Private sector implementation of responsible tourism: Stake's Instrumental Case Study Approach

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Abstract

Following Stake's Instrumental Case Study Approach this article sets out to explore private sector implementation of responsible tourism practice with Stormsriver Adventures, an eco-adventure tourism business located on the Garden Route ofSouth Africa, as the case in question. Multiple methods of data collection, including the key-informant sampling strategy, Stake's methods of data analysis and the member checking process were used to achieve scientific rigour. The study makes a novel contribution to the body of knowledge through the utilisation of Stake's Instrumental Case Study Approach, which encompasses the use of the single, qualitative case, to the field of Tourism. In this study, tourism-community relationships theory is adapted within the context of responsible tourism. The significance of the research is that an in-depth understanding of responsible tourism is achieved. Through the use of the inductive approach conclusions reached are applicable to Stormsriver Adventures as well as to the private sector.Recommendations are made to researchers using this specific methodological approach.

Key words: Stake's Instrumental Case Study, qualitative research, responsible tourism, constructivism, tourism-community relationships

Introduction

The use of case study research within the field of tourism and hospitality is popular (Altinay & Paraskevas, 2008: 77). However, this approach is not without criticism, and, when compared to other methods, is often found to lack rigour (Rowley, 2002:16). Tourism case study research is criticised for being "a-theoretical, area-specific, one-time and not following methodological procedures" (Xiao & Smith, 2006: 739). Further, misunderstandings pertaining to the case study relate to issues such as generalisability, subjectivity and validity (Flyvbjerg, 2004: 421). Despite the popularity of case study research in tourism, the scientific rigour of case study as a methodology needs to be addressed. The origin of case study research is traced to the 1930s (Xiao & Smith, 2006: 739, citing Platt, 1992). Case study is frequently used as a methodology in the following fields and / or disciplines: "anthropology, psychology, sociology, political science, social work, business / marketing, organisational research, community studies, innovation and technological changes, life histories of individual or families, industrial relations, education, law enforcement, public health, planning and development and even program evaluation" (Xiao & Smith, 2006: 739, citing Ghauri &

Gronhaug, 2002; Gilgun, 1994; Yin, 1981b, 2003a,b). The link between tourism and the social sciences, as indicated above, requires a multidisciplinary and interdisciplinary approach in order to enhance "a more comprehensive understanding of tourism" through theory and methodology (Holden, 2006: 1-2). However theoretical and methodological references as well as how they are linked to interdisciplinary and multidisciplinary approachestotourism research are often lacking.

Furthermore, an observation made pertaining to case study research generally is that Yin (2003, 2009) and Stake (1995) are cited by researchers – Yin (2003, 2009) more so than Stake (1995) and when Stake's (1995) approach is acknowledged, it is often used in conjunction to Yin's (2003, 2009). This has a negative impact on the credibility of the research in that Yin's (2003, 2009) work reflects a post-positivist philosophical perspective, while Stake's (1995) approach is considered constructivist (Boblin, Ireland, Kirkpatrick & Robertson, 2013: 1267).The implications of basing research on differing philosophical approaches are presented by Boblin*et al* (2013: 1268) stating that post-positivist research "seeks truth through valuing process, stressing the primacy of the method, and seeking an ultimate truth or reality." It is further noted that control, predictability and rationality are emphasised (Crabtree & Miller, 1999) and Creswell (2013) observes that post-positivist research can be reductionist and deterministic, based on a priori theories, cause-and-effect orientated and logical (as cited in Boblin *et al*, 2013: 1268). In contrast, as noted by Boblin *et al* (2013: 1268), constructivist researchers view truth to be relative: "it is the result of the perspective", and they further observe that discovery and interpretation occur simultaneously as they are "embedded in the context'" (Crabtree & Miller, 1999, cited in Boblin *et al*, 2013: 1268).

