

DURBAN UNIVERSITY OF TECHNOLOGY

**THE KEY SUCCESS FACTORS AND BARRIERS WITHIN THE GHANAIAN
TOURISM AND HOSPITALITY INDUSTRY: THE BALANCED SCORECARD
APPROACH**

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MAY 2024



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TOURISM AND HOSPITALITY INDUSTRY: THE BALANCED SCORECARD
APPROACH**

Submitted in fulfilment of the requirements of the degree of Doctor of Philosophy in
Management Sciences Specialising in Tourism and Hospitality Management in the
Faculty of Management Sciences at the Durban University of Technology

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MAY 2024

APPROVED FOR FINAL SUBMISSION

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DECLARATION

I certify that the thesis submitted by me for the degree PhD in Tourism Management at the Durban University of Technology is my independent work and has not been submitted by me for a degree at another university.

KATE NEEQUAYE

DEDICATION

This study is dedicated to the late Dada Frank Neequaye, Susan Ofori Boadu and family, Loretta Ama Boatemaa Asante and Noel Ofori Boadu. My beautiful and precious family. “The journey with the people we love is all that really matters. Such a simple truth, so easily forgotten” – Unknown.

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ABSTRACT

Ghana has diverse array of attractions ranging from cultural heritage sites to pristine beaches and vibrant wildlife reserves, Ghana has positioned itself as an increasingly popular destination for both domestic and international travellers. As a result, this study's goal is to address the issue that was discovered, utilizing the Balanced Scorecard (BSC) as its assessment method. This study took the form of a descriptive design where both qualitative and quantitative research design was adopted. A questionnaire and an interview was used to collect primary data from a sample of three hundred participants, based on multi-stage and simple random sampling techniques. The data was collected within tourism and hospitality facilities in the Central and Western regions of Ghana. The statistical programme, SPSS version 25.0, was used to analyse the data. The study also made use of regression analysis, analysis of variance (ANOVA) and cross tabulation. With regards to the qualitative analysis, the data was analysed using a verbatim transcription analysis method. The results of the study also provided baseline data that can, over time, assist other researchers to appreciate and assess the tourism and hospitality industry in Ghana using the BSC approach. It also provides an empirical basis for effective measurement of the tourism and hospitality industry's KSFs and contributes to the scholarly debate in tourism and hospitality literature. This study also contributes to the theoretical orientation of KSFs and the BSC in Ghana and the literature related to the tourism and hospitality industry, which addresses some relevant concepts, such as profit making, branding, marketing and the enhancement of employee and customer perspectives about the industry.

Keywords: balanced scorecard, tourism, hospitality, key success factors, barriers, performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

BSC - Balanced Scorecard

GTA – Ghana Tourism Authority

KSFs - Key Success Factors

GDP – Gross Domestic Product

GNP – Gross National Product

MOTAC - Ministry of Tourism, Arts and Craft

THIC - Tourism and Hospitality Industry Concerns

UNESCO - United Nations Educational, Scientific and Cultural Organization

UNWTO – United Nations World Tourism Organization

WTO – World Tourism Organization

CHAPTER ONE

ORIENTATION TO THE STUDY

1.1 Introduction and background of the Study

This chapter addresses the background to, and rationale for, the study. It also deals with the problem statement; the research questions and objectives; the tourism and hospitality climate in Ghana; and previous studies on tourism and hospitality industry. The chapter also discusses the theoretical and conceptual frameworks of the study. Finally, the research design; research strategy; the methodology; research population; sampling technique; measuring instrument; data collection; data analysis; concepts' definition; and the chapter layout, are discussed in this chapter.

The tourism and hospitality sector in Ghana has emerged as a pivotal pillar of the nation's economic landscape, playing a significant role in driving growth and development (Ghana Tourism Authority [GTA], 2018). With its diverse array of attractions ranging from cultural heritage sites to pristine beaches and vibrant wildlife reserves, Ghana has positioned itself as an increasingly popular destination for both domestic and international travellers. In light of this, recent scholarly endeavours have turned their focus towards understanding the underlying dynamics of this burgeoning industry, particularly through the lens of strategic management frameworks such as the Balanced Scorecard (BSC).

However, Aaker (2015) delved into the application of the BSC within the hospitality sector in Egypt, shedding light on its potential to revolutionize strategic performance management and enhance organizational effectiveness. By adopting the BSC framework, hospitality establishments in Ghana have the opportunity to align their strategic objectives

with key performance indicators (KPIs) across various dimensions, including financial, customer, internal processes, and learning and growth. This strategic alignment, in turn, enables businesses to systematically track their progress, identify areas for improvement, and make informed decisions to drive sustainable growth.

Despite these commendable efforts, however, a conspicuous gap persists in the literature concerning the nuanced factors that underpin success and impede progress within the Ghanaian tourism and hospitality industry (Doe and Mensah, 2019). While the BSC offers a structured approach to performance management, there remains a dearth of comprehensive insights into the industry-specific challenges and opportunities that characterize the Ghanaian context. Consequently, there is a pressing need for further research endeavours that delve deeper into the unique dynamics of the Ghanaian tourism and hospitality landscape, unraveling the intricacies of key success factors and barriers that shape industry outcomes.

One key gap in the existing literature pertains to the limited understanding of the unique success factors and barriers within the Ghanaian context (GTA, 2019). While studies have explored the application of the BSC framework in other industries and global contexts, there is a scarcity of research focusing specifically on the Ghanaian tourism and hospitality sector. As a result, there is a lack of comprehensive insights into the factors that drive success and inhibit growth within this industry, hindering the development of effective strategies and interventions.

Taking a broader global perspective, the tourism and hospitality industry faces common challenges and barriers across different regions. Studies by Smith, Lee and Boateng (2020) and Lee and Lee (2021) have identified factors such as economic instability,

political unrest, environmental concerns, and technological advancements as key influencers of success and barriers within the industry. While these findings offer valuable insights into the global landscape, they may not fully capture the unique dynamics and nuances of the Ghanaian tourism and hospitality sector.

Within the African context, the tourism and hospitality industry presents both opportunities and challenges for economic development. Research by Okal and Miheso (2022) has highlighted the potential of tourism to drive economic growth and create employment opportunities across the continent. However, challenges such as inadequate infrastructure, political instability, security concerns, and limited access to capital pose significant barriers to the industry's growth and sustainability. Despite these challenges, there is a growing recognition of the importance of the tourism and hospitality sector in driving economic diversification and reducing poverty in Africa.

In Ghana, the tourism and hospitality industry play a crucial role in supporting livelihoods, promoting cultural heritage, and attracting foreign investment. However, several challenges hinder its full potential. Recent studies by Boateng and Osei-Tutu (2023) have identified factors such as inconsistent government policies, inadequate infrastructure, skills shortages, and insufficient marketing efforts as key barriers to growth within the Ghanaian tourism and hospitality sector. Addressing these challenges requires a comprehensive understanding of the industry's specific dynamics and the development of tailored strategies to overcome them.

1.2 Research Problem

Ghana's economy has highlighted tourism as a crucial component, due to its contribution to the gross domestic product (GDP) of the nation (Ghana Tourism Authority - GTA, 2023). The sector's contribution to GDP (%GDP) was at 51.9%, and in monetary terms contributed 3,812,500,003.10 dollars in 2023. However, the regional dimension of development has recently become the subject of scientific and technical research, imposed on the processes and issues of inequality in utilization, organization, and landscaping. Since the late 1980s, the tourism and hospitality sector in Ghana has received considerable attention in the country's economic development strategy (Haya, 2020).

Ghana is gradually shifting its emphasis away from providing basic necessities, and towards a market-oriented economy with a focus on the hospitality and tourist sectors (GTA, 2019). The tourism and hospitality business is widely acknowledged as being inextricably related to the country's cultural, economic, and intellectual potential. To reap the full benefits of the sector, these must be managed in accordance with international standards. Organizations are progressively being pressed to take responsibility for their economic, social, ethical, and environmental implications, with consumer-facing industries experiencing the brunt of these demands (Rafiq, XingPing, Jiahai, Shumaila & Saif, 2020).

The tourism and hospitality industry is a vital sector of many economies worldwide, contributing significantly to employment, revenue generation, and overall economic growth (WTO, 2019). However, despite its importance, the industry faces numerous

challenges and uncertainties, including changing consumer preferences, competitive pressures, regulatory changes, and global events such as natural disasters and pandemics (WTO, 2020). To navigate these complexities and sustain success, industry stakeholders need comprehensive insights into the key factors driving performance and the barriers hindering progress.

Tariq, Ahmed, Rafi and Ahmed (2014) conducted research on the effect of the BSC on business performance, based on the banking sector. According to them, the financial perspective of the balanced scorecard plays the most important role in the performance of the banks, and positively contributes to the achievement of the goals set by the banks. Apart from the financial perspective, their emphasis is also on setting standards for consumer preferences which, with the development of a BSC model related to consumers, increases consumer satisfaction.

Despite the significant economic impact of the tourism and hospitality industry, there remains a noticeable gap in the literature regarding its contribution to overall economic development (Song & Lee, 2020). Previous studies within the realm of tourism and hospitality management have predominantly delved into specific topics such as branding, franchising, internationalization, and leadership strategies, overlooking the broader macroeconomic implications of the industry. The tourism and hospitality sector has expanded rapidly since 1945, to rank among the most important economic activities in the world (Walker, 2007). Many nations, such as South Africa, Kenya, Senegal and Rwanda have already grasped the potential positive economic impact of the tourist and hospitality business and have subsequently made efforts to develop the industry. Without doubt, the tourism and hospitality industry remains the greatest contributor and revenue

generator to the GDP. According to GTA, (2023), the industry is known for its developmental performance and the improvement of social services.

However, inadequate knowledge about the industry in Ghana currently prevents the market from developing and improving. Research is required to identify the key achievements in, and barriers to, the Ghanaian tourism and hospitality industry. There has been a growing body of literature that addresses the tourism and hospitality industry as a viable economic option for a country, and this literature has shown that the industry can be beneficial to a country's economy in a number of ways (Ghana Statistical Services - GSS, 2018). In Ghana, it has been established that some 3.8 billion dollars has been generated from the tourism and hospitality industry, as most of the tourism destinations are located and situated in local communities. The community, in general, benefits from the tourism and hospitality industry as residents sell food; iced water; bananas; craft work; palm wine; airtime, and much more, to tourists when they visit tourism facilities. Local businesses, such as local chop bars; craft shops; provision shops; financial institutions such as banks and insurance companies; and the entertainment sector, are linked to tourism activities in a way that allows tourists to access their products, although these services are only indirectly linked to the tourism sector.

One of the key components in creating a sustainable tourism and hospitality sector in a destination is the industry's contribution to the development of local communities, although there is little evidence in the literature to support this claim. Notwithstanding the benefits of the tourism and hospitality industry to the Ghanaian economy, there are various social responsibility activities that are promoted by the tourism sector. Among these are the communal labour agenda; the rehabilitation of bore holes in communities

where tourism destinations are located; electricity; and drivable roads. Over the past ten years, there have been significant changes in the tourism and hospitality sectors. Today's tourism and hospitality industry, whether on a large, small, or non-commercial scale, is an essential component of human life. It is a sector of the economy that strives to always satisfy customers, both now and in the future, and it does not compromise the integrity of their clients when providing services (Rafiq *et al.*, 2020). Many activities in the industry, however, do not meet the standards expected of them in terms of service delivery, such as adequate facilities; excellent customer relationships; knowledge of the product or service offerings; trained personnel; and confidence and trust in the services offered. This is because Ghana initially ignored the tourism and hospitality industry by not paying attention to the essence of the industry (Kim, 2020). Therefore, the researcher intends to use this study to steer the training of industry players in customer satisfaction and other activities in the tourism and hospitality sector to boost revenue and enhance the image of the industry.

With more than 200 million employees, the global hotel business has quickly expanded to become the greatest employer in the world (United Nations Educational, Scientific and Cultural Organization – [UNESCO], 2013). The tourism and hospitality sector's contribution to national economies has grown. For instance, Ghana had an increase of 18% in foreign arrivals from the Americas, Great Britain, the Caribbean, and other important target nations in 2019, while the overall number of visitors rose by 45% from the year before (MOTAC, 2020). Although the expansion of the tourist and hospitality sectors has many positive effects on the economy, little is known about their contribution to Ghana's development.

The lack of research on the KSFs for, and barriers to, Ghanaian tourism and hospitality is problematic because the sector faces a variety of difficulties, including inadequate education and training; limited access to credit facilities for the development of tourism and hospitality; a lack of organizations to co-ordinate efforts; a lack of understanding of the tourism market; regulations and red tape; and a lack of government initiatives specifically aimed at these sectors. As a result, the study's goal is to address the issues that were uncovered, utilizing the balanced scorecard as its assessment method.

The Balanced Scorecard (BSC) framework, developed by Kaplan and Norton in the 1990s, offers a holistic approach to strategic management by integrating financial and non-financial performance measures across four perspectives: financial, customer, internal processes, and learning and growth. While the BSC has been widely adopted in various industries to improve performance measurement and strategic alignment, its application within the tourism and hospitality sector remains relatively limited creating a knowledge gap.

1.3 Significance of the Study

This research significantly contributes to the existing scholarly discourse on critical success factors and challenges within the context of the tourism and hospitality industry, particularly within developing countries. By empirically examining the efficiency and quality of management systems within Ghana's tourism and hospitality sector, this study sheds light on practical strategies for enhancing performance and sustainability (Adu-Ampong, Mensah & Harrison, 2021).

Moreover, the findings of this study serve as a valuable resource for stakeholders such as the Ministry of Tourism, Arts and Culture (MOTAC) and the Ghana Tourism Authority (GTA). By providing a comprehensive database of success factors and obstacles specific to the Central and Western regions of Ghana, this research equips policymakers and industry practitioners with actionable insights to inform strategic decision-making and policy formulation (Boakye, Mensah & Amissah , 2023).

The theoretical implications of this study extend beyond the Ghanaian context, offering theoretical frameworks and empirical evidence that can inform research and practice in other developing countries facing similar challenges in their tourism and hospitality sectors (Opoku, Amissah & Duah, 2020). Furthermore, the longitudinal nature of this research provides a basis for assessing changes and improvements in the industry over time, facilitating longitudinal studies and benchmarking efforts to monitor progress and evaluate the effectiveness of interventions (Ansong & Mensah, 2022).

In essence, this study not only advances academic understanding of success criteria and hurdles in the tourism and hospitality sector but also offers practical insights and a robust foundation for future research and policy interventions aimed at fostering sustainable growth and development in Ghana's tourism industry.

1.4 Aims of the Study

The aim of the study is to investigate the KSFs and barriers within the Ghanaian tourism and hospitality industry, using the BSC approach. The BSC was used because it provides a holistic approach in assessing the performance of the tourism and hospitality industry in the Central and Western regions of Ghana.

1.5 Objectives of the Study

1.5.1 Specific objectives

- Examine Ghana's tourism and hospitality industry's characteristics.
- Assess the KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach.
- Determine the barriers within the Ghanaian tourism and hospitality industry using the BSC approach.
- Identify strategies that can be developed to improve success in the tourism and hospitality industry using the BSC approach.
- Examine the tourism and hospitality industry's performance by applying the BSC approach.

1.6 Research Questions

- What are the characteristics of Ghana's tourism and hospitality industry?
- What are the KSFs of the Ghanaian tourism and hospitality industry in relation to BSC?
- What are the barriers within the Ghanaian tourism and hospitality industry using the BSC approach?
- What other strategies can be developed to improve success in the tourism and hospitality industry using the BSC approach?
- How can the performance of the tourism and hospitality industry be examined using the BSC approach?

1.7 Definitions of key concepts used in the study

The following concepts are used in this study:

Tourism

Tourism is defined as traveling to and remaining in locations outside of one's normal surroundings for a brief period of time for goals such as business, pleasure, or other objectives is known as tourism (World Tourism Organization [WTO], 2018). It encompasses a wide range of experiences, including sightseeing, cultural exploration, adventure, relaxation, and recreation (Mason, 2015). It is the whole experience that results from interactions between travelers, employers, governmental agencies, and local communities in order to offer accommodations, transportation, and entertainment to travelers (UNESCO, 2018).

Hospitality

The term "hospitality" derives from the French word "hospice," originally connoting the provision of care for traveling individuals who were sick or weary (Smith, 2021). Across various cultures and civilizations, hospitality holds significant value, reflecting a universal inclination towards the provision of welcoming environments for guests and visitors.

The definition of hospitality encompasses a broad spectrum of services and experiences. In this study, hospitality is characterized by the provision of lodging, culinary offerings, entertainment, and other amenities aimed at enhancing the experiences of visitors, guests, travelers, and tourists (Jones & Brown, 2020).

Within the hospitality industry, diverse establishments cater to the needs of travelers and guests. These include hotels, guest houses, bed and breakfast establishments (B&Bs), inns, pubs, restaurants, cafes, takeaways, contract catering services (e.g., hospital catering), catering services in leisure attractions (e.g., museums), and motorway service areas. Additionally, private clubs and mobile catering services contribute to the array of hospitality offerings available (Garcia-Martin, Wang, Brandão, Zanotto, Shah, Kumar Patel, Schilling, & Kahn, 2022).

The overarching goal of hospitality organizations and businesses is to achieve profitability through the provision of their products and services (Thompson, 2023). The global hospitality sector comprises a multitude of companies, ranging from small-scale regional enterprises to large multinational corporations, each striving to meet the diverse needs and preferences of customers worldwide.

Key Success Factors (KSFs)

KSFs pertain to any matter that is pressing, of considerable importance, and prioritized as a primary concern (Huo, 2017). KSFs highlight areas and objectives that management must specify, evaluate, and consider, before beginning any project, as well as while making decisions to help management achieve high performance, service quality, and delivery (Engelbrecht, 2011). KSFs are those elements in strategy; product quality; resources; competences; competitive capabilities; and business outcomes, which have the greatest impact on an organization's capacity to succeed in the market (Slabbert & Saayman, 2003). As mentioned, KSFs also enhance business competitiveness (Engelbrecht, 2011).

Balanced Scorecard (BSC)

The BSC approach, according to Singh and Arora (2018), is regarded as a sophisticated strategic framework that takes time and significant resources to implement, to give a company a long-term strategic direction, while fulfilling short-term goals. The BSC framework was created by Kaplan and Norton (1992), who initially described it as “a set of measures that gives top managers a quick but comprehensive view of the business”. The BSC has evolved on the axis of financial perspective, customer perspective, internal/business process perspective, and learning and growth perspective. All of these viewpoints assist management in getting measurable results for the firm.

1.7.1 KSFs and Barriers in the Tourism and Hospitality Industry

1.7.1.1 KSFs in the Industry

According to Geller, the use of KSFs in the travel and hospitality sector began as early as 1985. Griffin (1995) embraced the KSF method and used it to implement lodging-yield management systems (LYMS) in 1995. However, Brotherton (2016) analysed KSFs through a review of the literature and found that they can be split into two dimensions in the tourist and hospitality sector. The first dimension is ‘accessibility’ with the KSFs of an easy-to-find location and centralized sales/reservations systems. The second dimension is ‘performance’, with the KSFs of uniform lodging standards, value for money, hygiene, and cleanliness.

The use of KSFs should benefit the tourism and hospitality industries in a number of ways. These advantages include positioning, more success, effective resource allocation, and

quality management (Ferreira, Otley, Gimenes, & Mazzioni, 2021). The benefits of recognizing KSFs are to the advantage of all the diverse stakeholders. From an analysis of the literature, it is obvious that there is a stronger emphasis on certain of these benefits. Effectiveness, growth and development, and positioning, may be among these advantages. Amidst the increasing pressure, competition, and growth, it is important to understand which KSFs management should focus on. Understanding these factors which can lead to the success of tourism and hospitality businesses within Ghana can improve the industry, leading to the success of individual tourism ventures and destinations, and boosting the development of Ghana as a business tourism destination. In addition, the growth of Ghana's tourism and hospitality industry can offer entrepreneurs new opportunities in terms of products and services, given the fact that the business tourism sector involves a variety of other sectors and industries.

1.7.1.2 Barriers of the Industry

According to the annual report of the GTA (2019), there are a number of challenges facing the tourism and hospitality industry in the country which have to be addressed to boost productivity. Inadequate funding for development projects; underdeveloped access routes to the nation's tourist destinations; income leaks; environmental degradation (noise pollution); inadequate education and training; lack of access to credit facilities for tourism and hospitality development; a lack of organizations to co-ordinate activities; a lack of understanding of the tourism market; regulations and red tape; and a lack of government initiatives, are a few of the major obstacles faced by the industry.

1.7.1.3 Balanced Scorecard (BSC)

A BSC is a comprehensive framework of decisions and actions that results in the development and application of a strategy designed to achieve the organization's goals (Singh & Arora, 2018).

Traditionally, organizations have been considered as money-making machines. Therefore, all strategies revolved around financial considerations. To make organizations stand out from the competition, a sustainable development agenda, backed by a strong management system, is becoming imperative (Ardito & Dangelico, 2018).

Most often, financial indicators have been used to gauge performance. However, scholars have argued that this method has been one-dimensional because only historical performance has been considered. As a result, the BSC approach has evolved into a framework that is especially appropriate for the tourist and hospitality industry, tracking the performance of strategies and their implementation (Moulin, 2017). The word 'balanced' means that both financial and non-financial metrics are taken into account in the new measurement framework, which represents both sides. The BSC strategy, which is implemented to give a corporation a long-term strategic direction, while addressing short-term objectives, is regarded as a complicated strategic framework, and hence requires significant resources and time commitment (Ardito & Dangelico, 2018).

According to Singh and Arora (2018), businesses should not underrate the trials in moving a company from static, backward-looking measurements to an all-inclusive business design that assimilates a forward-looking approach. However, it was found that, because overall management decisions tend to be more objective, the advantages of the BSC

approach exceed the drawbacks, such as time and resource requirements, in employment related to tourism and hospitality.

The BSC technique can be used at several organizational levels, starting with the overall organizational level and moving down to the strategic business unit, individual operational units, or just the individual level. This is similar to the KSF approach discussed earlier in this chapter. The main idea of BSC, which calls for the identification of “key components of operations, setting goals for them, and finding ways to measure progress towards their achievement” (Singh & Arora, 2018), can also be used to further understand the connection to KSFs. Within real-world tourism and hospitality operations, two American studies found that the BSC approach is a useful tool to strategically measure tourism and hospitality performance against key financial and nonfinancial metrics.

Through two generations, the BSC strategy has changed. The first generation used a ‘simple’ colour code system, in which the colour green denoted a work well done; the colour yellow indicated room for improvement; and the colour red denoted the need for quick action. According to Phillips (2017), the primary drawback of the first generation BSC strategy is the lack of instructions on how to boost performance within certain regions. Because of this, the second generation sought to do away with the attitudinal approach to performance measurement in favour of a choice of measuring questions that serve as a link between goals, strategy, and measures. Phillips (2017) refers to this method as a ‘strategy map’. Phillips (2017) confirmed that there are four key perspectives within organizations. Atkinson (2006) identified that the strategy map must be seen as a two-dimensional perspective of operations, where financial objectives are considered the final goal of an organization, and where strategic objectives like internal business

process, learning and growth, and the customer perspective, are “connected by arrows indicating the cause-and-effect analysis”.

1.7.1.4 Benefits of the BSC

The BSC is a performance evaluation tool that, according to Donthu, Kumar, Mukherjee, Pandey and Lim (2021), is a set of performance measures that directs an organization to link its own long-term strategy with concrete goals and actions. It also enables managers to assess an organization from four key perspectives: customer; financial; internal business processes; and learning and growth. It is a structure for keeping track of the tasks that employees execute as part of putting a strategy into action.

The BSC is now the method of performance management that is most frequently mentioned in academic research, and used in practice (Rasmussen, Grønholdt, & Håkonsson 2023). According to Donthu *et al.* (2021), BSC is a group of metrics that are closely related to the entire business strategy. Additionally, Mio, Costantini, and Panfilo, (2022) support the BSC developed by Kaplan and Norton in 1992 as the ideal framework for assessing performance in the travel and hospitality sector. According to Investopedia (2022), employing a balanced scorecard has a lot of advantages. For instance, rather than having to deal with different technologies, the BSC enables the tourism and hospitality industries to combine information and data into a single report. When conducting evaluations to enhance procedures and operations, this enables management to save time, money, and resources.

The BSC also assists firms in reducing their dependency on inefficient processes, which is another important advantage. This process is known as sub-optimization. This

frequently leads to decreased output or productivity, which can cause costly expenses, lower sales, and a breakdown in business operations.

According to Kaplan (2002), the BSC changes a company's strategic plan from an eye-catching, but inactive, document into the organization's daily commands. It offers a framework that aids planners in determining what has to be done and measured, as well as providing performance measurements. Executives can effectively implement their strategies with it. The BSC methodology offers a clear guideline for what metrics businesses should track to 'balance' their financial perspective. It is a management tool, not only for measuring performance, but it also helps businesses define their goals and put their strategies into practice. To continually enhance strategy performance and outcomes, it offers feedback regarding both internal business processes and external consequences. Strategic planning becomes the brain of an organization when properly implemented, moving it from an academic exercise to the centre of the business (Kaplan & Norton, 2002; Alswalmeh & Dali, 2020).

With this diversity of viewpoints in mind, there are several significant consequences of the BSC approach that management in all types of businesses, the tourism and hospitality sector included, should take into account. First, as opposed to the more conventional focus on control, the scorecard highlights vision, strategy, competitive needs, and the need to keep businesses looking and moving forward. In fact, research has shown that the BSC appears to work best when it serves as a catalyst for change (Kaplan & Norton, 1993; Alswalmeh & Dali, 2020).

A second implication is that a well-designed scorecard should assist management in comprehending the numerous crucial interrelationships within their firms, which more

conventional measurements typically conceal or even neglect. Additionally, a scorecard's metrics should strike a balance between internal and external indicators, exposing any potential trade-offs between them (Kaplan & Norton, 1992; Gama, 2017).

Thirdly, a variety of senior managers, not just the organization's finance officers, must be involved in the formulation and implementation of a BSC for it to be truly effective. In fact, it has been noted that the BSC shows that the traditional role of the financial controller needs to change so that it connects involvement in strategic corporate development with the maintenance of budgets, short-term performance measurements, and historical records (Kaplan, 2002).

The balanced scorecard has reportedly been described as “much more than a measurement exercise” (Kaplan, 2002; Alswalmeh & Dali, 2020). It is recommended that it can be used as a management system that can serve as the industry's inspiring focal point.

1.8 Delimitation of the Study

The study focuses on the KSFs and barriers within the tourism and hospitality industry using the BSC approach in the Central and Western regions of Ghana. The study primarily focuses on tourism and hospitality establishments within the Central and Western regions of Ghana because of the number of yearly visits by tourists. This research work has reviewed research from around the world in the tourism and hospitality industry. The elements of analysis in the study are all the workers from the tourism destinations and hospitality establishments in the Central and Western regions of Ghana. Therefore, workers who have left their posts are not included in the study. Three hundred (300)

participants were used for the study, based on recommendations for sample size selection by Kredjcie and Morgan (1970). In all, structured questionnaires were given to the participants to elicit responses, while an interview session was held with the Chief Executive Officer of the Ghana Tourism Authority.

1.9 Outline of the Study

The study is organised into eight chapters: Chapter One, gives a brief introduction and background of the study; the research problem, significance of the study, aims and objectives of the study, research questions, definition of key concepts used in the study and the delimitations of the study.

Chapter Two provides insights into the literature that exists on the topic under study and various literature sources have been used to explain some of the concepts and variables of the subject matter. The following were thoroughly addressed; the overview of the tourism and hospitality industry, the tourism and hospitality industry of Ghana, the concept of success and KSFs (prime source, categorization and its application in the tourism and hospitality industry), the barriers within the Ghanaian tourism and hospitality industry, the strategies that can be developed to improve success in the tourism and hospitality industry using BSC, the BSC approach and how it can be used in the tourism and hospitality industry. The study review literature on the performance of the tourism and hospitality industry using BSC approach. Finally, the study adopted a theoretical framework and proposed a conceptual model that can be used to assess performance in the tourism and hospitality industry.

