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Inclusion of Community Farmers into the Supply Chains of Luxury Wildlife Tourism Destinations

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Abstract

Tourists visiting luxury wildlife tourism destinations create a demand for local crafts and fresh produce. Through local procurement, this demand creates potential opportunities for local communities, and the possibility exists that it could stimulate local economic development where communities live. The purpose of this manuscript is to determine whether fresh produce produced by community farmers could be included into the supply chains of luxury wildlife tourism destinations. The fresh produce requirements of three &Beyond luxury wildlife tourism lodges were obtained. Thereafter the fresh produce local community farmers produce around the &Beyond lodges was ascertained to determine whether there is an opportunity to include local community farmers in the logistics distribution systems of luxury wildlife tourism destinations. The results showed that there is a fresh produce match that can incorporated. After establishing the possibility for the inclusion of local communities in the fresh produce supply chains the focus moves to the way to incorporate these farmers. The value of the study lies in the exploration of the possibility of including local communities into the supply chains for wildlife tourism establishments that could have significant potential financial and social benefits for local communities.

Keywords luxury wildlife tourism destination; local community farmers; fresh produce procurement; sustainability.

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Introduction

The tourism industry is an important catalyst for worldwide development due to its multifaceted nature connecting people and places across various nations. Given that it stimulates business on a huge scale, and reaches across different industries such as hospitality, transportation, entertainment and retail thereby stimulating and strengthening local economies (Bhatti & Nawaz, 2020; Tchouamou et al., 2020). In 2020, due to the impact of the COVID-19 pandemic in South Africa, the travel and tourism industry's contribution to the gross domestic product (GDP) dropped to 3.7% (R11,7 billion). Despite the severe economic recession in 2020, and the effects of the COVID-19 pandemic, South Africa's economy and the global economy are slowly recovering (Statistics South Africa, 2021). According to the Minister of Tourism, Patricia de Lille, roughly 5.7 million visitors visited South Africa in 2022, an increase of over 150% since 2021. The number of visitors in the first quarter of 2023 was just over 2 million, more than double the number during the same period in 2022 (Media Statements, 2023). Despite an increase in tourism, local communities rarely benefit from increased tourism. However, incorporating local communities producing fresh produce into the luxury wildlife tourism destination supply chain (SC)could present an opportunity for local communities to benefit. However, there is little information available to support such collaboration. Therefore, it is difficult to determine whether local communities producing fresh produce can be incorporated into the SC of luxury wildlife tourism destinations. Arintoko et al. (2020) however, state that there is sufficient research focused on local communities and their needs, and how tourism is valued as a tool for community conservation and development. According to Arintoko et al. (2020), the effort is known as community-based tourism (CBT) when local communities engage in tourism. Community-based tourism is, therefore, a mechanism that can help local communities develop opportunities to improve living conditions over the long term. The goal of CBT is sustainable community development. In that sense, it can be considered an alternative form of tourism. From tourism research, an assumption was made that the mind-set of a local community must be positive towards supplying locally produced fresh produce to a luxury wildlife tourism destination (Alahmadi et al., 2022). Likewise, the objective of providing and receiving locally produced fresh produce from both the local community and the luxury wildlife tourism destination point-of-view must focus on creating a successful partnership whilst ensuring customer satisfaction (Bhatti & Nawaz, 2020). Collaboration can sometimes be problematic because the local community's viewpoints, interests, and goals may differ from those of the luxury wildlife tourism destination (Alahmadi et al., 2022).

Both luxury tourism destinations and local communities can benefit by the latter providing fresh produce to tourism destinations. Tourists will be able to taste and consume local fresh produce at mealtimes. Tourists could visit local community farmers to experience the environment where these community farmers function (Musavengane et al., 2019). The taste experience will relate to the personal, social, and cultural background of the tourists visiting a luxury tourism destination (Nair, 2021). Nair (2021) state that food production and hospitality have been researched thoroughly by numerous scholars. However, only recently has 'food tourism', the study of tourism and food production, gained prominence. Through tourism, food tourism must be careful not to see local communities as *tourism for the poor*, but humanitarian initiatives focused on the local

communities, make tourists aware of their obligations to support local communities. The purpose of this paper is to provide an overview of the challenges a luxury tourism destination is exposed to when the luxury tourism destination considers the inclusion of a local community in its fresh produce SC. The information in this paper will be presented on a characteristic-by-characteristic basis. The characteristics described were selected according to the current and future functionality of the SC processes of fresh produce for luxury wildlife tourism destinations.