These two case study approaches result in distinct paradigmatic differences and consequently have implications for research design. For example, Boblin *et al* (2013: 1268) observe that Yin's (2003, 2009) use of conceptual framework and propositions differs from Stake's (1995)who advocates that a conceptual framework is not a necessity and if used, tends to be flexible and relatively unstructured. Such differences reflect that not only are the underlying philosophical assumptions of Yin (2003, 2009) and Stake (1995) different; the manner in which the researcher goes about conducting research will be influenced by the particular case study approach that is utilised. Stake's Instrumental Case Study Approach encompasses the single, qualitative case. Stake (1995) lists three different types of case studies –the intrinsic, instrumental and collective case study. According to Baxter and Jack (2008:549), the collective case study is similar to Yin's multiple case study, and the difference between Stake's intrinsic and instrumental case study is that, with the intrinsic case, the case itself is of interest whereas in the instrumental case, the case is of secondary interest as the focus is on understanding a particular issue or phenomenon or to refine a theory.

The focus in this particular research study wasto gain an in-depth understanding of the phenomenon of responsible tourism. Consequently, Stake's Instrumental Case Study Approach was deemed appropriate.Responsible tourism is defined as being "a tourism management strategy in which the tourism sector and tourists take responsibility to protect and conserve the natural environment, respect and conserve local cultures and ways of life, and contribute to stronger local economies and a better quality of life for local people"(Republic of South Africa, 2011:5). The South African Government proposed responsible tourism as the guiding principle for sustainable tourism development in 1996 in the *White Paper on the Development and Promotion of Tourism* (Goodwin, 2011: 138; Spenceley, 2010: 4). However, private sector implementation of responsible tourism practices in South Africa since 1996 was slow and perceived to be challenging (Frey & George, 2010: 107).For this reason Stormsriver Adventures (SRA), reputed to be business best practice in its implementation of responsible tourismmanagement practices and having won numerous awards to this effect, was selected as the case study or unit of analysis to determine how and why responsible tourism 'works' for SRA.

In the next section the article outlines the appropriateness of the application and adaptation of Stake's Instrumental Case Study Approach in order to achieve an in-depth understanding of responsible tourism.

Background

Stormsriver Adventures (SRA) is an eco-adventure tourism business situated in the Tsitsikamma tourism destination, located in the Eastern Cape Province in South Africa. The Tsitsikamma region is marketed as the 'Adventure'tourist destination in South Africa as many adventure products are situated in this area, for example, the world's highest bungee jumping facility, a variety of zip line activities, water tubing experiences, etcetera. SRA offers the world-renowned Tsitsikamma Canopy Tour, first of its kind to be offered in Africa, modelled upon Costa Rica's canopy rain forest tour. The Tsitsikamma region also forms part of the Garden Route, spanning from the Storms River in the Eastern Cape Province to Mossel Bay in the Western Cape Province. Tsitsikamma is a rural area consisting of several villages and settlements. SRA is situated in Storms River Village. The Tsitsikamma Canopy Tour takes place in the Tsitsikamma Forest, an area under the custodianship of the South African National Parks (SANParks) and involves sliding from tree to tree on a steel cable spanning ten slides, thirty meters above the ground, covering distances of up to one hundred and seventy-five metres at a time. The slides are linked by platforms that are built around the trunks of Outeniqua Yellowwood trees, some of which are up to seven hundred years old (www.canopytour.co.za).

Literature Review

Goodwin (2011: 23) acknowledges Jost Krippendorf as the originator of the notion responsible tourism - recognising the influence of his work in the United Kingdom as well as on the South African national policy. Even though responsible tourism is practised in various countries, for example, Thailand, England and New Zealand, its focus differs in South Africa as a result of the principle of '*Batho Pele*' meaning "putting people first" (Republic of South Africa, 2002: 48). Thus responsible tourism within the South African context needs to be understood against the backdrop of South Africa's unique history of transformation.

