Centre because while both portray the culture of their region, the distance (270 kilometres: 4 hour drive) from Accra to Kumasi is likely to limit visits to the latter. Kumasi is one of the cultural attractions where visits take on more of an educational aspect about the 'Ashanti Kingdom'. The historical attributes of this 'Kingdom' tend to attract visitors who wish to acquaint themselves with objects and narratives on the reign of past Kings and Queens. The socio-cultural interest of visitors as demonstrated in other studies (Lickorish 1991; Ryan 2003; Robinson and Picard 2006) tends to fascinate visitors and causes them to overlook the foodservice provision.

Additionally, the Ashanti region and for that matter, Kumasi Centre have a past cultural history surrounding their 'Kingship' that perhaps creates a barrier for domestic tourism at the location. Until recently, the death of Ashanti Kings was an implied 'curfew'⁸ for residents both within and outside the region. The distance (21 kilometres: 45 minutes drive) from Accra to Aburi also facilitates visitor arrivals to Aburi rather than to Kumasi.

The other option is the National Museum that is located in the centre of Accra, which offers visitors a different experience (Holden 2000; UNEP 2002) from that of the culture, and nature based attractions. The findings suggested that 55% of International visitors were visiting Ghana for the first time, perhaps in confirmation of Shackley's (1996) contention that visitors are seeking interactions with the past such as historical monuments. Aside the historical aspect, the study supports other authors' assertion that the demand for 'new locations' is based on the supply of socio-cultural artefacts, the differing meanings ways of living offer, and authentic foodservice provisions that seek to define the different ethnic groups such as may be experienced in the Ghanaian context (Robinson and Picard 2006). Even so, this study demonstrated that there is a mixed reaction to where they are perceived as intruders for probing into the affairs of the local residents (Page et al 2001; Swarbrooke 2002).

This research therefore gives indications that visitors to Ghanaian attractions spend less time because they have their expectations only partly met which does not augur well for the tourism industry. It is reasonable to suggest, based upon the findings of this research that visitors would spend more time at attractions where there are other supporting facilities or activities, a finding demonstrated in other related research (Page and Connell 2006; GHATOF 2007). This is because facilitating visitors' experiences have been found as the means for increased arrivals and repeat visits to locations (Swarbrooke and Horner 2001), notwithstanding ease of access.

⁸ Used to mean going to bed early before nightfall

The study illustrated that Ghana receives business visitors in addition to those visiting for holidays/leisure and in this research, these visitors outnumbered those stating they were visiting friends and family (Table 6.8) which appears to contradict the data published (Table 2.5) by the Ghana Tourist Board (2006). The implication of this trend could suggest that travellers have shifted their focus from merely visiting friends to leisure activities perhaps due to the recent involvement of the media who seek to draw the attention of the public to tourism.

8.2 Range of Foodservice Operations in Ghana

The foodservice industry worldwide comprises operators who are both self-taught and those who have received formal training (Burton, 2009) and this research confirmed that a similar situation exists in Ghana.

The majority of the outlets were owner-managed, either as a sole proprietor or as a family based business. Such operations tend to be useful for the purpose of franchising because the right to open and operate additional outlets could be 'sold' to prospective individuals or foodservice companies to operate almost as a clone of the original and successful business (Allen 1998, Carter 1997). This study is particularly interested in foodservice outlets that engage in authentic food preparations that defines most of the smaller foodservice caterers. This supports findings on recent development within franchises whereby the outlets utilise local knowledge and products to meet the demands of customers (Choo et al 2006; Vieregge et al 2007). The discussion, therefore, focuses on these outlets as the potential for the proposed authentic operations at Ghanaian visitor attractions. It is envisaged that such a stance could enhance operations more than engaging those outlets that cannot be defined as authentic foodservice operations, which could rather be incorporated into the concept after the initial facility is successful. For the purpose of this research, prospective franchisors for each region could further establish additional facilities for interested parties (franchisees) to operate under the format of franchising, i.e., allowing the use of their logos, brand names and facilities for a fee as outlined in the licence.

The findings revealed the operation of large numbers of traditional outlets supporting GHATOF (2007) data (Table 1.4) which indicate 2,224 traditional outlets to 547 non-traditional food outlets in the country. However, the diversity of foodservice operations in the locations made it difficult to correlate figures to this national data. To confirm the study of Walker and Lundberg (2001) the findings showed that the high patronage by young customers invariably influences the operation of foodservice outlets, just as the changing roles of women encourage the family to eat outside the home for convenience

8.2.1 Current Prices and Value for Money

The perception of food costs and value for money of food bought by respondents was subjective in that different individuals had their own opinions because of the variation in the value of money from individual countries. However, it was acknowledged that food and its value for money was 'good'. Although the literature finds that some of the reasons for setting up a business are for economical gains (Boyne and Hall 2003), this study demonstrated that the food served at attractions is often done to encourage participation in visitor activities and is not always geared towards being a major profit centre. In support of Boyne and Hall (2003), development theory considers the economic aspects of foodservice operations as the major motivation for prospective developers (Rostow (1980; Batta 2000). However, for this study, the argument is that foodstuffs are generally cheap within the different locations, which make foodservice products equally less expensive. The study found that while foodservice managers liaise with food growers for fresh supplies at stipulated times to make purchasing easy, market women also tend to cooperate with foodservice operators who purchase their foodstuffs (crops and animals) at reduced costs, a finding demonstrated in past research (GHATOF (2007). Moreover, the mode of preparation, which employs charcoal and in some locations firewood more than electricity or gas, is also a possible factor in the reduced financial costs involved in food preparation that reflects the pricing of menus at these outlets. Visitors to the selected attractions perception about prices of foodservice outlets of being 'good' could therefore be a motivator for operators to provide more outlets at the different attractions in order to meet the demands of the visiting public and further support the growth of the attractions.

8.2.2 Characteristics of the Food Eaten

An important aspect of foodservice operations, indicated in the literature, was offering suitable dishes for all potential visitors, particularly, individual groups within the community, such as the young, aged, and vegetarians (Walker and Lundberg's 2003). In this study, the texture and taste of foodservice products created variations in the assessment by visitors. This confirms the views of Kealhofer (2002) that the historical background of individuals tend to impact upon their 'comfort zones' regarding food habits. This was proved at all the attractions, where visitors were satisfied with the taste of food, but the texture was of concern, because of the diversity in food products. The major reason could be the varying differences in food preparation in the country. This is because Ghana has 56 ethnic groupings, each with an individual cuisine. According to Mullins (2005), allowances for socio-cultural changes are invariably, limited among different communities. This is because not all foods will be popular to all individuals who visit due to the cultural differences in the country. For instance, a particular preferred food, *banku* is prepared with corn dough, and can be equated to thickened porridge cooked and moulded into shapes. *Banku* is a known name for the Gas (Greater Accra), while the Ewes (Volta region), call it 'akple' and for the Fantis (Central), it is 'etsew'.

This means that for these differences in the texture of Ghanaian foods much will depend on the ethnic background of individual cooks. How an Ewe prepares *banku* is different from that of the Gas (Accra) and the Fantis (Central) and as indicated by Gregoire and Spears (2007), international visitors and some domestic visitors may have difficulties eating what they are not used to at home. Cookery in Ghana, to an extent, makes it difficult for one group to prepare a different ethnic food the same as that particular group will do and this results in variations in the texture of some popular dishes.

Another controversial food is *fufu*, which is prepared by pounding together cassava with plantain, yam or cocoyam to form varied textures; the 'typical' Ashantis prefer it 'hard' while the other ethnic groups like their *fufu* soft. Among the Ashantis, the younger generation who may not be living in the Ashanti region prefer their *fufu* softer than adults do.

An advantage of *fufu* over *banku* is that consumers are able to give directions as to how they want their *fufu* prepared when it is being pounded. This supports the literature that suggests successful foodservice operations are geared towards satisfying the needs of consumers (Lundberg and Wood 2000).

At Aburi, foods such as *banku* and occasionally *fufu* are offered and with the two foodservice outlets available at these attractions, the differences in the texture are expected given that the cooks may have different ethnic backgrounds and training as indicated in the literature. In this research, International visitors were concerned about the texture of foods provided at visitor attractions more than the Domestic visitors, who are quite conversant with the available provision. Mostly *banku* and *fufu* are foods eaten with ‘natural cutlery’ (right hand), which most international visitors try to emulate and of course the feel of the texture would not be similar to foods they are used to in their own countries. Additionally, the feel of the food once it gets into the mouth has a different texture from the cuisine in most developed countries. The food taste may have a different impact on visitors than the texture of foods, particularly with authentic foods. In the same way, demographic variables such as age demonstrated a difference with the less than 18 years and over 59 years perceiving food as an important part of their overall experience.

The findings support the literature that these age ranges are out to seek adventure at the attractions and consider food to play a significant role in their pursuits (Steen Jacobsen and Vidar Haukeland 2002). As such, foodservice outlets at attractions are paramount to the enjoyment of their visits in order to create a golden location. However, the textures of food may require some adjustments to encourage eating at foodservice outlets at the attractions; the textures of the food particularly require some adjustment to suit the different types of visitors.

8.3 Challenges and Demand for Foodservice provision at Visitor Attractions

Challenges facing foodservice operators’ located at tourist attractions, in view of the current demand for foodservices, were addressed through interviews. Among the issues raised were information gaps, customer care, menu provision, financial commitment, and foodservice staffing (education/ training).

Information

This research showed that prior to travelling to the Ghanaian attractions, international visitors in particular, have very little information as to what foodservice operations they will encounter. This contrasts with the assertion made in the literature that the internet assists in meeting visitors' demands (Ninemeir and Hayes 2006); thus knowledge about foodservice operations in the country is limited. Suggestions that a possible strategy to attract and inform consumers could be with the use of the internet, telephone and web pages (Krajewski and Ritzman 2002), which may become necessary aspects for developing the proposed foodservice outlets. This, in a way, may forestall the challenge of meeting visitors demand for foods at attractions, since visitors could be given prior information about foodservice operators. At the same time, visitors could be offered the opportunity to make their requests for particular meals to meet their needs. This study established that current uncertainties encourage some visitors to carry food along while others eat on their way to the attraction. In these cases both providers and visitors are tasked with food preparation, whereas as Reynolds (2002) puts it, technology advancement under discussion could reduce labour costs and enhance customer satisfaction. Those who eat at the attractions indicated that customer care was a major concern.

Customer care

Handling customers in a manner that encourages positive and enduring relationships of foodservice staff and customers, as suggested in previous studies, (Kwakye 2010) tends to be an aspect that is critically lacking in the country. In all stages of the study, this factor was raised; the implication being that visitors do not, perhaps, receive the expected or appropriate attention from the staff. The social relations stated by Symons (1998) to be achieved over the dining table are therefore compromised in this study. Additionally, Wolf (2006) indicated that foodservice has a specific role at visitor attractions to appeal to customers in order to keep them longer at the site; however the study demonstrated that in Ghana this does not happen as many visitors avoid or leave these outlets due to the length of time taken by the operators to serve them food. As GHATOF (2007) indicated, a possible means of meeting this challenge could be the appropriate training in rendering services to customers in order to enhance the effective running of the sector.