Literature review

COVID-19 has affected the global travel industry tremendously, with a worldwide decline of travel by 90% (Bian et al., 2021). Some tourism destinations were forced to reduce their workforce by 70%, and a substantial number of tourism destinations were unlikely to generate any profits because of the COVID-19 pandemic in 2020 (Gursoy & Chi, 2020; Rizou et al., 2020). This situation is however changing in 2024, and the tourism industry is returning to pre-COVID-19 levels. Tourists visiting tourism destinations will increase the demand for local craft and fresh produce from the tourists visiting the lodges close to local communities. The fundamental question is – *How can the gap between the supply and demand for fresh produce be overcome*? Suppose a local community can realise the potential prosperity lying dormant within a SC in the long run. In that case, the financial and social benefits will be well worth it for the local community (Rylance et al., 2017; Yakovleva et al., 2012). Much research has been done on Supply Chain Management (SCM) and SC operations, and many similar problems and difficulties have been identified in these SCs. However, the development of tourism SCs is a relatively new concept, and noticeable problems and concerning challenges within the tourism SCs are surfacing (Bui et al., 2021; Nofriya et al., 2022). In a SC milieu, there is no standard model that will work for similar types of companies, even if those companies are operating in the same business surrounding (Rajah et al., 2018; Yacamán Ochoa et al., 2020). Very little research pertaining to the inclusion of local communities into the supply chains of has been done. According to Shahbaz et al. (2018), organisations are working more closely to incorporate the upstream and downstream SC partners. Innovation in SCs is sometimes difficult for organisations to explore and implement because of the following two reasons. *Firstly*, internal organisational structures, systems and commitment are barriers that need to be addressed or overcome. *Secondly*, external factors such as knowledge sharing, lack of resources, financial difficulties, unstable demand, and commitment are some hindrances affecting SC innovation. Through research, it appears that the concept of SC innovation is one area in the SCM process that has not received a great deal of attention from SC managers as well as researchers (Bhatti & Nawaz, 2020; Hong et al., 2019;). Supply chain managers in organisations continuously search for innovations to bring into their SC to satisfy their customers' needs or achieve a competitive advantage, which will be long-lasting and problematic to duplicate. The concept of innovative SC practice is to discover and implement an idea, notion or system between SC partners and/or organisations that were of a problematic nature or did not transpire before (Soratana et al., 2021). Regarding SC lead-time reduction, the question of whether the inclusion of local suppliers into the SC will shorten the SC lead time is questionable. In recent years, regional and international organisations across all SCs domains have started to involve local communities in some of their SC operations to determine whether cost savings or product substitution is possible (Gusakov et al., 2020; Skippari et al., 2017). The costs (technical and financial support) involved in including the local communities in SCs do not necessarily justify the cost savings obtained (Melkonyan et al., 2020; Pillai et al., 2014). Why, then, do local and international organisations support local communities? Rylance et al., (2017) argue that the reason why some tourism organisations involve the local community to become part of their SC is motivated more by their business ethic, and it feels that it is the 'right thing to do' rather than a desire to see a return on investment (Liu, 2013; Minculete & Olar, 2014; Solaimani & van der Veen, 2022). Supply chain development in an organisation focuses on the SC's ability or competencies to deliver the desired SC outcomes for the organisation.

The notion of SC sustainability looks at the practices and actions needed at the micro-level that contribute to or SC sustainability (Koberg & Longoni, 2019; Zhang et al., 2014; Zheng & Fang, 2014). The focus has moved beyond the economic dimensions of development to encompass the social and cultural aspects of how communities can benefit from SC stainability. This research aims to *firstly* establish the fresh produce demands of the &Beyond lodges. *Secondly*, to determine the fresh produce supply capabilities of local communities. *Thirdly*, to assess latent, new, and present possibilities of the possible inclusion of local community farmers into the last-mile logistic distribution systems of selected &Beyond lodges. Luxury tourism destination companies, such as &Beyond are under significant pressure because clients visiting luxury tourism destinations in Sub-Saharan Africa expect world-class accommodation and service. The research aims to determine the probability of including fresh produce from local community farmers into the supply chains within &Beyond. The purpose of assessing the possibility of including fresh produce from local farmers is to contribute to community development and the possible creation of a sustainable fresh produce SC. &Beyond can play an essential role in developing and assembling knowledge regarding a sustainable fresh produce supply within the company that can assist in achieving a competitive advantage in their fresh produce SC (Sigala et al., 2014; Zailani et al., 2014). The incorporation of local communities into the SC could facilitate a luxury wildlife tourism destination to achieve sustainable development goals (SDG) such as UNSDG1 – No Poverty. The SC of products, including fresh produce, is complex for the &Beyond lodges. The tourism environment's inherent uncertainty and SCs will contribute to the complexity of restructuring the fresh produce SC (Abbasi, 2017; Bottani et al., 2019; Thomas-Francois et al., 2017).

Research design and methods

This study followed a mixed-method multiple case study research design. The research method in this study was primarily exploratory and descriptive by nature. The aim of the research was established – *Inclusion of community farmers into the supply chains of luxury wildlife tourism destinations*. According to William (2018), once the research objective is established, the next step is to consider what type of research method would be appropriate for the research design. For this research study, the authors combined various types of research methods. First, to study (through observation, questionnaires and interviews) communities close to the three luxury wildlife tourism destinations selected namely three &Beyond lodges selected to determine if local produce is grown in the community. Second, interviews with key informants were held to determine fresh produce needs and the procurement pathway of fresh produce, for three selected case studies. Last, to determine through multi-methods qualitative techniques (face-to-face interviews and telephonic interviews) the purchasing characteristics of fresh produce.