South Africa was the first country to implement responsible tourism (Goodwin, 2011: 138). Much has been done by the South African Government in terms of legislation to encourage private sector implementation of responsible tourism. However, since 1996, very few tourism businesses have practised responsible tourism successfully (Spenceley, 2010: 1-24). However, on a tourism destination level, the City of Cape Town in the Western Cape Province of South Africa is regarded as a forerunner in the implementation of responsible tourism guidelines (Goodwin, 2011: 142). Responsible tourism is aimed at achieving the goals of sustainable development (Republic of South Africa, 2011: 1). Sustainable development is popularly referenced to the Brundtland Report and is defined as "…development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED,1987). The focus of the Brundtland Report is not on tourism; it is only in 1997 through Agenda 21 that tourism is recognised "as a model form of economic development thatshould improve the quality of life of the host community, provide a high qualityexperience for the visitor, and maintain the quality of the environment on which both thehostcommunity and visitor depend" (Liburd, 2010: 5).

Thus the concept of sustainable tourism development evolved, although some question whether tourism can be sustainable (Butler, 1999; Moscardo, 2008).However, Liburd (2010:

7) argues that sustainabledevelopment should not be perceived as a goal to be achieved, but rather as a processthat is dynamically subject to change.

There are many different and interrelated reasons why a tourism business assumes responsibility for sustainability (Goodwin, 2011: 96). It is further recognised that some businesses contribute towards sustainability while not publicising it (Goodwin, 2011: 97). However, as opposed to the broader global dimensions of sustainable development, responsible tourism is seen to be a local challenge with solutions that would be local (Goodwin, 2011: 154) while sustainable development is said to be "vague", "lacking definition and measurable indicators to determine whether tourism is being sustainably managed towards sustainability"(Goodwin,2011:16, 244). The implementation of responsible tourism to achieve sustainability is thus implemented in different ways by different businesses, and dependent on differing local situations; consequently, there is no single correct manner in which to implement responsible tourism. The need for the business case for responsible tourism is thus recognised by Goodwin (2011) as a case study will allow for an in-depth study of a situation where responsible tourism is seen to be implemented.

Responsible tourism in South Africa is legislatively encouraged by the South African Government as evidenced primarily in the following policy documents: *The Development and Promotion of Tourism in South Africa* (White Paper, 1996)*; ResponsibleTourism Manualfor South Africa* (2002)*; ResponsibleTourism Handbook: A Guide to Good Practice for Tourism Operators* (2003) and*South African National Standard (aka National Minimum Standard for Responsible Tourism)* (SANS 1162: 2011). These policies are interpreted by tourism business owners, managers and employees,yet the understanding and implementation thereof differ from individual to individual. Frey and George (2010: 107-128)investigated private sector implementation of responsible tourism in South Africa andrevealed different understandings of the concept, resulting in different perspectives and attitudes towards responsible tourism.

The definition of responsible tourism has evolved with time, as is reflected in the policy documents listed in the paragraph above. Currently, the definition of responsible tourism as listed in the South African National Standard (2011) recognises responsible tourism to be a management approach. Previously responsible tourism was confused with being a product; at times it was even confused with ecotourism. For example, Goodwin (2011: 39) criticises Spenceleyfor reducing "…responsible tourism to ecotourism, national parks, pro-poor tourism and community-based tourism"; thesebeing forms of alternative tourism that strive to achieve sustainable development in different ways.Responsible tourism can thus be perceived as a management approach by businesses in conjunction with any type of alternative tourism; to this end, SRA is an adventure business that operates according to the principles of ecotourism whilst adopting responsible tourism as a management approach.