Chapter Three discusses the international trends in relation to the topic. It also looks at how key success factors and barriers in Europe, America, Asia, and Africa were reported.

Chapter Four gives a clear description of the study area by profiling its demographic characteristics; and explains the rationale behind the methods, instruments and sampling techniques.

Chapter Five presents the results from the field data collected. At this point, the views of the participants were collected through questions and interview guides. This section presents the outcome of the fieldwork. At this stage, the researcher ensured the accuracy of the data collected and presents the results accordingly.

Chapter Six presents the discussion under different themes, according to the objectives of the study. The researcher discusses the results from the field study in relation to the literature review, and whether it agrees or contradicts the field results.

Chapter Seven gives a summary of key findings of the research. This summary looks at the general overview of the objectives guiding the study.

Chapter Eight presents the conclusion, recommendations for action, and suggestions for future research.

1.10 Summary

The study have demonstrated the numerous ways in which the tourism and hospitality sectors contribute to a nation's economy. The lack of information about the Ghanaian tourism and hospitality sector currently prevents the market from developing and getting

better. It is against this backdrop that the study investigates the KSFs and barriers within the Ghanaian tourism and hospitality industry through the application of the BSC as the measurement tool of the study.

The study deals with the significance of the study to various stakeholders, such as MOTAC, the GTA, destination managers and hotel operators within the Central and Western regions of Ghana. Finally, the study also discusses the key concepts used in the study: tourism, hospitality, KSFs and the BSC.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Lovarelli & Bacenetti, (2017), a literature review is critical in research. It educates the researcher in the chosen focus of the study, while also providing background to, and justification for, the research being undertaken. Maxwell, (2017) concur, stating that the literature review helps build a coherent argument that serves to locate the study within its field or fields of knowledge. Jaakkola (2020) regard the literature review as important because it enables the researcher to delve into the 'corpus of published works on a specific topic'. This chapter does exactly that, by introducing the literature and the theory that support the study. The chapter presents a review of the literature on the tourism and hospitality climate in Ghana; the barriers within the tourism and hospitality industry; successes; KSFs; the concepts of KSFs; the application of KSFs within the tourism and hospitality industry; models of success management; and the BSC. Finally, the study discusses the conceptual framework underpinning the study, and conclusions drawn from the literature reviewed.

2.2 Conceptual Literature Review

This section explores various concepts with respect to assessing the barriers and KSFs within the tourism and hospitality industry in Ghana. This study focuses only on the tourism and hospitality industry in Ghana, KSFs, barriers, strategies that can be develop

to improve success in the tourism and hospitality industry and the performance of the tourism and hospitality industry using the BSC approach.

2.2.1 Overview of the Tourism and Hospitality Industry

Prior to the COVID-19 pandemic, the global hotel sector boasted a market worth of US\$1 trillion, with approximately 0.6 million companies operating within it (IBIS, 2020). This industry employed around one million people worldwide (IBIS, 2020), with its growth largely driven by the expanding global business landscape. However, the post-pandemic era brought significant transformations to this sector. Travel and tourism, in particular, experienced severe disruptions, with widespread cancellations and travel restrictions impacting the industry for several months (Ians, 2020).

The aviation sector suffered substantial losses, with estimates suggesting that travel restrictions on international flights cost airlines a staggering \$880 billion globally (Chinazzi et al., 2020). The COVID-19 pandemic, declared by the World Health Organization (WHO) on March 11, 2020, led to strict measures worldwide, including country lockdowns, travel bans, and the closure of airports and borders to curb the spread of the virus (Bajrami, Terzić, Petrović, Radovanović, Tretiakova & Hadoud, 2021).

As a result of these measures, the hospitality and tourism sectors were among the hardest hit, experiencing a significant decline in employment. In 2020, there were 62 million (18.5%) fewer jobs in this sector globally compared to 2019, with small and medium-sized businesses bearing the brunt of the job losses (WTTC, 2021). This downturn disproportionately affected women, young people, and individuals from minority groups who are overrepresented in the service sector (WTTC, 2021). Additionally, popular tourist

sites faced abandonment, exacerbating the negative impact on the industry's workforce worldwide (Bajrami et al., 2021).

Despite these challenges, the tourism and hospitality industry remains crucial to economic growth globally. In Ghana, for example, tourism is the fastest-growing sector and a significant contributor to the economy, supporting various industries such as agriculture, manufacturing, real estate, and transportation (WTO, 2019). The country's strategic focus on market-oriented economic development underscores the importance of the travel and hospitality sectors (GTA, 2020). Ghana's tourism and hospitality industry has experienced substantial growth, driven by factors such as foreign direct investments in mining, increasing middle-class consumption, and political stability (GTA, 2020).

To capitalize on the potential of the tourism and hospitality sectors, businesses must adhere to international standards and address social, ethical, and environmental concerns (Rafiq *et al.*, 2020). This emphasis on sustainability and responsibility reflects broader trends in the industry, where businesses are increasingly expected to prioritize their impact on society and the environment while meeting consumer demands. The next section of the study looked at the industry focusing on Ghana.

2.2.2 The Tourism and Hospitality Industry of Ghana

The Ghanaian government paid the tourist sector a lot of attention in its late 1980s economic growth plan. While both governmental and private investment activity in various tourism sub-sectors has increased, so too have tourist arrivals and spending (WTO, 2016). A 15-Year Tourism Development Plan for the years 2013-to-2027 was created by the government, with assistance from the World Tourism Organization (WTO) and the

United Nations Development Programme (UNDP), to demonstrate the government's commitment to the development of the tourism industry. Like most African nations, Ghana began making efforts to establish a sustainable tourist sector in the early years following independence.

The World Tourism Organization Report (2019) identifies tourism as one sector that can help an economy's services sector to improve. Ghana's government is committed to strategically transforming the country into a popular, global tourist destination (Ghana Vision, 2020). The government released a white paper on tourism as a result of the industry's growth, outlining potential investment opportunities for foreign companies, as well as a number of concessions and financial incentives. Numerous significant studies on Ghana's tourist sector were conducted between 1972 and 1978. Most of these studies were carried out by foreign organizations and persons due to budgetary and technological limitations on the local level. Ghana earns \$3.8 million from tourism, and it is predicted that it will soon rise up (GTA, 2019).

For many developing nations, the tourism and hospitality sectors continue to be a substantial source of economic activity (Adu-Ampong, 2018). Tourism is now positioned as one of seven important economic pillars for reforming the economy within the current medium-term national economic development plan (Ghana National Growth and Development Agenda), according to Adu-Ampong (2018). The goal of this plan is to effectively link the tourism and hospitality sector to the national economy.

As a medium-term development plan, the Ghana Poverty Reduction Strategy (GPRS) focuses on spending and redistributive policies that directly address poverty. The plan's

objectives to reduce poverty are clearly linked to the growth of the tourism industry. In addition to the usual emphasis on foreign exchange profits, Adu-Ampong (2018) claims that the GPRS marks the first national development plan to construct a direct relationship between tourism and poverty alleviation. A greater knowledge of the characteristics of tourism and hospitality can direct it to be used as a social force in broader development and in efforts to reduce poverty, according to recent research.

2.2.3 Defining the Concept of Success

Employment success can be considered as the basis of the KSF strategy. The word success is the product of the fusion of the following two Latin words: 'sub' became 'suc', which means 'under', and then 'cedere', which became 'cess', which means 'to go'. Success, therefore, literally translates to 'going beneath' in its root form. However, the term 'succedere' originally meant to follow behind, therefore it might also indicate that (Suddaby, 2022). Although most people use the word succession in the sense of someone following after another in the present, it can also be used to describe something being followed. Therefore, originally the word success might have denoted the effort or activity in following a goal. Putting this into the context of this study means that success is not only defined by the goals that are set, but also the effort or progress made in accomplishing them. As a result, the frequently-asked question of what defines success, or how to achieve it, which has been the subject of numerous studies, should not only take into account the ultimate objective, but also the process or steps taken to get there. It suggests that achieving success is a process that involves pursuing the objective in an effort to get closer to it, rather than a specific target that needs to be attained.

By definition, the KSF approach focuses on the few factors that are absolutely necessary for success (Deng & Lu, 2022). A review of what success entails must be done in order to be able to define these characteristics. Starting from a neutral position, Rafiq et al., (2020) defines success as the good outcome of an undertaking. According to this definition, the achievement must be evaluated in light of a set of standards that have been defined by the person who will decide whether or not the project was successful. Furthermore, when defining success, the context in which a categorization of successful and unsuccessful is to be made must be taken into account. Success may have several meanings, linked to it in various settings, making it ambiguous, as evidenced by the fact that other dictionary editions produce up to five or six alternative interpretations of the term (Ma, & Sun, 2023). The same conclusion may be drawn from other studies that looked at other success metrics and the literature that tries to quantify it (Deng & Lu, 2022).

Numerous authors have researched the subject of success and have used it in various situations. Khan and Naeem (2018) investigated the concept of 'New Thought' within the business realm, finding it aligned with the American Success Theory. In these early theories, success was defined as the achievement of financial gain. Profit was regarded as the ultimate measure of achievement, with those who amassed the highest wealth receiving the greatest recognition. The mental, moral, and temperamental traits including “energy, ambition, determination, perseverance, patience, and prudence” contribute to corporate success (Alfoqahaa, 2018). By allowing anyone with the correct mindset to succeed, this principle upheld the original ideal of equality and helped establish the link between the American Dream and success (Khan & Naeem, 2018). Ardito and Dangelico,

(2018) adopted a somewhat different strategy when they evaluated various tactics and their effects on success. Business size, employee satisfaction, business growth, and employee salary were utilized by Ardito and Dangelico (2018) as indicators of success.

Luo, Fan and Shang (2022) highlighted that, in a corporate setting, the literature used a variety of metrics to define success, ranging from compound asset or equity growth, to return on capital, equity, and sales. Success could even be measured using specialized accounting techniques like 'average value of market value to book value' measurement (Luo *et al.*, 2022). Therefore, achieving any one of these measured aims could be regarded as success. In the last two decades, numerous authors have delved into the exploration of factors contributing to success (Fuertes-Callen & Cuellar-Fernandez, 2019), but many of them just made distinctions between success and failure without going into great detail on what constitutes success.

In Zimmermanns' (2017) study, which scrutinized closed businesses, it was found that not all closures equated to failure. Rather, many instances revealed that superior alternatives had emerged for owners or shareholders, thereby presenting a significantly improved opportunity cost or missed opportunity. Other research that reached the same conclusion lends weight to these findings (Headd, 2017). Naturally, this begs the question of how one could ever define business success, if even the cessation of a company's activity can be viewed as a success. Fuertes-Callen and Cuellar-Fernandez, (2019) noted in the opening to their study that not all businesses that shut down are failures; but they did not go into greater detail about the proper categories of failure.

According to Li and Liu (2021), people with true convictions about some domains of practical activity are more likely to succeed in their goal-directed activities. He thus made a connection between the value of truth and achievement, and showed how truth often serves as a causal or explanatory factor in situations involving success in both personal and professional endeavours. This connection has been referred to as the 'success argument' in research. However, the concept of personal achievement and how it is perceived are both very nuanced topics. Focusing on subjective internal success might offer greater insight into individuals' perceptions of their achievements (Lam & Li, 2019). This assertion aligns with the notion that success is shaped by one's goals and the journey toward attaining them.

Irawan and Suprpti (2020) observed this phenomenon to be especially pronounced among women in relation to their perspectives on career accomplishments. By contrast, career happiness for men was found to be strongly connected with pay and rank, according to Russo, Kelly, and Deacon (2017). The fact that the concept of success is prone to subjective bias is another issue (Ma & Sun, 2023). People who have a personal stake in the project frequently overestimate it. The distinction between failure and success is thus up for debate.

According to Lu and Liu, (2021), there should be a distinction made between two successful situations in the context of sports. Success, according to the authors, can either be defined in terms of task involvement, where success or failure is based on subjective evaluations of one's own performance in a sport; or it can be defined in terms of ego involvement, where achievement is judged in relation to that of one's peers.

Another area that has drawn scholarly interest is the success in influencing performance of businesses (Abbasi, Tahir, Abbas, & Shabbir, 2022). In the realm of business performance evaluation, the performance appraisal is commonly employed as a metric to assess achievement (Abbasi *et al.*, 2022). However, DiMaggio (2019) noted that, by merely focusing on grades, the issue of academic performance is oversimplified because excelling in school necessitates more than a measured aptitude. He claimed that family background has a significant impact on academic or professional performance. It was also found that tested intelligence explains no more than 15-to-30 % of the variation in students' high school grades (DiMaggio, 2019). This notion was inspired by Moulin's (2017) concept of 'status culture', which postulated that success and status culture are somewhat arbitrary because they may relate to any qualities shared by a plurality. Therefore, DiMaggio (2019) claimed that success should not just be measured by students' academic performance but also by their personal growth and participation in higher-value social activities.

The idea of success has been applied in several topics in this field of study. A framework was created by Gergen and Vanwesenbeeck (2021) to assess success in the context of IS. They believed that evaluating success was essential to comprehending the worth and effectiveness of investments and managerial actions (Gergen & Vanwesenbeeck, 2021).

In the Mathematical Theory of Communication, Shannon and Weaver (2019) evaluated three different levels for effective communication. They considered effectiveness and precision of the communication system to be the technical level. Secondly, the semantic level was identified to assess if the message receiver received the intended meanings; and thirdly, the effectiveness level was identified to assess how the information conveyed

affected the recipient (Shannon & Weaver, 2019). By including system quality at a technical level; information quality at a semantic level; and user satisfaction and individual impact at an effectiveness level, in the IS Success Model, Gergen and Vanwesenbeeck (2021) implemented these concepts of communication success (Gergen & Vanwesenbeeck, 2021). The Success Model and the Mathematical Theory of Communication examples demonstrate that there are multiple hierarchies and meanings of success in the communications context, just like in business, sport, and educational settings.

One could argue that several quantifiable criteria must be established in order to define success. The success literature suggests a considerable number of variables, and sorting through them all could be more confusing than helpful because they each depict success from a distinct perspective (Ma & Sun, 2023). As a result, each time a determination or categorization of success is to be made, it must be done separately, if the term 'success' is ambiguous, subject to prejudice, and extremely context-dependent. A collection of indicators that gauge the outcomes of the selected activity must be used to determine what is successful and what is not.

Finally, Moulin (2017) considered success in great depth in the context of KSFs. Mio *et al.*, (2022) stated that there are many levels of success, based on the impact or rate of success, which is similar to the IS context. Mio concluded that various aspects of success that relate to various types of success have not been adequately examined and need greater attention.

2.2.4 The Concept of KSFs

A detailed examination of two concepts – sources of KSFs and categories – is required in order to comprehend what the KSFs method implies. The earlier section examined what KSFs are and how they have been described by various academics. To prevent outcomes like those of Peters and Waterman's (2018) study, which claimed to have identified eight KSFs that would be applicable to all successful firms, these aspects are significant and must be taken into account in research. Nevertheless, this assertion has faced challenges and scrutiny, particularly as numerous organizations encountered significant issues shortly after its publication (Lam & Li, 2019).

2.2.5 Key Success Factors (KSFs)

Success was initially presented as the concept of KSFs in 1961 as a way to categorize the risk information requirements of managers, but it is generally agreed that Rockart (1979) popularized the KSF method in the field of management information systems. KSFs have, in fact, been applied in the field of information systems for a long time (Robson, 2014). The last 20 years have seen an expansion of their use as a more general management strategy, particularly in the disciplines of strategic and operational management (Grunert & Ellegaard, 2019). The identification of KSFs is now utilized to pinpoint information requirements; to catalogue and explain crucial system components; and to clarify and concentrate management's duties and efforts (Munro & Wheeler, 2020).

As per Zimmermann (2017), KSFs represent the limited set of areas where achieving desired outcomes ensures competitive performance effectiveness. Digman (2018) added to the definition of KSFs as the conditions that must be met for the business to succeed.

Dang, Vu, Ngo, and Hoang, (2019) goes on to emphasize that Key Success Factors (KSFs) are the essential actions an organization must undertake to achieve its objectives, discerning and categorizing their impacts. Also, Ma and Sun, (2023) adds that KSFs are the essential elements, or sub-objectives, that the organization must have in order to fulfil its mission. Huo, (2017) contend that Key Success Factors (KSFs) represent essential prerequisites that managers and/or companies must fulfill to ensure success. They represent those managerial areas that require on-going, specialized attention in order to promote excellent performance. According to these definitions, KSFs are areas, goals, or points that require substantial management attention and assistance in order to fulfil the mission, and achieve quality and high performance. As a result, these areas must be identified and evaluated before the organization begins a project.

Any element that is 'key' is, by definition, the most significant and is given the most emphasis. Additionally, it is probable that these factors will exert significant impacts, ranging from favourable to adverse. Given the varying degrees of relevance across different elements for each company, it stands to reason that only a select few will be critical to its competitive performance (Herawaty & Tresna, 2018). The achievement of these KSFs, and the degree to which this is done, will ultimately determine whether a company is successful or not.

KSFs are derived from the attributes of a company's internal and external operational environments (Dodds, Ali & Galaski, 2018). In the 'internal' environment of a company, the KSFs are likely to result from specific traits of its people, processes, products, and potential structures. These KSFs, in essence, will reflect the specific condition of the organization in terms of the core skills and capabilities essential to its competitive

advantage. The industrial and market frameworks in which a specific organization operates will determine the KSFs it must deal with externally. They will be based on the more general trends and situations that are visible in the larger business environment. These exterior KSFs are less controlled than the internal ones and will undoubtedly be encountered by all businesses functioning in a specific external environment. A company's KSFs are, therefore, essentially divided into those that are context-specific and those that are generic to a particular set of industrial, market, and overall environmental factors (Geller, 2018).

KSFs are the 'must accomplish' elements, both inside a corporation and in its external operational environment, as was previously mentioned. This focus on 'achievement' draws attention to one of KSFs' key traits, which is that they are action-oriented. Hence, KSFs do not constitute business objectives or goals; rather, they encompass sets of actions and procedures aimed at facilitating the achievement of desired outcomes as specified in the company's objectives or goals (Herawaty & Tresna, 2018).

Another attraction of the KSF technique lies in its practical advantages. Research findings often provide immediate and direct benefits for both researchers and consultants (Herawaty & Tresna, 2018). Companies which discovered KSFs and used them, through appropriate assessment, feedback, and management, had a greater return on equity than companies that did not use the KSFs technique, according to Jenster (2017). Due to the benefits of KSFs, outlined above, this research goes beyond simply assessing the effectiveness of tourist and hospitality facilities to look further into the KSFs that are helping the industry function effectively in order to determine why these hotels are succeeding.

KSFs, according to Ronda-Pupo (2019), are the elements that have the greatest influence on an organization's capacity to succeed in the market (particularly the tourist and hospitality establishments). KSFs address the actions that each owner or management in the tourist and hospitality sector must be prepared to do in order to meet predetermined objectives and succeed financially and competitively. Because KSFs are necessary for success in the guesthouse industry, all owner-managers of tourist and hospitality establishments must pay particular attention to them (Thompson & Strickland, 2019).

2.2.5.1 Prime Sources of KSFs

The sources of KSFs were first mentioned by Daniel (1961) and explicitly introduced by Anthony, Dearden and Vancil (1972). Bullen and Rockart (2001) modified, expanded and finalized these sources into five prime sources of KSFs that should be taken into consideration by anyone wishing to adopt the KSF approach, despite the fact that they were still very much in the context of IS. There are five primary sources of KSFs, according to Rockart (2010) and Bullen and Rockart (2001). The first is business-specific. Bullen and Rockart (2001) assert that, due to the nature of its work, each industry has a unique set of KSFs that apply to all participants in that industry. This means that, since they are pertinent to them, all players must concentrate on these KSFs.

Competitive strategy and industry position were identified as the second source of KSFs. Although each organization involved in an industry must concentrate on KSFs relevant to that industry, each organization also has its own set of KSFs. These outcomes stem from the firm's competitive position within the sector, as well as its strategic ramifications. The unique history and location of a firm add further dimensions to Key Success Factors

(KSFs), making them specific to each company. Consequently, any distinguishing features that differentiate an organization from others in the industry could lead to the identification of additional KSFs (Huo, 2017).

The third source of KSFs was found to be environmental influences. Environmental factors are typically elements of the firm's macro-environment that it has little or no influence over. Key Success Factors encompass both foreseeable elements such as GDP, political trends, and economic cycles, as well as less predictable factors like regulations, social trends, and technological advancements (Irawan & Suprapti, 2020).

Temporal considerations were the fourth source of KSFs that Irawan and Suprapti (2020) identified. These are situations or places that, for a brief time, serve as the source of KSFs. They are influenced by exceptional events rather than long-term strategy, industry- or firm-specific traits. This might be the case if an earthquake, like the one that occurred in Japan in 2011, completely destroys a manufacturing facility. The end outcome would be that rebuilding the production plant would become a temporary KSF.

Finally, it was discovered that the role of management is a source of KSFs. These elements, which are innate to the nature of the role someone plays, could be referred to as role-specific. Each operational position has a set of KSFs that are based on the specifics of the job. As an illustration, the Chief Financial Officer (CFO) of a business would be concerned with budgetary control of a firm. This is true of every CFO because it is part of their job description.

It might be compared to factors unique to a particular industry, where all participants share standard (universal) KSFs. In this case, all managers who hold the title of CFO share a

common set of KSFs that are the same, as a result of their work. Naturally, this is applicable to a variety of organizational levels, from the top, where senior management is situated, to the front lines, where staff members perform operational duties (Irawan & Suprapti, 2020).

2.2.5.2 Categorization of KSFs

As mentioned in the prime sources KSFs, they have been grouped into two categories. According to Bullen and Rockart (2001), KSFs can be divided into two categories: monitoring vs. building/adapting and internal vs. external. Tozer (2018) asserted that KSFs can be classified into other categories. They determined that active vs. passive components and current vs. future orientation should both be added to the classifications, in addition to the two categories indicated above. According to Huo (2017), while active KSFs determine future success, passive variables will obstruct it. Furthermore, according to Tozer (2018), the generalizability issue should be used to separate KSFs into general and company-specific categories. The idea that some KSFs are generically relevant to an entire industry, while others are only applicable to specific enterprises within an industry, is referred to as generic vs. context-specific KSFs. The idea behind this is that some KSFs will be context-specific because of their great specificity to a firm's circumstances, whilst other KSFs may have a generic quality that applies to all market participants (Dang *et al.*, 2019).

Although there will be a set of generic KSFs for every organization or firm participating in an industry, Geller (2018) stated that the order in which they are prioritised can vary greatly between various firms. This is because each organization has a set of KSFs that

are context-specific and may be given a greater priority than generic KSFs, due to their importance in the short term and urgently needing attention. Further examination of the relative significance of KSFs in general is prompted by this idea. While other researchers, including Geller (2018), have suggested that the weightings of each KSF's value would vary, not only across an industry but also within a single company or firm, it appears from several studies that all KSFs are of equal importance. However, this would ignore the fact that the field of IS has adopted the method of ranking KSFs in order of relative importance, making this practice crucial for the selection of KSFs (Heinrich, 2019). According to Leidecker and Bruno (2018), who authored an entire section about the determination of factor importance and stated that 'some KSFs are obviously more important than others', this method has also been adopted within the business strategising community.

One of the two classification categories described is internal versus external categorization (Lam & Li, 2019). They said that KSFs can be separated into internal ones, which the company or manager can influence and/or control, and external ones, which are out of the company's or manager's control. Every manager will have internal KSFs, which are present in every department of a company. They are extremely diverse and can encompass everything from team leadership to budget control. Whether or not a factor is under the manager's or company's control determines its classification. For instance, the weather is out of the company's or manager's control, yet could be a KSF for a company that makes ice cream. Hence, it needs to be categorized as an external KSF.

Monitoring, as opposed to construction/adaptation, is the second classified category. This category of KSFs either consists of influences that need to be watched out for in order to

flag up potential undesirable developments, such as product cost for a manufacturing business; or it consists of building/adapting influences which are important to implement or change a specific strategy, process, or task; as well as making it possible for the company to adapt to a changed environment. Financial KSFs are frequently used to monitor KSFs, and aim to ensure that businesses and managers remain on the proper track. Building/adapting KSFs are more common among businesses and managers who have strong control over their operations and are in a competitive position.

As a result, more time and money are dedicated to preparing the business for the shifting external environment. While monitoring KSFs is important to maintain the status quo, this sort of KSF is more future-oriented as it concentrates on the work at hand. According to Huo (2017), managers frequently lean towards one of the two types of KSF, whereas general managers tend to favor a combination of both. This distinction between monitoring and building/adapting may not be as precise in the context of strategy, according to Grunert and Ellegaard (2019). Building a business competency may be a reaction to monitoring a development in the environment. Grunert and Ellegaard (2019) proposed differentiating between environmental factors and business competences.

Following this line of reasoning, one would have to conclude that there are no external KSFs, only internal ones, as it is how the organization is set up to handle environmental changes rather than the changes themselves that matters. Once more, this viewpoint highlights the flaw, in that it assumes that all businesses in the industry will be similarly impacted by the environmental change.

In keeping with the idea of relative importance, certain businesses may be better equipped to handle environmental changes and hence will not be as significantly impacted. The application of KSFs to organizations within a single industry must be viewed in the context of the condition of the firm, as Wilson, Fesenmaier, Fesenmaier and van Es (2018) stated. According to Rockart (1979), a corporation is more likely to concentrate on creating KSFs for the future by altering tactics and adjusting to new trends and surroundings when in faces less competitive pressure. Organizations in highly competitive situations, on the other hand, are likely to adhere to the monitoring strategy, analyzing existing results and, if necessary, making adjustments to changes. However, it is important to keep in mind that KSFs must be classified as coming from one of the five sources listed in the preceding section.

As an illustration, a factor might be an internal, building/adapting, temporal KSF, which indicates that it originates from within, or is managed by, the organization; is intended to enhance, or orient the company for the future; and is only pertinent for a short time.

2.2.6 Application of the KSFs within Tourism and Hospitality Industry

Several research studies have been undertaken in the past into the tourism business. Camison, Fores, Boronat-Navarro & Puig-Denia, (2020) and Buhalis and Main (2018) emphasise hotels, in general, in the major successes. According to Brotherton and Shaw (1996), a number of KSFs were identified to represent good operational features in the UK. They included the monitoring of these using critical performance indicators (CPI). They also supported the further division of KSFs into generic and context-specific categories (Moulin, 2017). Buhalis and Main (2018), on the other hand, took a different

approach and attempted to assess the critical function that small and medium-sized hospitality firms play in places like Wales, the French Alps, and the Aegean Greek islands that help destinations profit from tourism. As has already been indicated, since 2016, there has been a rise in interest in the study of the KSFs related to the travel and tourism sector, beginning with Thomas and Long's (2020) study of KSFs in tourism development.

By adhering to, and implementing, a list of management KSFs that were uncovered through interviews with important officers in the tourism, leisure, and economic development functions, Thomas and Long (2020), concluded that destinations can improve their competitiveness. In order to discover business practices, the authors also looked into tourism companies, spoke with the managers, and examined internal paperwork. They noted that organizations do not adhere to the traditional ideas of business success, such as growth strategy or profit maximization, particularly the smaller businesses. Instead, they showed that, in order to maintain a competitive edge in the market, smaller companies and destinations frequently try to follow the sustainable path. Brotherton (2004) released two studies on KSFs in the UK hotel business. In the initial study, he sought to identify the KSFs of corporate hotels in the UK. To do this, Brotherton (2004) spoke with hotel managers about their agreement with the 59 characteristics that he first listed in 2006. Only three of the KSFs from Brotherton's prior analysis were found to be statistically insignificant, according to his conclusion. The same year, Brotherton surveyed unit managers of low-cost hotels to conduct research into KSFs in these establishments.