Results

&Beyond supply chains

In the tourism industry, luxury wildlife tourism destinations have different SCs that supply a diverse range of products to various camps and lodges, within these SCs, which are the lifelines of the different camps and lodges' business processes. Gattorna (2015) suggests that companies must align their SCs strategies to focus on customers' needs. This means that tourism companies such as &Beyond should try to incorporate the views and needs of their customers into their product offerings. The inclusion would align closely with the needs of the tourists for local communities to receive a greater portion of benefits. &Beyond operates 29 camps and lodges in spectacular locations from the Serengeti and the Okavango Delta to the islands of the Indian Ocean. To include all the lodges in the research process would have been a considerable undertaking. Therefore, for the research process, only three &Beyond lodges; (i) Klein's Camp in the Serengeti, (ii) Mnemba Island in Zanzibar and (iii) Forest Lodge in Phinda Private Game Reserve, were used for the research. These three &Beyond lodges were selected because each of the three &Beyond lodges is located in different and unique environments. These three lodges provided unique SC challenges with an opportunity. Hence, the data collection, through questionnaires, personal interaction with community farmers, and telephonic interviews with key people for other luxury wildlife tourism destinations, was used in the case study research to collect a diverse range of data. A culinary expert team developed seven (7) day lunch, dinner, and high tea menus in consultation with the &Beyond head office in Johannesburg (Jardine, 2020, 12 February). These menus are sent to all the &Beyond Lodges. The lodge managers and the head chefs use these menus as a basis to plan the different meals and high tea servings for the guests staying at the lodges. Each of the lodges is free to add any additional culinary offering to their menus to elevate the dining experience and the quality of the serving or to accommodate a specific food requirement for a guest. All the &Beyond Lodges send the orders through to a particular &Beyond office. Once these orders are captured, the various articles and food products are procured and distributed to the &Beyond Lodges. A Preferential Procurement Policy (PPP) was implemented by &Beyond in July 2018. The PPP is directed towards encouraging and active participation of &Beyond's business partners to establish a broader and meaningful business relationship. Through business relationships, the vision of &Beyond's is to; (i) help create economic growth within a specific area or community; (ii) promote sustainable development of the business partners within a specific area or community; (iii) contribute towards job creation within a specific area or community; (iv) establish the possibility of new business opportunities within a specific area/community and; (v) contribute towards general prosperity within a specific area or community (Brenner, 2019, 16 July).

When implementing the PPP, preference will be given in terms of, *firstly*, suppliers and service providers who have established corporate social responsibility programmes in place and are able to supply &Beyond with products equal to the price and quality requirements of &Beyond. *Secondly*, suppliers and service providers without established corporate social responsibility programmes are able to supply &Beyond with products equal to the price and quality requirements of &Beyond. The functionality of the PPP is to; (i) Provide a fair and transparent process for &Beyond's procurement policies; (ii) Contribute to economic empowerment by supporting local businesses and service providers who have established corporate social responsibility programs, and; (iii) Manage and monitor progress against the procurement objectives and establish regular reporting on this aspect by the &Beyond Impact team. The ordering and delivery of products for the 29 &Beyond camps and lodges are remarkably intricate. The following sections will focus on the procurement and supply pathways of; (i) Forest Lodge in Phinda Private Game Reserve, (ii) Klein's Camp in the Serengeti and, (iii) Mnemba Island in Zanzibar (Pretorius, 2019, 4 August). The lodge managers from the three different &Beyond Lodges are responsible for submitting their orders to the &Beyond offices. Phinda Private Game Reserve sends their orders to the &Beyond office in Johannesburg, Mnemba Island sends their orders to the &Beyond offices in Stonetown in Zanzibar, and Klein's Camp sends their orders to the &Beyond offices in Arusha, which is in Tanzania (R. Beumer, 2019, 19 June). The orders received from the lodges are for a diverse range of products. Some products are kept in the &Beyond offices in Johannesburg, Arusha, and Zanzibar. If a product is unavailable at the &Beyond offices of Johannesburg, Arusha, and Zanzibar, the new order will be sent to the supplier/s of that particular product. The following sections focuses on the fresh produce requirements of; (i) Forest Lodge in Phinda Private Game Reserve, (ii) Klein's Camp in the Serengeti and (i) Mnemba Island in Zanzibar.

Fresh produce requirements for &Beyond lodges under investigation

The &Beyond Lodges order various products based on the specific requirements of the particular Lodge. This section determined the supply and demand of fresh produce for Klein's Camp, Mnemba Island and Phinda Forest Lodge. The &Beyond lodge managers of the three lodges supplied the researchers with many completed orders. It must be noted that; *Firstly*, the

orders which were examined did not include every order sent by Klein's Camp, Mnemba Island and Phinda Forest Lodge to the &Beyond offices over the past few years because some of the orders were irrelevant to this research. The reason is that fresh produce was not part of some of the orders. *Secondly*, all the orders obtained from the &Beyond Lodges contained detailed information, which was considered sensitive. *Lastly*, some purchasing orders received were not official internal &Beyond orders but were copies of invoices issued by various retail companies to some of the &Beyond lodges. These orders included various products, including fresh produce, which retail companies delivered directly to the &Beyond Lodges. An estimate of the fresh produce demand needed to be determined for Klein's Camp, Mnemba Island and Phinda Forest Lodge (Table 1). This was achieved after examining the official internal &Beyond orders as well as the invoices from the retail companies of Klein's Camp, Mnemba Island and Phinda Forest Lodge from 2019 to 2021.