The *Responsible Tourism Manual* 2002) and the *Responsible Tourism Handbook* (2003)depict the three pillars of responsible tourism as economic, social and environmental. The latest policy document, namely the *South African National Standard* (2011)*,*adds a fourth pillar, that of sustainable operations and management. The focus of responsible tourism thus far has been on the positive and negative economic, social and cultural impacts of tourism (George, 2007: 290) and has over time incorporated wider issues such as corporate social responsibility (CSR) (Goodwin, 2011) and broad based black economic empowerment (B-BBEE) issues that are driven by sectors beyond the realm of the tourism sector, such as the Department of Trade and Industry. The implementation of such issues are challenging, for example, Magi (2010: 122) concludes that B-BBEE policies do not stimulate tourism development adequately and identify the need for a new strategy for tourism entrepreneurs. For example, SRA's B-BBEE score indicates that it is a "Level 2 125% BBBEE compliant company" (www.stormsriver.co.za). However, SRA scores a relatively low score on the Fair Trade South Africa 2005, 2007, 2009 and 2011 assessments for the *Ownership* aspect on the Tourism B-BBEE Charter (www.stormsriver.co.za). The combination of aspects that encompass the B-BBEE agenda within the context of the business needs to be understood holistically. To this end the use of B-BBEE indicators to indicate quantitative data is proposed (Mason, 2003).

From a methodological perspective, much research conducted on the implementation of responsible tourismby the private sector utilises the positivist worldview. This is the case with research conducted about the implementation of responsible tourism practices by the private sector (Spenceley, 2007; Van der Merwe & Wocke, 2007; Frey, 2007a;Yarona Management Consulting, 2007 in Frey & George, 2010, 107-128). By implication positivism views the world as being objective and measurable as opposed to the qualitative paradigm which is an interpretive, naturalistic approach (Denzin & Lincoln, 2005) that does not lend itself easily to quantitative measurement (Mason, 2014: 50). There are also clear ontological differences between the quantitative and qualitative paradigm: the former views reality as a representation of an objective truth while in the case of the latter truth is relative (Mason, 2014: 51). From an epistemological point of view, the researcher's perception of reality has direct bearing on the manner in which knowledge is gained. Consequently, the manner in which research is conducted, that is, the methodology, is linked to ontology and epistemology (Taylor & Edgar, 1999 as cited in Mason, 2014: 52). Quantitative researchers tend to use deductive approaches while qualitative researchers prefer inductive approaches (Mason, 2014: 52).

Tourism-Community Relationships Theory was developed by Pearce *et al* (1996). At the time they were guided by their research into the problems they encountered in the field of tourism and communities, as well as methodological concerns that they had regarding this type of research, which was mostly quantitative,utilizing surveys requiring respondents to rate a list of tourism impacts derived in a deductive manner. The aim of Tourism-Community Relationships Theory is to provide participants with the opportunity to voice their perspectives. This is achieved through social representation that involves an emic perspective that allows the social reality of the participant to be reflected (Pearce *et al*, 1996: 38). Interviews, for example, are thus considered a more appropriate method than a survey to achieve this. In addition, documentation "of some of the features and defining characteristics of the variants of tourism, types of tourists, and community character being studied" is required as it is recognised that individuals do not derive meaning about their world from personal experience only, but also from magazines, books, the electronic media, etcetera (Pearce *et al*, 1996: 105). Thus Tourism-Community Relationships Theory supports the interpretivist, constructivist and phenomenological worldviews. Stake (1995:65) also cautions against survey-type questions that merely elicit yes / no responses as they restrict the relaying of the participant's unique and special experiences. Stake's Instrumental Case Study Approach(1995) encompasses theconstructivist philosophy which is described as "the belief that knowledge is made up largely of social interpretations rather than awareness of an external reality" (Stake, 1995: 170).

The use of a case study approach assists with narrowing "the gap between the theory and management practice" (Altinay & Paraskevas, 2008: 85). The gap between responsible tourism policy and the challenges associated with the implementation of responsible tourism by the private sector has led to the identification of a need in literature to research the business case for responsible tourism on both national (Frey & George, 2010:115) and international level (Goodwin, 2011:82-110).