Moulin (2017) after reviewing the literature on low-cost hotels, identified Key Success Factors (KSFs) were confirmed through a survey. The survey revealed that KSFs in low-

cost hotels can be categorized into two dimensions. The first dimension is accessibility, with the KSFs of an easy-to-find location and centralized sales/reservations systems. The second dimension is performance, with the KSFs of uniform lodging standards, value for money, hygiene and cleanliness. The assertion was made that the KSF approach emphasizes focused specialization, emphasizing both the operational and strategic significance of achieving expected performance (Moulin, 2017). In 2007, Getz interviewed experts in the wine and tourist industries in Australia and Washington State as part of an exploratory study on KSFs for wine tourism. Getz categorized the KSFs uncovered through questionnaires into four groups: quality (such as wine and cuisine); wine country appeal (such as customer needs and wants, a distinctive experience and ambience); winery appeal (such as welcoming staff and attractive wineries); and developing and marketing tourism (such as staff development, attractions and services, joint marketing, and branding). Additionally, Getz (2007) found that KSFs cannot, typically, be applied to the same industry or even niche market, because professionals from Australia and Washington State identified different KSFs within each category. This finding was supported by primary research on professionals from two different continents. In the vineyard attractiveness category, Australian participants preferred a cafe on the winery as a KSF; whilst American participants thought special events or functions were very significant. Both responder groups had various opinions about what the government should be doing. Participants from the United States expressed concern that the government was impeding wine tourism, whereas Australians relied on government assistance for funding, planning clearances, and taxation reforms (Getz, 2007).

Baker and Cameron (2008) conducted research on KSFs in destination marketing. As a result, they identified 33 KSFs, clustered into four categories (strategic orientation; stakeholder involvement and implementation; destination identity and image; monitoring and review), which destinations should include in their strategic plans to compete with other destinations. To stand out from the competition and develop a sustainable destination, branding should be regarded as one of the most crucial KSFs, according to Alfoqahaa (2018). Additionally, it was discovered that in order to be competitive, the strategic orientation of the destination, as well as the proper implementation, monitoring, and review of strategies, need to be ensured (Somers & Nelson, 2019), which is similar to the enterprise resource planning (ERP) context (Alfoqahaa, 2018).

Using surveys and interviews, Hua, Chan and Mao (2009) conducted research on KSFs within the Chinese budget hotel market in 2009. In contrast to earlier studies, this study included a variety of stakeholders as a sample, rather of concentrating simply on one perspective. According to the survey, there are significant discrepancies in how investors, government officials, businesspeople, and industry specialists view KSFs. Customers saw quality-related products as KSFs, even though professional stakeholders ranked the dimensions of physical product, price, promotion, service quality, and location as most significant (albeit in a different order).

This further demonstrates the significance of investigating the KSF approach from various angles in order to develop a thorough framework. The primary data collecting sample for this study was extremely small, with only one participant per stakeholder group being interviewed.

Amin and Romli (2019) conducted a study into the KSFs in Taiwan's ecotourism industry. The study's objective was to pinpoint the elements that are essential for the creation of a competitive advantage. According to the findings of expert surveys, the ecotourism industry's KSFs include local resources; marketing initiatives; service systems that foster tourists' understanding and behaviour; human resources; product or technical development; and firm infrastructure and management (Amin & Romli, 2019). There is only a limited number of studies that have focused on KSFs in the hotel industry (Kuqi, Elezaj, Millaku, Dreshaj, & Hung, 2021). An investigation found 59 KSFs, in the most thorough attempt to define a complete set of KSFs (Amin & Romli, 2019). In the years that followed, investigations were conducted in the UK, China, and Turkey using this set of KSFs to better comprehend the KSFs that had been the subject of prior research.

Brotherton, however, chose in 2016 not to categorize the 36 KSFs for low-cost hotels, claiming that an unstructured method reduces bias. Prior to evaluating them with a large-scale questionnaire, Hua *et al.* (2009) used the list of Brotherton's (2004) budget KSFs and sought to confirm and further refine them through semi-structured interviews with a government official, a hotel investor, and an industry professional. They consequently disclosed additional KSFs that were not included in Brotherton's (2004) investigation on low-cost hotels.

Hua *et al.* (2009) decided against using other Brotherton characteristics because they did not emerge as being essential in the context of Chinese budget hotels during the initial round of qualitative interviews. The list of KSFs created by Kuqi et al., (2021) was based on earlier research, including Brotherton's. However, they did not just use KSFs from studies on previous hotel KSFs; they also used KSFs from studies on organizations in

Turkey and SMEs in general. In contrast, Kuqi et al., (2021) gave top priority to KSFs that addressed marketing tactics and strategic considerations equally. Additionally, Hua *et al.* (2009) listed marketing and internet access inside the hotel as KSFs. Accordingly, it could be argued that Brothertons' research from 2004 is out of date and that some of the factors have been replaced by more recent innovations or technologies, such as customer relationship management, online booking channels, or social media networks, which were not actually considered in the research conducted by Brotherton into hotel KSFs.

Kruger and Saayman (2017) looked at ways to make the Two Oceans Marathon in South Africa a memorable spectator experience using the KSF technique. Despite the fact that their study had a totally different focus, intriguing insights emerged; specifically, the variation in KSFs on the supply and demand sides. In light of this, Kruger and Saayman's (2017) analysis suggests that there may be discrepancies in how consumers and general managers view the KSFs employed in this study.

Jenster (2017) used the KSF idea to look into the tourist experience in South Africa's Kruger National Park, by covering several aspects of the park's lodging options. Their study did not offer many insights that were pertinent to this thesis, however, as this was only a small portion of the whole study and the results were specifically tied to visitor experience rather than overall success. Nevertheless, it is noted now because it is one of the most recent studies to apply the KSFs technique.

Huo, (2017) explored the KSFs for disaster recovery management in Phuket hotels.

They identified crisis market segmentation; recovery promotion; recovery collaboration; and people management, by using qualitative in-depth interviews with managers. Despite recommending a wide strategy to manage crises, the study's focus was on the recent economic crisis because these elements were explicitly, and only, connected to handling crisis situations.

Azevedo, Romao and Rebelo (2014) also examined KSFs for ERP in the Portuguese hospitality environment. This led to the identification of a number of aspects that need to be taken into account to ensure the successful application of ERP systems in hotels. The key conclusion was that, in order to assure successful ERP deployment and use, extensive and complete integration must be achieved.

Last, but not least, Gikonyo *et al.* (2022) examined the KSFs for joining the Kenyan franchised restaurant business from the consumer perspective, and came to the conclusion that there are six primary KSFs that were pertinent. A positive association between the identified KSFs and the success of franchised restaurants was discovered in the study, which used a sample of 389 people. Therefore, regarding this study, the findings of Gikonyo *et al.* (2022) specifically underscore the viability of utilizing KSFs as a theoretical framework for successful strategy formulation and implementation. This study was particularly valuable for its contribution in establishing a positive relationship between the demand side, KSFs, and success, which further strengthens the robustness of the overall KSF approach as a tool for successful strategy implementation.

2.3 Barriers within the Tourism and Hospitality Industry in Ghana

The GTA's (2019) annual report indicates that there are a number of challenges facing the tourism and hospitality industry that need to be address so as to harness the true potential of the industry. The following are some of the main obstacles faced by the industry: insufficient funding for development projects; underdeveloped access routes to the nation's tourist destinations; income leaks; environmental degradation (noise pollution); inadequate education and training; lack of access to credit facilities for tourism and hospitality development; a lack of organizations to co-ordinate activities; a lack of understanding of the tourism market; regulations and red tape; and a lack of government initiatives.

Kim (2011) claims that one of the construction markets that is most prone to swings with its up-and-down is cycles is in the tourist and hospitality sector. A 20-year analysis of 25 regional hotels in the United Kingdom by Andersen Hospitality Real Estate Consultants (Singh & Arora, 2018), which included two periods of recession (1981 and 1993) and two periods of peak performance (1990 and 1998), shows sustained real growth in profitability. The 20-year period is demonstrated to have seen an increase in trading profits of between 2.9% and 3.5% in real terms; nevertheless, there is evidence of short-term instability in earnings performance.

Political, technical, socioeconomic, and other uncontrollable factors also have an impact on a country's tourism and hotel sector stability, in addition to economic trends and cycles. For instance, Ghana's tourism and hospitality sectors generate a significant amount of foreign revenue (Doe & Mensah, 2019). The macro-economic environment's influence on

the tourist and hospitality sectors and business settings has an immediate, but delayed, impact on sales and profitability across the board. As a result, business fundamentals fall out of balance, which negatively affects the viability of developments in the tourism and hospitality industries. For the first time since 1991, according to Smith Travel Research (STR), hotel occupancy rates in the USA fell in 1998. Occupancy decreased in over half of the markets STR assessed during 1998, and more decreases were anticipated in 1999 (Mensah, 2009).

Depending on the development's primary purpose, many factors can make it successful or unsuccessful (Walker, 2017). The tourism and hospitality industries require more constant management than most other space categories, because of the frequent guest turnover (sometimes daily). Along with the standard property management duties, tourism and hospitality management also covers tourist attractions; museums and monuments; food service; and entertainment. As a result of the very short-term leases, and the need to successfully fill vacant spaces with customers, hotel marketing is crucial (Walker, 2017). The construction of hotels is frequently criticized for having the potential to ruin a sensitive location's appeal.

One crucial area of Ghana's economy is the tourism and hospitality sector. This is closely related to hotels and tourism. The flood of international tourists into the nation generates significant revenue for the tourism sector. These travellers frequently have little choice but to reserve hotels and guesthouses for their stay. GTA (2019), regrettably asserts that the following significant obstacles hamper Ghana's hotel business, as they do in many other African nations:

The widespread lack of qualified staff in various roles at Ghanaian hotels is one of the most pressing issues facing the hotel business in Ghana (GTA, 2019). The operations of major hotels are handled by highly qualified and experienced staff in management, marketing, food and beverage, etc., while the extremely tiny hotels typically pay less attention to this detail. Their interpersonal ties with visitors, and technological expertise for marketing and general management, are both impacted by this. Finally, mistakes that could have been avoided are made, which slows down the expansion of individual hotels and, in the long run, the growth of the entire sector.

There has been insufficient investment in the tourist and hospitality sector: If these sectors are lucrative enough, many foreign investors will flock to them and seek out opportunities to make investments. Larger companies will also be more eager to expand their hotel construction and branch network across the nation. The more investment we have, the better it is for the development of the sector, and hotel brands like Accor, Marriott, Movenpick, Kempinski, and Ibis have all invested in the Ghanaian market (GTA, 2019). The expansion and development of these industries in some other nations in Africa show the impact of investments made in the hotel sector by both local governments and international chains.

Poor infrastructure and inadequate upkeep are an issue. In the case of hotels, Africa's biggest issue is maintenance. The continent is consistently excellent at beginning projects, creating beautiful structures, and establishing brands and enterprises (GTA, 2019). However, Ghana's weak maintenance culture, in particular, hinders the expansion of the hotel sector. After promising beginnings, infrastructure maintenance issues arise and hinder the industry's ability to expand, since more investors become hesitant to

participate further and significant sums of money are also required for repairs or reconstruction.

Ghana is an expensive tourism destination (relatively high airport taxes result in high air fares) (GTA, 2019). One industry closely related to the hotel industry is the tourism industry. When tourism blossoms, the hotel business gains the most, as more and more foreign visitors enter the country and utilize hotels, profiting the hotel industry. Unfortunately, Ghana is a high-cost tourism destination with relatively high airport taxes, resulting in expensive plane tickets. Transportation is particularly expensive as a result of rising fuel prices and other operating expenses, which discourage visitors from visiting Ghana or staying for an extended period of time, which is detrimental to the hotel industry.

The energy crisis, according to the GTA (2019), is possibly the biggest issue the industry faces. Hotels are unaware of the availability and limitations of hydroelectric power. One of the most essential utilities for a successful business is electricity. Its absence results in serious issues, including the discomfort of visitors and food spoiling. Even though many hotels, events, and destination managers spend a lot of money on generators, their maintenance costs are still very high due to the rising cost of fuel. Hotels are compelled to raise room rates to cover potential losses, but this only serves to hurt them when business declines drastically. Nobody desires to stay in an expensive room. Revenue and, more broadly, the hotel business are both impacted by this.

The development of the hotel sector in Ghana is impacted by a variety of variables. If short-term development is to occur, efforts to address these problems and offer solutions must be implemented at once. In addition to lowering taxes on gasoline, airport fees, and

other fees that affect travelers, the government needs to allocate more money to the training of qualified workers. Additionally, private brands need to establish a good maintenance culture. The tourism and hospitality sector will grow into a more lucrative sector than it is right now if everyone does their part.

2.4 Strategies that can be developed to improve success in the tourism and hospitality industry using the BSC Approach

To improve success in the tourism and hospitality industry, employing the Balanced Scorecard (BSC) approach can be an effective strategy. The BSC methodology, pioneered by Kaplan and Norton, offers a comprehensive framework for aligning organizational goals and strategies with key performance indicators (KPIs). One of the key issues addressed by the BSC approach is its focus on a balanced set of metrics, including financial and non-financial measures, to provide a holistic view of performance. By incorporating both financial indicators like revenue and profit margins and non-financial metrics such as customer satisfaction and employee engagement, the BSC enables organizations to assess their performance from multiple perspectives (Kaplan & Norton, 1996).

Another issue to consider is the dynamic nature of the tourism and hospitality industry, characterized by fluctuating demand, seasonal variations, and evolving consumer preferences. Traditional performance metrics may not adequately capture these dynamic factors, leading to a gap between strategic objectives and operational outcomes. To address this challenge, organizations can leverage technology and data analytics to

gather real-time feedback and insights, enabling them to make informed decisions and adapt their strategies accordingly (Beirman, 2020).

In the dynamic landscape of the tourism and hospitality industry, stakeholders, including managers, consultants, and scholars, contend with the challenge of quantifying organizational success. The multifaceted domain of performance and success measurement spans various research disciplines, encompassing operations management, marketing, accounting, finance, sociology, and psychology. This interdisciplinary nature complicates the task of synthesizing existing literature for researchers in performance management (Rasmussen et al., 2023).

Over recent years, shareholder value analysis and associated business strategies have played a pivotal role in enhancing shareholder value maximization. This pursuit of value maximization is influenced by elements categorized as either operations-related (short-term oriented) or strategic (long-term oriented) (Feurer & Chaharbaghi, 2018). However, the reliance on financial metrics in shareholder value studies has been noted, prompting calls for future research to incorporate broader aspects such as customer value, technology integration, and human resources to achieve competitiveness within the sector (Feurer & Chaharbaghi, 2018). Buhalis and Sinarta (2019) highlighted the significance of prioritizing customer satisfaction to bolster shareholder value through repeat business and maximizing profits. Additionally, Ulrich (2009) argued for a more holistic approach to shareholder value analysis, advocating consideration of factors beyond profit maximization, including employees, customers and community impact.

The activity-based pricing model is an alternative strategy that focuses on economic potential. However, it has come under fire for its exclusive focus on financial and activity

measurement, with little regard for the interests of other stakeholders, especially those in the hotel industry (Cooper & Kaplan, 1991; Buhalis & Sinarta, 2019). While beneficial for manufacturing companies in enhancing productivity through resource allocation, this model overlooks the value of customer satisfaction in the consumer-focused hotel industry.

The Balanced Scorecard (BSC) methodology, pioneered by Kaplan and Norton, addresses this limitation by integrating both financial and non-financial metrics in assessing organizational success. Evolving through iterations, the BSC framework accommodates technological advancements, enabling the evaluation of a broader spectrum of performance indicators and considering limitations of earlier strategy development approaches (Kaplan & Norton, 1992).

Similarly, the Performance Prism model, introduced by Neely et al. (2017), underscores the inclusion of non-financial attributes and stakeholders in success measurement. Putting stakeholder value creation above shareholder value, this model assesses five primary components: stakeholder contribution, satisfaction, strategies, processes, and capabilities (Hristov, Antonio & Andrea, 2019). While resembling the BSC approach, the Performance Prism introduces additional layers, challenging traditional performance evaluation methods with more abstract ideas.

The Performance Prism adds value by integrating abstract concepts, revitalizing earlier notions like dynamic capabilities models, which hold academic significance but encounter challenges in implementation (Duman, Murat, Elif & Kurt, 2018). Despite its academic

significance, the lack of clear implementation guidelines remains a notable drawback of the Performance Prism model.

2.5 Balanced Scorecard (BSC)

While financial indicators have been used to measure performance for a long time, some have claimed that this method is limited because it only considers historical performance. As a result, the BSC approach has developed into a framework that is particularly suitable to the tourist and hospitality environment within the literature of strategic implementation and performance measurement (Moulin, 2017). The use of the word 'balanced' indicates that both financial and non-financial measurements are taken into consideration in the new assessment framework. The BSC strategy, which is applied to give a corporation a long-term strategic direction while addressing short-term objectives, is regarded as a complicated strategic framework and, hence, requires significant resources and time commitment (Denton & White, 2020).

Tourism and hospitality businesses should not underestimate the challenges in moving a company from static, backward-looking measurements to a comprehensive business design that integrates a forward-looking approach (Chinazzi *et al.*, 2020). However, it was determined that, because overall management decisions tend to be more objective, the benefits of the BSC method in hospitality operations exceed the limitations, such as time and resource constraints. Additionally, it has been made simple for hotels in the same chain to compare outcomes and share best practices (Chinazzi *et al.*, 2019).

The BSC framework was created by Kaplan and Norton in 1992, they initially described it as "a set of measures that gives top managers a quick but comprehensive view of the

business". The BSC offers financial metrics that show the outcomes of previous activities. Additionally, operational metrics on customer happiness, internal operations, and the organization's innovation and improvement efforts are added to the financial metrics; and operational metrics are what determine future financial performance.

The BSC technique can be used at several organizational levels, starting with the overall organizational level and moving down to the strategic business unit, individual operational units, or just the individual level. This is similar to the KSF approach discussed earlier in this chapter. Furthermore, the fundamental premise of the Balanced Scorecard (BSC) involves identifying the "key components of operations, establishing objectives for them and devising methods to gauge progress towards their attainment" (Moulin, 2017). Two American studies found that the BSC technique is an effective instrument to strategically assess hotel performance against a key of financial and non-financial metrics inside real-world tourist and hotel operations: Chinazzi *et al.* (2019) studied Hilton Hotels, and Denton and White (2020) conducted research on the implementation of the BSC approach within White Lodging Services.

The BSC strategy has changed during the course of two generations. The initial generation used a 'simple' colour-coded system, with green denoting a job well done, yellow denoting room for improvement, and red denoting the need for quick action. The primary drawback of the first generation BSC strategy has been cited as the lack of instructions on how to increase performance inside regions (Phillips, 2017).

The second generation set out to replace the attitudinal approach to measuring performance with a set of measurement items that serve as a connection between goals,

strategy, and measurements. A 'strategy map' was the term used to describe this method (Phillips, 2017). The strategy map, according to Phillips (2017) must be viewed as a two-dimensional view of operations, where financial objectives are seen as an organization's ultimate goal, and where strategic objectives like internal business process, learning and growth, and the customer perspective, are connected by arrows indicating the cause-and-effect analysis.

2.5.1 Characteristics of the BSC

A search of the literature found that data is gathered and analyzed from four perspectives in the tourism and hospitality industry (Kaplan, 2010). Investigating training and knowledge resources allows for the analysis of learning and development. The first leg deals with the quality of data collection and the efficiency with which staff members utilize that data to create competitive advantage within the sector. Examining how well products and services are used allows for the evaluation of business operations. In the tourism and hospitality industries, operational management is analyzed to identify any gaps, delays, bottlenecks, shortages, or waste.

According to Kaplan and Norton, (2001) customer feedback is gathered to determine how satisfied customers are with the value, cost, and accessibility of goods and services. Customers offer input on how happy they are with the present products. Sales, expenses, and income figures are all utilized to understand financial performance. The sums, financial ratios, variance in the budget, and income targets are a few examples of these financial measurements. Additionally, these four pillars include an organization's vision and strategy and call for active management to analyze the data gathered.

2.5.2 How the BSC is used in the Tourism and Hospitality Industry

The Balanced Scorecard (BSC) has emerged as a valuable strategic management tool in the tourism and hospitality industry, providing organizations with a comprehensive framework to align their objectives, measures, targets, and initiatives. In recent years, researchers have explored various applications of the BSC within this sector, shedding light on its effectiveness in improving performance and enhancing competitiveness.

The BSC is a crucial tool for the co-ordination of various stakeholders at whom the strategic function of the establishments aims, giving meaning and continuity to intangible variables in the tourist and hospitality sector. The Balanced Scorecard (BSC) was employed in the tourism and hospitality sectors to ensure that the organization utilized other strategic tools impacting the economic and managerial landscape directly, alongside incorporating non-financial metrics into its reporting process as an additional component (Ardito *et al.*, 2018).

One area where the BSC has been widely utilized is in strategic alignment. Studies such as Aldehayyat and Sarea (2019) have highlighted the role of the BSC in translating the vision and mission of hospitality organizations into actionable strategies across multiple dimensions, including financial, customer, internal processes, and learning and growth. By aligning these perspectives, organizations can ensure that their efforts are directed towards achieving overarching goals and objectives, thus enhancing strategic coherence and organizational effectiveness.

Customer-centricity is another key focus area in the tourism and hospitality industry, and the BSC has proven to be instrumental in this regard. Research by Kim and Kim (2021) demonstrates how hospitality organizations leverage the BSC framework to incorporate

customer-centric metrics such as guest satisfaction scores, online reviews, and loyalty program participation. By monitoring these indicators, organizations can gain valuable insights into customer preferences and behaviours, enabling them to tailor their products and services to meet evolving needs and expectations, thereby enhancing overall guest satisfaction and loyalty.

Operational efficiency and innovation are essential for maintaining competitiveness in the tourism and hospitality sector, and the BSC has been recognized as a valuable tool for driving improvements in these areas. Fok, Wang, and Law (2020) highlight the role of the BSC in promoting operational excellence and innovation within hotel organizations by measuring key performance indicators related to service delivery, resource utilization, and employee productivity. By identifying areas for improvement and implementing innovative strategies, organizations can enhance operational efficiency while maintaining service quality standards, thus gaining a competitive edge in the market.

Sustainability and corporate social responsibility (CSR) have also gained prominence in the tourism and hospitality industry, and the BSC has been adapted to incorporate sustainability goals into organizational strategies. Tontini, Bortoluzzi, and Gubiani (2023) discuss how hospitality organizations use the BSC framework to balance profitability with responsible business practices and stakeholder expectations by integrating environmental, social, and economic sustainability metrics. By aligning sustainability goals with strategic objectives, organizations can enhance their reputation, mitigate risks, and create long-term value for all stakeholders.

Threats can be addressed, specifically, through the development of a clear strategy that takes into account the current situation; the identification and analysis of the value-added

relationships between various assets and processes within the tourism and hospitality facility; and the formulation of goals and indicators that track the achievement of those goals (Ardito *et al.*, 2018).

In simpler terms, the metrics for organizational learning and progress are the drivers of internal business processes, which subsequently influence the customer perspective and beyond (Xiong, Wang & Zhao, 2020). This could mean, in the context of tourism and hospitality that locating a lucrative target market makes it easier to create a targeted marketing campaign that can draw in additional customers from the target market, thereby reducing the risk of an increase in the supply of tourism and hospitality facilities and other forms of lodging. The ability of each of the four views to address various facets of the main challenges facing the sector demonstrates the potential of the balanced scorecard as a workable management option within a nation. According to Huang & Sarigöllü (2021), cohesion may be observed between aspects of customer satisfaction and financial performance, even when there is no concrete evidence to support this causal relationship.

Coherence is considered a design standard, alongside cost-effective measurability, relevance, controllability, and various other evident factors that enhance the viability of a design system (Zheng, Shen, Zhong, & Lu, 2020). These require testing through a feedback procedure. Measurements should be devised and put in place to measure such a cause-and-effect chain when a tourism or hospitality facility discovers that the efficient use of customer databases leads to improved room preparation, which in turn leads to heightened client loyalty, and ultimately increased revenues.

The BSC has come under fire from some practitioners in the tourism and hospitality sectors who claim that the lack of a single performance indicator on which managers may focus their efforts to enhance performance makes the system ineffective (Moulin, 2017). Regardless of the industry it addresses, but particularly in the tourism and hospitality sector, where interpersonal relationships with customers have a particularly significant impact on the outcome, the use of the BSC also serves to control the initial constructs before implementation.

According to Gama, (2017), studies on the hotel industry indicate that over time, two primary areas—customer satisfaction and service quality—have come to the forefront. Gama (2017) claim that, in the tourist and hospitality industries, both customer satisfaction and service quality have a direct impact on how the company is presented to the public and how customers are treated. An increased awareness of a client's preference and overall worth will boost the guest experience and optimize tourism and hospitality revenue (Alswalmeh & Dali, 2020). Customer satisfaction is a key marketing strategy used by businesses to set themselves apart from their rivals. Tourism and hospitality operators have been forced to critically realize the importance of service improvement through the use of the BSC in order to achieve competitive advantage to survive in the dynamic and highly competitive business climate (Waitiki, 2014). According to Alani, Firdouse and Manuel (2018), a positive corporate image draws in new clients and fosters productive commercial relationships, which in turn increases customer satisfaction and loyalty intentions.

2.5.3 The Performance of BSC in the Tourism and Hospitality Industry

The inter-reliability of employee and customer satisfaction in the tourism and hospitality industry demonstrates the importance of utilizing BSC in this industry. However, researchers have highlighted the lack of BSC application and research in this important industry (Ribeiro et al., 2019). As in the literature on BSC in general business, management and ethics, the BSC trends in tourism and hospitality industry were found to be four-fold: adoption and implementation of BSC; sustainability and BSC; antecedents and consequences of BSC; and utilizing BSC as a framework. Unlike the use of BSC in general business, management and ethics, the BSC literature in tourism and hospitality industry primarily utilized BSC as a framework. More recent research studies began conducting descriptive research and investigated the antecedents of the tourism and hospitality industry's operationalised performances using BSC (Nazarian et al., 2017; Pool et al., 2017). Another prominently researched topic that emerged was the use of BSC as a framework to construct performance measurement tools that aided website evaluation of destination management organizations (Abbasi et al., 2022); convention and visitor bureaus (Luo et al., 2022); and national tourism organizations (Alfoqahaa, 2018). While researchers have actively used BSC as a framework for website evaluation, another study by Aureli and Del Baldo (2019) did not find widespread use of the BSC amongst convention bureaus in Italy.

Interestingly, the nature of the tourism and hospitality industry, specifically, its intangible assets; its focus on human resources; the inconsistency in service provision; and the type of activities, call for the use of BSC (Ribeiro et al., 2019). Researchers examining the performance metrics currently being used in the tourism and hospitality industry (Guix &

Font, 2020) found the existence of performance measures pertaining to all four traditional perspectives of BSC, indicating the existing proliferation of BSC in the industry, of which the practitioners seem to be unaware, and which BSC scholars have been unsuccessful in utilizing efficiently. However, researchers have successfully identified this research gap and have proposed BSCs that exclusively fit the needs of specific hospitality sectors (Dodds et al., 2018). Hence, as identified by various researchers (Dodds et al., 2018), there is a need to examine BSC in the tourism and hospitality industry, given the labour-intensive nature of the industry that calls for the use of a comprehensive performance measurement system which caters to, not just generating profits, but to measuring employee and customer performance as well.

2.6 Theoretical Framework

To better understand the important issue in the context of this study, the BSC approach was considered from the perspectives of finance; internal business; learning and growth; and the customer, to measure the KSFs for, and barriers to, the tourism and hospitality industry in the Central and Western regions of Ghana. The framework of the study is shown in Figure 1, below.