Table 1: Fresh produce demand of Klein's Camp, Mnemba Island and Phinda Forest Lodge

Fresh produce	Klein's Camp	Mnemba island	Phinda Forest Lodge	Fresh produce	Klein's Camp	Mnemba island	Phinda Forest Lodge	Fresh produce	Klein's Camp	Mnemba island	Phinda Forest Lodge
Apples - Green	✓	✓	✓	Green Beans	P	P	P	Papaya	✓	✓	✓
Arrowroot (Magimbe)	✓	✓	✓	Granadilla	P	P	P	Paw-Paw	✓	✓	✓
Asparagus	✓	✓	✓	Grapefruit	P	P	P	Pears - Pacham	✓	✓	✓
Aubergine	✓	✓	✓	Guava	P	P	P	Pears - Sugar Snap	✓	✓	✓
Avocadoes	✓	✓	✓	Kiwi fruit	P	P	P	Pepper, Green	✓	✓	✓
Bananas	✓	✓	✓	Lemon	P	P	P	Pepper, Red	✓	✓	✓
Beetroot	✓	✓	✓	Lettuce	P	P	P	Pineapples	✓	✓	✓
Broccoli	✓	✓	✓	Lime	P	P	P	Potatoes, Iris	✓	✓	✓
Butternut	✓	✓	✓	Maize	û	û	P	Pumpkin	✓	✓	✓
Brown Lentils	✓	✓	✓	Mango	P	P	P	Raspberries	✓	✓	✓
Cabbage	✓	✓	✓	Mangoes	P	P	P	Strawberries	✓	✓	✓
Carrot	✓	✓	✓	Melon, Sweet	P	P	P	Spinach	✓	✓	✓
Cauliflower	✓	✓	✓	Naartjies	P	P	P	Spinach, Wild	✓	✓	✓
Chilies	✓	✓	✓	Oranges	P	P	P	Sweet Potatoes	✓	✓	✓
Corn - Baby	✓	✓	✓	Onion, Red	P	P	P	Tomatoes	✓	✓	✓
Cucumber	✓	✓	✓	Onion, Spring	P	P	P	Tomatoes, Cherry	✓	✓	✓
Garlic - Fresh	✓	✓	✓	Onion, White	P	P	P	Watermelon	✓	✓	✓
Ginger - Fresh	✓	✓	✓	Paw-Paw	P	P	P	Zucchini	✓	✓	✓
Gem squash	✓	✓	✓	Passion Fruit	P	P	P				
	19	19	19		18	18	19		19	19	19

The demand was 56 types of fresh produce between the three &Beyond Lodges
Klein's Camp demand for was for 55 of the 56 types of fresh produce
Mnemba Island's demand for was for 55 of the 56 types of fresh produce
Phinda Forest's demand for was for 56 of the 56 types of fresh produce

Source: Authors

The information from the orders provided an overview of the types of fresh produce used at Klein's Camp, Mnemba Island and Phinda Forest Lodge. The importance of identifying the demand for fresh produce for each of the lodges provides an overall view of the orders placed for the different fresh produce. The focus of the research was to identify the different types, not the quantities, of fresh produce that the three lodges were using. Since the outbreak of the COVID-19 pandemic in 2020 and travel restrictions across the globe became a reality, the demand for fresh produce declined substantially at all the &Beyond lodges. Luxury wildlife tourism destinations, such as &Beyond, can use this information to create working relationships with fresh produce suppliers to safeguard themselves against potential future disruptions.

Fresh produce supply capabilities of local communities around the luxury wildlife tourism destinations

The previous section provided the essential context of the use of fresh produce for Klein's Camp, Mnemba Island and Phinda Forest Lodge. This required an understanding of the demand for different types of fresh produce. The purpose of this section was to identify the types of fresh produce local communities around Klein's Camp, Mnemba Island and Phinda Forest Lodge are currently producing. The relevance and the possible importance of this information of the supply of fresh produce to the lodges by local farmers was investigated. A total of 60 local community farmers, (30 around Mnemba Island and 30 close to Phinda Forest Lodge were visited to determine the different types of fresh produce these community farmers were cultivating. Klein's Camp is the only lodge with one local community, a Maasai village, approximately 10km away. At Klein's, there was no community farmer within this village. In 2015 staff from Klein's Camp assisted the people from the Maasai village to develop a vegetable garden, known as a 'shamba', according to the Maasai people, and after nine months, the shamba produced 11 different kinds of fresh produce for Klein's Camp and the people within the Maasai village (Strautmann, 2020, 8 March). Because of the COVID-19 related travel restrictions, the authors could not visit Klein's camp, Mnemba Island or Phinda Forest Lodge after preliminary site visits. Fortunately, two local &Beyond employees at Mnemba Island and Phinda Forest Lodge were contracted to assist the author in collecting data. The lodge manager of Klein's Camp, Mr Strautmann, collected data from the shamba near Klein's Camp. Unfortunately, because of the COVID-19 pandemic, tourists could not visit Klein's Camp, therefore, the demand for fresh produce declined, which resulted in the shamba becoming obsolete and was forced to shut down in 2020 (Strautmann, 2020, 8 March). The '*shamba*' has however been reopened in 2022 and is again producing fresh produce for Klein's Camp. After the data were collected and examined, the information was used to provide an overview (Table 2) of the fresh produce produced by local farmers.