A case study allows for the generation of new knowledge when existing knowledge is inadequate and incomplete (Otley & Berry, 1994). Existing literature about responsible tourism has proven inadequate, according to Harrison and Husbands (1996), as it does not provide an in-depth understanding of the concept:

> *"As far as responsible tourism is concerned, even in the most widely read, professional peer-reviewed journals, although numerous articles examine issues relating to tourism's impacts, there is a relative paucity of articles that specifically examine "responsible tourism" issues. Ultimately, from a research perspective, most of the themes in the knowledge base are in some way important to generating a framework for responsible tourism and an appreciation of responsible tourism practices. However, only a limited number of articles broach the subject squarely, either as a critique or in a prescriptive sense…"* (Harrison& Husbands, 1996: 9).

The use of Stake's Instrumental Case Study Approach allows for a critical assessment of responsible tourism practice.

Furthermore, the application of Tourism-Community Relationships Theory (Pearce et al, 1996) allows for a"…new and valuable perspective for understanding the tourism-community relationship", a term which holistically encompasses perspectives pertaining to:

- The impacts of tourism;
- Community perspectives of the impacts of tourism;
- Community reactions to tourism;
- Community attitudes to tourism;and
- Perspectives about responsibility for the future development and control of tourism, considering why tourism has the impacts it does, as well as how it relates to other aspects of social and community life (Pearce *et al*, 1996: 2).

This approach is not a one-sided perspective about how a tourism business should perceive the impact of its tourism. Community perspectives about the impacts of the tourism business are also provided, with consideration as to how these perspectives are formed.The theoretical framework for Tourism-Community Relationships Theory (Pearce *et al*,1996)was adapted to form the conceptual framework for this research. Guiding the research process is what Stake (1995) refers to as "issues" that lead to the development of a conceptual framework:

> *"I choose to use issues as conceptual structure – and issue questions as my primary research questions – in order to force attention to complexity and contextuality. I also use them because identification of issues draws attention to problems and concerns…Issues are not simple and clean, but intricately wired to political, social, historical, and especially personal contexts…."*(Stake, 1995: 16).

However, both Yin (2003) and Stake (1995) fail to describe a conceptual framework or to provide a model for one. Miles and Huberman (1994) provide an example of a conceptual framework, but it is not without criticism (Baxter & Jack, 2008:552-3).

Tourism-Community Relationships Theory guided the formulation of the research questions and issues of the research within the context of responsible tourism:

- What is SRA's perspective of its responsible tourism practice?
- What are the perspectives of the community towards SRA's responsible tourism practice?
- What are the reactions of the community towards SRA's responsible tourism practice?
- What are the attitudes of the community towards SRA's responsible tourism practice?
- What are the perspectives regarding the future development and control of responsible tourism in the destination?

Research Methodology

According to Baxter and Jack (2008:553), both Yin and Stake emphasise the importance of organising data effectively. Creating a case study database, consisting of notes of observation, interviews and an analysis of documents and maintaining a chain of evidence are important principles of a case study approach as the database assists with maintaining a chain of evidence and increases the reliability of the information (Yin, 2009: 101, 119).

As guided by Yin (1994: 81) a case study protocol was developed for this research, containing information that included an overview of the project, field work procedures, interview questions and guidelines pertaining to the reporting of the research. The use of a case study protocol contributes rigour as it assists with validity (Pervan & Maimbo, 2005).

Case study methodology allows for multiple sources of data (Altinay & Paraskevas, 2008: 77) and thus enhances data triangulation. Data collection for this study included in-depth interviews, documentation and observation. The key-informant sampling strategy, advocated to be suited for case study research (Yin, 2009: 107), was used. The reason for this is that key-informants are identified by other key-informants; they are knowledgeable about the issues under discussion and are in a position to recommend to the researcher people who can corroborate or dispel information discussed in the interview. The other advantage of using this method is that bias is reduced as the researcher is not choosing the interviewees, as is the case with most forms of purposeful sampling (Yin, 2009: 109).