Education

One barrier identified in the development theory is the low education levels of staff, which have an impact on production levels of the sector (Anon 2007). Moreover, studies have established that in most cases this is because the required human capital is limited at the outlets (Contreras 2010). The analysis showed that although foodservice staff may be conversant with the food provision, the sector faces a challenge regarding a lack of formal staff training. This was identified as one basic reason for the lack of food, and inadequacies in food provision, currently experienced.

Menu provision/ Production

The results show that another challenge was the limitation in the types of meals served to visitors, exemplified by menus, which could not perhaps be understood. This is because Ghanaian foodservice outlets are intertwined with socio-cultural values, while at the same time, they attempt to provide meals to meet international tastes, which does not always work. The implication is that foodservice outlets need to undergo a form of restructuring in order to address these issues. In this way, the suggested low production barrier (Anon 2007) could be addressed, in order to achieve a higher level of income.

8.3.1 Economic dimensions

According to development theory, financial commitment (low incomes) tends to create a barrier for development (Anon 2007). This barrier was mentioned by foodservice operators as a major limitation to establishing outlets at tourist attractions. Economic factors were found to be important aspects in the development and delivery of foodservice for visitors because they determine the manner in which standards, such as those set in franchise outlets, are enforced (Hyjalager and Corigliano 2000).

Confirming this, other interviewees were also of a consensus that the idea of developing outlets at visitor attractions involved a huge financial commitment by foodservice operators who might otherwise want to get involved.

Businesspersons are known to seek loans to fund the development of their projects, and government interviewees were aware of this and indicated such funds were available for those seeking to develop tourism related enterprises. This finding supports the literature which considers that the economic strategies adopted by countries, quite often influence the operations of the foodservice sector (Mintel 2006).

8.4 Approach to Develop, Manage and Deliver Foodservice at Attractions

Most of the findings from the initial qualitative study were confirmed by the visitors' survey. The lack of foodservice operations at the visitor attractions was the major issue for participants such that it could have adverse effects on the tourism industry in Ghana, particularly on repeat visits by visitors. This chapter continues by considering the influence of political, economic, social, and technological factors upon the development of foodservice outlets at Ghanaian visitor attractions.

Politically, the study suggests that the government's role is not clearly defined in the management and development of attractions; supporting the implication that little is being done to encourage the private sector to become actively involved (GHATOF 2007). Additionally, the focus of government's efforts tends to be concentrated in Accra, leaving operations in other parts of the country on their own. Food and Drugs Board (1992).

Although some foodservice entrepreneurs have taken out loans for their operations, the general lack of techniques required to source financial support have affected the majority of the operators who are reluctant or unable to take out loans to setup at the attractions. It could, however, be said that while the Ghanaian government may have the resources required for promoting business enterprises, they perhaps lack a focus on the tourism sector and/or, have other economic preferences.

There were indications of available funding and incentives for interested operators but it appears that the majority of foodservice managers were not aware of the government's policies and available support. The inability of the foodservice sector to source these facilities could thus be attributed to a communication gap between the public and private sectors. This confirms the assertion made about the gap created between the public and private sectors because of the lack of cooperation on the government's side (GHATOF 2007). The initial fee paid by franchisees could be easily accessed through government funding and loans to support the take-off of the project. However, this study could not critically examine the economic status of the attractions sector since the workforce maintained their 'strictly confidential' attitude and could not discuss financial issues.

The impression created was that everything was going well although observations suggested a different picture. Although the government has made funds available for tourism related businesses, the foodservice sector operators reported that financial constraints were one of the barriers to developing outlets at the attractions.

Observations suggest that socio-cultural backgrounds of the foodservice operators could be a possible factor contributing to this situation. This is because women, who tend to constitute the major workforce, have historically been trained at home and therefore received only modest amounts of formal training which may not be conversant with making requests for funding, which involves a written proposal.

Socio-cultural factors were evident in the manner in which personnel at the outlets conducted themselves in the operations and the types of meals they served. This supports Adjei Frempong's (2010) assertion that socio-cultural attributes tend to affect the eating habits of Ghanaians, notwithstanding their locations. Conversely, the study found the likelihood of improvements because the sector has not focussed on the specific socio-cultural attributes they wish to portray to the visiting public.

This suggests that the foodservice management lack proper management strategies required for commercial operations particularly at visitor attractions where they have to attend to perhaps an elite group. The demographics of the visitors were also an aspect that stood out as a major determinant of the kind of strategy feasible for developing the proposed authentic foodservice outlets.

Adopting the concept of franchising involves giving adequate training to the franchisees (Anon 2007). The implication is that the foodservice workforce requires extensive training to raise awareness of consumer expectations to develop meals based on traditional foods and in the use of technology, as development theory suggests (Batta 2000). This is because technology use and training could be argued as the main factor to support the culture of a country which encourages the 'whom you know' belief and thereby makes franchising a viable concept for foodservice operations. This is in line with the literature which suggests that actions, such as giving adequate training to management personnel and providing a firm control of the production processes, for example, product specifications, an outlet could attract customers by using a known name, logo, or a type of menu (British Franchise Association 2006); Vieregge et al 2007).

Domestic visitors particularly might be expected to patronise an outlet frequently because it belongs to a particular person, family, group, or have a name people may link to something else, for instance with the personality of the operator, or a good first impression.

The literature clearly demonstrates that foodservice operations in developed countries tend to utilise technologically sophisticated techniques such as cook-freeze and cook chill in order to meet the demands of consumers (Creed 2001). This study in contrast showed that almost all foodservice outlets use the basic kitchen facilities in their food preparation. The most 'complex' equipment that can be found at these traditional Ghanaian commercial foodservice outlets are blenders, refrigerators, deep freezers, and the 'normal' cooking facility found at every foodservice kitchen. The reason being, that the pattern of cooking in these outlets, is similar in character to the cooking done at homes. This illustrates that the current trend in operations could be the result of inadequacies in equipment supply that equally contributes to the needed resources that could promote the use of such facilities.

The findings of this research suggest that where foodservice outlets exist they offer food that is perceived by their customers to be 'safe' to eat. This could be attributed to some practices observed; for example, the majority of foods at the foodservice outlets are stored / displayed in sealed containers to protect them from flies and other insects. Concerning prepared foods the approach adopted is to ensure that food stays on or near the fire until sold, thereby ensuring holding at suitable temperatures.

Consequently, because visitors are aware that foods are cooked fresh and according to orders received, hygiene tends to be of little concern to visitors, an observation reported by the Food and Drug Board (2008).

There is however, one form of food poisoning in Ghana which normally occurs through the use in error of bitter cassava (contains poisonous substance – hydrogen cynic in the flesh of the tuber), a situation which both the operators and authorities need to be aware of in addressing the proposal for developing foodservice outlets at visitor attractions. Normally, cassava is used for various food preparations: gari, fufu, banku, kokonte, ampesi, yakeyake. It is important to give a brief description of the preparation of kokonte that tends to be the main source of food poisoning in Ghana.

Kokonte

Ingredient

Cassava

Method of preparation

1. Peel cassava and wash
2. Cut the tuber into pieces
3. Dry the cassava in the sun (how and where it is dried could be a source of worry)
4. Pound the dried cassava
5. Blend into a powder
6. Use as required for kokonte (cook by stirring in boiling water).

Note: When using the bitter cassava for processing into the powdered form for kokonte, (Appendix 8) there is very little chance of surviving the food poisoning because it naturally contains the hydrogen cynic, particularly by not washing the cassava well after peeling off the flesh.

Whilst the quality and safety of raw materials are clearly, important studies have shown that about 97% cases of global food poisoning are attributed to food handlers (Howe et al 1996). The Ghanaian situation tends to be different possibly due to the extreme penalty charges by the government's main agency, the inspectorate division (Food and Drug Board 2008).

Ghanaian cooks and servers at foodservice outlets at the attractions tend to exhibit high standards in hygiene in food preparation and service possibly because of the fear of being fined. As indicated above both international and domestic visitors indicated only slight concerns in terms of standards of hygiene, which shows that, Ghana has in this regard an adequately qualified workforce.

The Ghanaian strategy (keeping food on the fire) to prevent bacteria growth tends to lead to the overcooking of foods, which could not only destroy essential nutrients but also significantly impair its eating qualities. The implication is that although fresh foods are widely used in meal preparation, the overall quality of the product may be reduced because of the methods used. Essentially, the literature notes that visitors are beginning to demand not only varied meals but also foods that will meet their dietary needs (Hughes 1995).

Furthermore, the impact of food being prepared on a daily basis was considerable in that, as noted above, visitors were observed having to wait for long periods before being served their meals. Given that the development of the proposed authentic foodservices for attractions could mean cooking more food than is currently being done in order to meet the diverse needs of the visiting public, hygiene could be argued as an issue that would require further attention. This is because food storage facilities would be essential at the different foodservice outlets to ensure adequate provision of meals at all times. How foods are processed before and after storage could be a source of concern for the foodservice sector, visitors and the tourism industry.

Additionally, the findings supports the suggestion from previous studies which proposes training in contemporary commercial cooking methods in order to facilitate the use of advanced technical equipment (Rantavaara et al 2005). Evidence indicates that the use of technology is a possible way to enhance the performance of foodservice operators and allow variety in production skills (Knight and Kotchesvar 2000; Gisslen 2004).

This study therefore anticipates that Ghanaian foodservice operators could perform more efficiently if the sector is able to obtain processed yam products as easily as caterers in developed countries can obtain pre-prepared / processed potatoes.

The ability of the foodservice personnel to utilise different techniques in food production was thus found as an important tool that could allow foodservice outlets to create 'golden locations'. The findings revealed that authentic foodservice is perceptual and dependent on particular locations as asserted in an earlier study of tourists by Vidar Haukeland and Steen Jacobsen (2001). This suggests that it is not only important to invest in equipment but to ensure foodservice personnel have adequate knowledge on its use and maintenance. This research therefore proposes a restructured model of developing authentic foodservices for Ghanaian visitor attractions, as seen in Figure 8.1.