The information has provided an overview of the fresh produce the local community farmers, and the '*shamba*', were currently producing in 2020. It was important to identify the types of fresh produce the communities could supply to provide an overall view of what was available. However, the community farmers around Mnemba, on average, produce only 17 of the 56 different types of fresh produce required by Mnemba Island. The community farmers around Phinda Forest Lodge, on average, produce 33 of the 56 different types of fresh produce required by Phinda Forest Lodge. In Tanzania, the shamba can only produce 11 of the 56 different types of fresh produce required by Klein's Camp. Therefore, it is evident that the community farmers are only producing a small number of fresh produce types that can

contribute to the demand requirements of Klein's Camp, Mnemba Island and Phinda Forest Lodge. This section laid a foundation for the ordering processes of Klein's Camp, Mnemba Island and Phinda Forest Lodge. The demand for the different types of fresh produce has been highlighted. Furthermore, it was determined the different types of fresh produce the community farmers, close to the Phinda Forest Lodge, Mnemba Island and the shamba near Klein's Camp, could produce and supply. It has always been an important endeavour to provide guests visiting any of the &Beyond lodges with a memorable culinary experience (Jardine, 2020, 19 October). Good quality fresh produce must be used to satisfy the guests' requirements.

Table 2: Fresh produce produced by local farmers

Fresh produce	Shamba near Klein's Camp	Farmers around Mnemba Island	Farmers around Phinda	Fresh produce	Shamba near Klein's Camp	Farmers around Mnemba Island	Farmers around Phinda	Fresh produce	Shamba near Klein's Camp	Farmers around Mnemba Island	Farmers around Phinda
Apples - Green	×	×	×	Green Beans	×	×	✓	Papaya	×	×	✓
Arrowroot (Magimbe)	×	×	×	Granadilla	×	×	✓	Paw-Paw	×	×	×
Asparagus	×	×	×	Grapefruit	×	✓	×	Pears - Pacham	×	×	×
Aubergine	✓	✓	×	Guava	×	×	×	Pears - Sugar Snap	×	×	×
Avocadoes	✓	×	✓	Kiwi fruit	×	✓	×	Pepper, Green	×	✓	✓
Bananas	×	×	✓	Lemon	✓	×	×	Pepper, Red	×	×	✓
Beetroot	✓	×	✓	Lettuce	×	×	✓	Pineapples	×	✓	×
Broccoli	✓	×	✓	Lime	×	✓	×	Potatoes, Iris	×	×	✓
Butternut	×	×	✓	Maize	✓	✓	✓	Pumpkin	✓	✓	✓
Brown Lentils	×	×	✓	Mango	×	✓	✓	Raspberries	×	×	×
Cabbage	✓	×	✓	Mangoes	×	✓	✓	Strawberries	×	×	×
Carrot	×	×	✓	Melon, Sweet	×	×	×	Spinach	✓	✓	✓
Cauliflower	×	×	✓	Naartjies	×	×	✓	Spinach, Wild	×	×	✓
Chilies	×	✓	✓	Oranges	×	×	✓	Sweet Potatoes	✓	✓	✓
Corn - Baby	×	×	×	Onion, Red	×	×	✓	Tomatoes	✓	✓	✓
Cucumber	×	×	×	Onion, Spring	×	×	✓	Tomatoes, Cherry	×	×	×
Garlic - Fresh	×	×	×	Onion, White	×	×	✓	Watermelon	×	✓	✓
Ginger - Fresh	×	×	×	Paw-Paw	×	✓	×	Zucchini	×	×	×
Gem squash	×	×	✓	Passion Fruit	×	×	×				
	5	3	11		2	7	12		4	7	10

Shamba near Klein's Camp cultivated 11 of the 56 types of fresh produce
Farmers around Mnemba Island cultivated 17 of the 56 types of fresh produce
Farmers around Phinda cultivated 33 of the 56 types of fresh produce

Source: Authors

Luxury wildlife tourism destinations fresh purchasing behaviour

The research focused on the qualitative data with regards to the purchasing of fresh produce from luxury wildlife tourism destinations, the characteristics of the fresh produce, and the willingness of luxury wildlife tourism destinations to include fresh produce from local community farmers into their SCs. Structured questionnaire sets were designed to the specific research areas. The results of this questionnaire sets were to comprehend the general situation of the study areas. In the first round, 21 questionnaires were sent to 21 luxury wildlife tourism destinations in South Africa and 21 were recovered, with an expert coefficient of 100%. Questionnaires were not sent to luxury wildlife tourism destinations in Tanzania and Zanzibar. The luxury wildlife tourism destinations in South Africa are buying fresh produce for guests and staff meals from Pick and Pay (43%), Woolworths (29%) and a local fresh produce supplier (71%), more than a few times a week (62%). The fresh produce expectancy criteria of extreme importance for the luxury wildlife tourism destinations, is indicated from the highest percentage to the lowest; (i) freshness (100%), (ii) quality (100%), (iii) availability (90%), (iv) variety (72%), (v) quantity (80%), and (vi) price (85%). It is evident in Figure 1 that the majority of luxury wildlife tourism destinations are procuring fresh produce from a particular fresh produce supplier and that freshness, quality and the availability are the three most important when purchasing from established companies.