Documents were sourced from key-informants which further corroborated or dispelled information discussed in the interviews. Stake (1995) ascribes to the use of documentation in case study research as it provides contextual information when events cannot be directly observed, and to confirm or question information from other sources (cited in Boblin *et al*, 2013: 1270).Direct observation was also used. The researcher obtained permission from SRA's management to takephotographs and these were included in support of the observations and interpretation in the reporting of the case.

Binding the case sets delimitations on the research and Stake proposes that this is done through time and activity (Baxter & Jack, 2008:576).In this study, data collection coincided with a dispute between SRA and SANParks, regarding the renewal of the concession permit whichSRA requires in order to offer its product. Apparently SRA's concession permit had expired in 2010 and had to be renewed thereafter on an annual basis to allow SRA to continue its operation. However, SANParks, after having completed its registration process with National Treasury (section 16 of the Public Finance Management Act) elected to call for businesses to tender for a Public Private Partnership (PPP) (http://www.algoafm.co.za/print.aspx?id=5857). It would mean that either SRA could be elected to be part of the PPP with SANParks, or the permit could be awarded to another private business. The situation had direct bearing upon the last issue or research sub-question of the research – exploring how future development and control of tourism in the area are perceived.

In terms of case study research, data collection and data analysis occur simultaneously (Baxter &Jack, 2008:554).Stake's methods of data analysis, namely direct interpretation, categorical aggregation, pattern-seeking and naturalistic generalisations were used(Stake, 1995: 74-85). Data triangulation was further enhanced through the use of the member-checking process, a unique feature of the case study (Stake, 1995: 77), which allowed for the researcher's interpretation of information imparted by the key-informants to be confirmed by them, thus enhancing data accuracy. Member validation is a process that can be used in case study research to establish trustworthiness (Stake, 1995: 115). Member checking involves taking data and interpretations back to the participants so they can confirm the credibility of the information and narrative account (Cresswell & Miller, 2000 cited in Boblin *et al*, 2013: 1269).

The inductive approach, in terms of which findings are compared to existing literature, allows for an understanding of why something is happening as opposed to merely describing what is happening and in the process helps to generate new theoretical insights with regard to a particular topic (Altinay & Paraskevas, 2008: 74). Consequently, the inductive approach contributed to the generation of new theoretical insights about the concept responsible tourismand thus to the existing body of knowledge. Furthermore, the use of the inductive approach contributed to the avoidance of bias on the part of the researcher, as predicted by Altinay and Paraskevas (2008:74). The use of pre-determined variables identified in the literature(as per the deductive approach) would not reflect SRA's implementation of responsible tourism accurately. This is particularly significant as the onus is on the business to implement responsible tourism in the manner that is most suited to their local situation; consequently decisions are often influenced by circumstances within the tourism destination. Therefore, as concluded by Goodwin (2011), there is not a single manner in which to implement responsible tourism correctly.

The reporting of the research allowed for the identification of three within-case themes, derived from the research sub-questions or issues, namely:

- SRA's perspectives of its responsible tourism practice;
- The community's perspective of SRA's responsible tourism practices; and
- Perspectives about the future development and control of tourism in the area.

Findings

The strength of the conceptual framework was that it aligned responsible tourism to Tourism-Community Relationship Theory (Pearce *et al*, 1996). The aspect of responsibility within the context of relationships between tourism and community stakeholders was thoroughly explored. This allowed for findings that highlighted perspectives about the impacts of SRA's responsible tourism from three important role-players: SRA, Government (in the form of legislation and policy) and the community wherein the tourism business, that is, Stormsriver Adventures (SRA), is situated. Each presents a unique and different perspective. The application of the inductive approach to the findings of the research allowed for reference to be made to the literature that assisted in the identification of the gap between theory and practice. For example, SRA's perspective of accreditation and certification, when compared to current literature about accreditation and certification, reveals that SRA, even though regarded as being business best practice, should review its stance to be more inline with current examples of best practice.Thus within-case recommendations were made to SRA and the application of the inductive approach allowed for recommendations to be generalised to the private sector.