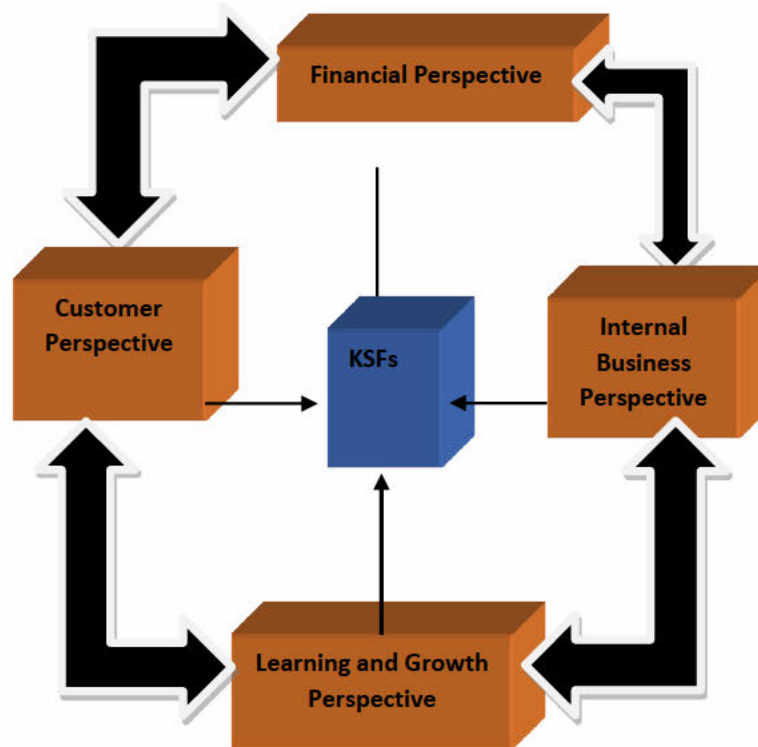


Figure 1: Balanced Scorecard Approach

Source: Atkinson (2006) adopted from Kaplan and Norton, (1992)

According to Jamieson and Nadkarni (2009), there are a large number of obstacles that make it difficult to use the tourism and hospitality industry as a strategy for reducing poverty. These barriers include a lack of knowledge of the tourism market; regulations and red tape; insufficient access to current and potential tourism markets; a lack of organizations to co-ordinate activities; a lack of access to credit to finance tourism development; a lack of education and training; and a lack of government programmes aimed at the informal tourism sector.

To avoid outcomes like those of Peters and Waterman's (2018) study, which claimed to have identified eight KSFs that would be applicable to all successful organizations, KSFs are crucial and must be taken into account in research. However, this was swiftly

challenged and attacked because several of the corporations experienced grave issues soon after its publication (Tozer, 2018).

Geller introduced the KSF methodology, in the context of IS, to the travel and hospitality sectors in 1985, marking the beginning of the application of KSFs in these sectors. Griffin embraced the KSF method and used it to implement lodging yield management systems (LYMS) in 1995. A classification model for LYMS KSFs was created by Griffin (1995) using earlier work from Griffin's PhD dissertation, in which he identified 27 KSFs for LYMS. Griffin's (1995) study offers a thorough analysis of various classification schemes and thoroughly examines them using over 200 LYMS, 350 users, and characteristics. The demand side's absorption into KSF research may have begun with this study, which made reference, for the first time, to the verification of KSFs with their users.

Brotherton (2004) identified KSFs from a review of the literature on low-cost hotels and came to the conclusion that the survey confirmed these characteristics. He also disclosed that KSFs in low-cost hotels can be split into two dimensions. The first dimension is accessibility, with the KSFs of an easy-to-find location and centralized sales/reservations systems. The second dimension is performance, with the KSFs of uniform lodging standards, value for money, hygiene, and cleanliness. Brotherton (2004) asserted that the KSF strategy is concerned with focused specialization, by focusing on the operational importance of achieving expected performance, as well as the strategic importance of brand accessibility.

The use of KSFs should benefit the tourist and hospitality industries in a number of ways. These advantages include positioning, more success, effective resource allocation, and

quality management (Ferreira & Fernandes, 2015). The identification of KSFs has advantages for all the various stakeholders. It is clear, from reading the literature, that some of these advantages are stressed more than others. Effectiveness, growth and development, and positioning, may be among these advantages.

According to Ferreira and Fernandes (2015), the extent to which targeted problems are solved, and the degree to which objectives are achieved" are the two definitions of effectiveness. When one thinks about what KSFs are, they are a select few items that must be carried out successfully or correctly in order for a corporation to thrive and meet management objectives.

According to Chen and Fiscus (2018), growth and development can occur naturally by allocating resources to the creation of new skills and capacities that open up new market opportunities. However, this process may take some time.

Brand identity and brand image congruence can be improved through positioning (Jones *et al.*, 2015; Choon-Chiang, 1998) and (Pike, 2018). Porter (1980) asserts that, if done correctly, positioning could result in a competitive advantage. Knowing the KSFs allows for more accurate positioning because it can be done in accordance with them.

2.6.1 Financial Perspective

Financial considerations are substantially incorporated in the whole framework, despite the fact that one of the primary components of the BSC approach is the incorporation of non-financial issues. Although financial criteria cannot be used, alone, to evaluate performance, they are valuable in summarizing and easily measuring economic

consequences of actions already taken, according to Kaplan and Norton (1992). These will often be generated as part of routine corporate reporting and should shed light on whether the organization's current actions, as they are carried out, contribute to financial gain (Kaplan & Norton, 1992). Furthermore, according to Atkinson (2006), goals are frequently assessed using traditional metrics like profitability, cash flow, or return on capital employed, as part of the concept of maximizing shareholder value. Last, but not least, the financial perspective makes use of actual measurements that are simpler for some people to comprehend and use than the more abstract ideas employed in other approaches (Olve *et al.*, 2019). Scholars have recommended using financial indicators, such as return on assets; personnel cost ratio; revenue growth rate; return on investment; revenue from new customer ratio; group revenue growth rate; service cost reduction; and net profit ratio, to assess the performance of hotels (Chen & Fiscus, 2018; Wilson *et al.*, 2018).

2.6.2 Customer Perspective

The customer perspective is focused on elements and actions intended to benefit a company's customers. Additionally, it discusses how demand will be met precisely, and what aspects provide clients with extra value, in order to persuade them to pay for a good or service (Olve *et al.*, 2019). Measures to guarantee short- and long-term consumer happiness, retention, and loyalty are additional considerations. The relevance of the consumer perspective for hospitality organizations is reiterated by Pike (2018), even though the focus may change for enterprises where the main clients are businesses or component buyers. In today's businesses, consumer loyalty is a top priority. Businesses

must concentrate on value-added operations in order to satisfy hotel customers, particularly in the intangible hotel sector.

For quite some time, tourism and hospitality research has recognized that hotel guests' pleasure has a significant impact on customer loyalty, which is seen to be a crucial component of long-term business success (Kim *et al.*, 2013; Mohammed & Rashid, 2012). According to Wu and Lu (2012), customer relationship management (CRM) processes should be integrated into hotel operations, in order to maximize customer value, boost satisfaction, and guarantee long-term profits (Raza *et al.*, 2012). In order to guarantee consistent quality and value, tourism destinations and hotels must be aware of guests' preferences, desires, and attitudinal shifts (Olve *et al.*, 2019). A number of scholars have suggested that customer loyalty is essential to the success of tourism and hotel industries, and the value of customer loyalty and satisfaction as KSFs has been debated (Luo *et al.*, 2022).

Customer satisfaction; service quality; hotel image; customer loyalty; new customer increase rate; traffic convenience; market share; and CRM are among the performance indicators that have been identified by previous hospitality scholars (Chen & Fiscus, 2018). By contrasting these metrics with the idea of KSFs, it becomes clear that the BSC approach makes use of KSFs to gauge the effectiveness of tourist attractions, lodging facilities, and event venues in order to finally define success.

2.6.3 Perspective of Internal Business Process

According to the internal or business-process perspective of the BSC approach, businesses should focus their overall strategy and business processes on exceeding

stakeholder and customer expectations (Olve *et al.*, 2019). Porter's value chain, which aims to identify overall company processes, has been presented and debated and might be used to examine the importance of business strategy to build effective tourist and hotel operations. By contrast, the BSC approach focuses more on internal business processes within businesses through the identification of resources and skills (Kaplan & Norton, 1992). Measures take into account aspects external to the organization when referring to BSC factors. Olve and Sjostrand (2006) gave the illustrations of 'performance of partners' or 'functioning of website' as a part of the internal business process.

The ability to retain existing customers; the speed of a new product launch; time reduction in handling customer complaints; improvements in hotel management efficiency; the capability to respond to emergencies; training in environmental hygiene and cleaning operations; the hotel products' innovative quality and uniqueness; time reduction of the operation cycle; and improvement of sales promotion ability, are the performance indicators that are particularly applicable in the tourism and hospitality context.

2.6.4 Learning and Growth Perspective

The learning and growth perspective is the last perspective included in the BSC methodology. The three previously mentioned views define the areas in which enterprises must excel to prosper. With the first three perspectives, the learning and growth aspect explains the goals that must be set and pursued in order to attain the desired result (Kaplan & Norton, 1992). According to research, businesses that are only judged on their financial success struggle over the long term (Randa-Pupo, 2015). As a result, the BSC method invests in the company's infrastructure – people, systems, and procedures – in

order to analyse the big picture (Kaplan & Norton, 1992). The notion behind Kaplan and Norton's (1992) learning and growth perspective is that a corporation evolves and continues to improve in what they do, as described in strategic concepts, like dynamic capabilities, that are firmly anchored in the learning school of thought. The execution or outcome of a specific task should be anticipated and required to steadily improve over time in order to deliver better results, rather than setting targets or objectives on a BSC and expecting them to be merely met over time (Mintzberg *et al.*, 2009; Guerras-Martin *et al.*, 2014).

Initially, a mixture of manufacturing and service firms was divided into three main categories: employee capabilities; motivation empowerment and alignment; and information system capabilities. Information systems are crucial for employees to function efficiently in the modern company environment. As time moves more quickly as a result of globalization and new real-time information and communication networks, there is an increased need for specific information about customers, as well as internal business operations and the financial and organizational effects of their decisions. The role in today's business environment has probably changed, given the fairly basic information systems of the early 1990s, when the initial BSC learning and growth categories were formed. The second area – motivation, empowerment and alignment – is concerned with making sure that business procedures are created to encourage staff members to put in long hours, act in the best interests of the firm, and, most importantly, work for the company's overall objectives rather than their own. These can be attained by employing strategies like empowerment, in which workers are given the freedom and accountability to make decisions in an effort to make them feel appreciated. However, the main focus

of these variables is on achieving operational strategic alignment with overall business strategy through control systems that make sure business actions support the goals and objectives of the company. Figure 2 illustrates the model for the research.

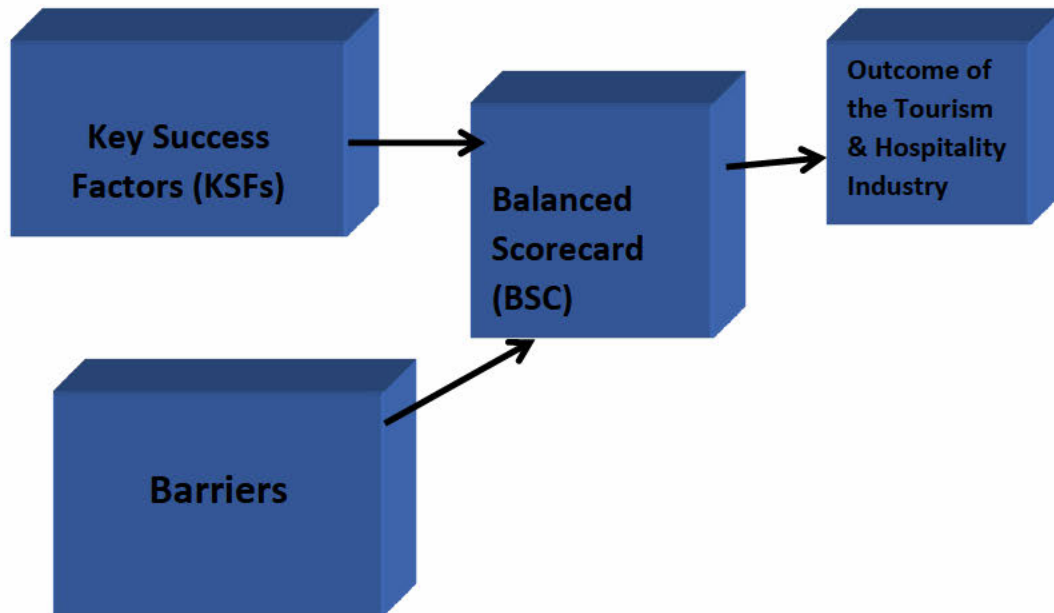


Figure 2: Tourism and Hospitality Industry Concerns (THIC) Model

Source: Researcher's Own Model (2022)

In Figure 2, above, the BSC is seen to be mediating between the KSFs, the barriers and the outcomes of the tourism and hospitality industry. This implies that the BSC can be used to assess the impact the tourism and hospitality industry is making in terms of performance. Also, the refusal to use the BSC may create barriers, whereas the appropriate use of the BSC strategy can enhance the KSFs, which can lead to a better tourism and hospitality industry. The KSFs, as used in the industry, provide policy directions to be harnessed. Although the proposed model can be used without the BSC to achieve its intended purpose, the researcher intends to use BSC to streamline most

activities within the tourism and hospitality industry. The KSFs and barriers in the industry, can be referred to as the 'pros and cons' that affect the tourism and hospitality industry.

2.7 Summary

The tourism and hospitality environment in Ghana has been evaluated in this chapter, along with obstacles in the industry and crucial success elements. It also described the BSC strategy as a tactical context that builds performance measuring indicators, based on KSFs. The BSC approach, which tries to evaluate the relationship between current industrial operations and future success, is regarded as a crucial instrument for managerial decision-making. The BSC strategy includes four perspectives: learning and growth; internal company processes; financial processes; and customers. Each perspective has certain goals, and each perspective's measurements can be used to assess an organization's performance. When creating performance evaluation indicators, tourism and hospitality organizations must recognize and accept KSFs in order to determine which areas need to be prioritized. Therefore, in order to ensure long-term success, it is crucial for tourism and hospitality firms to first define a plan, identify KSFs, and then incorporate these into the BSC methodology.

CHAPTER THREE

INTERNATIONAL TRENDS

3.1 Introduction

With time, Individuals are becoming more aware of the tourism and hospitality industry. More people are traveling around the world in search of destinations offering a quality experience. The growth of tourism and hospitality dates back to 1960 when international tourist arrivals recorded 70 million visitors. By 1975, tourist arrivals had reached 222 million people and this rose to 760 million in 2004; one billion international arrivals in 2012; and 1.1 billion in 2014. It is projected that international tourist arrivals will hit 1.8 billion by 2030. The World Tourism Organization has predicted that developing nations will get a larger share of the arrivals, compared to the current situation. This is because potential tourists are searching for new destinations and new experiences, which can be found in developing countries.

In the context of international tourism, global tourism expenditure stood at 475 billion US dollars in 2000; 679 billion in 2005; and 918 billion in 2010. By 2013, it had reached 1,197 billion US dollars, with 1,245 billion in 2014. From all indications, Europe is leading; followed by Asia and the Pacific; the Americas; and the Middle East; while Africa recorded the fewest arrivals.

This chapter discusses the international trends that are relevant to this study. It also deals with the background to the tourism and hospitality sector in Europe; KSFs in European countries; the historical background and KSFs on the African continent and the KSFs in

Asia. It also discusses the policy statements of some selected countries around the world in order to establish the differences and relate them to this study area.

3.2 Background to the Tourism and Hospitality Sector in Europe

Europe is the leading travel destination region in the globe, even though it has been losing market share, accounting for 59% of all international tourists and 52% of all tourism-related revenue (WTTC, 2021). The world's largest tourism market, Europe, will be able to hold onto its position with the support of an increase in long-distance outbound travel. Europe welcomed some 717 million foreign tourists in 2020, an increase from 386 million, representing an average yearly growth rate of 3%, which is lower than the global average of 4% per year (WTO, 2021). As a result, it is predicted that Europe's market share will fall to 46%. In addition, in 2020, for 2020, the intra-European movement share of all locations picked by Europeans had been expected to decline significantly from 87% to 78%. In terms of GDP, jobs, and service exports, the tourism and hospitality sector is crucial to the EU's economy. Currently, tourism accounts for 5.5% of the EU GDP, 6% of employment, and 30% of service exports. The EU will continue to experience annual growth rates in tourism that are higher than the general economic growth rates. Furthermore, the WTTC (2021) acknowledged that tourism might create up to 3.3 million employment opportunities in the European Union over the course of the next ten years. Nations in the European Union absorb 68% of tourism movements (75% of tourism income) in Europe and 41% of all global flows (39% of the global amount).

In 2010, the hospitality sector provided 16.6 million jobs, or one out of every 13 jobs in Europe. Nearly €126 billion from excise taxes; value added tax (VAT); employment taxes; and social security payments were paid to governments. The sector promotes job creation

and economic growth in a healthy economy, but it is also vulnerable to government initiatives meant to boost income in a downturn. Because fresh demand is generated in the wider economy for every euro spent in the sector, supporting policy actions are anticipated to have a positive effect on the economy as a whole. By giving young people who are just entering the economy, and those who have been unemployed, a place to work, they can address social, as well as economic, issues. Austerity policies that boost tax rates, while discretionary earnings are falling, are anticipated to limit the industry's ability to produce growth. In the long term, this will undoubtedly lead to cost-cutting measures, and later, a reduction in permanent capacity. The analysis in this report examines the underlying determinants of this performance, enabling the identification of a number of policy instruments that influence growth and job generation.

During the World Travel and Tourism Council's Second World Travel and Tourism Summit, more than 200 of the top decision-makers from nations and multinational corporations met in Portugal and signed the Vilamoura Declaration, 2000, promising to:

- Gauge political and economic policy makers' awareness of the value of tourism as a driver of economic development, job creation, and peace.
- Foster co-operation between private enterprises, the public sector and communities at local, national and regional levels.
- Promote infrastructure development, training and development of human resources, and debt relief in some emerging economies to match rising tourism demand in both emerging and developed economies.

- Create tourism that is sustainable on all fronts: commercially, socially, and environmentally.
- Highlight tourism's distinctive contribution to leveraging technology innovation to satisfy human desires.

Europe stands as a paramount travel destination globally, albeit facing challenges in maintaining its market share amidst evolving tourism trends. As the tourism sector remains pivotal to the European Union's economy, strategic frameworks such as Key Success Factors (KSFs) and Balanced Scorecard (BSC) emerge as critical tools to navigate these challenges effectively. Europe commands a significant share of international tourism, accounting for 59% of tourists and 52% of tourism revenue globally (WTTC, 2021). Despite its prominence, Europe's market share is predicted to decline, with an expected fall to 46% in the near future (WTO, 2021). The tourism and hospitality sector in the EU plays a vital role, contributing 5.5% to the GDP, 6% to employment, and 30% to service exports. The hospitality sector in Europe, while a key driver of economic growth and job creation, faces challenges from governmental initiatives and economic downturns.

The Vilamoura Declaration of 2000 underscores the importance of recognizing tourism's value in driving economic development and fostering cooperation between stakeholders. Key Success Factors (KSFs) can enhance the efficiency of information sharing and decision-making processes within tourism enterprises. Balanced Scorecard (BSC) offers a strategic framework to align organizational objectives with performance metrics, ensuring sustainable growth and competitive advantage in the tourism sector. Utilizing

KSFs can facilitate the dissemination of best practices, market insights, and customer feedback across the tourism value chain, enabling agile responses to market dynamics.

Implementing BSC enables tourism enterprises to translate strategic objectives into actionable measures, fostering continuous improvement and innovation in service delivery. Despite the potential benefits, gaps may exist in the adoption and integration of KSFs and BSC across diverse tourism enterprises in Europe. Future research could focus on addressing these gaps, exploring innovative approaches to leveraging KSFs and BSC for sustainable growth and resilience in the face of evolving market dynamics.

In conclusion, the integration of Key Success Factors and Balanced Scorecard offers a strategic imperative for European tourism enterprises seeking to navigate challenges and capitalize on emerging opportunities. By harnessing the power of information management and strategic alignment, organizations can position themselves for sustained success and leadership in the global tourism landscape.

3.2.1 Key Success Factors in European countries

3.2.2 Key Success Factors in Germany

The German economy has grown rather slowly over the past ten years, with GDP increasing at a rate of about 2.0% year between 2000 and 2010 (WTTC, 2021). The German economy's recovery is becoming more and more dependent on the hotel industry, which has grown at a rate that is more than twice that of the national average (4.8% per year) over the past few years, particularly in 2009–2010.

German pubs and restaurants are currently subject to the ordinary VAT rate (19% in 2011), which rose from 16% to 19% in 2007 by 3% points. In 2010, a reduced rate of 7% was imposed for lodging, with the goal of boosting the German hotel sector's global competitiveness. In a number of German locations, bed fees were implemented in 2010, with costs rising by as much as €5 per night, or 5% of each bill. This practice has been adopted by other prominent tourist locations, which now impose (or intend to impose) identical taxes.

The turnover of the hospitality sector expanded at a rate of 4.8% per year between 2000 and 2010, reaching €63.6 billion. In Germany, restaurants made up the majority of the hospitality sector, with 45% of total revenue in 2010; followed by hotels with 31% and bars with 9%. The hospitality industry performed strongly in 2009 and 2010, with a 25% growth in overall turnover and firms from 2008 levels, despite economic concerns. By the end of 2022, restaurants, in particular, had outperformed the overall economy, adding 380 new businesses and 4,200 new jobs each week (WTTC, 2021).

Overall, hotel stays increased by 6% at the end of 2019 as a result of the implementation of lower VAT rates in 2018. The gain from the 7% reduced VAT rate could be lost due to the move towards imposing municipal bed charges.

Throughout the years 2010 to 2019, there were various expansionary phases for employment in the German hospitality industry. Nearly 1.9 billion people were directly employed in the sector at its height, in 2019. In 2018, restaurants accounted for 51%, hotels for 23%, and bars for 12% of all hospitality jobs. The German labour market reforms that took place in 2003 –2004 are likely to have had an impact on employment in the industry. These had the effect of increasing labour market flexibility, which may have

contributed to the significant increase in employment that was seen in the sector after their introduction. The workforce has grown and become more flexible and competitive as a result of the EU's expansion in 2004 and 2019.

From the discussion above, the German hospitality industry has emerged as a crucial driver of economic growth, outpacing the national GDP growth rate. This study explores the Key Success Factors (KSF) and the application of Balanced Scorecard (BSC) in optimizing performance within the German hospitality sector, amidst evolving economic and regulatory landscapes.

The slow growth of the German economy has underscored the increasing reliance on the hotel industry, which has exhibited robust growth rates, surpassing the national average. Also, Tax policies, including VAT rates and bed charges, significantly influence the competitiveness and profitability of hospitality businesses, necessitating strategic adaptation to regulatory changes. Understanding the revenue distribution within the hospitality sector, with restaurants leading the segment, followed by hotels and bars, provides insights into resource allocation and market positioning strategies. Studies have demonstrated the positive correlation between reduced VAT rates and increased hotel stays, indicating the potential for strategic tax policies to stimulate demand and spur industry growth.

The flexibility introduced by labour market reforms and the expansion of the workforce following EU enlargement have contributed to the substantial employment growth within the hospitality sector, highlighting the significance of labor market dynamics as a KSF.

Financial Perspective: Aligning financial objectives with revenue growth and cost management strategies to enhance profitability and sustainability.

Customer Perspective: Focusing on customer satisfaction metrics, such as occupancy rates and guest feedback, to drive repeat business and brand loyalty.

Internal Processes Perspective: Streamlining operational processes, optimizing resource utilization, and ensuring regulatory compliance to improve efficiency and service quality.

Learning and Growth Perspective: Investing in employee training and development initiatives to foster a skilled and adaptable workforce capable of meeting evolving industry demands. Despite the growth opportunities, challenges persist in navigating regulatory complexities and maintaining competitiveness in a dynamic market environment. Future research could explore the integration of technology-driven solutions, such as digital marketing platforms and data analytics, to enhance customer engagement and operational efficiency.

3.2.3 Key Success Factors in the Netherlands

The Netherlands' GDP increased by an average of 3.5% between 2018 and 2019 (WTTC, 2021). The hospitality industry expanded at an average annual rate of 2.2% throughout the same period. The Dutch economy, as a whole, contracted in 2018, along with most of Europe, and only recovered slightly in 2019.

The hospitality industry grew to be a significant employer in the Netherlands from 2000 - 2019, with total employment increasing by more than 5% per year between 2005 and 2019, compared to a national trend of 0.5% per year (WTTC, 2021). Going forward, it is anticipated that consumer demand will remain under pressure due to rising unemployment, falling earnings, and the on-going effects of the recent VAT rise.

The standard rate of VAT in the hospitality industry in the Netherlands is presently 21%, up from 19% in 2018, while a reduced rate of 6% is applicable to lodging, food, and non-alcoholic beverages offered in the industry. Additionally, alcoholic beverages are subject to excise taxes, which have risen recently, and are anticipated to keep rising. The Dutch also impose a tourism tax, which is managed at the local level and can reach approximately €5 per night.

Turnover in the hospitality industry reached a high of €18.6 billion in 2018, but fell by 6% to €17.5 billion in 2019. The restaurant sub-sector, which accounted for 51% of all employment and 41% of the sector's total turnover in 2019, is the largest sub-sector in the Dutch hospitality industry. Hotels contribute 28% of revenue (€4.9 billion), and bars make up another 17% (€2.9 billion). The outcome of discussion mean that; amidst the ebb and flow of the Dutch economy, one sector has stood out as a beacon of resilience and growth: the hospitality industry. Against a backdrop of economic fluctuations and evolving regulatory frameworks, this sector has emerged as a vital driver of employment and economic activity in the Netherlands. In light of this significance, this study seeks to delve into the intricacies of the Dutch hospitality sector, focusing particularly on the Key Success Factors (KSF) and the application of the Balanced Scorecard (BSC) framework. By exploring these factors within the context of the industry's dynamic landscape, we aim to uncover strategies for optimizing performance and sustaining growth in the face of various challenges.

Key Success Factors in the Dutch Hospitality Industry:

Economic Trends: Despite the Netherlands experiencing modest GDP growth, the hospitality industry has showcased remarkable resilience. Notably, employment within

the sector has consistently outpaced national trends, underscoring its importance as a cornerstone of the Dutch economy. This trend highlights the industry's ability to adapt and thrive, even in the face of economic uncertainty.

Regulatory Environment: The regulatory landscape, particularly concerning VAT rates and tourism taxes, exerts a significant influence on the financial performance of hospitality businesses. Navigating these policies demands strategic acumen, as changes in taxation can directly impact consumer demand and industry turnover. Understanding and effectively responding to regulatory shifts is therefore essential for maintaining competitiveness and profitability within the sector.

Employment Growth: The hospitality sector's substantial contribution to employment is a testament to its role as a catalyst for economic opportunity and social stability in the Netherlands. As one of the leading employers in the country, the industry plays a vital role in driving job creation and supporting livelihoods across various demographics. Recognizing the sector's impact on employment dynamics is crucial for policymakers and industry stakeholders alike.

Numerous studies have explored the ramifications of VAT rates and tourism taxes on consumer behavior and industry performance. These findings underscore the importance of implementing strategic pricing and revenue management strategies to mitigate the effects of taxation on business operations. Insights gleaned from such studies provide valuable guidance for hospitality enterprises seeking to navigate the complexities of the regulatory landscape.

Analyzing employment trends within the Dutch hospitality industry offers valuable insights into labor market dynamics and the sector's contribution to overall economic growth. Understanding the factors driving employment growth and identifying potential challenges can inform targeted interventions aimed at sustaining workforce expansion and fostering greater economic resilience.

Financial Perspective: Aligning financial objectives with revenue generation and cost control measures is paramount for ensuring sustainable profitability amidst economic fluctuations. By adopting a proactive approach to financial management, hospitality enterprises can mitigate risks and capitalize on opportunities for growth, even in challenging market conditions.

Customer Perspective: Prioritizing customer satisfaction metrics, such as guest feedback and loyalty programs, is essential for fostering repeat business and enhancing brand reputation. By focusing on delivering exceptional experiences to guests, hospitality establishments can cultivate lasting relationships and drive long-term success in a competitive market environment.

Internal Processes Perspective: Streamlining operational processes, optimizing resource allocation, and ensuring compliance with regulatory requirements are critical for enhancing operational efficiency and service quality. By investing in robust internal processes, hospitality enterprises can improve productivity, reduce costs, and deliver consistent value to customers.