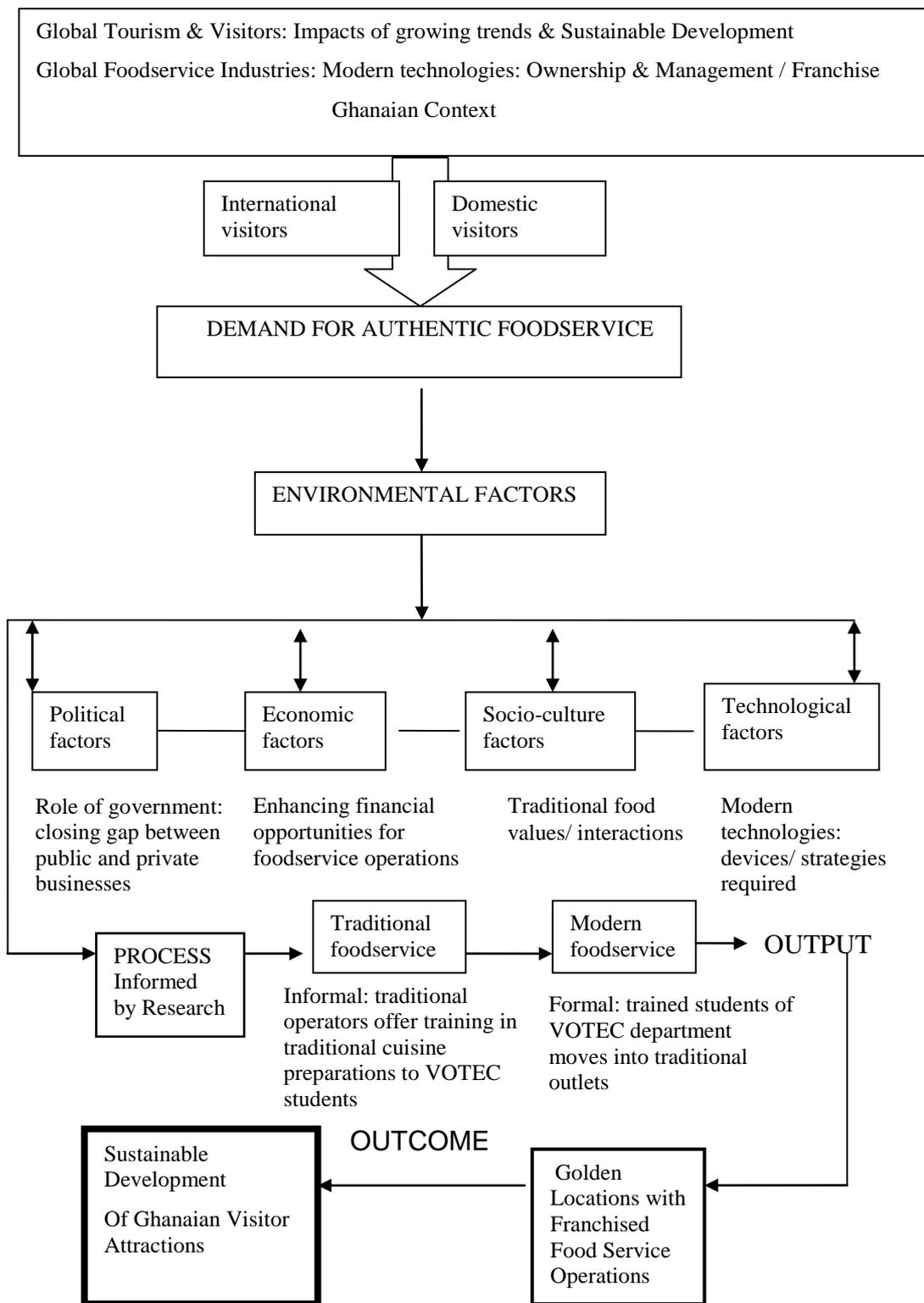


Figure 8.1: Model proposed for Developing Authentic Foodservice at Visitor Attractions

The model suggests that the

proposal for developing authentic foodservice operations at Ghanaian visitor attractions reflects a demand from the global tourism industry, the foodservice industries and in the Ghanaian environment, the international visitors who are the major group to the attractions and the domestic visitors within the political, economic, socio-cultural and technological factors of the country. In order to satisfy the demand the findings of the research suggest an interactive process involving formal and informal foodservice personnel. This is because the study found the theory of development an important tool as it envisages the potentials of social entities in developing projects successfully such as foodservice.

According to the development theory, authentic foodservice outlets could pass through five developing stages. Currently, Ghanaian foodservice outlets are operating within the 'traditional' stage. In the 'precondition' stage the model evaluates the environment and uses both qualitative and quantitative resources: qualitatively, having discourse with both formal and informal foodservice operators, and government agencies to enhance the collaboration of the public and private sectors is important to acquire quantitative support (equipment, raw materials, recruiting staff and visual/non-visual advertisements) from the public sector for the project. In order to acquire skills in traditional practices such as preparation of typical Ghanaian local foods the model brings together modern (formally trained in University of Cape Coast, Food and Nutrition (FN) students) as the potential franchisees and the traditional (informal home trained cooks) to work hand in hand. The ability of the prospective franchisees, in acquiring the local knowledge of those foods envisaged for production is paramount to creating the golden locations. The 'take off' stage commences with the focus on the economic factor to ensure the operators obtain financial support from the public sector more than from private creditors. Gaining access to key visitor attractions is vital for the 'drive to maturity' stage where the support of the community is equally important for visitors' interactions to augment the culture. The franchised operations could potentially be set up at the selected attractions manned by VOTEC students to manage the authentic foodservice outlets and engage in discussion with the community to learn more about local products.

The ideology is that these students would be fully trained by the end of their studies to handle the franchises, which could be opened at other attractions outside the Cape Coast metropolis. This is because language is perceived as one of the barriers to developing foodservice and operations at attractions could be viewed as strategic since different nationals will be eating and would require staff who can easily communicate in not only the local languages but at least in the English language.

At this point, the project could complete the strategic development, management and delivery process at the mass consumption stage where high technology is adopted and utilised to increase production through outlets to meet the demands of visitors in order to create golden locations in the country.

8.4.1 Proposed Cuisines for the outlets

In order to manage the outlets efficiently and satisfy the preferences of both domestic and international visitors, logos, and names could have positive impacts and should be considered. This is because the diverse preferences for different meals regarding visitor arrivals particularly, at Aburi Gardens, more than the other attractions, supports the literature's view that foodservice outlets have the task of satisfying visitors with their requirements (Cousins et al 2002). The interest in a mixture of fresh and pre-packed foods for food preparation at the attractions was demonstrated in the study not least to provide the service for those who may want a quick meal. For the purpose of this research, pre-packed/convenience (or convenient) food refers to 'simple' meals/ snacks that are easy to prepare i.e foods such as aweesu, ofam, akankyee, gari foto, and nkyekyerewa (Table 5.11) and sandwiches, This implies the use of technical innovation such as equipment that could be used for food processing in order to facilitate variety as opposed to the current limited supply as exemplified by Kakum Park. The respondents' choice of main meals such as at Aburi determines the kind of foodservice provision. There were demands at Accra Centre and the National Museum also for hot meals rather than snacks to support the provision of authentic foods. This study found that Accra attractions' foodservice outlets had already established the importance of authentic food, which was the only type of food supplied to satisfy the demands of visitors.

The research showed visitors' interest in eating at foodservice outlets at attractions more than either carrying food along or buying en route. This illustrates the importance for foodservice outlets at attractions. Hence, the proposal to develop outlets by adopting a franchising approach to support the demand of visitors is based on the nature of operation, which tends to be embedded in cultural practices.

The study indicated that under proper management the proposed franchised foodservice outlets could be developed using existing and respected foodservice providers in a manner that would suit individual's demands as indicated in the literature (Burnett 2000). This is because franchising is not only about imitating the franchisor but it also encourages some flexibility. Choo et al (2006), for example, describe the importance of local knowledge and cuisines as valuable assets in determining the type of food products in franchised outlets. According to Vieregge et al (2009), franchising could involve the use of either a specific product designed by the franchisor or the franchisee adopting a successful brand name to do business. In this way, the opportunity is given to the franchisor to design a suitable menu for the foodservice operation. Similarly, Simoes and Dibb (2001), assert that it is essential to adopt strategies that will make franchised outlets more functional. In the Ghanaian context, functionality could mean utilising local traditional foods more than international cuisines. The consistency showed in the preference for authentic foods at all the visitor attractions by both domestic and international visitors therefore give an indication to utilise these products in order to make the proposed outlets functional and as a powerful argument for the concept of developing golden locations. In this way, the outlets could utilise available local resources such as food commodities and non-consumable materials that takes the different values of the locations into consideration Wolf (2006).

8.4.2 Authentic Food

Consequently, to satisfy the preferences of both domestic and international visitors, the study found attributes of particular sites such as colour, and symbols important. In addition, the results of this study in Ghana support suggestions of Hyjalager and Corigliano (2000) that the availability of cultural foods can be a source of attracting visitors to foodservice outlets at attractions.

Developing authentic foodservice outlets could have positive dimensions for the locations and visitors; the reason being that authentic food partly describes the cultural values of the community and to some extent of the country, which visitors' demand (Williams 2002).

The study also found that this provision might result in increase in visitors' numbers who are likely to travel to places in search of cultural experiences and other attributes that are peculiar to locations and not necessarily present in their own countries (Patullo 2001). In a way, sampling authentic foods could mean engaging in the practices of residents, which forms an important aspect of tourism (Wolf 2006). However, in the view of Robinson and Picard (2006), the interest of visitors for authentic foodservice as part of their experience and at these attractions could have positive impacts on the visit. Anon (2007) also argues that such organised, foodservice operations is a possible means of encouraging repeat buying and a positive growth that could continue and support an expansion of foodservice outlets across the Ghanaian visitor attractions.

In developing an authentic foodservice operation socio-cultural factors, which tend to exert a very strong influence on the eating patterns of the majority of domestic visitors, are also likely to be reflected in the eating trends of international visitors. Group and individual discussions at the attractions visited demonstrated support for the development of authentic foodservice provision as a means to define and promote food values and practices in the country. The interest of visitors is to consume authentic foods in a way that allows the release of personal feelings with the products in order to create a good ambience (Wang 1999). There is evidence to suggest the reasons why visitors to Aburi Garden's consider meals as an important part of the overall experience is that is related to the existence of a cohesive framework contrasting a lively visual and social environment with quieter landscaped areas where small groups or individuals could sit over a meal. Similarly, the foodservice facility close to Kakum, Hans Cottage, is built on a crocodile pond that encourages people to eat there because visitors are offered the opportunity to feed the animals that move on to the surrounding space in the evenings. Again, this resort provides live band music and a more varied, and 'authentic' supply of foodservice operation than exists at Kakum. This supports the implication of the demand for authentic foodservice as one dimension of sustainable development of visitor attractions (Rowe et al 2002).

8.4.3 Type of Service Preferred

Generally, visitors' preference for a specific foodservice style could be location based. Respondents' preference at Aburi Garden differed from the other attractions for style of foodservice operation in that 73% of visitors opted for full service, primarily because at this attraction, most people would like to purchase food, as a complete meal. Although the location influences upon foodservice patronage, the type of attraction equally contributes to the preferred style of foodservice offered. Generally, visitors to this attraction, as mentioned above, use the gardens to socialise and relax while other individuals visit to observe trees and shrubs. With the presence of foodservice outlets, the usual long-stays at the attraction allow suitable foodservice provision to satisfy these visitors, some of whom could be there for breakfast, lunch and snacks, depending on how long they stay. Although there is no limitation to time spent, the stay is between six and nine hours, which is much longer than at the other attractions.

The high level of interest to visit Kakum among the Ghanaian population and the subsequent lack of other activities at the attraction probably makes the visits short in view of the canopy walk, which takes less than two hours to complete. The delivery of foodservice at this attraction has considerable potential to complement and enhance the stay. At the Kumasi Centre, the tour contributes to about an hour of visitors' time at the attraction. Consequently, it was observed that visitors prefer to take snacks while they walk around rather than stop for a main meal not least because there is no other defined leisure activity for visitors coupled with the extensive and varied authentic foodservice outlets surrounding the attraction.