The retail trustworthiness criteria of the luxury wildlife tourism destinations when buying fresh produce from a specific (the luxury wildlife tourism destination preferred or choice) retailer or greengrocer are indicated as *Buying from a specific retailer/greengrocer* – agree (33%), neither agree nor disagree (15%) and disagree (52%). *Quality is better at their retailer/greengrocer* – strongly agree (71%) neither agree nor disagree (19%), disagree (10%), *Fresh produce is not available, they will go to another retailer/greengrocer* – strongly disagree (47%), agree (38%), neither agree nor disagree (15%), *Fresh produce is not available, will come back another day* – disagree (53%), neither agree nor disagree (28%), agree (19%), *Distance to travel to a specific retailer/greengrocer is not a problem* – strongly disagree (72%), strongly agree (28%). The majority of luxury wildlife tourism destinations are concerned about the quality and availability of fresh produce from the local community farmers. Nevertheless, it is also evident in Figure 2, that if good quality fresh produce is available, the luxury wildlife tourism destinations will not have a problem to drive-out to the community farmers to purchase good quality fresh produce.

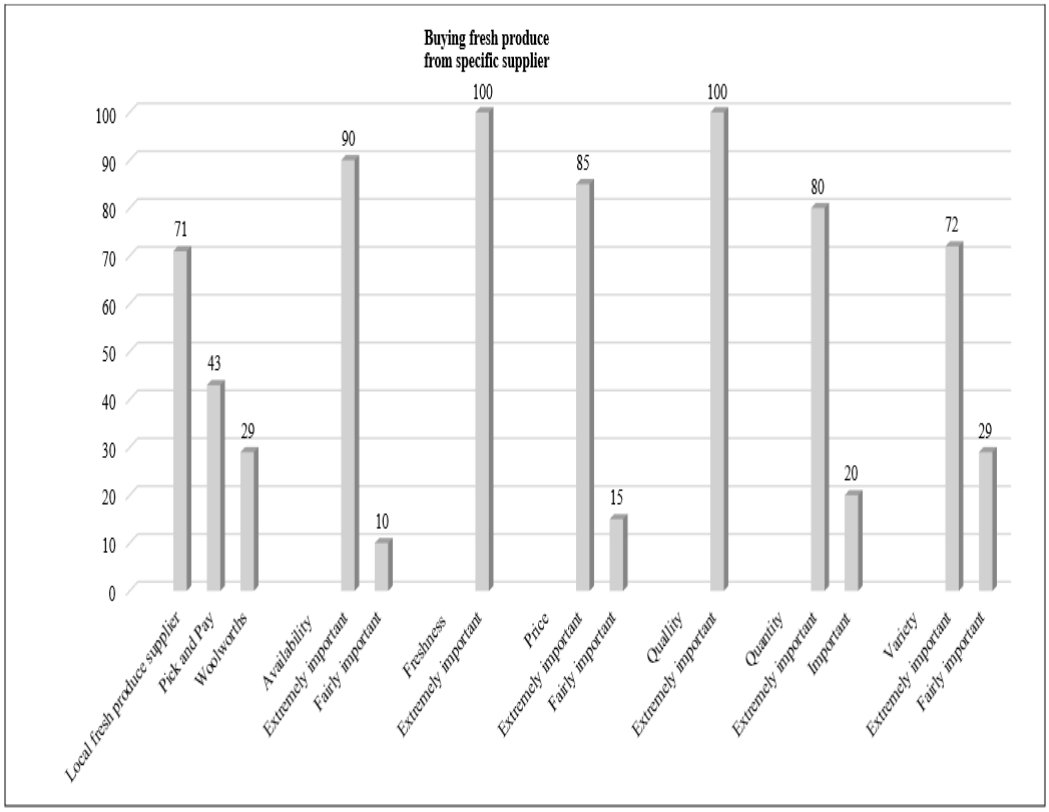

Figure 1: Expert coefficient of questionnaire
Source: Authors

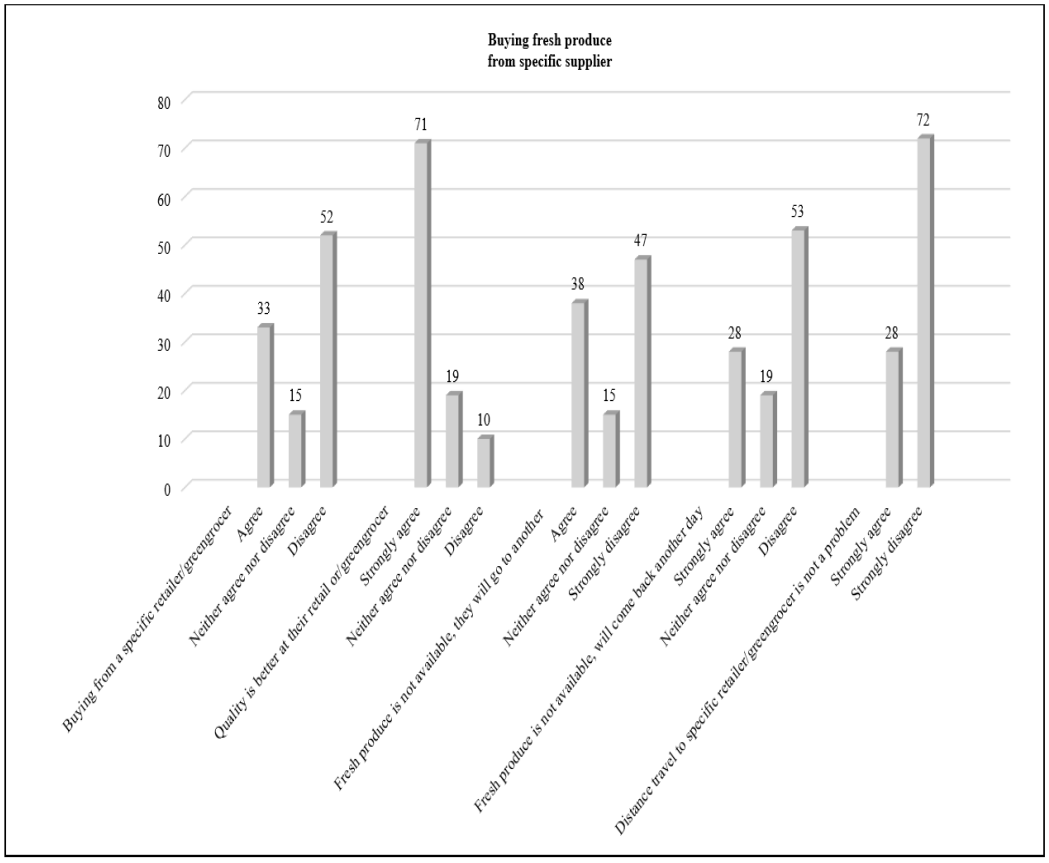

Figure 2: Expert coefficient of questionnaire
Source: Authors

In the second round, 18 questions relating to the performance expectancy, distribution expectancy and the quality expectancy of fresh produce from the local communities were asked to the luxury wildlife tourism destinations. The respondents had to select from the criteria: 'strongly agree, agree, neither agree nor disagree, disagree and strongly disagree'. Twenty-one (21) questionnaires were sent luxury wildlife tourism destinations and 21 recovered, with