Learning and Growth Perspective: Investing in employee training and development initiatives is essential for cultivating a skilled and adaptable workforce capable of meeting

evolving customer needs and industry challenges. By prioritizing learning and growth opportunities, hospitality organizations can empower their employees to excel and drive innovation within the sector.

Despite the industry's resilience, challenges persist in navigating regulatory complexities and sustaining growth amidst economic uncertainties. Future research efforts should focus on exploring innovative approaches to leveraging technology, such as digital marketing and data analytics, to enhance customer engagement and operational effectiveness in the Dutch hospitality sector. By embracing digital transformation and harnessing the power of data-driven insights, hospitality enterprises can position themselves for continued success and resilience in an increasingly competitive landscape.

The integration of Key Success Factors and the Balanced Scorecard framework offers a strategic roadmap for enhancing performance and competitiveness in the Dutch hospitality industry. By aligning strategic objectives with operational initiatives and adapting to changing market dynamics, hospitality enterprises can position themselves for sustained success and resilience in an evolving economic landscape. As the industry continues to evolve, embracing innovation and leveraging strategic insights will be essential for driving growth and maintaining a competitive edge in the Dutch hospitality sector.

3.3 Historical Background of the Tourism and Hospitality Sector on the African Continent

The tourism and hospitality sector in Africa has undergone significant growth and transformation since the 1950s, marked by a notable expansion in foreign travel and tourism. With an average annual growth rate of 4.1% between 1995 and 2010, the sector outpaced global economic growth, signaling its increasing importance in Africa's economic landscape (WTO, 2018). This period witnessed a tourism boom on the continent, characterized by a substantial increase in foreign visitors and tourism-based income. Africa's tourism industry not only weathered the storm during the 2007-2008 global financial crisis but also maintained growth, underscoring its resilience and potential for economic development (WTO, 2018).

During the 1990s, Africa experienced a surge in tourism, with foreign visitor numbers climbing by approximately 300%, reaching 26 million by 2000. Correspondingly, tourism-based income saw a significant increase, rising by over 50% from \$2.3 billion to \$3.7 billion (WTO, 2018). This growth trend continued into the 21st century, fueled by economic expansion and improvements in political stability and openness across the continent. Africa emerged as a beacon of growth in the tourism industry, with arrivals increasing by 3.7% in 2008-2009, contrasting with a net decrease of 4.3% globally (WTO, 2018).

Sub-Saharan Africa witnessed the most substantial increase in tourism, with arrivals rising by 24.7 million between 2000 and 2017. However, challenges emerged, particularly in North Africa, where political instability and insecurity following events like the Arab Spring and terrorism dampened tourism attractiveness (WTO, 2018). Despite these

challenges, the tourism industry remained a significant driver of expansion and employment creation across emerging economies in Africa (WTO, 2018).

The tourism industry's importance transcends economic boundaries, with travelers spending over \$295 billion yearly in developing countries alone, surpassing total aid received by these governments in 2007 (WTO, 2018). Moreover, growing interest in uncharted and remote tourist destinations underscores Africa's substantial long-term potential for tourism-driven development. However, scholarly debates persist regarding the industry's broader impact beyond economic growth indicators, with concerns raised about issues such as cultural appropriation, environmental degradation, and the vulnerability of local communities to external shocks (WTO, 2018).

While historical trends and global dynamics shape Africa's tourism industry, the identification and application of Key Success Factors (KSF) and Balanced Scorecard (BSC) methodologies are crucial for optimizing performance and addressing challenges. Studies examining the effectiveness of KSF and BSC in the African tourism context provide valuable insights into strategies for sustainable growth and resilience (Reference needed).

Notwithstanding the industry's resilience and potential, gaps remain in fully harnessing the benefits of tourism for sustainable development in Africa. Future research should focus on exploring innovative approaches to address challenges such as political instability, environmental sustainability, and community empowerment within the tourism sector (Pool, Khodadadi & Kalati, 2017)

In conclusion, Africa's tourism and hospitality sector has undergone significant evolution and growth, driven by historical trends, global dynamics, and regional challenges. Leveraging Key Success Factors and the Balanced Scorecard framework is essential for optimizing performance and realizing the sector's potential for sustainable development. By addressing identified gaps and embracing innovative strategies, Africa can position itself as a leading destination for tourism-driven growth and economic prosperity.

3.3.1 Overview of the Tourism and Hospitality Sector in Ghana

Today, the globalized, fiercely competitive socioeconomic and environmental sector known as tourism involves both rich and developing nations (WTO, 2019). It is Ghana's fastest-growing industry, and it strengthens other areas of the country's economy, including agriculture, manufacturing, transportation and real estate (Mensah, 2009; MOTAC, 2020). Developing countries might utilize it as a useful tool to speed up their efforts in socioeconomic development. According to one school of thought, tourism is referred to as the act of leisure travel; leisure travel theory and practice; the business of luring, hosting, and entertaining tourists; as well as the business of guiding tours. Tourists may go on home-country or foreign vacations.

Today, tourism influences the economies of both the source and host countries and is a significant source of income for many nations. Numerous new tourism offerings and infrastructure improvements are required due to the growing number of visitors and the changing characteristics of today's travellers. Hotels, event planning, theme parks, travel, cruise lines, and other sectors of the tourist sector are all included in the hospitality business, a sizable component of the service sector. In addition, 'hospitality' refers to the

warm, kind reception and amusement of guests or strangers, whether socially or commercially. It has been our saying for a very long time. Due to its extensive hotel industry, Ghana has earned a reputation as one of the world's premier tourist destinations (GTA, 2019).

A fundamental requirement of tourism is lodging. Even in the most picturesque locations in the world, tourism development would be difficult without accommodation (GTA, 2019). The hospitality sector, which is divided into accommodation and restaurants; event organizing; theme parks; transportation; cruise lines; and other areas of the tourism sector, is also included in the service sector.

According to the MOTAC (2018), it is instructive to consider that the multibillion-dollar hospitality sector relies on the availability of free time and disposable income. A hospitality utility, such as a restaurant, hotel, or amusement park, is run by several teams, concerned with direct operations and property maintenance (servers, housekeepers, porters, bartenders, management, and human resource). The long-term tourism plans for Ghana present a wide range of investment opportunities that could support the expansion and survival of the sector. Investors are urged to put money into tourist information shops since they are in high demand in some of the country's most popular tourist destinations, including Accra, Kumasi, the Cape Coast, and various border crossing points.

Investors might also consider investing in the tourism financial services, which are in demand as the number of tourists increases. These services include credit card agents or discount houses, which provide credit for paying past-due bills from merchants who do not accept credit cards. Even though there are many, there is still room for development

in the foreign exchange sphere. In Ghana, there is also a growing need for the rental of bathrooms, camping, and picnic equipment, as well as mobile phones, all of which are used by tourists and event planners. Mall investments are also encouraged for investors. According to a survey by the Ghana Tourism Authority in 2021, despite Ghana's abundance of goods, most tourists leave the nation with most of their spending money, because there are few enticing places to shop. The sector supports a diversified and flexible labour market and is labour-intensive. It offers small-scale employment opportunities in travel and tourism; lodging; food and beverages; transportation; attractions; craft villages; events and conferences; and other sectors, which encourage gender equality. Economic diversification, job growth, tax revenue for governments, and business stimulation have all been linked to tourism.

An essential component of promoting tourism is aviation. A projected 5.8% of Africans are employed by an inflow of foreign visitors, the majority of whom fly into the continent, and they contributed \$46 billion to the continent's GDP in 2019.

It is impossible to over-emphasize the importance of strategic air links. These connections must be frequent, affordable, and dependable in order for business, leisure, and tourism to flourish and grow. Due to the increasing number of visitors and the evolving travel habits of modern tourists, numerous new tourism initiatives and infrastructure upgrades are needed. The long-term tourism goals of Ghana have opened up a variety of investment opportunities, as noted on March 6, 2015, in Berlin by Dr. Taleb Rifai, Secretary General of the UNWTO.

Ghana is a well-known tourism destination in West Africa (WTO, 2021). Because it is an English-speaking country, the majority of its visitors come from the United States, Nigeria,

and the United Kingdom. For instance, in 2020, more than 39,000 Americans visited the country. Statistics show that that year saw a total influx of about 355,000 tourists. This was a dramatic decrease from the previous years, which saw more than 900,000 visitors each year (GTA, 2022). These visits were primarily for business, family, or leisure. The coronavirus (COVID-19) outbreak has recently had a significant influence on the nation's tourism economy.

3.3.2 Key Success Factors in the South African Tourism and Hospitality sector

Only after the apartheid regime's collapse in 1994 did South Africa start to experience considerable growth as a travel destination for leisure travellers. The country's topographical and biological richness, which includes white sand beaches, mountain ranges, savannah grasslands, and deserts like the Kalahari and the Great Karoo, contributes significantly to its diverse and picturesque tourism product. National parks and private protected areas held by the state protect a large portion of its biological wealth (WTO, 2019). Because it is relatively simple to see the classic 'Big Five' – lions, leopards, elephants, rhinoceroses, and Cape buffaloes – as well as many other animals including giraffes, antelope, and meerkats, safari tourism is a significant industry.

From opulent lodging on private game ranches to 'mass safari' groups, the amenities and facilities for watching wildlife are among the best in the world. Shark cage diving, scuba diving, and whale watching are popular marine animal pursuits. The cities of Durban, Cape Town, and Johannesburg are home to notable museums and upscale retail centres, but they are also well-known for their adventure sports and food and wine excursions. Cultural tourism includes, among other things, excursions to the townships, world heritage

sites, and areas important to the anti-apartheid movement and historically disadvantaged communities. In connection with this, the Apartheid Museum in Johannesburg is listed as the top attraction in the city on Trip Advisor, and Mandela's former prison on Robben Island was designated as a world heritage site in 1999. Nelson Mandela was the leader of the anti-apartheid movement and the post-apartheid regime. Medical tourism and casino tourism are two other significant specialist industries. The successful 2010 FIFA World Cup that South Africa held served as the impetus for the growth of the nation's experience, infrastructure, and facilities as a sports tourism and MICE destination. The organization that oversaw the World Cup event, Tourvest, has gone on to dominate the global destination management industry.

With around 9.5 million guests spending at least one night there in 2016, South Africa has the greatest market share of foreign arrivals in sub-Saharan Africa (UNWTO, 2018). Just over 2.5 million of them, from nations other than in Africa, including Western Europe (60%), North America (16%), Australasia, China, and India (14%), were born there. These groups typically stay between 7 and 14 days, and their average spending (including pre-departure expenses) per person is about R65,000 (US\$4,930). In 2016, there were 635,950 regional air arrivals (i.e. travellers from other sub-Saharan African nations), with an average stay of about six days and an average trip cost of R 33,400 (US\$ 2,500). Land arrivals, on the other hand, typically pay only R 6,200 (US\$ 470) per journey and remain for one to three nights (Saunders, 2017). The South African Development Community (SADC) nations, particularly Botswana, Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe, typically provide land arrivals. Many travellers on VFR vacations, as well as those who are working or studying in South Africa, fall into this group.

These statistics demonstrate that tourists from outside Africa are economically more valued, overall, than other tourists, and these nations were the main target markets for the 2015–20 Strategic Plan, along with higher-spending African nations like Nigeria and Tanzania (South African Tourism, 2014).

The overview of the tourism industry in South Africa, highlighting its diverse attractions, including wildlife safaris, cultural experiences, adventure sports, and historical sites. However, to align the content with your study focus on Key Success Factors (KSFs) and Balanced Scorecard (BSC) in the South African tourism and hospitality sector, it is essential to contextualize how these elements contribute to the industry's success.

Firstly, let us explore how these factors tie into the Balanced Scorecard framework, which is often used to measure organizational performance across four perspectives: financial, customer, internal processes, and learning and growth.

In the financial perspective, the influx of tourists, particularly from Western Europe, North America, Australasia, China, and India, contributes significantly to South Africa's tourism revenue. Highlighting the average spending per person and the market share of foreign arrivals demonstrates the financial impact of tourism on the country's economy.

From the customer perspective, the diverse range of attractions caters to various tourist interests, whether it's wildlife safaris, cultural tours, or adventure sports. Understanding the preferences and behaviors of different tourist segments, such as leisure travelers, business travelers, and visiting friends and relatives (VFR), is crucial for designing tailored experiences and marketing strategies.

In terms of internal processes, the successful hosting of the 2010 FIFA World Cup exemplifies South Africa's capability in event management and infrastructure development. The involvement of organizations like Tourvest in destination management further underscores the importance of efficient operations and partnerships within the tourism sector.

Finally, in the learning and growth perspective, investments in training and capacity building are essential for maintaining service quality and competitiveness in the tourism industry. Continuous innovation and adaptation to changing market trends and consumer preferences are also vital for long-term sustainability.

KSFs are the critical elements that organizations must excel in to achieve their objectives and maintain a competitive advantage. For South Africa's tourism industry, some key success factors may include:

Breathtaking Natural Assets: The country's rich biodiversity and scenic landscapes serve as a major draw for tourists, emphasizing the importance of preserving and responsibly managing natural resources.

Diverse Tourist Offerings: Offering a wide range of experiences, from wildlife safaris to cultural heritage tours, ensures that South Africa can attract different market segments and mitigate risks associated with seasonality or changing travel trends.

Infrastructure and Service Quality: Investments in tourism infrastructure, accommodation, transportation, and hospitality services are crucial for enhancing the overall visitor experience and maintaining a positive destination image.

Marketing and Promotion: Effective marketing campaigns targeting key source markets and strategic partnerships with travel agencies and online booking platforms are essential for attracting tourists and increasing destination awareness globally.

Community Engagement and Sustainable Tourism: Involving local communities in tourism development initiatives, promoting responsible travel practices, and preserving cultural heritage sites contribute to long-term sustainability and socio-economic benefits.

By incorporating these KFS and aligning them with the perspectives of the Balanced Scorecard, your study can provide a comprehensive analysis of the factors driving success in the South African tourism and hospitality sector. Additionally, identifying gaps or areas for improvement within each perspective can guide strategic decision-making and resource allocation for industry stakeholders.

3.3.3 Key Success Factors in the Kenyan Tourism and Hospitality Sector

Since the Kenyan tourism and hospitality sector's success factors have been identified, the term 'KSFs' has come to imply 'the small number of areas in which outcomes, if they are adequate, will assure successful competitive performance in an organization'. According to Burgess *et al.*, (2015), the origins of KSFs can be classified as industry-based, environmental, geographic, temporal, or strategic. This method of using KSFs focuses on the information requirements for management control and aims to uncover data that can be utilized to monitor and enhance current business areas.

This suggests that, in order for restaurants to be successful in Kenya, they must have a clear brand strategy that bases daily operations on useful standardization techniques.

This should also include guidelines for daily operations that help to develop and preserve

the ideal brand image and fulfil the brand promise to customers. The brand identity of the popular franchised restaurants in Kenya communicates a highly distinct and well-developed concept. It has been observed that restaurant franchisors like K1, K2, and K3 rely on brand strength. Particularly, the franchisors employ KSFs that are based on competition, like distinctiveness. Franchisees set themselves apart by selling halal meals. Additionally, the K3 franchisor bases its business model on the idea of farm-to-fork. The value chain analysis of farm-to-fork appears to be crucial in helping consumers associate the brand with high-quality, safe goods. The success of franchised eateries has been aided by this KSF. People typically associate a particular brand with certain things, making it stand out from competing eateries.

The franchisor guards the strength and quality of the brand while retaining franchise awareness. A strong and concise concept effectively communicates to customers a message and an image. In order to draw customers, it would need to stand out visibly from the competition in the area. A well-developed concept would also include a customer value proposition. There was an idea on which the K3 franchisor depended. Customers typically look for the best possible deal. A well-known brand would be connected to a specific set of goods and costs. Customers would expect a certain level of value whenever they visited one of the outlets if the restaurant was a franchise. Customers would not go back to a restaurant if it did not meet their expectations and would instead patronize a rival. Franchised restaurants that lack a distinct idea will struggle to stay in business because consumers want a reliable business that offers good value. Day (1994); Parsa, Self, Njite and King (2005); and Njite (2005), all agreed with this conclusion.

From the Kenya tourism perspectives, the Key Success Factors (KSFs) are critical elements that organizations must excel in to achieve their objectives and maintain a competitive advantage. In the context of franchised restaurants in Kenya, KSFs such as brand strength, distinctiveness, and customer value proposition play a pivotal role in driving success and ensuring sustainable performance.

Franchisors like K1, K2, and K3 leverage their brand strength and distinct concepts to differentiate themselves from competitors and attract customers. This reliance on KSFs based on competition underscores the strategic importance of developing and preserving a unique brand identity in the highly competitive restaurant market.

Moreover, the success of franchised eateries is closely linked to their ability to deliver value to customers consistently. Customers expect a certain level of quality and value when patronizing a franchised restaurant, based on the brand's reputation and the perceived benefits associated with it. Therefore, franchisors must align their operations with KSFs related to customer satisfaction and value delivery to maintain customer loyalty and drive repeat business.

In the context of the Balanced Scorecard (BSC), which provides a comprehensive framework for strategic planning and performance management, the identified KSFs can be mapped to various perspectives, including financial, customer, internal processes, and learning and growth.

From a financial perspective, the success of franchised restaurants depends on factors such as revenue generation, profitability, and return on investment. Brand strength and

distinctiveness contribute to revenue growth by attracting customers and enhancing pricing power.

In terms of the customer perspective, KSFs related to brand identity and customer value proposition directly influence customer satisfaction, loyalty, and retention. Franchisors must continuously monitor customer feedback and preferences to ensure that their offerings align with evolving market demands.

Internally, franchised restaurants must focus on operational efficiency, quality management, and innovation to maintain consistency in product and service delivery. KSFs such as standardization techniques and value chain analysis contribute to streamlining operations and enhancing overall performance.

Finally, in the learning and growth perspective, investments in employee training and development, as well as continuous improvement initiatives, are essential for building organizational capabilities and adapting to changing market dynamics.

By aligning KSFs with the perspectives of the Balanced Scorecard, your study can provide valuable insights into the strategic priorities and performance drivers in the Kenyan tourism and hospitality sector. Additionally, identifying gaps or areas for improvement within each perspective can guide strategic decision-making and resource allocation for industry stakeholders, ultimately contributing to the sector's long-term sustainability and competitiveness.

3.4 Overview of the Asian Tourism and Hospitality Sector

In terms of revenue and visitor arrivals, recent international tourism trends for Asia and the Pacific have been defined by a variety of patterns (WTO, 2018). The World Tourism

Organization estimates that, in 2018, global tourism receipts were US\$ 822 billion. Approximately US\$ 124 billion, or 20% of that total, was made in Asia and the Pacific. When compared to the global growth rate of 10%, the tourism industry in Asia and the Pacific experienced a remarkable annual growth rate of 24%. However, this marked a turnaround for the area after a fall in 2003 (-9.4%) brought on by the SARS virus. There were 763 million international arrivals in 2018, an increase of 10.7% over the previous year. The number of international visitors to Asia and the Pacific increased by 27.8% annually to 152.9 million, or roughly 20% of the global total.

International visitor arrivals increased by 29.5% in north-east Asia and by 30.6% in south-east Asia in 2004, following a decline of 13.7% in 2003 (WTO, 2020). In 2018, arrivals to south Asia increased by 16.5%, while those to Oceania increased by 12.4% (WTO, 2019). Although 2004 saw a recovery in Asia and the Pacific's tourism demand, revenue growth was a little slower than arrival volume. This is related to shifting travel trends, which have indicated a trend towards more frequent, shorter-stay travel with lower visitor expenditure, due to an increase in intraregional movements. Prices became more competitive as a result of the introduction of new low-cost airlines operating more domestic and sub-regional flights, which exacerbated this trend. China and Hong Kong were among the top 10 tourist destinations in the world in terms of visitor arrivals in 2018. At the same time, China and Turkey were placed seventh and eighth among the top 10 nations in terms of revenue from international tourism.

Despite the fact that many destinations, particularly in south-east Asia, anticipate to benefit from the rapid expansion of the outbound Chinese tourism sector, independent travel has been growing more quickly than traditional package trips (WTTC, 2021). Using

the tourism satellite account approach, the World Travel and Tourism Council (WTTC) has calculated the contribution of tourism to socioeconomic development. With a direct employment impact of 73.7 million jobs (2.8% of total employment) and a GDP contribution of US\$ 1,542 billion, travel and tourism were predicted to produce total demand of US\$ 5,490 billion in 2018. All other economic sectors are indirectly impacted by the travel and tourism business. Travel and tourism generated US\$ 1,289.8 billion (or 12.2%) of all service and goods exported; US\$ 802.3 billion (or 9.4%) of all capital investments made globally; and US\$ 265.3 billion (or 3.9%) of all global government spending, in 2016 (WTO, 2019).

In 2019, 5.9% growth in total demand; 5.2% in direct growth in GDP; and 4.6% in direct growth in employment were predicted for the industry globally (WTO, 2021). North-east Asia, south-east Asia, and south Asia were rated third, fourth, and seventh, respectively, among the top nine regions in 2004 in terms of the regional distribution of total global demand. All three of Asia's major areas saw greater-than-average demand growth in 2018 when compared to the global average of 5.9% for real total demand growth: 10.4% for south-east Asia, 9.9% for south Asia, and 6.64% for north-east Asia. Similar patterns were evident in the GDP figures for travel and tourism. In 2018, north-east Asia came in third, south-east Asia came in fourth, and south Asia came in seventh. North-east Asia came in fifth out of nine regions in terms of the GDP share for tourism, followed by south-east Asia in seventh place with 7.4 %, and south Asia in ninth place, with 5.0 % (WTO, 2019). The three regions' GDP shares fell short of the global average of 10.4%. For the top nine regions in the world, the WTTC has reported on total employment in travel and tourism (direct and indirect), measured in terms of jobs. In 2019, it was predicted that

tourism would generate about 215 million jobs worldwide, with north-east Asia accounting for the majority of that employment, with almost 72 million jobs in total. South Asia came in second with about 30 million jobs; and south-east Asia came in fifth with approximately 20 million jobs. In terms of tourism's percentage of overall employment in 2019, 8.1% was the global average. North-east Asia had 8.5% of the region's total employment in the tourist sector, followed by south-east Asia with 8.1% and south Asia with 5.2%.

The provided content offers a detailed overview of recent international tourism trends in Asia and the Pacific, highlighting significant growth in tourism receipts and visitor arrivals. These trends are crucial for understanding the evolving landscape of the tourism industry, particularly in regions experiencing rapid economic development and infrastructure expansion. However, to analyze this information in the context of Key Success Factors (KSFs) and the Balanced Scorecard (BSC) in the Kenyan tourism and hospitality sector, it's essential to draw parallels and identify potential insights that can inform strategic decision-making and performance measurement.

One key aspect to consider is the impact of shifting travel trends on revenue generation and visitor expenditure. The content mentions a trend towards more frequent, shorter-stay travel with lower visitor expenditure, driven by factors such as increased intraregional movements and the rise of low-cost airlines. Understanding these trends is essential for Kenyan tourism stakeholders to adapt their strategies and offerings accordingly, ensuring competitiveness and sustainable revenue growth.

Additionally, the content highlights the significant contribution of travel and tourism to socioeconomic development, including its impact on employment, GDP, and global trade. By leveraging insights from studies such as those conducted by the World Travel and

Tourism Council (WTTC), Kenyan policymakers and industry players can assess the sector's overall contribution to the economy and identify areas for further investment and development.

Furthermore, the regional distribution of tourism demand and GDP shares provides valuable benchmarking data for evaluating Kenya's position within the broader tourism landscape. Comparing the growth rates and performance indicators of regions such as north-east Asia, south-east Asia, and south Asia can help Kenyan stakeholders assess their relative strengths and weaknesses and identify opportunities for collaboration or differentiation.

In terms of the Balanced Scorecard (BSC), indicators such as total demand growth, GDP contribution, and employment figures can be mapped to the various perspectives of the framework, including financial, customer, internal processes, and learning and growth. This enables a holistic assessment of the sector's performance and alignment with strategic objectives, facilitating informed decision-making and resource allocation.

Overall, while the provided content offers valuable insights into international tourism trends in Asia and the Pacific, its relevance to the study of KSFs and the BSC in the Kenyan tourism and hospitality sector lies in its potential to inform strategic planning, performance measurement, and benchmarking efforts. By contextualizing this information within the framework of KSFs and the BSC, stakeholders can better understand the sector's dynamics and position themselves for long-term success and competitiveness.

3.4.1 Key Success Factors in the Chinese Tourism and Hospitality Sector

Hua, Chan and Mao (2009) looked at the KSFs in the management of low-cost hotels in China from the perspective of numerous stakeholders, including travellers, industry professionals, public officials, and hotel investors. Brotherton's (2004) study's 36 KSFs items served as the foundation for both the survey questions asked of N=210 hotel guests and the interview questions (with the hotel investor, the hotel professional, and a government official). Hua *et al.* (2009) employed a similar questionnaire, but it was very different from Brotherton's (2004), due to the types of cheap hotels used and the research methodology. The results showed that hotel operators of low-cost hotels viewed all KSFs as essential (physical product, service quality, price, promotion, and location). By contrast, in China's low-cost hotel industry, service quality was only identified as a KSF from the consumers' perspective. The sample size, number of responders, and low-end hotels in fewer diverse areas limited the study. One individual was chosen to represent each participant's perspective during the interview, which could have been biased and may have affected the validity of the study. This study fell short of obtaining more opinions from participants from each stakeholder group, notably hotel practitioners (e.g. hotel managers), using a qualitative methodology.

The provided study on Key Success Factors (KSFs) in the Chinese tourism and hospitality sector offers valuable insights into the management of low-cost hotels from various stakeholders' perspectives. However, its relevance to the study of KSFs and the Balanced Scorecard (BSC) in the broader context of the Chinese tourism industry lies in its potential to inform strategic decision-making and performance measurement frameworks.

The study conducted by Hua, Chan, and Mao (2009) investigates KSFs in low-cost hotel management by engaging stakeholders such as travellers, industry professionals, public officials, and hotel investors. By building upon Brotherton's (2004) research on 36 KSF items, the study utilized surveys and interviews to assess the importance of factors like physical product, service quality, price, promotion, and location in the context of low-cost hotels.

A notable finding from the study is the discrepancy between hotel operators' and consumers' perspectives on service quality as a KSF. While hotel operators considered all factors essential, consumers identified service quality as crucial. This highlights the importance of understanding and aligning with customer expectations to drive success in the low-cost hotel industry in China.

However, the study's limitations, such as sample size, limited diversity in hotel locations, and potential bias in participant representation during interviews, underscore the need for further research using qualitative methodologies. In particular, obtaining more opinions from diverse stakeholder groups, including hotel practitioners like managers, could provide deeper insights into KSFs and their impact on performance outcomes.

In the context of the Balanced Scorecard (BSC), findings from studies like these can inform the development of performance metrics aligned with strategic objectives in the Chinese tourism and hospitality sector. By incorporating KSFs identified by stakeholders into the BSC framework, organizations can track and evaluate their performance across key dimensions such as customer satisfaction, operational efficiency, and financial sustainability.

Overall, while the study on KSFs in the management of low-cost hotels in China offers valuable insights, its relevance to the broader study of KSFs and the BSC lies in its potential to inform strategic decision-making, performance measurement, and gap identification within the Chinese tourism industry. Further research addressing the study's limitations could contribute to a more comprehensive understanding of KSFs and their impact on sectoral performance.

3.4.2 Key Success Factors in the Malaysian Tourism and Hospitality Sector

The Malaysian government has established and implemented tourism policies through five-year strategic plans since the Second Malaysia Plan (1971–1975), which has had a positive impact on Malaysia's tourism industry. Malaysia's tourism industry has a competitive advantage, thanks to the unique features of the nation's physical geography, natural resources, and multiracial and multicultural society. It has outperformed other locations, particularly south-east Asian countries, in luring foreign tourists, which has increased its country's foreign exchange profits.