The National Museum's location and the limited time (20-30 minutes) spent at the attraction equally affects the type of service preferred. Visiting Elmina (touring the dungeons) takes a maximum time of an hour and a half, including taking a walk around the building, and equally, with no other activity in place to encourage visitors to spend more time at the site.

This research found empirical evidence to confirm the importance of foodservice outlets at Ghanaian visitor attractions as necessary for the sustenance of visitors and the sustainability of the location as different authors have suggested (Berdamier 2000; Hylager and Corigliano 2000; Kiple and Ornelas 2000; Armnesto 2001; Reynolds 2003; Beard 2004; Cracknell 2005; Herring et al 2006; Goymour 2007). There is no doubt about the potential development of an inter relationship of authentic foodservice and visitor attractions in many Ghanaian locations.

Confirming previous studies (Sheldon and Fox 1988; Steen Jacobsen and Vidar Haukeland 2002), this research, establishes the importance of food as part of the overall experience at visitor attractions, and subsequently, determines the demand for foodservice provision. This focus on the question posed to identify possible way (s) of developing authentic foodservice at Ghanaian visitor attractions.

8.4.4 Convenience Foods

The visitor survey showed preference for a combination of fresh and partly prepared foods in developing the proposed foodservice outlets at Ghanaian visitor attractions. For this research, partly prepared food/ convenience imply those authentic foods that can be cooked and stored such as the snacks outlined in Table 5.11. Additionally, palm soup could be pre-prepared for convenience in the preparation of aprapransa (Table 5.11). Convenience foods for the purpose of this study apply to estew because its freshness is not affected when prepared and packaged. The proposed authentic foodservice outlets for attractions consider convenience from the angle of those traditional cuisines that are easy to prepare for visitors who may want a light meal. In view of this, canned foods, which are normally sold in shops, are not included in the provision of meals for visitors. It is, however, noteworthy that most of the authentic foods cannot be stored overnight and therefore could be provided in small quantities, depending on the expected visitor arrivals.

8.5 The Research Question

“How the development of authentic foodservice provision can contribute to improving the overall success of visitor attractions in Ghana?”

In line with the ongoing discussion, this research suggests that developing authentic foodservice provision is a possible means through which the Ghanaian visitor attractions could achieve optimum growth regarding visitor arrivals and repeat visits. The thesis takes this viewpoint based on the empirical evidence about the importance of foodservice at attractions; both qualitative and quantitative findings highlighted food as part of the overall experiences of visitors. This confirms the assertion made by Sheldon and Fox (1988; Hylager and Corigliano 2000; Steen Jacobsen and Vidar Haukeland 2002) that foodservice outlets have the potency to attract more visitors to attractions and thus contributes to improving the overall success of Ghanaian visitor attractions. The adoption of franchising with a brand name and location products tends to support the integration of functional foodservice outlets that will promote tourism activities in the country. Additionally, using the development theory also enhances the contribution of foodservice operations at visitor attractions through education and technology. Developing authentic foodservice is therefore a feasible strategy which in a way develops the workforce within the sector and in turn affects upon the sought for interactions.

Since food acts a social marker, (Jacobsen and Haukeland 2002) this could improve and encourage long stays at the attractions than is currently available. In this way, qualified staff would be engaged in operations at the attractions to promote efficiency of service, exemplified by customer care, which would increase patronage at the outlets. Authentic foodservice could act as an agent of consolidation for the attractions to support visitors desire to build an identity with different locations particularly the cultural-heritage attributes and thereby increase and enrich their experiences and the level of satisfaction.

8.6 Summary of Discussion Chapter 8

The main aim of this research was to critically evaluate the integration of foodservice operations into the management of visitor attractions in Ghana. The study identified a lack of authentic foodservice outlets in almost all the practice settings as a major constraint in the development and performance of such operations.

The impact of the diverse visitor attractions establish a general feel of the results regarding visitors' perception on the importance of food as the major part of experiences sought in order to create golden locations.

The findings revealed that the current foodservice provisions at the attractions could not be said as authentic, to create the sought for golden locations commensurate with the artefacts and monuments at these attractions. Kakum Park unlike Aburi was affected by the negative ranking on the importance of foodservice, which illustrates that perhaps visitors demand authenticity regarding foodservices more than the expectation of operators. Visitors according to the development theory are very volatile and could move to other places where indications of authentic offers are perceived in order to satisfy their culinary demands.

The key issues raised as challenges faced by the foodservice sector such as customer care, are not trivial as they can potentially hinder the development of authentic foodservice outlets. The high level of traditional practices among Ghanaian foodservice outlets and the subsequent lack of awareness of visitors demands coupled with the limited use of modern technology, aggravates the situation and contributes to the absence of foodservice outlets at visitor attractions. While the majority of respondents expressed an interest in eating at foodservice outlets should they re-visit, this is only possible provided there are foodservice operations at the various attractions. This interest in eating at attractions is sustained among the domestic/international visitors and across all the age ranges.

These issues are possibly addressed when the theory is put into practice through franchises as the modern way of delivering consistent foodservice operations at visitor attractions. In this view, the research suggests that foodservice provision outlets have a definite role in that it forms part of the overall experience at visitor attractions.

The integration of foodservice outlets into the management of visitor attractions in Ghana is therefore practicable. This finding is important for the tourism industry, foodservice operators, the academia, other West African countries and international bodies such as the United Nations World Tourism Organisation (UNWTO), United Nations Development Programme (UNDP), United Nations United Nations Education Scientific and Cultural Organisation (UNESCO), and the United Nations Environment Programme (UNEP) who have over the years supported the development of tourism in Ghana.

CHAPTER 9

CONCLUSIONS & RECOMMENDATIONS

The purpose of this research was to investigate the opportunities for developments in foodservice provision to support the development of visitor attractions in Ghana. This chapter proposes an overall perception on the data collected for the research. It seeks to justify and offer suggestions based upon the findings of the study and its application to the Ghanaian foodservice sector and wider tourism industry.

9.1 Introduction

9.1.1 Implication of Research Findings

This research has increased the knowledge base of established literature on the role of foodservice at visitor attractions. It has demonstrated that foodservice plays an important part of visitors' overall experience at Ghanaian visitor attractions. In this study 34% of respondents to a visitor survey stated that foodservice was of importance to them when visiting a tourist attraction; this is almost twice the level emerging from Sheldon and Fox's (1988) study in Hawaii. These findings give further support to the importance of foodservice as a support for creating 'golden locations' in Ghana for both domestic and international visitors. The research has also identified the general preference of visitors for authentic foodservice outlets. Despite the importance of foodservice outlets at visitor attractions, this research revealed that prior to travelling to the Ghanaian attractions, visitors have very little information as to what foodservice operations they will encounter. It was demonstrated that their high expectations are rarely met due to the absence of foodservice outlets. Their disappointment was reflected in the early departures from the different locations and limited arrivals. As a result those visitors with little fore knowledge about the lack of foodservice provision, sought food in other locations while those with previous experience, take food along.

These practices have a double impact:

1. The inconvenience involved in carrying food around the attraction,
2. Foodservice outlets (where they are located at the attractions) experience low patronage at their outlets

The study has confirmed that foodservice is being overlooked in the development of Ghanaian visitor attractions, despite the opportunity the diversity of foodservice styles and outlets that characterise the country offer. The research is therefore highly relevant to the foodservice sector, the tourism industry, and academia particularly, in hospitality and tourism. It may also be informative for neighbouring countries with similar socio-cultural attributes, which aspire to develop their tourism industries.

9.2 Justification of Research Objectives

9.2.1 Categorisation of Ghanaian Visitor Attractions

This research used an exploratory survey, which was beneficial in accessing those visitor attractions, which had good road networking in all the 10 regions in Ghana. Participant observation similarly enhanced the categorisation of Ghanaian visitor attractions surveyed, and made interactions with staff and visitors possible. Through such interactions, the study collated data on visitor arrivals from staff at different locations and acquired important information from visitors. Some important information gathered was visitors' disappointment with the management of the locations regarding supporting facilities, having to travel to other locations for food and taking food along in some instances, making re-visits very subjective. The participant observation was very useful in sourcing information from the staff who normally would not give out such data to a researcher. The benefits of this technique were found in the ease in placing the visited attractions into their respective categories. Categorising Ghanaian visitor attractions was an important part of this research into the development of visitor attractions in a destination where very little is known. Having an idea about the categories also increased knowledge about their development. It made it possible to relate the visitor attractions to the theory of development, particularly, the use of Butler's (1980) model of life cycle.

The study through this technique highlighted the current stage of Ghanaian attractions, which is the consolidation stage where visitor facilities are required to sustain visitors' experiences. This is very useful for the Ghanaian tourism industry, UNDP, UNEP, UNWTO who have over years (Ministry of Tourism/ United Nations Development Programme /World Tourism Organisation 1996; Torbguiga 2003; GHATOF 2007) sought to identify perhaps the development stage of Ghanaian visitor attractions to assist them find strategies that would enhance further developments. This objective was particularly beneficial to support further studies because it offers empirical evidence about the types of attractions, which will provide a basis for further investigations by various stakeholders seeking to support the Ghanaian tourism industry.

9.2.2 Review of Development of Visitor Attractions

In analysing the current tourism development in Ghana, the survey highlighted the stage of developments at different locations in Ghana. The research has identified a number of potential attractions, which are virtually unknown because of poor roads or no vehicular access at all. It is argued that these attractions do not demand much effort to make them far more accessible by local construction of paths leading to them within a few days. Many of the attractions lacked supporting facilities such as playgrounds for children, adequate car parks and foodservice outlets, which are the focus of this research. The review of the attractions indicates that contrary to the suggestion of the Tourist Board, the attractions cannot be said, based on Butler's (1980) life cycle model to be in their development stage, rather the attractions are in the early consolidation stage. This analysis is based on the premise of the attractions development characteristics identified in previous studies (Page et al 2001; Swarbrooke 2002; Leiper (2004; Cooper et al 2005): Ghanaian attractions are numerous and diverse and are found in all the regions, of the country; they have been identified and given names (game parks, sanctuaries, gardens, museums, castle and forts) and they do attract visitors. The stakeholders appear to not having been able to collate data relating to the visiting public for inclusion in UNWTO's publications, which would serve to enhance the evaluation of these resources.

Conversely, the participant observation revealed the existence of data on visitor arrivals at the different locations and the Tourist Board offices, implying a disinclination to make this data publicly available. The research therefore supports the argument that the core element of many attractions are developed to acceptable standards and that the Ministry of Tourism together with the Tourist Board of Ghana face the challenge of finding viable ways to support the further development of the attractions during the very important consolidation stage.