an expert coefficient of 100%. The results of the performance expectancy (PE) questionnaire of the luxury wildlife tourism destinations related to the fresh produce supplied by local community farmers is indicated as a percentage (Table 3). This indicates if the luxury wildlife tourism destinations agree or disagree with a statement; PE1 Using fresh produce from the local community farmers is a social responsibility for a lodge – strongly agree (66%), agree (29%), neither agree nor disagree (5%), PE2 The same fresh produce that is available at the general retailer should be available from the local community farmers – strongly agree (52%), agree (29%), neither agree nor disagree (10%), disagree (9%), PE3 Ordering and collecting/delivery of fresh produce is/would be slower when sourced from a retail company – disagree (62%), neither agree nor disagree (24%), strongly agree (14%), PE4 Collecting fresh produce from the local community farmers is/would be more costly than buying from a retailer – agree (38%), disagree (38%), neither agree nor disagree (24%), PE5 Collecting fresh produce from local community farmers is/would be more dangerous than collecting from a retailer – disagree (48%), strongly agree (23%), strongly disagree (19%), agree (10%) PE6 When paying the local community farmers, the lodge expects/would expect some sort of invoice for the fresh produce – strongly agree (52%), agree (48%), PE7 The lodge informs/will inform their guests that they are consuming fresh produce supplied by the local community farmers – strongly agree (52%),agree (48%), PE8 The lodge would not inform their guests that they are consuming fresh produce supplied by the local community farmers – strongly disagree (67%), agree (33%), PE 9 The lodge would expect the local community farmers to be able to supply the required amount of fresh produce which is required – agree (52%), strongly disagree (48%).