Malaysia is a latecomer to the business in comparison to other south-east Asian nations. Since the 1950s, other south-east Asian nations have actively promoted their tourism industries. For instance, Thailand and Singapore both founded their own tourist boards in 1960 and 1964, while the Philippines established its Board of Travel and Tours Industry in 1956. To promote Malaysian tourism sites, Malaysia formed the Tourism Development Corporation (TDC) in 1972. The growth of Malaysia's tourist industry has been a major focus for the Malaysian government from the Second Malaysia Plan (1971–1975) to the most recent Tenth Malaysia Plan (2011–2023). The Second Malaysia Plan (1971–1975) saw the construction of essential tourism infrastructure and the establishment of the TDC,

which led to a considerable expansion of the country's tourism sector. Less than 500,000 tourists visited at the beginning of 1970; by 1980, that number had increased by more than 305% to 1,529,915 visitors, bringing in a total of RM 619 million.

According to Tourism Malaysia, (2013), Asia continues to be the region that sends the most tourists to peninsular Malaysia, making up 57.4% of all visitors to the country. The impact of Malaysia's tourism regulations on foreign visitor arrivals is very considerable. During the Fourth Malaysia Plan (1981–1985), which targeted the international market, improvements were made to the country's facilities and joint promotional strategies with Malaysia Airlines Systems (MAS). As a result, total international tourist arrivals rose from fewer than 2 million in 1980 to more than 2.9 million between 1981 and 1985. Also rising from RM 618.9 million in 1980 to RM 1,412.3 million in 1985 were tourist receipts (Tourism Malaysia, 2013). In 1967, Malaysia had the fewest foreign visitors arriving, trailing only Thailand, Singapore, the Philippines, and Indonesia. However, Malaysia saw the greatest increase in foreign visitors between 2011 and 2019.

The provided content outlines the historical development and strategic initiatives in the Malaysian tourism and hospitality sector, emphasizing the role of government policies and infrastructure development in driving growth and competitiveness. While this information offers valuable context, its direct relevance to the study of Key Success Factors (KSFs) and the Balanced Scorecard (BSC) in the Malaysian tourism industry may not be immediately apparent.

To align this content with the study focus on KSFs and the BSC, it's essential to extract insights that shed light on the factors contributing to the sector's success and performance measurement frameworks used to evaluate these factors.

One key takeaway from the provided information is the Malaysian government's proactive approach to promoting tourism through strategic plans and initiatives. This highlights the importance of government support and policy frameworks as critical success factors in fostering industry growth and competitiveness. Additionally, the emphasis on infrastructure development and promotional strategies underscores the significance of factors like accessibility, marketing, and destination management in attracting tourists and generating revenue.

Moreover, the data on tourist arrivals and receipts over different planning periods provides valuable indicators of sector performance and economic impact. These metrics can be integrated into the Balanced Scorecard framework to measure outcomes across dimensions such as financial performance, customer satisfaction, internal processes, and learning and growth. For example, increases in tourist arrivals and receipts may reflect positively on financial performance indicators, while customer satisfaction surveys can gauge the effectiveness of promotional efforts and service quality.

However, gaps in the analysis may include a deeper exploration of specific KSFs driving success in the Malaysian tourism and hospitality sector, such as service quality, destination diversity, cultural heritage preservation, and sustainability initiatives. Future research could focus on empirical studies examining the relationship between these KSFs and performance outcomes, using the BSC or similar frameworks to assess their impact comprehensively.

In conclusion, while the provided content offers valuable insights into the historical context and strategic evolution of the Malaysian tourism and hospitality sector, its relevance to the study of KSFs and the BSC lies in its potential to inform broader discussions on policy

implications, performance measurement, and strategic priorities within the industry. Further research addressing identified gaps could contribute to a more comprehensive understanding of factors driving success and guiding future development strategies in Malaysian tourism.

3.4.3 Key Success Factors in the Indonesian Tourism and Hospitality Sector

Studies on KSFs in Indonesia's tourism and hospitality sectors demonstrate the value of KSFs in the hotel sector. Geller's (2018) study on KSFs in the hospitality sector focused on how to use KSFs in the creation of hotel information systems. According to a different study, businesses must alter their internal and structural thinking in order to adapt to environmental changes. Harmonization, co-ordination, and the internet have all become crucial elements of modern life. Budget hotels' KSFs, which include people; timing; contextual constituents; strategic selection; management and usable efficacy; hotel product, and culture, were examined by Chen and Fiscus (2018). In addition, Philips (2017) divided the 16 elements into three primary variables to identify the KSFs. The first aspect is the organizational factor, which includes management processes; continual advances; strategic provisioning; teamwork, and organizational trustworthiness. The second aspect is human power, which includes staff empowerment and a focus on the client. Technology, especially strategic control, is the third factor. Thirty-six (36) KSFs for low-cost hotels were culled by Brotherton (2004) from academic and business-oriented sources. According to the study, KSFs may be divided into six categories: core product; location; consistency; customer service; price; and strategic control.

Service standards include friendliness of employees; fast check-in times; guest security and safety; how complaints are handled; cancellation rules and flexibility of stay;

availability of amenities; value added to supporting facilities; cleanliness of the room's surroundings; the aroma of the space; the staff's cleanliness; and the area's ability to stay clean. The results corroborate a number of earlier studies (Avcikurt *et al.*, 2011) showing service quality is a key component of success in the hotel sector and is closely related to other parameters. Customer loyalty will be impacted by the level of service quality, which might affect guest happiness (Bajrami *et al.*, 2021). It is crucial for hotel management to develop new methods for providing outstanding service to visitors and for ascertaining their needs (Yadegaridehkordi, Nilasha, Nasir & Ibrahim, 2018).

Large hotel chains have a strategic control that consists of seven components, including simple access to the facilities' locations; strategic locations; price compatibility with room products offered; affordability of the facilities and room prices; the booking process; and standardization of hotel and room design. These findings corroborate a recent study that identified strategic control as a determinant of hotel success (Yadegaridehkordi, Nilashi, Nasir & Ibrahim, 2018). Through the internet and social media, the use of information and technology has a significant impact on hotel marketing operations, acquiring a potential client and boosting hotel competition (Grant, 2016). Without a doubt, technology has significantly enhanced hotel performance. The quick growth can be partly attributable to their extensive network and straightforward room bookings; the size of the room and its comfort; the variety of room options; the proportion of smoking and non-smoking rooms; the modernity of the building; the suitability of hotel services for the price; and hotel discipline in operational standards. These seven indicators make up the core product. The primary good is the terms under which rooms are rented to visitors. This result is

consistent with other research (Grant, 2016), according to some specialists who disclose the basic product to be palpable.

The provided content offers valuable insights into Key Success Factors (KSFs) in the Indonesian tourism and hospitality sector, particularly focusing on the hotel industry. While the information presented highlights various KSFs identified through empirical studies, its relevance to the study of KSFs and the Balanced Scorecard (BSC) lies in its potential to inform strategic decision-making, performance measurement, and gap identification within the sector.

Several studies, including Geller (2018), Chen and Fiscus (2018), Philips (2017), and Brotherton (2004), have identified KSFs in the Indonesian hospitality sector, encompassing factors such as organizational processes, human resources, technology, service standards, and strategic control. These KSFs provide a comprehensive framework for assessing performance and guiding strategic initiatives within the sector.

For example, service quality emerges as a critical KSF, with factors such as friendliness of employees, fast check-in times, guest security, and cleanliness contributing to guest satisfaction and loyalty. Moreover, strategic control, including aspects such as location, pricing, and standardization, plays a pivotal role in ensuring operational efficiency and competitiveness for large hotel chains.

The integration of technology, particularly in marketing operations and customer engagement through the internet and social media, underscores the importance of adapting to digital trends to remain competitive in the industry. Additionally, the emphasis on the core product, including room offerings, facilities, and operational standards,

highlights the need for continuous improvement and innovation to meet evolving customer expectations.

However, gaps in the analysis may include a deeper exploration of specific KSFs' impact on financial performance, customer satisfaction, internal processes, and learning and growth within the BSC framework. While the identified KSFs provide valuable insights into operational excellence and guest satisfaction, further research is needed to quantify their contribution to overall business outcomes and strategic objectives.

In conclusion, while the provided content offers valuable insights into KSFs in the Indonesian tourism and hospitality sector, its relevance to the study of KSFs and the BSC lies in its potential to inform broader discussions on performance measurement, strategic planning, and gap identification within the industry. Future research addressing identified gaps could contribute to a more comprehensive understanding of factors driving success and guiding future development strategies in Indonesian tourism and hospitality.

3.5 Tourism Policy Statement among Selected Countries in the World

3.5.1 Australian Tourism Policy Statement

According to the Tourism Australia Act (2004), the vision statement for the Australian Tourism sector is for Australia to be the most desirable and memorable destination on earth. The purpose of tourism is to invite the world to experience the Australian way of life. Core to the success of Australian tourism is the increased economic contribution of tourism to Australia's economy. The Tourism 2020 goal – and Tourism Australia's major strategic goal – was to increase overnight tourism expenditure to more than \$115 billion by 2020. This goal of the Australian tourism industry and federal, state and territory

governments is to maximise tourism's contribution to the Australian people. To focus the effort and endeavours, and in partnership with industry and government, for 2019/20 the sector set an overnight expenditure goal of \$121.3 billion. While the Australian Tourism Policy Statement provides valuable insights into the strategic goals and vision for the Australian tourism sector, its direct relevance to the study of Key Success Factors (KSFs) and the Balanced Scorecard (BSC) may not be immediately apparent.

To align this content with the study focus on KSFs and the BSC, it's essential to extract insights that demonstrate the importance of strategic planning, performance measurement, and stakeholder collaboration in achieving the overarching goals of the tourism sector.

One key takeaway from the policy statement is the emphasis on increasing tourism's economic contribution to Australia's economy. This highlights the financial dimension of performance measurement within the BSC framework, where metrics such as overnight tourism expenditure serve as key indicators of sectoral performance and achievement of strategic goals.

Moreover, the policy statement underscores the collaborative approach between industry and government in setting strategic objectives and targets for the tourism sector. This aligns with the BSC's emphasis on stakeholder engagement and alignment of objectives across different levels of the organization, ensuring coordinated efforts towards shared goals.

However, gaps in the analysis may include a deeper exploration of specific KSFs driving success in the Australian tourism sector and their alignment with strategic objectives

outlined in the policy statement. While the statement sets overarching goals such as increasing tourism expenditure, further research is needed to identify specific factors, such as destination attractiveness, service quality, infrastructure development, and marketing effectiveness that contribute to achieving these goals.

In conclusion, while the Australian Tourism Policy Statement provides a strategic framework for the sector, its relevance to the study of KSFs and the BSC lies in its potential to inform broader discussions on performance measurement, stakeholder collaboration, and strategic alignment within the tourism industry. Further research addressing identified gaps could contribute to a more comprehensive understanding of factors driving success and guiding future development strategies in Australian tourism.

3.5.2 Germany Tourism Policy Statement

According to the Federal Government Report on Tourism Policy (2016), there is no question that Germany is a success in terms of tourism. Large segments of the population are becoming more mobile due to economic expansion in many nations around the world, which has contributed to this achievement in recent years. The summer fairy tale of 2006, when the Soccer World Cup in Germany was 'a time to make friends', also had a significant beneficial impact on the nation's standing in the international community. However, German government policies that offer SMEs a stable regulatory framework and, where necessary, precisely tailored support, have also proved helpful.

The economic impact of the tourist industry is frequently underestimated (Federal Government Report on Tourism Policy, 2016). In Germany, there are several work prospects in the booming tourism industry. It generates 4.4% of all German GVA, or close

to €100 billion, in direct gross value added (GVA). The industry employs 2.9 million individuals directly (Federal Government Report on Tourism Policy, 2016).

Additionally, tourism boosts the expansion of the region's numerous prosperous and competitive SMEs, which has an effect on other sectors, including transportation, trade, and rural development. And finally, the tourism value chain offers greater opportunities for SMEs. This includes the production of automobiles and aircraft, as well as crafts, agriculture, environmental technology, and the construction industry.

According to the Federal Government Report on Tourism Policy, (2016), the Federal Ministry for Economic Affairs and Energy, part of the Federal Government, is in charge of tourism policy. However, as this research also indicates, tourism policy is a work with cross-sectoral responsibilities and some aspects of it overlap with other areas of competence. From the 2016 report on tourism policy, the main objective of federal tourism policy was to establish a solid foundation for the healthy growth of tourism in Germany. This entails concentrating on the policy concerns of the Federal Government, both at the EU level and within international organizations like the UNWTO or the OECD (Federal Government Report on Tourism Policy, 2016). Numerous bilateral interactions and tourism promotions abroad are also necessary for maintaining partnerships with other nations. Finally, the Federal Government wants to directly support the tourism sector's small and medium-sized firms' profitability and competitiveness.

On the other hand, the Länder are in charge of specialized planning, development, and investment in tourism. The Federal Government-Länder Committee on tourism, which is presided over by the sector minister, co-ordinates federal tourist policy with the tourism

initiatives of the Länder. This committee meets twice a year to share information in general and to plan and carry out special Federal Government-Länder projects.

According to the Federal Government Report on Tourism Policy (2016), the German economy is comprised primarily of small and medium-sized enterprises (SMEs). Over 99% of all companies in Germany are SMEs; around 82% of trainees are engaged in SMEs; and these enterprises provide approximately 60% of all jobs and generate more than half of German value added. The SMEs in Germany vary greatly, however. They include many small companies, start-ups, handicraft operations and small independent contractors, as well as many small and medium-sized, and larger, companies that are successful internationally. SMEs are also the mainstay of the tourist industry.

In order to keep the German tourism sector vital, strong, and innovative in the face of multiple challenges in the age of globalization, digitalization and demographic change, the Federal Ministry for Economic Affairs and Energy – as the ministry with responsibility for SMEs – published, in May 2016, the second edition of its ‘Future of the German Mittelstand’ Action Programme, which contains core measures and initiatives for this group of companies. These activities are also directed at the tourism industry. On 3 August 2016, the Federal Cabinet passed the Second Act on Reducing Red Tape (Bürokratieentlastungsgesetz - BEG II). This Act aims, in particular, to relieve companies with only two-to-three – especially in the tourism industry – of unnecessary bureaucracy (Federal Government Report on Tourism Policy, 2016). The focus is on simplifying tax law and social security contributions as well as providing measures to promote digitalization and electronic government. This legislation came into force in mid-2017. The

BEG II should reduce the amount of compliance costs for these companies by approximately €360 million, or nearly 10 million work hours annually.

Although the content provided in the Germany Tourism Policy Statement offers valuable insights into the strategic approach and policy framework of the German tourism sector, its direct relevance to the study of Key Success Factors (KSFs) and the Balanced Scorecard (BSC) may not be immediately evident.

To align this content with the study focus on KSFs and the BSC, it's essential to extract insights that demonstrate the importance of policy initiatives, regulatory frameworks, and support mechanisms in facilitating the success and competitiveness of the tourism industry.

One key takeaway from the policy statement is the recognition of tourism as a significant contributor to Germany's economy, generating substantial gross value added (GVA) and employment opportunities, particularly for small and medium-sized enterprises (SMEs). This underscores the economic dimension of performance measurement within the BSC framework, highlighting the sector's impact on national economic growth, job creation, and value-added production.

Moreover, the emphasis on policy coordination between the Federal Government and the Länder, as well as initiatives such as the 'Future of the German Mittelstand' Action Programme and the Second Act on Reducing Red Tape (BEG II), demonstrates the importance of regulatory support and bureaucratic simplification in fostering SMEs' competitiveness and innovation. These policy interventions align with the BSC's focus on strategic alignment, process improvement, and resource optimization to enhance organizational performance.

However, gaps in the analysis may include a deeper exploration of specific KSFs driving success in the German tourism sector, such as destination management, service quality, innovation, and sustainability practices. While the policy statement outlines broad objectives and initiatives, further research is needed to identify and prioritize KSFs that directly contribute to achieving strategic goals and enhancing sectoral performance.

In the nutshell, the Germany Tourism Policy Statement provides a strategic framework for the sector, its relevance to the study of KSFs and the BSC lies in its potential to inform broader discussions on policy implications, regulatory support, and organizational performance within the tourism industry. Further research addressing identified gaps could contribute to a more comprehensive understanding of factors driving success and guiding future development strategies in German tourism.

3.5.3 Ethiopian Tourism Policy Statement

According to the Sustainable Tourism Master Plan (2015), the Federal Democratic Republic of Ethiopia's Ministry of Culture and Tourism specifically said that the issue of where the industry should be in ten years had to be addressed. This required work to reach agreement on how stakeholders in Ethiopia's tourism industry will develop over the next 10 years. This was important for building a common vision, goal, and values for the growth of the nation's tourism industry. The development of high-level objectives was followed by the formulation of the tourist mission of Ethiopia. These were created through a series of talks with stakeholder organizations from the nation's tourist industry. The main themes that came up during the discussions were the need for Ethiopia's tourism industry to develop in a way that makes it one of the top five tourist destinations in Africa; the need for the host community to participate in, and benefit from, the industry's expansion; and

the need to respect and preserve Ethiopia's rich cultural and natural heritage (Sustainable Tourism Master Plan, 2015).

From the Sustainable Tourism Master Plan (2015), the following are the vision and mission statements of Tourism in Ethiopia:

The vision for the country's tourism is that: 'Ethiopia will become one of the top five tourist destinations in Africa by 2025'

The mission is to 'develop Ethiopia's tourism to maximise its contribution to the country's economic development, preserving her rich cultural and natural heritage, and providing the warmest of hospitality, excellent value for money and memorable, authentic experiences to every visitor'.

The National Tourism Policy, among other things, advocates for the integration of tourism development into the key development policies and strategies of the country, owing to its cross-sectoral nature and its ability to create strong economic linkages with other major economic sectors (Sustainable Tourism Master Plan, 2015). The tourism sector is recognised as such in the Growth and Transformation Plan (2010-2015), where the overall agenda is to maintain the high and broad-based economic growth that the country has experienced over the past few years. The Growth and Transformation Plan, as is with the case of the National Tourism Policy, further emphasises an integrative developmental approach with sectors such as infrastructure playing a key role in the development of the key economic sectors including tourism.

The Sustainable Master Tourism Plan (STMP) (2015), by building on the key tenets of the National Tourism Policy, the Wildlife Conservation Policy, the Growth and Transformation Plan, and the Inter-Governmental Authority on Development (IGAD),

seeks to improve the synchronization of on-going tourism-specific sectorial policies and strategies within the broader national development framework informed by the Growth and Transformation Plan.

Furthermore, it is envisaged, in the Sustainable Tourism Master Plan (2015) of Ethiopia, that the nation will become a competitive and sustainable travel destination through well-co-ordinated national tourism planning and development. Accordingly, a number of strategic interventions, arising from the current tourism situational analysis, as well as the broad strategies identified in both the National Tourism Policy and the Growth and Transformation Plan, are therefore required to ensure national competitiveness, to serve as key frameworks for sustainable and long-term tourism growth and development. While these strategic programmes are presented separately, it is vital to keep in mind that the development of tourism as a whole necessitates an integrated strategy that covers all subject areas.

Even though the Ethiopian Tourism Policy Statement provides valuable insights into the strategic direction and objectives of Ethiopia's tourism industry, its relevance to the study of Key Success Factors (KSFs) and the Balanced Scorecard (BSC) may not be immediately apparent.

To align this content with the study focus on KSFs and the BSC, it's essential to extract insights that demonstrate the importance of policy frameworks, strategic planning, and sustainable development practices in shaping the success and competitiveness of the tourism sector.

One key takeaway from the policy statement is the articulation of Ethiopia's vision and mission for tourism development, aiming to position the country as one of the top five

tourist destinations in Africa by 2025. This vision underscores the importance of setting ambitious goals and targets within the BSC framework, aligning strategic objectives with long-term aspirations for sectoral growth and performance.

Moreover, the emphasis on integrating tourism development into broader national development policies and strategies, such as the Growth and Transformation Plan (2010-2015), highlights the interconnectedness of tourism with other key economic sectors. This integrated approach resonates with the BSC's perspective on strategic alignment, emphasizing the need to synchronize tourism objectives with broader socioeconomic priorities and initiatives.

Additionally, the focus on sustainability and community participation in tourism development reflects the growing importance of responsible tourism practices within the BSC framework. Sustainable development goals, environmental conservation efforts, and community engagement initiatives can be integrated as key performance indicators (KPIs) within the BSC, reflecting the sector's commitment to long-term viability and social responsibility.

However, gaps in the analysis may include a deeper exploration of specific KSFs driving success in Ethiopia's tourism sector, such as destination branding, infrastructure development, cultural preservation, and stakeholder collaboration. While the policy statement outlines overarching goals and strategies, further research is needed to identify and prioritize KSFs that directly contribute to achieving Ethiopia's tourism vision and mission.

3.5.4 Kenya Tourism Policy Statement

The Revised National Tourism Policy, (2020) of Kenya suggests that tourism is one of the leading sectors driving socio-economic development and job creation, globally. The sector's benefits spread far beyond its direct impacts in terms of GDP and employment, to indirect benefits through supply chain linkages to other sectors, as well as induced impacts. The World Tourism and Travel Council (2021) also estimated that, in 2019, tourism's direct, indirect and induced impact accounted for 10.3% of global GDP (US\$8.9 trillion); 330 million jobs (1 in 10 jobs globally); US\$1.7 trillion visitor exports (6.8% of total exports, 28.3% of global services exports); and 4.3% of total investment (US\$948 billion capital investment). According to the Revised National Tourism Policy (2020), Kenya mostly depends on foreign tourism, with the United States and Europe serving as its two main source markets. Over the years, arrivals from various countries have experienced ups-and-downs, brought on by world events and local difficulties. Regional tourism will be another important market that will support Kenyan tourism in the future, as part of the push for African integration under Africa Agenda 2063.

The Revised Tourism Policy of Kenya (2020), emphasizes a number of significant developments that have happened since the publication of Sessional Paper No.1 of 2010 that called for a realignment of the Policy with these developments. First, Kenya promulgated a new Constitution of Kenya, 2010, replacing the old one and bringing into effect a new constitutional dispensation with a different government architecture, with shared responsibility for tourism between the national and county governments.

In 2011, the Kenya Tourism Act, 2011 was enacted and existing statutes relating to tourism were annulled. The Act brought in new institutions, and some of the old ones

were renamed. The government has also developed the National Tourism Blueprint 2030 that aims at redefining and redesigning the development and management of Kenya's tourism sector. In addition, the government also developed the Tourism Sector Plan, 2018-2022, that aimed to actualize the implementation of vision 2030. The East African Tourism Strategy, Inter-governmental Authority on Development (IGAD), and Agenda Africa 2063, are all instruments developed to guide regional tourism promotion in the region.

Other policy and legal instruments that have a bearing on tourism are: the National Wildlife Conservation and Management Policy; the Wildlife Conservation and Management Act 2013; the Environmental Management and Conservation Act (EMCA) 1999; and the Climate Change Act 2016, as well as the Public Private Partnership Act 2013.

The Revised National Policy (2020), again, records Kenya's vast array of tourism resources, such as unrivalled beach and wildlife safari resources; and the nation has a wealth of other resources for diversification. Even with the risks the country has faced, there is still a huge opportunity for Kenyan tourism to be repositioned and rebranded. The success of this effort will primarily depend on how the many sector difficulties are resolved. The diversity of the nation contributes to its tourism appeal.

From the Kenya Tourism Policy (2020), the vision of Kenya's Tourism is to become a preferred destination in sustainable tourism development. Also, the goal is to align the tourism sector aspirations to the changes in the operating environment, thus providing a framework to enhance resilience and sustainability. The objectives of this policy are to:

- Provide a framework for the integration of tourism sector considerations into the various sectoral policies, national and county development planning, and decision making processes.
- Transform and strengthen the legal and institutional framework for effective co-ordination and management of the tourism sector.
- Ensure sustainable tourism that enhances economic development and environmental sustainability, and encourage community participation to ensure benefits trickle down to host communities.
- Encourage sustainable resource mobilization and management for tourism development
- Promote and support the provision of incentives and other economic instruments that enhance investment in the sector.
- Promote and enhance collaboration, co-operation, synergy, partnerships and participation in the tourism sector between all the stakeholders.
- Promote and encourage innovation and the uptake of modern technology in the sector.
- Ensure the development of high-quality standards and services in the tourism industry.

The policy also ensures the provision of high-quality tourism products and services, where the national government and county governments, in collaboration with other stakeholders, will endeavour to:

- Diversify, develop and implement tourism products that enhance economic growth, and environmental sustainability, and preserve heritage.
- Develop authentic innovative tourism products, services and experiences.
- Ensure high quality standards of tourism products and services.
- Support the establishment of zoning and carrying capacities for each tourism area.
- Provide incentives for investment in tourism products and services.
- Develop supportive infrastructure to ensure tourism products can be accessed by the market.
- Adopt and benchmark, with global innovative approaches, the development of new tourism products and services
- Enhance the uptake of MICE tourism countrywide.

It is essential to analyze the Kenya Tourism Policy Statement (2020) through the lens of strategic management frameworks to assess its implications for sectoral development and performance.

The Kenya Tourism Policy underscores the pivotal role of tourism in driving socio-economic development and job creation globally, highlighting its significant contributions to GDP, employment, and investment. This aligns with the overarching objectives of the BSC framework, which emphasizes the importance of financial, customer, internal process, and learning and growth perspectives in achieving organizational success.

Furthermore, the policy's emphasis on sustainable tourism development and community participation resonates with the core principles of the BSC, which prioritize long-term viability, stakeholder engagement, and environmental stewardship. Integrating

sustainability metrics and community impact indicators into the BSC framework can provide a comprehensive assessment of the tourism sector's performance beyond traditional economic measures.

Moreover, the policy's focus on legal and institutional reforms, collaborative partnerships, innovation, and technology adoption mirrors the strategic objectives of the BSC, which advocate for effective governance structures, stakeholder collaboration, and continuous improvement through innovation and technology integration.

However, gaps in the policy analysis include a lack of specific KSFs tailored to the Kenyan context and a comprehensive performance measurement framework aligned with the BSC perspectives. While the policy outlines strategic objectives and action plans, further research is needed to identify and prioritize KSFs that drive competitiveness, sustainability, and resilience in Kenya's tourism sector.

In conclusion, the Kenya Tourism Policy Statement provides a strategic roadmap for sectoral development, its integration with KSFs and the BSC framework requires additional research and refinement. By aligning policy objectives with strategic management principles, policymakers and industry stakeholders can enhance the sector's performance, foster innovation, and ensure long-term sustainability in Kenya's tourism landscape.

3.5.5 Ghanaian Tourism Policy Statement

In the National Tourism Development Plan (2013), it was revealed that a tourism policy was formulated in 2006 with stakeholders in the sector, but never presented to Parliament

for ratification. The policy document had to be updated and rewritten in a shorter form so that Parliamentarians were more likely to read, understand, and ratify accordingly. Other government entities in Ghana have had a limited grasp of the tourism industry, and hence underestimate its credibility as a productive sector that can create jobs and income which benefit other areas of the economy. In addition, the Ghana National Development Plan (2013) has records from a global conference on the effects of tourism on the economies of particular nations.

According to the National Tourism Development Plan (2013), some words in the Tourism Act 817, 2011 are confusing and could be open to misinterpretation; for instance, the functions of the Ghana Tourism Authority (GTA) were not comprehensively spelt out. However, these issues should be addressed and Act 817, 2011, be reworded or amended in an addendum. Also, the private sector must be heavily involved in regulating and monitoring their industry, rather than having rules imposed on them. For instance, the private sector could play an active role in the running of the classification system, as in the case in South Africa.

The Tourism Act 817 of 2011 empowers the GTA to collect from tourism and hospitality operators a 1% levy on goods and services consumed by tourists. The National Tourism Development Plan (2013) stated that the visa regime in Ghana is cumbersome and expensive. The plan proposed that a study to analyse the impact of the visa regime on the number of international tourist arrivals be carried out, presented at tourism conferences, media campaigns, and launches, and the results published in other forms of media for stakeholder consumption.