The value of having interviewees voice their perspectives was that it revealed the language and terminology that they were comfortable with when referring toresponsible tourism. For example, the owner of SRA used the term "triple bottom line", while the first association for most community key-informants was Corporate Social Responsibility (CSR). Literature indicated that there is a difference between the different types of terminology used within the context of sustainability, thus it is not recommended that these terms be used interchangeably. There is a level of overlap between the different types of alternative tourism, for example, ecotourism, pro-poor tourism, adventure tourism and responsible tourism. SRA key-informants alluded to these types of tourism when describing SRA's responsible tourism practices. However, there are distinct differences between these types of tourism. Even though SRA is an eco-adventure company implementing responsible tourism as a management approach, some of the examples it listed as its responsible tourism practices were ecotourism examples; both ecotourism and responsible tourism achieve sustainability, which is the reason why these terms are used interchangeably by SRA key-informants. In the interest of applying responsible tourism practices in a tourism business, it is important to understand what does and does not constitute responsible tourism, so that it is not confused with other types of tourism that strive to meet the goals of sustainable development.

SRA's perspectives of the impacts of its responsible tourism practiceare reported in terms of their economic, social and environmental responsibility – the three pillars of responsible tourism. Government policy, with reference to the *South African National Standard* (2011), has recently introduced a fourth pillar and tourism businesses such as SRA need to realign their responsible tourism strategy to accommodate this change.This observation confirms the value of themethodology as it exposes the differences in opinion amongst stakeholders, emphasising the need for a multiple perspective approach in order to understand the issues being explored in a holistic manner.

The community has differing perspectives about the impacts of SRA's responsible tourism practice. While SRA believed that it was the only business in the area that practised responsible tourism, the community mentioned two other businesses that they believed were also practising responsible tourism. The information imparted by the community addressed two pillars of responsible tourism, namely the economic as well as the sustainable operations and management pillar. While SRA presented positive economic impacts, community perspectives highlighted the negative. Community perspectives regarding the sustainable operations and management pillar highlighted the need for measurement of impacts and reporting these in an accurate manner.

The use of the key-informants' sampling strategy led interviewees to identifywell-informed individuals who could either corroborate or dispel information previously imparted during interviews. On the other hand, it also revealed vested interests. Attitudes of the community and their reactions to SRA are not just based on their knowledge of responsible tourism; it is personal, based on expectations and knowledge of SRA acquired from the marketing information on their website, the media and information imparted by employees of SRA who reside in the village as well as ex-employees of SRA. The methodology utilised allowed for this type of information to become available and triangulated. This would not have been possible if a survey had been conducted.The multiple methods of data collection in case study methodology are thus significant. Of further significance for triangulation is the member-checking process.

Conclusions and Recommendations

Stake's Instrumental Case Study Approach (1995) provided an in-depth understanding of responsible tourism. It enabled a focused application of a specific philosophical approach, supporting the conclusion reached by Boblin *et al* (2013), who argued that, in the interests of credibility and when research involving the case study strategy is undertaken, researchers should decide upon the philosophical approach in terms of what best suits their study. The constructivist approach lends itself well to the study of responsible tourism in that it allows for multiple perspectives of a concept or concepts that require interpretation ofthe reality or realities as described by key-informants. The case study approach provides a structure for triangulated research.

The application of Stake's Instrumental Case Study Approach (1995) contributes scientific rigour to research in the field of tourism. However, researchers need to be aware that this methodology is not easy to apply. The case study approach has its own terminology and data analysis methods. Different researchers have adapted Stake's Instrumental Case Study Approach (1995), for example, Cresswell (2007) introduces the term "Central Question". Cresswell (2007) also adapts Stake's (1995) reporting structure of the case.It is recommended that novice researchers who plan to apply Stake's Instrumental Case Study Approach (1995) are also guided by Stake's reporting structure.

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