These observations suggest possible government intervention, for the following reasons: potential visitors can reasonably expect details of activities and attractions demand to know the basis of their visits to Ghana for tourist activities, aside those who want to visit, there are others particularly, outside Ghana who equally demand to know about the global tourism trends and facilities available in other countries such as Ghana. Another area shown through this research identifies those potential attractions hidden in areas because of lack of accessible roads or poor roads. This research can possibly say, those attractions do not demand much effort to bring them into the limelight; local construction of paths leading to them are possible within a maximum of two days. Regarding supporting visitor facilities the technique used was essential to bring out the real situation at the attractions. Virtually all Ghanaian visitor attractions showed the absence of supporting facilities such as playgrounds for children, adequate car parks and foodservice outlets that is the focus of this research.

9.2.3 Identification of Foodservice Operations present in Ghana

From the observations made at attractions, it became evident that the development of foodservice outlets was an issue that need to be addressed more than the core attraction. The research utilised seven focus group discussions, which highlighted the range of foodservices, the mode of operations, and staffing, particularly at the management level regarding how decisions and menu plans for the outlets with academia and potential foodservice operators (every Ghanaian woman stands the chance of operating a foodservice outlet). The outcomes of these discussions provided a detailed understanding of foodservice operations in the country.

This was essential for the research to ascertain viable ways of developing foodservice outlets at the attractions and confirmed the significant role of women in the preparation and provision of food in Ghana. Including males in the group discussions equally offered a useful insight into their perceptions about foodservice outlets and their suggestions for developing foodservice at attractions. Throughout the research process, women consistently emerged as the major foodservice operators supporting the findings of the focus group discussions.

Gathering data about the foodservice outlets was necessary in order to propose suggestions for foodservice outlets at attractions, for example the focus group discussions demonstrated demographic eating patterns, which highlighted that younger people between the ages 15-25 are the major patrons of the varied fast foods outlets in the country. The data recording varying preference of the value further emphasised the challenges faced by those seeking to introduce or expand foodservice at visitor attractions.

9.2.4 Review of Challenges and Demand for Foodservice Provision at Ghanaian Attractions

The focus groups' assertion of a critical absence of foodservice outlets at visitor attractions was confirmed by Ghanaian personnel in foodservice and tourism. Six interviewees helped to clarify those issues raised in the focus group discussions. The interviews gave valuable information about foodservice and visitor attractions in Ghana clarifying the information obtained from the focus group discussions. Reviewing their knowledge, expertise and experiences that were elicited from the in-depth interviews, the fourth objective of the research was achieved. The interviews highlighted the challenges faced by the foodservice sector and the implications of their absence at the attractions. Observations during the interviews revealed that none of these experts had considered setting up foodservice at attractions although they acknowledge its importance.

While all interviewees saw the need for the foodservice outlets at attractions, they focussed on ‘who takes the initiative and responsibility’ rather than more practical applied considerations. It became apparent that somehow it was necessary to propose possible suggestions to stimulate the interest of the experts. The visitor survey was a very important source of visitors’ views on the role and significance of foodservice outlets at attractions. Both domestic and international visitors supported the perceptions from the groups and individual interviews on the importance of including foodservice outlets at attractions. The support of the visitors will be critical for developing the outlets since their preferences indicated possible menus and the style of future operations.

It was also necessary to know whether the absence of foodservice outlets was because there was a lack of demand from the visitors at the attractions. Conversely, it became clear that visitors were dissatisfied with the attractions due to their need for food, providing further support for the development of foodservice outlets at visitor attractions.

9.2.5 Evaluation of Manner in which Foodservice Provision could be Developed, Managed, and Delivered at Visitor Attractions in Ghana

Ghana is yet to be explored in terms of tourism; this situation is partly a result of the lack of modern strategies of developing tourism, including neglecting the development of foodservice at the attractions. The secondary research plus the two primary studies have outlined the manner in which foodservice outlets could be developed, managed and delivered at the Ghanaian visitor attractions. The quantitative study confirmed the qualitative proposal for providing authentic foodservice at visitor attractions. Primary data demonstrates that more than half of the respondents were in favour of authentic foodservice at the attractions. This demand for authentic foodservice was also highlighted during the celebration of World Tourism Day 2009 in the country. This research indicates that pooling resources together in order to meet the visitors’ demand for authentic foodservice outlets is to be recommended. This would require either increased collaboration among the many existing small-scale family businesses or the establishment of an agency, possibly based in one of the existing training institutions, charged with overseeing the development of enhanced foodservice provision at the publicly owned and managed visitor attractions.

The visitor survey undertaken in this research also demonstrated that in addition to the demand for authenticity, visitors look for both full service (41%) and vending (40%) foodservice operations at attractions. These demands could, it is suggested, be met in a number of ways. One of these would be to encourage the maintenance of the existing independent operations, however, to ensure that the demands for authenticity, food quality and choice and the overall customer experience are met, a pooling resource is recommended. This would require increased collaboration among the many existing small-scale family businesses combined with the establishment of an agency, possibly based in one of the existing training institutions charged with overseeing the development and inspection of enhanced foodservice provision at publicly owned and managed visitor attractions.

Franchising is also a possible approach for developing foodservice provision at certain attractions. Geographical and demand factors indicate that, if franchising were to be pursued, it may be appropriate to introduce franchised operations into attractions located in or near the capital Accra in collaboration with established, well known and respected foodservice operators based in the capital. Such collaboration, perhaps in the format of a ‘Quasi-Franchise’, in that it adopts the fundamental principles of franchising, but adapted for the local situation, could include; agreement as to the obligation of both parties, the right to use the trade name, the duration of the agreement and potentially access to the capital required to open new franchises etc. may provide a stepping stone for prospective franchises interested to operate within established premises.

What this research has demonstrated is that the successful implementation of one or more approaches to developing and enhancing food service provision to establish a series of ‘golden locations’ at Ghanaian visitor attractions would provide valuable support to the World Tourism Organisation’s efforts to develop Ghana’s tourism industry. Nevertheless, a traditional Ghanaian saying ‘*obi nnom aduro mma oyarefoo*’; literally explained, ‘no one drinks medicine for a sick person’ is relevant in that Ghanaians with knowledge of local food are, as suggested Choo et al (2006), the best people to establish authentic foodservice outlets either under a regime of strict licensing or ultimately by adopting the concept of franchises.

It is also true that in many cases the local population are best able to provide vital information about the attractions both to the authorities and to visitors.

9.3 Limitations of the Research

Within developing countries, one basic challenge facing research is financial constraints and lack of funding almost certainly contribute to the lack of published / available collated data and this study encountered considerable gaps in available data concerning foodservice and specifically about the role of foodservice attractions. Time as the saying goes, is precious; and this research, perhaps, the first of its kind concerning the attractions sector of Ghana's tourism industry had also recognise inevitable restrictions of time which impacted directly upon the sample size. In addition, a number of suggested unique attractions could not be included in this research because of the poor road-network, which made travelling around the country difficult. Although the researcher's sponsor, the Ghanaian government was prepared to sponsor a model authentic foodservice outlet at the selected attractions, the idea was abandoned because of the time limits for this study.

9.4 Recommendations

This research complemented previous studies regarding the role of foodservice and tourism at different destinations (Sheldon and Fox 1988; Hyjlager and Corigliano 2000; Haukeland and Jacobsen 2000), in investigating foodservice at visitor attractions in Ghana. To build upon this study, and support enquiries concerning foodservice and visitor attractions for the benefit of visitors who demand 'golden locations', the study proposes the following recommendations for future research:

1. To conduct a comparative study of a developed country and developing country in regard to the role of foodservice at visitor attractions
2. To evaluate critically the impact of foodservice outlets offering authentic national cuisines in comparison with a range of alternative cuisines in a range of cultural contexts.

9.5 Summary of Research

The research revealed that although developing foodservice outlets at Ghanaian visitor attractions have been overlooked and virtually ignored, it was possible to employ modern means to re-organise the traditional practices for the attractions.

The importance attached to food as part of visitors' overall experiences, was highlighted throughout the study and the findings both qualitative and quantitative identified a high demand for foodservice outlets at attractions.

This research was conducted on the development of foodservice to support the development of visitor attractions in the Ghanaian context. It focussed on tourism, visitor attractions, and foodservice outlets within the country and at the attractions. The research revealed an acute paucity of published data on the topic and virtually none on the research setting, regarding tourism and foodservice activities. The study embarked on a two Phase primary data collection in the research setting to support the research into the development of authentic foodservice to support the visitor attractions in Ghana.

A mixed method approach used participant observations, group and individual interviews in Phase1 and a visitor survey and interviews in Phase2. Appropriate analytical measures: content analysis for the qualitative and Statistical Package for Social Science, for the visitor survey. The objectives and discussions are justified in this chapter to correspond to the ideals of this research. The findings through the content and SPSS analytical tools identified a high demand for foodservice outlets at attractions.

The research has confirmed that very little is known about Ghanaian visitors' attractions due to lack of publicity and the supply of basic facilities, exemplified by foodservice provisions. Proposals for the introduction of a national licensing and inspection agency to oversee the operations of family owned businesses at visitor attractions with the possible gradual introduction of franchised operations are, it is suggested, appropriate in terms of adopting a more strategic approach involving the adoption of local cuisines to make these foodservice outlets both efficient and effective given the unpredicted environmental and market forces suggested in other studies (Simoes and Dibb 2001; Ottenbacher and Harrington 2009).

In this way, these alternative approaches to the development of foodservice outlets could be applied by adopting the idea of using the 'localised' of foodservice products as suggested by Vieregge et al (2009); Choo et al (2006) to assist in the development of Ghanaian visitor attractions.

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APPENDICES

Appendix 1

Sixth International Conference Culinary Arts and Science ICCAS 08

**University of Stavanger
Norwegian School of Hotel Management, Norway
23 June – 27 June 2008**

Manuscript No: ICCASMS 1036

Utilising Authentic Foodservices to Support the Growth of Tourist Attractions in Ghana

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Abstract

Countries frequently embark on the development of tourism and related industries to improve their economies and the foodservice industry has the opportunity to add value by supporting the varying experiences sought by visitors to tourist attractions. Ghana is one such country, which has a range of attractions grouped under the categories; cultural, heritage and natural, demanded by visitors. However, foodservice operations at the sites are limited. This paper utilises political, economic, socio-cultural and technology (PEST) to investigate the development of authentic foodservices and asks whether this will support tourism in the country.

Introduction

The foodservice industry may be defined as an industry with the knowledge and technology to supply food and beverages within a good ambience for consumers, thereby providing a unique and memorable experience (Novey-White, 2007). The diverse impact of foodservice operations on people is reflected in the options available for meals outside the home. It has, therefore, become one product that can be found at virtually every destination. This has promoted the development of operational techniques geared towards economic gains more than the provision of authentic food. From the traditional cook and serve of independent and multi-units through to franchise and contract catering, foodservice operators make use of technology and labour expertise to supply nutritious meals for visitors/tourists from around the world.

The focus on the value that foodservice operations bring has been overlooked and downplayed in Ghanaian tourism activities. This paper explores the dilemma of providing foodservice operations at attractions.

The Development of Foodservices

The concept of eating outside the home dates back to the nineteenth century when it was more for the sustenance of farm workers (Burnett, 2000). Cousins et al, (2002) describe the current eating out scene as the inception and development of more operational units to franchise and contract out their products to satisfy demands of consumers seeking not only physiological but psychological, economic and social needs.