Table 3: Questionnaire results from Round 2

Luxury wildlife tourism destinations – Round 2	**Results**
Performance Expectancy (PE)	
PE1. Using fresh produce from the local community farmers is a social responsibility for a lodge	**66% Strongly agree** 29% Agree 5% Neither agree nor disagree
PE2. The same fresh produce that is available at the general retailer should be available from the local community farmers	**52% Strongly agree** 29% Agree 10% Neither agree nor disagree 9% Disagree
PE3. Ordering and collecting/delivery of fresh produce is/would be slower when sourced from a retail company	14% Strongly agree 24% Neither agree nor disagree **62% Disagree**
PE4. Collecting fresh produce from the local community farmers is/would be *more costly* than buying from a retailer	38% Agree 24% Neither agree nor disagree 38% Disagree
PE5. Collecting fresh produce from local community farmers is/would be *more dangerous* than collecting from a retailer	23% Strongly agree 10% Agree **48% Disagree** **19% Strongly disagree**
PE6. When paying the local community farmers, the lodge expects/would expect some sort of invoice for the fresh produce	52% Strongly agree 48% Agree
PE7. The lodge *inform/will* inform their guests that they are consuming fresh produce supplied by the local community farmers	52% Strongly agree 48% Agree
PE8. The lodge *would not* inform their guests that they are consuming fresh supplied by the local community farmers	33% Agree **67% Strongly disagree**
PE9. The lodge would expect the local community farmers to be able to supply the required amount of fresh produce which is required	52% Agree 48% Strongly disagree

Source: Authors

The luxury wildlife tourism destinations are of the opinion that there will not be any problems when sourcing good quality fresh produce. They will inform their guests that the fresh produce is supplied by the local community farmers. However, the luxury wildlife tourism destinations do require an invoice when fresh produce is purchased from the community farmers. The data gathered through the questionnaires during the two rounds of questionnaires from the panel of experts of luxury wildlife tourism destination was used the design a checklist (Table 4). This checklist provides an overview of what the luxury wildlife tourism destination companies considered as the important concepts for possibly including fresh produce from local community farmers into their SCs. The checklist supports the fundamental structure of the research. The checklist contributes to a multiplicity of higher-order thinking processes, which were used to develop the criteria for possibly including fresh produce from local community farmers in their SC processes.

Table 4: Community farmer inclusion checklist

Community farmers' criteria	**Yes**	**No**	**Do Not Know**
The lodge is responsible for collecting the fresh produce at the premises of the community farmer			
The community farmer will be able to deliver the fresh produce to the lodge			
The community farmer is 20km or less away from the lodge			
The community farmer has a bank account			
The community farmer has a cellular phone			

Source: Authors

Conclusion and recommendations

This research aimed to identify the possibilities of including fresh produce from community farmers into the SC processes of luxury wildlife tourism destinations. It has emphasised the need for a holistic approach to the essential requirements to establish a strategic framework to determine the probabilities for the inclusion of community farmers into the SC processes of luxury

wildlife tourism destinations. Many organisations worldwide that are directly or indirectly related to SCs are working together to identify and rationalise the full range of SC impediments these organisations face. To successfully deal with these obstacles, luxury wildlife tourism destinations can do one of the following; *first*, do a complete analysis of their current product SCs, including fresh produce. *Second*, obtain information regarding alternative suppliers, focussing on local community farmers as a potential business opportunity. *Last*, luxury wildlife tourism destinations must implement a strategic framework for the possible inclusion of fresh produce from community farmers as part of a long-term strategy of creating an alternative sustainable fresh produce SC objective. This research aimed to determine if it would be possible to include fresh produce from community farmers in luxury wildlife tourism destinations' last-mile SC processes. The findings and results of this study propose future research topics, and therefore, a research agenda for the future may be set. The analysis done in this research suggests that further research should focus on themes, such as egg supply, indigenous fresh flower supply and service delivery. The research conducted for this thesis identified specific actions and recommendations that are important within the scope and nature of this study and its findings. Supply chains have been researched thoroughly, but unfortunately not tourism fresh produce SCs. Nevertheless, the following recommendations within the scope and nature of this research study are made: It is recommended that the luxury wildlife tourism destinations identify potential fresh produce farmers in the local community. However, before a luxury wildlife tourism destination decides to procure fresh produce from local community farmer/s, it would be wise to investigate whether the inclusion of local community farmer/s into the supply chain of a luxury wildlife tourism destination will be beneficial. When a community farmer/s has been identified, the luxury wildlife tourism destination can inform the fresh produce farmer/s about the type, quantities and the quality of fresh produce they require. If the community farmer/s are unable to deliver the fresh produce to the luxury wildlife tourism destination, the parties can negotiate a reduced selling price for the fresh produce if collected at the premises of the local community farmer. Another recommendation is to establish a communal marketplace. The purpose of the market would be to create a platform where urban farmers can sell their fresh produce to community consumers and to luxury wildlife tourism destinations on a Saturday, for example. This endeavour could be linked to the fashioning of a warehouse facility whereby fresh produce can be preserved which is not sold. With the assistance of an existing business involved with processing and preservation of fresh produce, a community can establish a working relationship with such a business which can contribute further the economic growth, job creation and new business opportunities within a specific area or community. Finally, it is recommended that luxury wildlife tourism destinations in a certain area, work together to create a social media platform that can be used to list the community farmers in a certain area. The platform can be accessed by other lodges, the general public and businesses with information about the fresh produce the community farmers in a certain area are cultivating (Van den Berg & Mearns, 2021). Once this information is available, the possibility exists that it can contribute to community development and job creation in a certain area. The above-mentioned recommendations serve as further guidelines for luxury wildlife tourism destinations and their logistics partners as the basis of the improvement and the potential inclusion of fresh produce from local community farmers into their SC processes. However, the above-mentioned recommendations also serve as potential areas for further research

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