Furthermore, in the National Tourism Development Plan (2013), Ghana's tourism sector has been visualised as a major engine for growth and development since the 1970s. Prior to the formulation and introduction of the 1996-2010 Tourism Plan, efforts to systematically create the environment necessary for its development had never been realized economically. The economic effects of tourism on Ghana's economy were among the topics covered in Chapter 8 of the old plan (National Development Plan, 1996-2010), which also made the argument that the tourism industry be accorded the necessary priority. Consequently, it could be deduced from the current long-term plan (The National Tourism Development Plan 2013-2027) that the effect of the tourism and hospitality industry on the national economy in Ghana is in line with the previous plan (National Development Plan, 1996-2010). To create a set of trustworthy standards for the projections of the impact indicators, a variety of study methodologies, findings, and expectations for economic growth were taken into consideration (National Tourism Development Plan, 2013). It was seen that the focus of the previous tourism plan in Ghana had primarily been on overseas travel. The impact indicators under review included:

- tourist arrivals
- receipts on foreign exchange generation
- employment creation
- income generation
- fiscal impact and tax revenue generation.

Other developmental factors considered included economic growth, poverty reduction and tourism nexus.

The trends in tourist arrivals provided in the last plan show that the sector has been enjoying steady growth. In the current National Tourism Development Plan, 2013-2027 (referred to in the text as the 2013-2027 Plan), it is projected to rise quite rapidly from the 2010 level of 746,500 to 993,600 thousand in 2013; with receipts of USD 1.5 billion in 2017; 2.5 billion in 2022; and 4.3 billion in 2027. These are conservative projections, which will depend primarily on the policy stance of government. It is in this respect that the political will of the government to prioritise the sector will be deemed crucial.

The National Tourism Development Plan (2013) further explains that the gross contribution of foreign exchange to GDP, generated by tourism, would rise from the 2010 level of 4.3 % to 4.7% in 2013, and will continue the gradual rise as follows: 5% in 2017; and 5.20% in 2022; to finally reach 5.70% in the final year of the 2013-2027 Plan.

It could be inferred from the plan that an equally rewarding approach is the consideration of the net foreign exchange generated after the various foreign exchange leakages that go into the importation of goods and services and the repatriation of profits are factored out. However, as the economy undergoes structural transformation, the extent of leakage is expected to decrease because of availability of local supplies.

According to the National Tourism Development Plan (2013), high aggregate employment and incomes are expected from the sector during the plan period because of its labour-intensive characteristics. The latter aspect offers the economy the potential for absorbing the growing surplus labour in the system. The estimates show that total employment figures (direct plus indirect) will rise from the 2010 level of 231,000 to 319,000 in 2013, with a further rise to 487,000 in 2017, the initial and terminal years of the first phase of the 2013-2027 plan. The expected patterns for the latter two phases' terminal years offer

some encouragement for the labour market and the fight against poverty, particularly in the destination areas. With a strong policy and implementation effort to promote domestic tourism, the related income generation patterns help to support the aforementioned evaluation to some extent. Based on extrapolations from a prior study and the scant knowledge and data currently available, the future for revenue creation appears to be fairly promising. In 2017, total expected income would increase from the 2010 level of USD 194 million to USD 286 million. After that, it will keep increasing until the final year of Phase 3 (2027), when it will reach USD 1.3 billion.

The Ghanaian Tourism Policy Statement underscores tourism's pivotal role in driving socio-economic development and job creation, aligning with the overarching objectives of both KSFs and the BSC framework. KSFs represent critical factors that are instrumental in achieving success within the tourism sector, while the BSC provides a holistic approach to performance measurement and strategy execution.

Analyzing the Ghanaian context, the policy highlights the need for comprehensive legal and institutional frameworks to govern the tourism industry effectively, resonating with the BSC's emphasis on governance and organizational alignment. Moreover, the policy advocates for private sector involvement in industry regulation and monitoring, a principle aligned with the BSC's focus on stakeholder engagement and collaboration.

Furthermore, the policy underscores the importance of sustainable tourism development and community participation, which aligns with KSFs related to environmental stewardship and social responsibility. However, gaps in the policy analysis include a lack of specific KSFs tailored to the Ghanaian context and a comprehensive performance measurement framework aligned with the BSC perspectives. However, the policy outlines

strategic objectives and action plans, further research is needed to identify and prioritize KSFs that drive competitiveness, sustainability, and resilience in Ghana's tourism sector. Additionally, there is a need for the development of a performance measurement framework that integrates both quantitative and qualitative indicators aligned with the BSC perspectives.

3.6 Summary

This chapter discusses the various KSFs, from international perspectives. These perspectives include the KSFs in the European countries, African countries and Asian countries. For the European countries, the literature indicated that there were more KSFs that influenced the operations of the hospitality industry. Similarly, in the other countries on other continents, KSFs affect the industries that they operate in. It is imperative to understand that the international trends of the KSFs in the tourism and hospitality industry have helped boost the industry. The study also looked at the various tourism policy statements in selected countries around the world. These policy statements serve as a baseline for the provision of high-quality tourism products and services. The policy statements of the countries make it possible to advocate for the integration of tourism development into the key development policies and strategies of the country, owing to its cross-sectoral nature and its ability to create strong economic linkages with other major economic sectors.

CHAPTER FOUR

METHODOLOGY

4.1 Introduction

Methodology refers to the methods that researchers use to investigate what they believe can be known and the rationale behind the methods (Urus, 2013). This is important, as it relates to how the researcher goes about investigating reality and how the research will be conducted (Issok, 2016). The chapter discusses the approach for this study. Among the topics discussed are the research process; the research paradigm; the research design; the target population, and sampling. The chapter also deals with the interview; the benefits of interviews; the pilot study; piloting of the research instruments; the research instruments; qualitative and quantitative approaches; the questionnaire design; the interview guide; conducting interview; the research limitations; and gathering data through questionnaires. Finally, the study talks about the data analysis, research reliability and validity, and ethical considerations of the study.

4.2 Research Questions

- What are the characteristics of Ghana's tourism and hospitality industry?
- What are the KSFs of the Ghanaian tourism and hospitality industry in relation to BSC?
- What are the barriers within the Ghanaian tourism and hospitality industry using the BSC approach?
- What other strategies can be developed to improve success in the tourism and hospitality industry using the BSC approach?

- How can the performance of the tourism and hospitality industry be examined using the BSC approach?

4.3 Research Objectives

- Examine Ghana's tourism and hospitality industry's characteristics.
- Assess the KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach.
- Determine the barriers within the Ghanaian tourism and hospitality industry using the BSC approach.
- Identify strategies that can be developed to improve success in the tourism and hospitality industry using the BSC approach.
- Examine the tourism and hospitality industry's performance by applying the BSC approach.

4.4 The Research Process

The research process consists of a number of steps, some with a high level of interdependency, which need to be followed when undertaking research (Bradley, 2013). It is vital to state the appropriate procedures to be employed to address the research problem once the area of interest and the research problem have been made explicit. Sanders, Lewis, Thornhill and Bristow's (2019) research 'onion' method was utilized in this study to guide research efforts. The research onion explains the research philosophy; the research approach; the research design; the research method; the time horizon; the data collection tools; and the data analysis methods to be employed in a study. Figure 3 illustrates the research onion process that has guided this research. In the sections that

follow in this chapter, each of these 'onion-shaped' components of the research process is explained in detail along with the study's purpose.

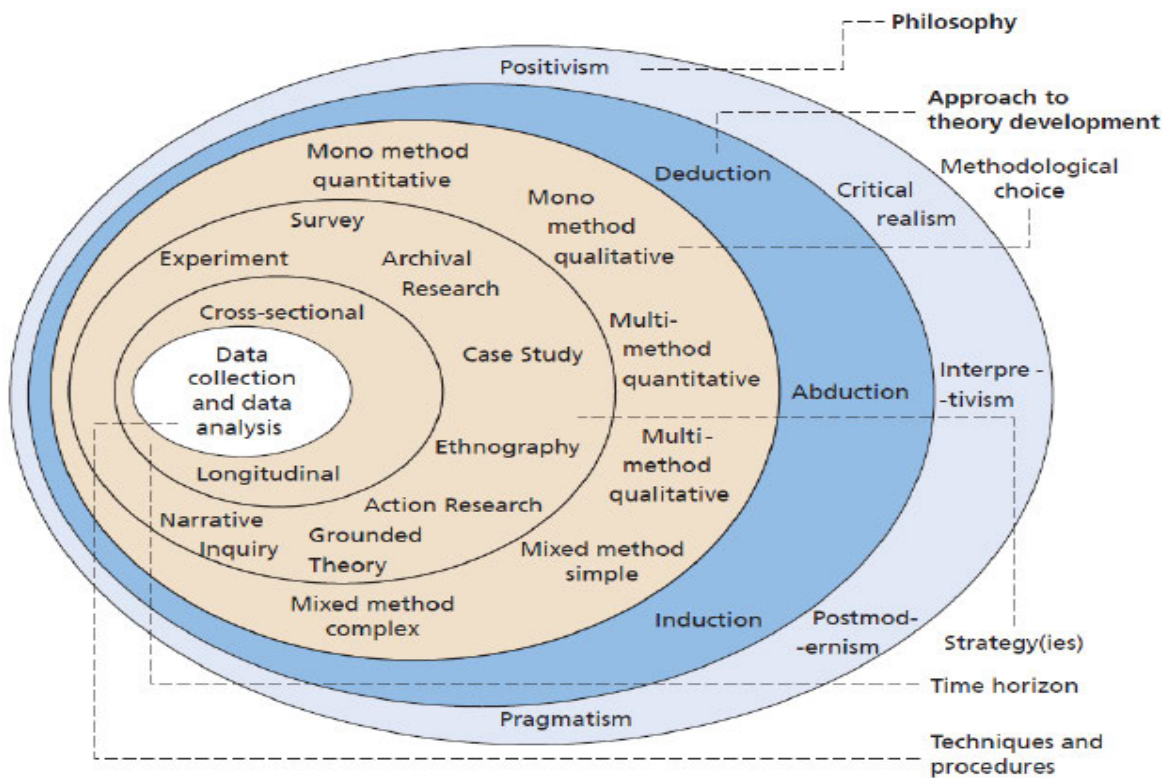


Figure 3: Research Process Onion

Source: Adopted from Saunders, et al. (2019)

The research method is shown visually in Figure 3, above, along with how it works. According to Saunders *et al.* (2019), the research philosophy, which directs future explorations into the research process, is seen as the initial layer of the research process. The philosophy represents an understanding of knowledge, how it is acquired, and how

it is applied. The research methodology is the following step in the research process. The strategy aims to build and communicate a strong case for the research in accordance with its goals or theory. The research design framework acts as the overarching structure that guides the choice of the research methods used. Additionally, the research methodologies aim to shed light on the type of research design being used, whether it be quantitative, qualitative (descriptive), or both, in order to support the choice of a certain research methodology and design. The time boundaries indicate whether the study is cross-sectional – a snapshot of reality taken at a specific moment, or longitudinal – a study of trends over time. By describing the sample strategy, sampling methodology, data collection procedures, and data collection tools, the research process then aims to show how this data is acquired (Saunders *et al.*, 2019). Sekaran and Bougie (2016) define research design as the blueprint for the collection, measurement and analysis of data, based on the research objectives. The selection and the development of the research design are critical for success and, as a result, should follow a defined process. The details of the research process are discussed below.

4.5 Research Paradigm

The research paradigm, according to Solomon, Marshall and Stuart, (2018), is viewed as the researcher's philosophical framework, a school of thought, and worldview, which subsequently influences how facts are understood. This research proposes pragmatism as its philosophical worldview. Pragmatism is viewed by many writers as a worldview that develops from actions and what are frequently referred to as situation and consequences, rather than conditions associated with positivism and post-positivism (Maduku, 2015).

This philosophical view was appropriate for this research because it uses all available methods to try and understand what the KSFs and barriers within the Ghanaian tourism and hospitality industry, using the BSC approach, are.

A convergent, mixed method approach was used because pragmatism supports the use of numerous data collection methods. Quantitative and qualitative data are combined, or integrated, as part of the mixed data collecting technique. The researcher gathers data in a convergent, parallel fashion. This means that, in order to get a reliable study result, both quantitative and qualitative data converge, or merge. Both types of data are gathered concurrently as part of convergent data collection (Maduku, 2015). One database is used to cross-check the accuracy or efficacy of another, which is the method's strength. Multiple techniques, such as a questionnaire survey and an in-depth interview were adopted. The mixing of methods is necessary, since people's views on the tourism and hospitality industry in Ghana are examined in order to advance policy directions.

4.6 Research Design

Malhotra, Nunan and Birks (2017) describe research design as a framework that specifies what information will be gathered, and what kind of study the researcher will be conducting (Blumberg, Cooper & Schindler, 2011). Sekaran and Bougie (2016) define research design as the blueprint for the collection, measurement and analysis of data based on the research objectives. The selection and the development of the research design are critical for success and, as a result, should follow a well-defined process. The decision on the appropriate framework and approach designed to obtain this information is therefore critical to every research study (Sileyew, 2019). Thus, research design

represents the framework or road map that guides the collection and analysis of data to achieve the objective of the study (Creswell, 2009; Sileyaw, 2019). This researcher adopted a mixed method, which combines quantitative and qualitative approaches. According to Sanders *et al.* (2019), research design includes the methods applied in the quest for solutions to research questions. Akhtar (2016) states that the research design is the structure of the research.

This study investigates the KSFs and barriers within the Ghanaian tourism and hospitality industry, using the BSC Approach. According to Creswell (2009), the approach is an emerging research methodology that promotes the methodical integration of both quantitative and qualitative data within a single investigation or ongoing programme of inquiry. This methodology is justified by the fact that integrating quantitative and qualitative data gathering and analysis enables a more thorough and synergistic use of data, than doing so separately. According to the study's objectives, the quantitative technique also uses a descriptive research design to explain the main success drivers and obstacles in the Ghanaian tourism and hospitality sector.

4.7 Target Population

The population represents all the participants to be studied (Creswell, 2009), or the group from which a sample is taken or formed (Singh & Masuka, 2014). The target population is defined as the total number of cases that conform to predetermined specifications (Buhalis & Law, 2021). The most important requirement for the group is that it shares a common set of characteristics (Hair *et al.*, 2017). Furthermore, the target population must be defined in terms of elements, geographical boundaries and time. The simpler the

definition of the target population is that it has a low incidence, less costly and easier to find the right sample (Silver et al., 2016). According to Quinlan (2011), reasonable consideration must be taken in selecting the target population. Etikan, Musa and Alkanssim (2016) argue that population means the aggregate of elements from which a sample is determined for a study. The study population comprised of all the workers from the tourism destinations and hospitality establishments in the Central and Western regions of Ghana. The two regions were selected because of the number of annual arrivals to the two regions in Ghana; thus, 365,245 arrivals in 2023 out of the total 1,148,002 arrivals to Ghana (GTA, 2023). The study used permanent and casual employees within the tourism and hospitality establishments, according to a report from the GTA (2023), amount to 5,312. The participants recruited for the study were males and females who had worked between two, and more than ten, years in the operation of tourism and hospitality businesses in the Central and Western regions of Ghana. Based on the above definition, the target population for this study was the 5,312 permanent and casual workers from the tourism and hospitality industry in the two research areas.

4.7.1 Inclusion and Exclusion Criteria

Participants for the study were workers in the tourism and hospitality establishments in the Central and Western regions of Ghana. This only includes persons currently working or at post. Therefore, workers who left their post during the conduct of the study were not included in the study.

4.8 Sampling

Sampling is how a group or portion of a population is chosen for study. It is used, worldwide, for gathering data about a population and it ensure fast data collection, while minimizing research costs (Silver *et al.*, 2016). It also refers to the selected sub-group(s) from a defined population for a study, for which information is obtained, which is used for generalization. The method for selecting the sample, and ways to administer a survey, are key to all research. It requires consideration of the objectives set for the study, and of selecting representatives from a population that will provide accurate and reliable data at less cost, and using less time and energy (Creswell, 2009).

According to Mujere (2016), the technique known as sampling is used to pick individuals, or a subset of the population, in order to draw conclusions from statistics and estimate the characteristics of the complete population. This study adopts the cluster sampling technique. According to Yarahmadi (2020), the cluster sampling technique is utilised when the population is spread over a wide geographical area. As such, it is not easy to achieve a representative sample through a single technique. The participants were clustered into distinct fields, depending on their area in the industry; thus, demographics, length of stay of participants and other factors. Participants at tourism facilities were grouped by their knowledge in the industry, as were those in the hospitality establishments. However, the researcher realised that the participants were either casual or permanent staff. Hence a division was made to get the views of all participants. After the division of participants into clusters, a sample size of 346 was decided on; based on Kredjcie and Morgan's (1970) recommended formula:

$$s = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

where: s = required sample size

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

The participants for the study were selected, based on the simple random sampling technique and those who were available and ready to participate in the study. However, an interview was also conducted with the monitoring and implementing agency of tourism and hospitality in the chosen regions – thus, the GTA. Although 346 participants were targeted for the study, the researcher received 300 responses from the fieldwork, which represents a 80% response rate; whilst the 20% non-response rate was accounted for by time constraints and unreturned instruments by the participants. A high response rate, such as the 80% achieved in the study, suggests a greater likelihood that the sample accurately represents the broader population of hotel customers. Researchers could explore how response rates correlate with the reliability of findings. A study with a lower response rate might yield results that are less reliable or representative of the target population, potentially influencing the conclusions drawn and the recommendations made based on those findings.

Furthermore, researchers could investigate strategies employed to mitigate non-response, such as follow-up reminders or incentives, and assess their effectiveness in improving response rates. Understanding the factors contributing to non-response, such as time constraints or participant reluctance informs future research designs and data collection methodologies, ultimately enhancing the quality and applicability of research findings in the tourism and hospitality industry.

4.9 Pilot Study

This empirical study used a pilot study to weigh the potential benefits and drawbacks of the measuring instrument, to enable the researcher to modify the questions for easy understanding (Hair *et al.*, 2017). Piloting involves the administering of a questionnaire to a limited number of potential participants in order to detect any design flaws (Bryman & Bell, 2022). Buhalis and Law (2021) suggest that piloting should be carried out, initially, with a personal interview in order for the researcher to determine if anything is unclear, to record the time taken to complete the survey, and to determine the suitability of the questions posed. Burns *et al.* (2016) proposed that a sample size of five-to-ten participants be regarded as adequate for pretesting purposes. Thirty (30) workers at the Kwame Nkrumah Museum and the Art Center in the Greater Accra region of Ghana were conveniently selected to participate in the pilot study. One of the reasons for piloting the questionnaire was to ensure that the contents were user-friendly in terms of layout and understanding. During the pilot stage of the questions, participants indicated that the questions were understandable and straight forward. However, a few of them also stated that there were many questions, thereby prolonging the time needed to answer the questionnaire. Two questions on the nature of the tourism and hospitality industry were

modified in order to provide clarity to participants in the study. Based on the outcomes of the pilot study, the researcher made adjustments to the questions in the questionnaire before administering it

4.9.1 Pilot of Research Instruments

The study also conducted a reconnaissance survey as a preliminary investigation to gather background information for the main study. This was conducted prior to the actual study. A reconnaissance survey is conducted to test the logistics and tools that the researcher intends to use in order to improve the quality of the questionnaires and the efficiency of data collection. The researcher selected a tourism destination which was not part of the main population for the study and then tested the questionnaire to gauge its efficiency. The researcher pre-tested the research instrument at the Kwame Nkrumah Museum and the Art centre in Accra. This improved the validity and reliability of the research instrument for the study. Asymptotic significant values were used to examine the relationship between dependent and independent variables when there were significant differences between them. In analyzing the relationship between variables, asymptotic significant values were employed, particularly when assessing the association between dependent and independent variables. Dependent variables are those outcomes or phenomena that are influenced or affected by other variables and are typically the focus of investigation or analysis. In this study, dependent variables may include measures related to visitor satisfaction, cultural engagement, or economic impact within the tourism and hospitality context.

On the other hand, independent variables are those factors that are manipulated or controlled by the researcher and are hypothesized to have an effect on the dependent variables. Independent variables in this study could encompass factors such as marketing strategies, cultural programming, infrastructure development, or government policies aimed at promoting tourism and cultural heritage.

In this case, a p-value of less than, or equal to, 0.05 implied a significant difference between the variables; whereas a p-value of higher or equal to 0.05 indicated no such difference. Instrument development in the tourism and hospitality industry plays a crucial role in enhancing guest experiences, optimizing operational efficiency and supporting strategic decision-making. In this dynamic sector, instruments are utilized across various functions, including guest services, revenue management, marketing and sustainability initiatives. Data-driven insights derived from these instruments inform strategic marketing decisions, enabling establishments to allocate resources efficiently and optimize return on investment (ROI).

4.10 Research Instruments

Developing a research instrument involves a systematic process aimed at creating a tool or set of tools to gather data relevant to the research objectives. Typically, this process begins with a comprehensive literature review to identify existing instruments and establish the conceptual framework. Next, the researcher define the constructs or variables they intend to measure and specify the target population. Based on this groundwork, items or questions are drafted, ensuring they are clear, relevant and aligned with the research objectives. Following initial item generation, experts in the field were

often consulted to evaluate the instrument's content validity, ensuring that it adequately captures the intended constructs. Pilot testing with a sample of the target population helps refine the instrument further, assessing its reliability and validity. Finally, revisions are made based on feedback from the pilot study and the instrument is finalized for use in the main study. Throughout this process, rigorous attention is paid to the reliability, validity, and appropriateness of the instrument for the research context (DeVellis, 2016; Hair et al., 2019).

4.11 Data Collection Method

Data collection and the sources where the data are collected play an important role in research (Babin & Zikmund, 2015). Primary sources and secondary sources served as the two main sources of data for this study. The primary data were collected from face-to-face interaction with the Director of the GTA. The secondary data had already been published in books, newspapers, magazines, journals, online portals, etc. The secondary data sought to examine the nature of the tourism and hospitality industry in Ghana, assess the KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach, determine the barriers within the Ghanaian tourism and hospitality industry using the BSC approach, identify strategies that can be developed to improve success in the tourism and hospitality industry using the BSC approach and examine the performance of the tourism and hospitality industry using the BSC approach.

The two data collection methods that were used in collecting the research data were a structured questionnaire for the quantitative stream, and an interview guide for the qualitative stream. A questionnaire is a set of formal questions framed and written down

for participants to answer. Questionnaires are often used in surveys and are designed to elicit information relevant to the research topic.

4.11.1 Quantitative Approach

The data collection instrument for this study was a structured, pretested questionnaire which contained closed- and open-ended questions, and five-point Likert scale questions with closed-ended questions, where options were provided for the participants to choose; while with the open-ended questions, the participants were allowed to express their views. The questionnaire was structured into seven parts which included the demographic characteristics; the economic drivers that influence the development of the Ghanaian tourism and hospitality industry; the KSFs of the Ghanaian tourism and hospitality industry; the barriers within the Ghanaian tourism and hospitality industry; the strategies that can be developed to improve success in the tourism and hospitality industry; and the performance of the tourism and hospitality industry, using the BSC approach. This study did not use an existing questionnaire, but the questionnaires were developed by the researcher because of the particular question the study sought to address. However, some scales which had already been used in the literature were used. Cronbach's alpha test was used in the study (Cronbach, 1951). In the study, Cronbach's alpha test was likely employed as a measure of internal consistency reliability for the questionnaire items. This statistical analysis assesses the extent to which items in a questionnaire or scale are correlated with each other, providing a measure of the reliability or consistency of the instrument.

To use Cronbach's alpha, the researcher collected responses to the questionnaire items from a sample of participants. These responses would then be analyzed to determine the extent of the interrelatedness among the items. A higher Cronbach's alpha coefficient indicates greater internal consistency among the items, suggesting that they are measuring the same underlying construct reliably.

In the context of the study on Ghanaian tourism policy, Cronbach's alpha may have been used to evaluate the reliability of the questionnaire items designed to measure various aspects of tourism policy perceptions, attitudes, or behaviors among stakeholders. For example, if the questionnaire included items related to perceptions of the effectiveness of tourism policies or attitudes towards government interventions in the tourism sector, Cronbach's alpha would assess whether these items consistently measure the same underlying constructs.

By conducting Cronbach's alpha analysis, the researcher could determine whether the questionnaire items were reliable indicators of the intended constructs. If the alpha coefficient was high (typically above 0.70), it would indicate strong internal consistency among the items, providing confidence in the validity of the questionnaire for measuring the targeted aspects of Ghanaian tourism policy. Conversely, a low alpha coefficient might suggest that some items are not reliably measuring the intended constructs, prompting further refinement or reconsideration of those items. Overall, Cronbach's alpha serves as a valuable tool for assessing the internal consistency and reliability of questionnaire items, thereby enhancing the credibility and validity of the research findings.

Cronbach's alpha values vary in value from 0, meaning no consistency, to 1, meaning complete consistency. Cronbach's alpha and composite reliability values of 0.8 or higher indicate high reliability; those between 0.70 and 0.80 are regarded as showing good reliability; values between 0.60 and 0.70 are fair; and coefficients lower than 0.60 are considered weak.

A Cronbach alpha test was conducted to determine the reliability of the questions set. It was revealed from the test that the alpha values for internal process, customer perspectives, learning and growth perspectives, and the financial perspectives of the BSC were 0.763, 0.759, 0.927 and 0.707, respectively. However, after items had been removed, the Cronbach's alpha scores showed two items, customer perspectives and financial perspectives, with respective scores of 0.811 and 0.812. To ensure validity, the questionnaires were scrutinized by the research supervisor to ensure they reflected the focus of the study. In determining validity, the researcher adopted or adapted scales and scale items from previous studies.

The use of a questionnaire was favoured because it ensures more coverage and makes it possible for the researcher to contact more participants, particularly in situations where participants were dispersed. This minimizes the problem of non-contact which other methods face. Since the study was not personalised – that is, the items were the same for every participant – anonymity was guaranteed; and as its application was not geographically restricted, questionnaires could be used.

The final questionnaire used in the survey was well drafted, with clearly written instructions, and the translation was checked and rechecked. In order to reduce non-

sampling errors, the researcher administered the questionnaires personally. The questionnaires were handed out to participants to complete and the researcher was present to check that all questionnaires had been successfully completed. In some instances, participants had ticked two statements for the same question, and the researcher was able to validate which response was correct, and the questionnaire could be updated accordingly.

4.11.1.1 Questionnaire

Seven components made up the questionnaire. Section A considers the demographic characteristics of the participants (such as the gender, age and type of business). Section B deals with the nature of the tourism and hospitality industry in Ghana in terms of identifying the nature of the Ghanaian tourism and hospitality industry (comprising 12 questions). Section C focuses on the KSFs of the Ghanaian tourism and hospitality industry (totalling 30 questions). Section D considers the barriers within the Ghanaian tourism and hospitality industry (consisting of 12 questions). Section E places the emphasis on the performance of the tourism and hospitality industry, using the BSC approach (comprising 17 questions). Section F concentrates on other strategies that can be developed to improve success in the tourism and hospitality industry (comprising 11 questions). Section G deliberates on the way forward of the Ghanaian tourism and hospitality industry (including two open-ended questions). In all, a total of 88 questions were provided to source the participants' responses from the field.

4.11.1.2 Gathering Data through a Questionnaire

According to Annum (2019), research instruments are tools for data collection and fact-finding strategies. This study uses a structured questionnaire to collect primary data. Two field assistants were trained to assist in the collection of the data. They were Bachelor's students in the Tourism Department from the Takoradi Technical University. The training was geared to equip the assistants with the relevant skills in the explanation of the questions and research ethics to enable the participants to understand and appreciate the subject under study. A five-day training session was conducted for the two research assistants to improve their skills in the collection of the field data and the management of the participants. They were introduced to the purpose and objectives of the research and were also given the necessary directions to the conduct of the fieldwork. The researcher used a three-month period to collect the data, due the clustered nature of the study population. The questionnaire is in the form of five Likert-scale questions and open-ended questions.