Allen, (1998) uses thirteen instances to demonstrate the foodservice's theory of evolution to explain the development of foods outlets, as a pull factor for consumers' eating out practices. He describes the use of varying dishes and techniques in attracting consumers to restaurants that were in their decline in the US. Similarly, Carter, (1997) argued with the innovative diffusion theory to demonstrate the rate of eating out in Australia. He further utilises the theory to test the potential of introducing US food production system into Australia's foodservice industry highlighting the economic status, compatibility, trial-ability, observe-ability and complexity factors. Since then the industry has seen an ongoing process of growth that is likely to continue at a more rapid rate to meet the demands of today's consumers (Caira, 2007). Telfer and Hashimoto, (2003) observe the system as a benefit for attractions to enhance the overall experience. It is however noteworthy that the foodservice industry shown in Figure 1 operates on both a profit and non-profit basis.

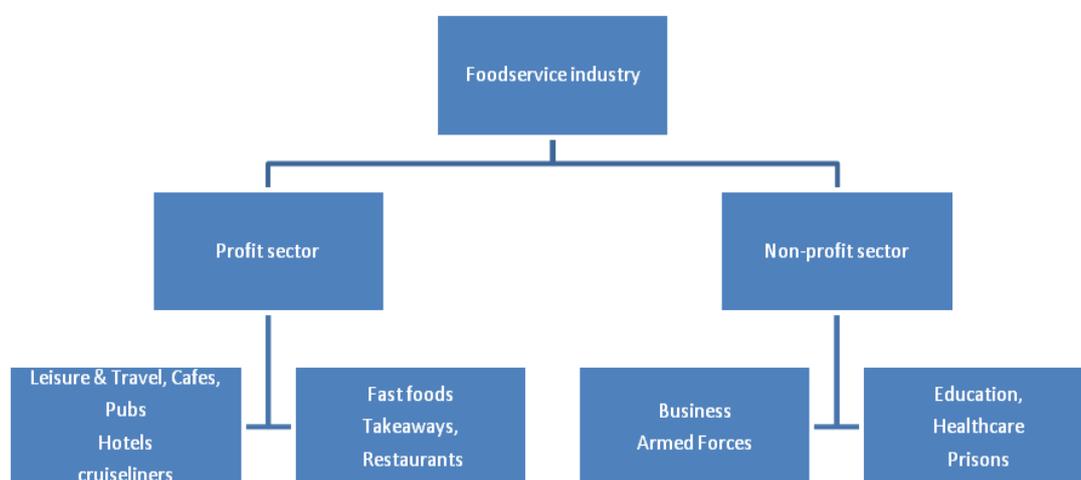


Figure 1: Examples of types of Foodservice operations and divisions

The increase in foodservice operations, with availability of foods to encourage eating outside the home has been a mixed blessing. Recently, an upsurge of diabetes and obesity continue in the process of sampling and enjoying varying food to cancel out prospective benefits (Edwards et al, 2006).

Foodservice operations within destinations are designed, to increase the economic benefits for stakeholders, be they companies or individuals. Different types of foodservice operations have therefore become practicable ways through which the demands of visitors/tourists are supplied.

Most foodservice outlets engage in quick service and for the most part utilise cook-chill or cook-freeze to enhance operations to increase supplies to meet high levels of demands (Creed, 2001; Rogers, 2005). The food could be eaten on the spot or taken away as seen in take away outlets, mainly by roadsides that operate without on-site eating facilities. Restaurant operations have full table settings for eating but consumers could prefer to dine and engage in social activities, which may not be feasible with take away outlets. Leisure and travel, cafes and in some cases, pubs offer foodservice operations as additional facilities to consumers engaged in other activities.

Contracting out and franchises could perhaps be suggested as best practices for the proposed foodservice development at attractions in Ghana. Contracting out is a business strategy that involves the provision of foodservice operation through a different company within an agreement.

Whichever strategy is adopted reduces costs in production, affect the pricing of food and increase consumption rates. Franchise as a business format implies selling a licence to another person to operate under brand names therefore, making it possible for individuals to enter into the foodservice industry and expand the food business (Cox and Mason, 2007). It is a stabilised form of foodservice operation attracting the attention of financial institutions, to readily make available to prospective franchisees loans in setting up the outlet.

Tourism and Foodservice industries in Ghana

Ghana in West Africa lies on the Gulf of Guinea and has a population of approximately 23m. It has an estimated land size of 238,534 square kilometres, which is divided, into ten administrative regions as shown in Figure 2. Although, Ghana has tourist products and considerable potential, tourism is now at the early stages of development. Tourism in Ghana has been actively attracting visitors and has embarked on sustainable development of tourism as a means to support the economy. In 2004, Ghana achieved a ten percent increase in international tourism and envisages attracting up to one million tourist arrivals at the end of 2007, spending in the order of US\$ 1.5 billion (UNWTO, 2005).



Figure 2: Map of Ghana showing the ten regions

A tour around the country, starting from Greater Accra region, to the Upper East and West, the Northern, Brong Ahafo, Ashanti, Central, Western, Volta and finally Eastern region, highlights over fifty sites of natural, heritage and cultural tourism products. Table 1 identifies examples of tourist attractions in the country, which are categorised as cultural (art and craft centres), heritage (castles, forts and museums) and natural (game parks, gardens and waterfalls). The government is directly involved in the development of tourist attractions in Ghana, has formulated, and implemented policies to promote sustainable tourism through ecotourism, leisure and flora tourism.

Table 3: Examples of attractions in Ghana

Categories	Names of Attractions		
Cultural	Centres for art and culture	Craft markets	Local markets
Heritage	Museums	Castles	Forts
Natural	Game Parks	Gardens	Waterfalls

While foodservice is a characteristic of all destinations, recent developments in tourism suggests that very often the success of a tourist/visitor attraction lies in the provision of foodservice facilities that enhance the experiences sought (Hyjalager and Corigliano, 2000; Dieke, 2000). The industry has evolved over time to satisfy the demands for authentic foodservice and the Ghanaian tourism environment is no exception to this global development.

Ghana has extensive tourist resources and unique culinary treasures and traditions. Developing culinary highlights is one way in which the country may begin to build international interest in its existing tourist attractions. Foodservice development is grounded in the assumption that food is one of a region's greatest offerings through which tourists can recognise their common humanity across the dining table. Visitors require the supply of foodservice products at tourist sites to enhance their experiences, and not simply to satisfy their physiological demands (Boyne et al, 2003). They desire education about the food being consumed through observing the production process and labelling (Murdoch and Miele, 2004).

The Development of Foodservice operations in Ghana

In line with the aforementioned, any foodservice operation, such as independent, chain, contract or franchise depends to an extent on the type and suitability of the proposed strategy for a particular environment. According to Slack and Lewis, (2002) one option for the operation of the industry is to retain all aspects of production and the other alternative is to outsource the work.

Ghanaians use food for all occasions, for instance a naming ceremony, marriage celebrations, funerals and festivals. Food is used to bridge gaps and solve conflicts among neighbours and families. Additionally, food is used to identify people from the ten regions; each region has a speciality, often using similar ingredients. Food is also offered as a sign of hospitality for unannounced visitors, for instance the culture permits relatives and friends to visit without prior notice. Ghanaians tend to neglect portion control when cooking at home. More food is prepared than is necessary and is kept for unexpected guests.

Ghanaians have varying types of dishes as a result of differences in ethnic food items within the ten regions of the country. Food services mostly operate using specialities according to what is grown in the country and at the same time, in a wide range of outlets, from food vendors to high class restaurants. In addition to the traditional variations of food served, boiled rice is offered in most foodservice outlets to satisfy the needs of those who may not be conversant with specific dishes. Under normal circumstances, families enjoy a three meal pattern based on the availability of the homemaker. In situations where the mother is a full time worker, the family eat from various foodservice outlets particularly during the daytime.

Tourists prefer and desire to experience the culture of a destination through the cultural artefacts such as the customs, flavour and quality of food. Identification of foods developed as authentic dishes, may potentially meet the demands of visitors and encourage re-visits (Boyne et al, 2003). It could perhaps be useful to develop authentic foodservice operations and dishes within a framework of sustainable tourism to preserve not only the attractions but also the food traditions.

Authentic foodservice implies the use of food products that have a bearing on the particular area or the community in which the attraction is located (Food Standard Agency, 2007). Furthermore, authentic may be used to make distinctions of food that may be similar either in name or appearance but originate from different areas.

It also possibly describes the origin of the recipe used in the production process. Currently, it could be argued that foodservice operations in Ghana do not establish the supply of products of an authentic nature, particularly in relation to tourist attraction sites and therefore foodservice provisions do not necessarily reflect the traditional/typical dishes and beverages of Ghanaians.

Political, Economic, Socio-cultural and Technology (PEST) are some of the key issues receiving increasing emphasis as preparations are made to strategise foodservice operations at attractions in Ghana. The demands of consumers may determine what and how food is provided. However, the policies and economic resources/activities that are available within a particular socio-cultural environment usually determine the type of technology that will be utilised to increase production levels to satisfy consumer demands (McCullem et al, 2003).

Increases in consumer demand, are said to enhance economic activities through investments where services and expertise of the community are engaged along with policies and technology inputs to produce more to satisfy the demand.

Politically, stakeholders may have to re-examine their food policies, tax laws and production of food; for example, use of processed food implies a shift from traditional cookery. Inclusion and strict enforcement of food safety and health issues as applied in other countries create confidence in visitors/tourists to consume products supplied at tourist sites in Ghana. Authentic foodservice may imply use of local food items prescribed as intervention for nutritional deficiencies as demanded in the various regions.

A sound economy forms the basis for developments in a country and this enhances productivity at the attractions and encourages local participation. Subsidies from government or strategic policies on food taxes reduce production costs and tend to make food cheaper for consumers. The economic factor also influences policies and strategies adopted for foodservice development. What is grown and how it is grown affect the yield and costs of foodservice products. Increased income and improved standards often give birth to changes in food and eating patterns

The norms and rules governing the consumption of food are important for developing foodservice in Ghana due to differences in Ghanaian and Western cultures. In the social context, Ghanaians will eat with the hand especially 'fufu': a local dish prepared from a combination of cassava (*Manihot esculenta*) and either plantain (*Musa parasidiaca*) or, cocoyam (*Colocasia esculenta*). Traditionally the left hand is not accepted for eating especially for eating 'fufu' no matter the environment in which the food is served. Socialising with food for most Ghanaians means eating from one plate, which is preferred to each person taking a plate of food.

Technology in Ghana is not as advanced as the western world where industrial machines are used for foodservice production. There exists the traditional cook and serve system, which utilise local equipment to provide food due to the inability to source, funds for the purchase of industrial machinery. However, support from government bodies and charity organisations may provide facilities such as for cook-chill and cook-freeze equipment to enhance operational outlets as needed. This strategy is of importance to developing foodservice at attractions to preserve foodstuffs mostly affected by food spoilage organisms.

Foodservice at Tourist attractions in Ghana

It could be argued that a vibrant global tourism industry has led to a significant growth in the economies of tourism destinations. Countries such as Ghana, are seriously considering developing a national tourism industry. Tourism research can be focused on many variables such as, demand, supply and capacity especially within the provision of foodservices. Efforts are being made to re-package the foodservice provision at attractions to construct a new image, which will replace vague or negative images previously held by residents, visitors and investors alike. It could be said that the foodservice sector in Ghana now has the task of training individuals to acquire skills necessary for operations suitable for both international and domestic visitors, and required for consumption by a newly sought market (Knight and Kotschevar, 2000). Though foodservice operators and government are divided on the provision of foodservice at attractions a possible collaboration of the two on achieving viable attitudes towards reduction and recycling of energy and resources will perhaps lower operational costs.

The independent system of owner manger operation exists in the country. However, for foodservice operations at attraction sites, there is a choice of franchise or contracting as best practice for Ghana. While franchises offer a 'successful' foodservice operator monopoly over the sites, contracting could perhaps be beneficial to a number of operators to gain access to the tourism market. The basic requirement at this point is to promote Ghanaian food and beverages to attract overseas visitors as well as sustain traditional foodservice operators. Given a sound economic base, the operator could work with foodservice partners from other countries to exchange culinary ideas and use technology to promote the global tourism expected by consumers.

Challenges facing the development of Foodservice at Attractions in Ghana

Though the industry seems to have varied challenges, the major one that requires urgent attention with regard to foodservice development at sites of attractions in Ghana, is the basic infrastructure, i.e. access roads to tourists attractions.

Education on both health and safety issues have to be stressed in foodservice laws and regulations to promote consumption of products are political issues that could be included in the formal educational process from the basic level to cover food and beverages. Organising adequate training for staff within the tourism industry such as, tour guides and food operators will enhance their skills to meet the needs of tourists.

Another challenge is to identify the potential attractions hidden in the forest zones that need the development of foodservice outlets for visitors. Other challenges for the industry are presenting the sites to suit the local market, or domestic tourism, which represents a significant market. International visitors may be interested in traditional cookery but perhaps the local community would appreciate foods that may be different from what is eaten daily.

Conclusions

Foodservice operations require analysis regarding their role in the development process. This paper looked into issues of PEST for developing authentic foodservice at tourist attractions. Varying techniques are adopted for foodservice operations to meet the global tourism activities. Most destinations make use of food to sustain and encourage re-visits to attractions. Though Ghana has diverse resources for tourism, much is still to be developed, specifically in relation to foodservice operations at the sites. This does not support the global tourism required for current travellers seeking natural, cultural – heritage assets.

In view of this, it is argued that, as a matter of urgency, the collaboration of stakeholders and tourism stakeholders in Ghana, to promote foodservice outlets at attraction sites should be encouraged. Developing foodservice products for tourists perhaps requires authentic foods related to typical Ghanaian cuisine. Such foods could themselves be attractions in certain areas of the country while supporting the development of other attractions at the same time.

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Appendix 2

Food and Drug Board/Tourist Board Check list for Foodservice Ourlets at Visitor Attractions

GHANA TOURIST BOARD

Inspection Schedule (Field Sheet) for Inspection and licensing and Classification of Catering Establishments in Accordance with Legislative Instrument 1205

NAME OF UNIT:

LOCATION:

INSPECTION DATE:

INSPECTORS:

1)

2)

3)

TEAM CONDUCTED ROUND BY:

DESIGNATION:

SIGNATURE:

GHANA TOURIST BOARD

RESTAURANT FAST FOOD AND NIGHT CLUB ESTABLISHMENT
ASSESSMENT SCHEDULE FOR LICENSING AND GRADING

GUIDE:

- i) Mark the columns as appropriate i.e. tick whether facility is available or not available
- ii) Indicate suitability or unacceptability of the facility/service reflecting comfort etc.
- iii) Give a comment where, in your opinion, further clarification would be useful, particularly in applying the concept of quality and / or where a simple Yes or No not be applicable can be indicated.

ENTERPRISE:

Name:

Address:

Location:

Telephone No:

Fax No

E-mail address:

Sitting capacity:

Cuisine:

Tariffs (average per person)

Hours open:

Tax

Guest toilets:

(F)

(M)

Staff strength:

(F)

(M)

Floors above ground:

Date (year) unit first opened:

MANAGEMENT:

Name of manager:

Sex

Age:

Educational background:

Professional experiences, etc:

A. FIRST IMPRESSIONS

		AVAILABILITY		ACCEPTABILITY		COMMENTS
		YES	NO	YES	NO	
1.	Motorable access road					
2.	Sign posting & labelling					
3.	Car park (adequacy)					
4.	External security lighting					
5.	State of care					

CONCLUSION:

6. PASSAGE / CORRIDORS

State of care – acceptable / Not Acceptable

CONCLUSION:

7. DINING AREA

		AVAILABILITY		ACCEPTABILITY		COMMENTS
		YES	NO	YES	NO	
1.	Furnishing					
2.	Setting / Layout					
3.	Waiters					
	- Training					
	- Appearance					
	- Skill					

CONCLUSION:

8. WASHROOMS

		AVAILABILITY		ACCEPTABILITY		COMMENTS
		YES	NO	YES	NO	
1.	- Gents					
2.	- Ladies					

CONCLUSION:

9. BARS

		AVAILABILITY		ACCEPTABILITY		COMMENTS
		YES	NO	YES	NO	
1.	- Running water					
2.	- stocks (drinks, glasses)					

CONCLUSION:

10. GROUNDS

State of care:

B. PRIVATE AREAS

11. KITCHEN

		AVAILABILITY		ACCEPTABILITY		COMMENTS
Cooking equipment						
Freezing equipment						
Preparation boards						
Dry storage						
Ventilation						
Extractors						
Running water						
Disposable bin						
Cold room						
Floors						
Walls						
Utensils						
Pantry						

CONCLUSION:

12. STAFF CHANGING ROOM

		AVAILABILITY		ACCEPTABILITY		COMMENTS
		YES	NO	YES	NO	
1.	Lockers					
2.	WC/ Showers					

13. UTILITIES

	AVAILABILITY		ACCEPTABILITY		COMMENTS
Medical					
Water storage					
Alternative lighting					
Fire extinguisher					

14. STOCK

	AVAILABILITY		ACCEPTABILITY		COMMENTS
Linen					
Provision					
Drinkables					
Foodstuffs					
Fittings etc					

CONCLUSION:

15.

1. Town and Country Planning permit (in case of conversion)
2. Environmental Health Unit: Ministry of Health (Local Authority)
3. City Engineers (Building Permit)
4. Commissioner of police (Criminal Investigation Department)
5. Business registration Certificate
6. Menu Card (current)
7. Report from Ghana National Fire Service
8. Medical reports on current staff

SUMMARY OF FINDINGS – BY THE INSPECTION TEAM

Areas where the state of care is unsatisfactory / unacceptable:

.....

Remarks by the inspection team:

.....

The restaurant has met / not met all the mandatory requirements.

16. Recommended for license
 Not recommended for license

17. LICENSE APPROVED / NOT APPROVED
 GRADE APPROVED / NOT APPROVED

18. COMMENTS / RECOMMENDATION FOR APPROVAL

.....

SIGNED: HEAD / QUALITY ASSURANCE DATE

DIRECTORATE:

1.
2.

POSITION	NO.	EDUCATIONAL BACKGROUND	CERTIFICATE OBTAINED	SEX	AGE	SALARY
1. MANAGER (FULL TIME)						
2. ACCOUNTANT						
3. CHEF						
4. COOKS						
5. PANTRYMEN						
6. HEADWAITER						
7. WAITERS						
8. BARMEN						
9. NIGHT WATCHMEN / SECURITY MEN						

Appendix 3

Menu Card at Elmina Castle Foodservice Outlet

Appendix 4

Checklist for initial survey of tourist attractions'

Checklist for survey of attractions

- Type of attraction
- Location
- Ongoing activities
- Duration of tour
- Type of development projects (facilities)
- Visitor arrivals (numbers)
- Provision of foodservice
- Location of foodservice outlet
- Kind of menu provision

Appendix 5

Interview schedule

Semi-structured questions

- What is tourism to you?
- Would you say that tourism in Ghana is well undertaken to meet international standards?
- Do you visit the attractions? Why? Which types do you visit? Why?
- What are your perceptions about the provision of facilities at the attractions?
- Are Ghanaians visiting the attractions? Any explanations to your answer.
- Are there any challenges? Generally and specifically. Why?
- What are your perceptions about food provision in the country?
- Would you say that this is reflected at the attractions? Any explanations?
- Any suggestions about the foodservice operations at attractions.
- If you were to give an advice for tourism developers in the country, what would you say in general terms? And specifically about foodservice operations?

Appendix 6

Introductory letter and Informed Consent Form

SAMPLE OF RESEARCH PARTICIPANTS' INFORMED CONSENT LETTER

Researcher: AUGUSTA ADJEI FREMPONG

Address: 41 BRYANSTONE ROAD
BOURNEMOUTH
BH3 7JF

Tel: Mobile: +44 77 22178993

E-mail: augusad@yahoo.com

January 9, 2007

Dear Sir/ Madam,

RESEARCH PARTICIPANTS' INFORMED CONSENT

I am a PhD student in the Bournemouth University. The title of my research is '*Developing Authentic Foodservice to Support the Development of Tourist Attractions in Ghana*'.

The aim of the study is to undertake a baseline assessment on the status of tourist attractions and foodservice outlets operating within Ghana and particularly at the sites. The issues raised would then be addressed and inform the development of an authentic foodservice system for implementation at the visitor attractions in Ghana. The study will help promote awareness about practical integration of authentic foodservice at Ghanaian visitor attractions, and could serve as foodservice development framework in tourism development in Ghana.

The study shall comprise of group and individual interviews, observations at different stages. Your involvement, cooperation and commitment as a participant in the study are crucial for the information gathering. The purpose of this letter therefore is to give you a prior notice and seek your kind consent to voluntarily participate.

I guarantee that the following conditions will be met:

1. Your real name will not be used at any point during the information collection, or in the written report; instead, you and any other person and place names involved in the study will be given an identification number.
2. Your participation in this research is voluntary; you have the right to withdraw at any point of the study, for any reason, and without prejudice, and the information collected and reports written will be turned over to you.
3. The confidentiality of the information that will be collected would be safeguarded and your privacy and anonymity will be ensured throughout the study and publication of the research material.

In pursuance, to the above, I would be grateful if you could complete the attached informed consent, form before any data is taken on/from you.

You are encouraged to ask any questions at any time about the nature of the study. Your suggestions and concerns are important to me. You may contact me at any time at the address/phone listed above.

INFORMED CONSENT FORM

Please Tick (✓)

I confirm that I have been briefed or read and understand the information to be collected on/from me for the above study and have had the opportunity to ask questions.

I understand that the researcher is a student at the Department of Tourism and Hospitality, School of Services Management, Bournemouth University and that the research is being undertaken as part of the student's research thesis.

I freely and voluntarily consent to the use of my data in this research project.

I understand that I have right to withdraw my consent and forbid the use of my data in this research at any time without giving any reason and without any prejudice to me.

I permit the Department of Tourism and Hospitality, School of Services Management, Bournemouth University, to keep, preserve, use and dispose of the findings from this research with the provision that my name will not be associated with any of the results.

Name of Participant	Date	Signature/ Initials
----------------------------	-------------	----------------------------

Name of Researcher	Date	Signature
---------------------------	-------------	------------------

Appendix 7

Focus group schedule

Topics discussed among participants:

- Discuss tourism, as you understand it
- Your perceptions about tourism in Ghana
- The kind of activities that place at the attractions you have visited in Ghana
- Describe the types of visits normally undertaken in the country – group/individual
- Mention some of your experiences at the attractions and your impressions on visited attractions
- Kinds of developments taking place at the attractions
- Suggestions for improvement
- Available facilities/infrastructure
- Need for foodservice at attractions

- Foodservice operation in Ghana; types of operations
- Mention foods eaten at various foodservice outlets – reasons for such provisions
- Type of foodservice operations at visited attractions, kinds of foods provided, explanation to such provisions
- Adequacy of foods provided, suggestions for amendments - your preferred food (s) for attractions
- General perceptions/ impressions about foodservice and visitor attractions
- Explain in your own way the function (s) of foodservice at attractions

Appendix 8

Visitor Survey Questionnaire

Questionnaire

Developing Authentic Foodservice to Support the Development of Tourist Attractions in Ghana.

My name is Augusta Adjei Frempong a PhD student at Bournemouth University in the UK. The aim of this research is to critically evaluate the integration of authentic foodservices into the management of visitor attractions. The following questions are designed to assess the demands of visitors at attraction sites. This will assist in promoting foodservice operations at the sites. It will therefore be appreciated if you could spare some minutes to complete this questionnaire. The research is for academic purposes and any information given will be strictly treated as confidential. The results of this research will be combined to evaluate the demands and further make proposals to stakeholders. You are assured of confidentiality. No individuals name or responses will be published.

Thank you for participating in this research.

FIRST SECTION

The questions in this section concern your general travel patterns and together with some introductory questions about your visits to tourist attractions in Ghana.

Q 1

How often a year do you travel away from your home for more than 24 hours	For pleasure	For business
Often (5+ times a year)		
Occasionally 1-4 times a year		
Rarely less than once a year		

Please complete for both business and pleasure

Q 2 Have you travelled to Ghana before? Yes / No

If yes go to Q 3, If no go to question Q4

Q 3 If yes, please give details (**tick only one**)

Reason(s) for visit	Number of times
Business	
Leisure	
Medical	
Visiting friends	
Other- please specify	

Q 4 Please rank in order the most important sources for you of information on Ghana's tourist attractions

(1 being the least important and 7 the most important)

Source of information	1	2	3	4	5	6	7
Internet							
Radio							
Friends							
Family							
Television							
Posters/billboards							
Any other- please specify							

Q 5 Which of the following types of attractions have you visited in Ghana; **please tick all that apply and indicate if these were half day or full day visits E.g. 1 or ½**

Type	Visited	Half day	Full day
Cathedrals/Mosque			
Culture and art centres.			
Forts and Castles			
Game parks			
Gardens			
Lakes/Lagoons			
Local markets			
Mausoleum / Museums			
Sanctuaries			
Waterfalls			
Others – please specify			

SECOND SECTION

The questions in this section relate to your overall impression of this particular attraction

Q 6 Please tick the appropriate box (es) to demonstrate how you travelled to this attraction – If you used more than one means of transport; please **indicate in order of importance i.e. Train most important 7, in addition part of the journey by taxi 6 . Use 7 for the main or first transport and 6 for the second transport. 5 for the third etc**

Means of transport to site	1	2	3	4	5	6	7
Bus							
By foot							
Hired car							
Private car							
Taxi							
Tour bus							
Train							
Other – please specify							

Q 7 On a scale of 1 to 7 please assess the ease of travelling to this attraction (please tick one box)

Very Easy 1 2 3 4 5 6 7 Very difficult

Q 8 Please rank the overall impressions about this attraction
(1 very poor impression – 7 very good impressions)

	1	2	3	4	5	6	7
Reception							
Site design							
Entrance Price (If applicable)							
Variety of activities to do							
Information services							
Toilet / Washroom facilities							
Places to sit and relax / picnic							

Q 9 Other than food and drink services what TWO actions would improve the quality of your visit to this attraction.

- 1.....
- 2.....

THIRD SECTION

This section is interested to learn about your views of the Foodservice /Catering arrangements

Q 10 When you visit a tourist attraction do you - please tick the alternative, which reflects what you normally do

Normally take food with you	
Normally expect to purchase food at the attraction	
Normally expect to purchase food on your journey to or from the attraction	

Q 11 How important a part of the overall experience is the food / meal you have when visiting a tourist attraction please tick only one box

Of no importance	
Of some importance	
Quite important	
Very Important	

Q 12 What sort of food would you like to see at this attraction? **Please tick only one**

Authentic Food	<input type="checkbox"/>
No preference	<input type="checkbox"/>

Q 13 What type of service would you like to see at this attraction? **Please tick all that apply**

Vending and snack bar	<input type="checkbox"/>
Self service restaurant	<input type="checkbox"/>
Full service restaurant	<input type="checkbox"/>

Q 14 Do you prefer a particular food(s) for lunch? Yes No

Q 15 If yes, what kind of foods do you usually prefer for lunch. -----

Q 16 How interested are you to try ‘typical’ regional local foods / meals when visiting an area / region new to you (please tick the box that applies)

I would avoid new ‘local’ foods	<input type="checkbox"/>
No real interest	<input type="checkbox"/>
Some interest	<input type="checkbox"/>
I am very interested to try ‘typical regional foods	<input type="checkbox"/>

Q 17 Would you expect the catering at this site to make use of

	Yes	No
Freshly grown foodstuffs	<input type="checkbox"/>	<input type="checkbox"/>
Pre-prepared commercial foodstuffs	<input type="checkbox"/>	<input type="checkbox"/>
A mixture of both	<input type="checkbox"/>	<input type="checkbox"/>

Q 18 If you have bought or considered buying food at this attraction how on a the following scale would you assess the price please tick only one box

Very Low Price	<input type="checkbox"/>
Low Price	<input type="checkbox"/>
Good Price	<input type="checkbox"/>
High price	<input type="checkbox"/>
Very high price	<input type="checkbox"/>

Q 19 If you have bought food at this attraction how would you assess the 'value for money' please tick only one box

Very poor value	
Poor value	
Good value	
Very good value	

Q 20 From what you have seen how concerned are you about standards of food hygiene at this attraction? Please tick only one box.

I am so concerned I would not eat any food provided here	
I am concerned	
Some slight concern	
They seem fine	

Q 21 What word(s) best describes the food you ate in terms of texture and taste, please give one response only for each variable

	1	2	3	4	5	6	7
	Dislike Extremely	Dislike very much	Dislike Slightly	Neither Dislike nor Like	Like Slightly	Like very much	Like Extremely
Texture							
Taste							

Q 22 In regard to your normal eating behaviour how would you describe your attitude on a seven point scale where 1 is very adventurous 7 is very conservative (**please tick only one box**)

Very conservative 1 2 3 4 5 6 7 Very adventurous

Q 23 Which best describes the extent you think Authentic cuisines enhance a visitor's experiences at tourist attractions? (Please tick one)

No enhancing effect 1 2 3 4 5 6 7 A significant effect

Q 24 Please indicate on the scale below if you likely to visit this attraction again in the next 5 years (Please tick only one)

Very unlikely 1 2 3 4 5 6 7 Certainly to visit again

Q 25 If you were to visit again please indicate if you would eat from a catering outlet at this attraction (Please tick one box)

Definitely not 1 2 3 4 5 6 7 Certainly

Q 26 Bring a packed meal to this attraction (please tick one box)

Definitely not 1 2 3 4 5 6 7 Certainly

Q 27 In what TWO ways could food service / availability at this attraction be improved.

1 _____

2 _____

FOURTH SECTION Personal Details I would be grateful if you could provide some information about yourself to enhance my analysis of all the responses I receive

Q 28 How old are you? (Please tick ✓)

Below 18	
18-39	
39-59	
59 and above	

Q 29 What is your gender? Female Male

Q 30 Marital Status: Married Single

Q 31 What is your nationality?

Q 32 Please tick the box which best indicates your educational background or your 'highest educational achievement'

Basic level (primary)	
Secondary schooling (high school)	
Technical/Vocational	
Under-graduate	
Graduate degree	

Thank you for participating in this research enquiry.

Appendix 9

Interview schedule (Phase 3)

These recurring issues cropped out in the questionnaire administered at the visitor attractions. Visitors made suggestions/ comments in the open-ended questions for improving the attractions and foodservice provisions (2 suggestions for the attractions and 2 for foodservice operations). In order to do justice to both sides (visitors and staff), these issues were referred back to the staff to give their explanations/ suggestions/ comments.

- Display of Site Map / Signage / Brochures
- Literature/published data
- Staffing
- Places to sit and relax
- Facilities
- Visitor experiences
- Food supply
- Prices of food
- Preparation of food
- Staffing
- Taste of food
- Lack of food

Appendix 10

Adinkra symbols

	<p>'Gye Nyame' (Except God). The Akans believe that no earthly being has the knowledge about the beginning of the world and no one has knowledge about the end of the world 'except God'</p>
	<p>'Hyeanhye' (cannot be burnt). The Akans believe that a person is imperishable, because of the toughness and permanency of the Soul. This is based on the perception that the Soul originates from God and therefore a true image of God. The implication is that there is life after death; when a person dies, he/she goes into another world where life continues.</p>
	<p>'Nyame biribi wo soro na ma enmeka m'ensa' (God, there is something in the heavens; let me receive it in my hands. This symbol was believed to carry good luck and was normally hanged on door lintels.</p>

Appendix 11

Botanical Names for Selected Ghanaian Foods

Common name	Scientific name	Useful product
African star apple	Chrysophyllum deleveyi	Fruit
Bambara beans	Voandzeia subterranean	Seed
Baobab	Adansonia digitata	Green Leaves
Bitter leaf	Vernonia amygdalina	Green Leaves
Cassava	Manihot esculenta	Tuber
Cocoyam	Colocasia esculenta	Corm and leaves
Cowpea	Vigna unguiculata	Seeds
Greens	Amaranthus spp.	Leaves
Groundnut	Arachis hypogaea	Nuts
Guava	Psidium guajava	Fruit
Guinea corn	Sorghum vulgare	Grains
Miraculous berry	Synsepalum dulcifum	Fruit for sweetener
Okro	Abelmoschus esculentus	Fruit/Leaves
Pawpaw	Carica papaya	Fruit
Plantain	Musa parasidiaca	Fruit
Tiger nut	Cyperus esculentus	Swollen rhizomes
Water yam	Dioscorea alata	Tuber
Wheat	Triticum	Grain
Yam	Dioscorea esculenta	Tuber

Appendix 12

Kokonte



Kokonte flour



Cooked kokonte