4.11.2 Qualitative Approach

An interview guide was used to obtain information from the Director of the GTA who works in close relation with the selected tourism and hospitality facilities in the Central and Western regions of Ghana. These participants were selected for the study because of the key role they play in the tourism and hospitality industry in Ghana, in terms of success in, and barriers to, the industry. Convenience sampling was used to recruit participants for the study because it is quick and inexpensive, especially in situations where time is limited. An interview was chosen over other options, because it is useful in gathering

opinions and perceptions of several participants, systematically, in both formal and unstructured settings, which promote interaction (Solomon *et al.*, 2015). The results of the interview can also reveal how participants' ideas differ and converge in interesting ways. Prior to the interview session, participants were reminded of their rights, as they had indicated in their written, informed consent forms. In addition, they were promised anonymity and confidentiality. Copies of an informed consent form for participant signatures were handed out. When data saturation was reached, the interview discussion had typically lasted between 60 and 90 minutes.

4.11.2.1 Interview

The majority of qualitative research is conducted through interviews, which entails posing general, open-ended questions to one or more people and documenting their responses. For more accurate transcription, audiotapes are routinely employed (Creswell & Creswell, 2021). The researcher typically transcribes and enters the material into a computer file after conducting the interviews so that it can be examined. In interviews, open-ended questions are frequently used to encourage unbiased responses, as opposed to closed-ended questions, which may pressure interviewees to give a particular kind of response (Creswell, 2009).

4.11.2.2 Benefits of Interviews

Interviews are a great way to discover the context of a participant's experiences and examine their in-depth understanding of a topic. As a follow-up to questionnaires with particular participants, interviews may be beneficial (Solomon *et al.*, 2018). In qualitative research, interviews are used to examine the impact of significant themes on the

participants' lives. The main objective of the interview process is to comprehend the significance of what interviewees say (Solomon *et al.*, 2018). An open-ended inquiry gives participants more freedom to respond. An open-ended question can be, "How do you balance your involvement in athletics with your academic obligations?" (Creswell & Creswell, 2021).

4.11.2.3 Interview Guide

In the interviews, inquiries based on the study's objectives were used to elicit responses from the GTA. The interview took not more than 30 minutes.

The interview questions were divided into two sections:

- First section: Introduction

This section informed the participants about the importance of the interview, sought consent, and provided assurance of confidentiality and anonymity. This also helped the participants to understand, or be reminded of, the importance of taking part in this study.

- Second section: Questions

This section was developed, based on the relevance and objective of the study, especially with issues concerning the GTA and the facilities.

4.11.2.4 Conducting Interviews

An interview is a means of generating data from participants through dialogue. It is a well-intended conversation focused on one party to elicit data for the other. An interview is a direct attempt to collect verbal replies from individuals in order to get accurate and valid

measurements of their perceptions, beliefs, traits, behaviours, feelings, and attitudes. This procedure comprises asking participants questions and getting their responses in person. Interview questions are open-ended. Interviews can be conducted with the participants in their homes, at their workplace, at the researcher's office or at a neutral place. Wherever the interviews take place, the participants are made to feel comfortable, to be able to speak freely without distractions and interruptions. Conducting an interview in a good, congenial environment is beneficial for the interviewer, the interviewees, and the interview process. The interviewer must also create a good rapport with the participants to elicit easy flow of real facts from the latter. In this study, the researcher and the participants agreed to meet in the participants' offices to conduct the interview. In order to conduct an interview while gathering data, there are certain stages that must be followed (Creswell & Creswell, 2021). The researcher picked the participants (the Director of the GTA); chose the interview method; utilized an audiotape to record the conversation; and took brief notes in the interview.

During the interview, the interviewees answered a series of standard questions formulated by the researcher. At the beginning of the interview, the researcher asked for permission to conduct the interview. The questions that were asked were based on the objectives of the study: specifically how the BSC approach helps the tourism and hospitality businesses to thrive in the Central and Western regions of Ghana, in West Africa. Recordings were made and later transcribed to make inferences in the study.

4.12 Data Analysis

Data analysis is used to establish patterns, identify facts, create hypotheses, and explain facts (Field, 2020). IBM's statistical package for the social sciences (SPSS) software, version 25.0, was used to analyse the data. To remove incomplete questionnaires that could impair the validity of the findings, the field data was coded, carefully edited, and cleaned. In the descriptive analysis, means, the mean error, percentages, and standard deviations were used in the study. The study also made use of regression analysis and analysis of variance (ANOVA) as inferential tools and cross tabulation in analysing the data collected.

With regards to the qualitative analysis, the data was analysed using a verbatim transcription analysis method (Miles, Huberman, & Saldaña, 2020). The transcribed data was thoroughly examined to generate meaning for the study. The researcher quoted word-for-word the participants responses to the interview conducted during the fieldwork.

4.13 Research Reliability and Validity

Reliability refers to the measurement of the instrument's internal consistency (Miller, 2018). Internal consistency can generally be measured through two different approaches, namely Cronbach's alpha technique and the split-half test (Hair et al., 2017). Split-half tests entail the division of scale items into halves, where scores for the halves are correlated against one another. Cronbach's alpha includes the average of all split-half measurements as a result of splitting the scale item. In assessing the extent to which these individual items correlate collectively to the scale, the internal consistency or reliability of the scale can be ascertained (Miller, 2018).

Reliability was evaluated by using Cronbach's alpha (α) coefficients and composite reliability scores to determine the degree to which all items in the measuring instrument were measuring the same characteristic, and therefore a single unidimensional latent construct. Cronbach's alpha also ensures that the set of variables is consistent in measuring what they are supposed to measure (Buhalis & Law, 2021).

Cronbach's alpha values vary in value from 0, meaning no consistency, to 1, meaning complete consistency. Cronbach's alpha and composite reliability values of 0.8 or higher indicate high reliability; those between 0.70 and 0.80 are indicate good reliability, values between 0.60 and 0.70 are fair; and coefficients lower than 0.60 are considered weak (Miller, 2018).

Credibility is a key indicator of a qualitative study's truth value, or if the findings are correct and truthful. It is influenced, in part, by the researcher's reputation and study methods. Triangulation; extended engagement with the data; persistent observation; member checks; and referential adequacy are techniques that can be used to increase the credibility of qualitative investigations. The researcher also completed reflective journaling, peer debriefing, and the development of first codes using a reliable coding framework.

The researcher also employed diagramming to find patterns and themes in the data, and kept detailed notes on how particular ideas and topics developed. While the data was being collected and analysed, team members helped by reviewing the themes and sub-themes. The researcher went back to the original data to make sure of the referential

sufficiency. The last phase involved reviewing every analytical and methodological choice made during the course of the study.

4.14 Research Limitations

As in all other studies with widely dispersed participants, several challenges were encountered in the field: Some participants were unco-operative because they had no time to spare, as they were extremely busy and had other, equally important engagements to attend. Others also complained that they were, on a daily basis, flooded with questionnaires and different forms from students and other research organizations, and that was a source of concern. In handling this issue, participants were made to appreciate the importance of the study and the relevance of their contributions. Also, their right to privacy was not compromised and there was no form of coercion to participate in this study. Some of them consented to participate eventually, but the replacement sampling method was used for those who remained adamant. Therefore, 10 participants were replaced in the study.

Notwithstanding the assurances given to the participants about confidentiality and anonymity, some still were unwilling to take part in the study. There were some suspicions of the true nature of the research and some believed that the responses gathered would be used negatively against them. Nevertheless, after a detailed explanation of confidentiality and anonymity, some participants agreed to participate in the survey.

Administering questionnaires to the participants was a lengthy process, due to the fact that it took days and weeks just for the researcher to collect the data, therefore the researcher had to leave the questionnaires to be retrieved later. This challenge was dealt

with by establishing a good rapport with the management. Fieldwork was, therefore, prolonged due to the time it took to secure permission. This did not compromise the validity of the data collected, since steps were taken to systematically address the difficulties.

Data from this study was collected face-to-face, which might have influenced the responses of the participants. There was tendency to exaggerate, as well. However the researcher reported the exact data collected from the field, without compromising it.

Questions that were highly personal and potentially embarrassing might have caused participants to respond less than accurately. Therefore, the researcher reduced the grammar to basic English for participants to answer within the allotted time.

The study population was limited to participants who work in the selected tourism destinations and hospitality establishments in the Central and Western region in Ghana, which may have a different cultural and social background compared to other settings; hence the results cannot be generalized to different settings in Ghana. Moreover, the qualitative stream made use of an interview guide to elicit the views from a few participants and was context-specific. Therefore, the researcher recommended the replication of the study in other settings of Ghana.

4.15 Ethical Considerations

Israel, Hay & Coughlan (2020) opined that many ethical issues apply to research, such as the participants' right to privacy and their right to be informed about the purpose of the research; the need for confidentiality and honesty; and the necessity for objectivity when reporting the data. The goal is to prevent any harm that the study might cause its subjects

by carefully adhering to ethical standards in every research project (Chen, 2021). Ethics, therefore, primarily attempt to motivate and safeguard participants' responses from any negative effects. These participants were required to sign a cover letter and in this regard the letter entails their involvement in the study, and their personal information was kept securely on a password-protected computer. Overall, the study adhered to the fundamental moral standards for conducting the research. All participants were fully informed of the study's purpose and rationale prior to agreeing to participate. For the study, responses were only taken from willing participants. After the collection of the responses from the interviews, the researcher kept them in a password-protected computer so that only the researcher could access them when needed. Paper documents, on the other hand, were locked in the researcher's drawer, and will be shredded and discarded after five years. The two research assistants received specialized training on ethics and confidentiality. In addition, the researcher actively took part in the data collection, supervised the procedure, and made sure that the ethical guidelines such as informed consent, confidentiality and privacy were followed.

The researcher ensured that participants were adequately informed about the goal of the study, and hence were well-informed about the methods and contributions. Participants were given the opportunity to remain anonymous. The researcher sought, and also had, consent from GTA prior to the data collection.

4.16 Summary

This chapter focused on the methodology of the study, which used the mixed method approach in the form of a descriptive study. The study followed both quantitative and

qualitative methods. Both primary and secondary data were used to collect data for the study from tourism and hospitality destinations in Ghana; specifically, the Central and Western regions and GTA offices in the respective regions. Questionnaires and interview guide were used to elicit data from the participants. A cluster sampling technique was adopted for the study to select 300 participants. The chapter further described how data was collected for the study, discussed the data analysis methods used, and how the results are presented. Chapter Five discusses the results of the fieldwork and compares them to other findings in the literature, and whether they affirm or refute earlier research.

CHAPTER FIVE

RESULTS

5.1 Introduction

The chapter presents the results from the responses to the questions completed by research participants and the data analysis; and a discussion of the results. It covers the demographic characteristics of the participants; the nature of the tourism and hospitality industry in Ghana; the KSFs of the tourism and hospitality industry using the BSC approach; the barriers within the tourism and hospitality industry in Ghana using the BSC approach; the strategies that can be developed to improve success in the tourism and hospitality industry in relation to the BSC approach; the performance of the tourism and hospitality industry in Ghana using the BSC approach; and the way forward for the Ghanaian tourism and hospitality industry. The analysis of the data was conducted using the Statistical Package for the Social Sciences (SPSS), version 25, and the results were transferred to Microsoft Excel 2010. The presentation of the results was done using tables, frequencies, charts, mean percentages, and descriptive and inferential statistics. Although 346 participants were targeted for the study, the researcher received 300 responses from the fieldwork, representing an 80% response rate. The 20% non-response rate was as a result of instruments not returned by participants.

5.2 Demographic Characteristics of Participants

This section of the study provides information on the participants of the study. Among the issues discussed was the gender, the age of the participants, and the type of business engaged in by the participants.

Table 1: Demographic characteristics of participants

Variables	Frequency (N= 300)	Percentage (%)
<i>Gender of Participants</i>		
Male	156	52
Female	144	48
<i>Age of Participants</i>		
21-25	9	3
26-30	12	4
31-35	54	18
36-40	123	41
41-45	72	24
46 and above	30	10
<i>Employment</i>		
Permanent	165	55
Casual	135	45
<i>Business Location</i>		
Central Region:		
Cape Coast	65	22
Abrafo	40	13
Elmina	19	6
Western Region:		
Takoradi	70	23
Sekondi	28	9
Benyi	10	3
Busua	15	5
Butre	9	3
Dixcove	7	2
Akwidaa	8	3
Agona Nkwanta	29	10
<i>Type of Business</i>		
Hospitality	192	64
Tourism	96	32
Car Rental	12	4
<i>Positions of Respondents</i>		
Managers	38	13
Supervisors	43	14
Tour Guides	30	10
Travel Agent	34	11
Waiter/Waitress	100	33
Hoteliers	55	18

Source: Fieldwork, 2023

In the study, 300 participants – 52% males and 48% females – were split evenly across the genders. Of the 300 participants, 41% were between the ages of 36 and 40 years; 24% were within the age range of 41 - 45 years; and 18% were in the age bracket of 31 - 35 years. Also, 55% of the respondents were permanent staff while 45% were casual staff. However, in the central region of Ghana most of the participants (65) representing 22% were businesses located in the Cape Coast area whereas in the Western region, the businesses were located in the Takoradi area representing 23%. Furthermore, 64% of the participants worked in hospitality establishments, whilst 32% of the participants worked in the tourism facilities in the Central and Western regions of Ghana. With regards to the positions of the participants, 33% were waiters/waitress whereas 18% were hoteliers and 13% were managers.

5.3 Nature of the Tourism and Hospitality Industry in Ghana

This section deals with the nature of the tourism and hospitality industry in Ghana. In these questions, the researcher sought information on whether the business relies on skilled personnel; the sources of funding to start up; the current sources of funding; forms of business ownership; how the business is funded; the category of customers, and the extent of patronage. Questions were also asked about the type of business operated; reasons for entering into business; the sources of raw materials; and the number of employees. Finally, the participants were asked whether their businesses were registered, and if they were reliant on public funds.

5.3.1 Reliance of the Industry on Skilled Personnel

This section determined whether or not the tourism and hospitality industry relies on skilled personnel. The participants were asked to tick 'yes' or 'no' in response to the questions.

Table 2: Reliance of the industry on skilled personnel

Response	Frequency	Percentage (%)
Yes	259	86
No	41	14
Total	300	100

Source: Fieldwork, 2023

From Table 2, it can be seen that the majority (86%) of the participants indicated that the tourism and hospitality industry in Ghana relies heavily on skilled personnel, whilst a small minority of the participants (14%) stated that the industry does not rely on skilled personnel. This result, perhaps, implies that the tourism and hospitality industry in Ghana relies on skilled personnel, since the industry is customer-oriented and sufficient skills are needed to provide satisfactory, quality services to customers.

5.3.2 Sources of Funding to Start Up

This section tried to establish the various sources of funding in the tourism and hospitality industry in Ghana. Participants were asked to indicate their sources of start-up funding for their businesses. When the participants selected more than one source of funding, each item was rated 100%.

Table 3: Sources of funding to start up

Sources	Frequency	Percentage (%)
Own	290	97
Family and Friends	200	67
Loan	160	53

Source: Fieldwork, 2023

It can be seen from Table 3 that 290 participants, representing 97%, indicated that the start-up funding for their business came from their own finances, whilst 67% of the participants said that their start-up sources of funding were family and friends. More than half (53%) of the participants took loans to start their businesses.

5.3.3 Main Current Sources of Funding

Research participants were asked to indicate their main sources of funding in the tourism and hospitality sector in Ghana.

Table 4: Main current sources of funding

Sources	Frequency	Percentage (%)
Sales	130	43
Government	4	1
NGOs	40	13
Family/friends	80	27
Rural banks	30	10
Micro-finance companies	16	6
Total	300	100

Source: Fieldwork, 2023

It is evident from Table 4 that 130 of the participants sampled, representing 43%, indicated that their main current source of funding/support comes from the sales they make through their businesses, whilst 27% indicated family or friends. However, 13% indicated non-governmental organizations, while 10% of the participants said that their main current source of funds/support comes from the rural banks. Only, 6% indicated micro-finance companies, while a percentage said their main current support comes from the government. This implies that the tourism and hospitality businesses were making enough sales due to the influx of tourists visiting the attractions in the Central and Western regions of Ghana.

5.3.4 Ownership of the Business

The study intended to understand the kind of business ownership that characterizes the tourism and hospitality industry in Ghana. Among them were sole proprietorship, partnerships, private limited companies, and family-owned businesses.

Table 5: Ownership of the business

Ownerships	Frequency	%age (%)
Sole proprietorship	190	64
Partnership	60	20
Private limited company	10	3
Family-owned business	40	13
Total	300	100

Source: Fieldwork, 2023

Regarding the ownership of the business, Table 5 indicates that 190 (64%) of the participants said that their businesses were owned by one proprietor, whilst 20% of the participants indicated that their businesses were owned in a partnership. Also, 13% indicated a family-owned business, whereas 3% indicated a private limited company. This shows that most of the tourism and hospitality businesses were owned by a sole proprietor.

5.3.5 Founding of the Business

This section looked at how the tourism and hospitality businesses in Ghana came about, or were founded.

Table 6: Founding of business

Variable	Frequency	Percentage (%)
Owned	200	67
Inherited	100	33
Total	300	100

Source: Fieldwork, 2023

Table 6 shows that 67% of the participants indicated that the business was founded by them, whilst 100 of the participants (representing 33%) stated that the business was inherited from their relatives. This implies that the tourism and hospitality businesses in Ghana are mostly founded by individual entrepreneurs.

5.3.6 Category of Customers

The researcher wanted to know the type or category of customers that patronize the activities of the tourism and hospitality businesses in Ghana.

Table 7: The category of customers

Variables	Frequency	Percentage (%)
Tourist	158	53
Local residents	142	47
Total	300	100

Source: Fieldwork, 2023

It is evident, in Table 7, that 53% of the participants indicated that the customers who patronise their businesses are tourists; whilst 47% indicated that the local residents purchase their product/services. This implies that tourists, on visiting the local communities, purchase items from the tourism and hospitality establishments.

5.3.7 Sales per Week

The researcher sought to learn how much the tourism and hospitality businesses in Ghana were making, on average, per week. This is to inform decision-makers on investment in the sector.

Table 8: Sales per week

Sales	Frequency	Percentage (%)
Less than GH¢50	10	3
GH¢50- GH¢99	20	7
GH¢100- GH¢149	130	43
GH¢150- GH¢199	100	33
GH¢200 and above	40	13
Total	300	100

Source: Fieldwork, 2023

While considering the category of customers purchasing the products/services of small business operators, the study also wanted to find out the extent of their spending (on average, per week). Table 8 shows that 43% indicated that their customers spent

customers spent GH¢100- GH¢149 per week, on average; whilst 33% reported GH¢150- GH¢199. In the same vein, 13% of the participants reported that their average weekly income from customer spending was over GH¢200; whereas 7% indicated that it was between GH¢50- GH¢99. Only, 3% answered that their average income per week from customer spending was less than GH¢50. This data shows that tourism and hospitality businesses in Ghana, especially in the Central and Western regions, get more income from their sales, thus helping to reduce the poverty rate and the vulnerability of community households.

5.3.8 Reasons for Entering into Business

In this section, participants were asked to state their main reasons for doing business in the tourism and hospitality industry in Ghana. Among the reasons are those shown in Table 9. Participants were asked to select their reasons for entering into business, and some participants selected more than one reason for entering into business. In these cases, each item was rated 100%.

Table 9: Participants' reasons for entering into business

Reasons	Frequency	Percentage (%)
1. To become financially independent	300	100
2. To serve as a source of livelihood	290	97
3. Was unemployed	296	99

Source: Fieldwork, 2023

Table 9 shows that all the participants (100%) entered into business to become financially independent, whilst 145 participants (representing 97%) indicated that they had done into business as a livelihood. Also, 99% of the participants noted that they had gone into business because they were unemployed.

5.3.9 Number of Employees

This section looked at the number of employees recruited in the tourism and hospitality industry in Ghana. This could also help to confirm or refute the type of business ownership of the industry.

Table 10: Number of employees

Variables	Frequency	Percentage (%)
Alone	54	18
1 – 3	86	28
4 – 6	130	43
7 – 10	30	10
Total	300	100

Source: Fieldwork, 2023

With regards to the number of employees working in the tourism and hospitality industry in Ghana, 43% indicated that they employ between four and six employees, whilst 28% of the participants indicated one-to-three employees. However, 18% of the participants indicated that they were the sole workers in the business, whereas 10% reported that

they employ seven-to-ten workers to help in the delivery of services/products to customers.

Table 11: Business Registration

Variables	Frequency	Percentage (%)
Yes	147	49
No	153	51
Total	300	100

Source: Fieldwork, 2023

It is evident from Table 11 that 51% of the participants indicated that they had not registered their businesses to operate, whilst 49% said that their businesses were registered. This implies that the tourism and hospitality businesses in the Central and Western regions of Ghana have either registered with the Metropolitan/Municipal/District Assembly, or various non-governmental organizations.

Table 12: Reliance on public funds

Variables	Frequency	Percentage (%)
Yes	129	43
No	171	57
Total	300	100

Source: Fieldwork, 2023

When participants were asked whether their businesses relied on public funds, 57% indicated that their businesses do not rely on public funds, whilst 43% reported that their businesses do rely on public funds. This finding supports the assertion of Somers and Nelson (2019) that small tourism and hospitality businesses do not typically depend on government funding, which results in a lack of responsibility and the absence of compliance-related rules.

5.4 Key Success Factors of the Tourism and Hospitality Industry

This section intended to identify the KSFs in the tourism and hospitality industry in Ghana. To ensure the overall success of the tourism and hospitality industry in Ghana, it is relevant to regard the success of the industry. Therefore, participants were asked to rate their responses as:

1 - not at all important; 2 - not very important; 3 - somewhat important; 4 - very important; 5 - extremely important. The researcher, in analysing the results, ranked the items, using means and percentages to indicate importance. The results for this section were grouped under four main headings: strategic planning; financial issues; marketing; and human resource management issues.

5.4.1 Strategic Planning Aspects

This section has 14 items that were arranged in order of importance, from the data gathered from the participants. Among the KSFs identified under this section were: set objectives; formulate a vision/mission statement; set business ethics; analyse the external and internal environment; services must meet the needs of customers; and develop business strategies with others.

In Table 13 lists all the success factors that participants regarded as important. These factors were rated as various strategic planning components, from critical to extremely important. Many participants were aware of the value of proactive strategic planning, which involves choosing which business opportunity to pursue.

Items C7 (services must satisfy consumer wants) and C8 (facilities must satisfy customer needs) were both rated as important by approximately 99% of the participants, with

respective means of 3.970 and 3.941. This implies that customers will not pay for services, or for facilities, that do not satisfy their needs. Therefore, only services and facilities that satisfy consumers' wants and needs are considered very important to customers. Customers choose businesses that are affordable and that offer goods, services and amenities to cater for their wants and needs.

Table 13: Strategic planning success factors that participants regard as important

Rank	Item No.	Items	Mean	Percentage of Importance
1	C7	Services must meet the needs of customers.	3.970	99.250
2	C8	Facilities must meet the needs of customers.	3.941	98.530
3	C4	Set ethics for the business.	3.647	88.630
4	C5	Analyse the external environmental factors.	3.545	87.130
5	C6	Analyse the internal environmental factors.	3.485	86.780
6	C2	Formulate a vision statement.	3.441	85.300
7	C14	Control operational strategies.	3.412	85.200
8	C9	Assess how well certain management strategies are working.	3.408	85.150
8	C3	Formulate a mission statement.	3.406	82.350
9	C11	Develop business strategies.	3.294	80.150
10	C10	Identify specific strategic issues the business is facing.	3.206	79.430
11	C12	Use information derived from your strategic plan to anticipate decision-making.	3.177	78.680
12	C13	Control managerial strategies.	3.147	78.680
13	C15	Develop a checklist as a control mechanism.	3.030	75.750

Source: Fieldwork, 2023

5.4.2 Successful Factors

This section discusses the key financial success factors that dominate in the tourism and hospitality industry. Among the issues discussed were: developing a cash operating cost budget; developing an expected turnover budget; performing a break-even analysis; and controlling finances through financial information systems. The financial survival of the tourism and hospitality industries depends on the effective planning, creation, and management of financial incentives. The following indicators sought to determine the significance of financial considerations in the growth and administration of Ghana's tourist and hospitality industries:

Table 14: Successful factors that participants regard as important

				Percentage
	Item		Mean	of
Rank	No.	Items		Importance
1	C17	Develop a cash operating cost budget.	3.412	85.3
2	C18	Develop an expected turnover budget.	3.382	84.55
3	C19	Perform a break-even analysis.	3.235	80.88
4	C16	Write a business plan.	3.088	77.2
5	C20	Control finances through financial information systems.	2.971	74.28

Source: Fieldwork, 2023

As seen in Table 14, five of the items are considered important or extremely important by the participants. The fact that tourism and hospitality businesses are small businesses, and that the participants plan and manage their money to reap maximum profit, is the explanation for this favourable answer. The item with the lowest score in Table 12 was C20. This could be explained by the fact that many participants use manual bookkeeping to manage their accounts and are unfamiliar with financial information technologies. Another factor could be the newness of the tourism and hospitality facilities, which makes it difficult to access financial information systems, unless the participants create such a program on their own.

5.4.3 Marketing Aspects

This section explored the marketing success factors identified in the tourism and hospitality industry in Ghana. The issues identified included the execution of market research; segmentation of the market into target markets; positioning the business in the marketplace; developing a price strategy; advertising the tourism/hospitality business; and developing efficient public relation, among others.

Table 15 lists the factors the participants regard as important. About 93% of participants believed it was necessary to advertise the tourist and hospitality industries. This response (mean of 3.735) may be due to the need to inform potential customers of the type of business being conducted by a facility.

The item which the participants ranked lowest was to develop profiles of the various market segments. The participants' undifferentiated marketing approach, which ignores

the differences between market segments, and targets the entire market with a single message, may be the reason for this reaction.

Table 15: Marketing success factors that participant regard as important

			Mean	Percentage of Importance
Rank	Item No.	Items		
1	C26	Advertise the tourism/hospitality business.	3.735	93.38
2	C23	Position the business in the marketplace.	3.559	88.96
3	C28	Develop efficient public relations.	3.441	86.03
3	C25	Develop a price strategy.	3.441	86.03
4	C27	Use direct marketing to create an immediate sale.	3.333	83.33
5	C24	Promote the business as a product, tailored to its product life cycle.	3.206	80.15
6	C21	Execute market research.	2.941	73.53
6	C22	Segment the market into target markets.	2.941	73.53
7	C31	Develop profiles of the various market segments.	2.794	69.85

Source: Fieldwork, 2023

5.4.4 Human Resource Management Issues

This segment deals with the human resource management KSFs. Among the issues discussed were: recruiting the right person for the right position, and using performance appraisal techniques to evaluate how the employee carries out the task.

Table 16: Human resource management success factors that participant regard as important

Rank	Item No.	Items	Mean	Percentage of Importance
1	C29	Recruit the right person for the right position. Use performance appraisal techniques to	3.677	91.93
2	C30	evaluate how the employee carries out the task.	3.147	78.68

Source: Fieldwork, 2023

As shown in Table 16, participants who were part of the tourism and hospitality industry's human resource base value various components of human resources highly. The importance of employee collaboration when focused on developing a service culture and a welcoming environment cannot be overstated. From the study, the participants believe (at 91%) that it is vital to hire the correct person for the job, because the productivity in the tourism and hospitality industry increases when employees have the skills and expertise necessary to carry out particular jobs.

5.5 Barriers within the Tourism and Hospitality Industry in Ghana

This section deals with the various barriers in the tourism and hospitality industry, as revealed in the fieldwork conducted. Participants were asked to rate in order of importance, using: 1 - not at all important; 2 - not very important; 3 - somewhat important; 4 - very important; 5 - extremely important. The researcher, in analysing the results ranked the items, using means and standard mean errors.

Table 17: Managerial barriers

S/N		Agree Percentage	Mean Response	Std. Mean Error
1	Business Planning	80.4	3.89	0.06
2	Finance and Accounting	74.3	3.88	0.059
3	Human Resource Management	80.2	3.98	0.053
4	Marketing and Advertising	77.1	3.85	0.058
5	Leadership	74.0	3.84	0.052
6	Information Technology Management	76.8	3.97	0.052
	<i>Overall rating</i>	<i>76.7</i>	<i>3.90</i>	<i>0.056</i>

Key: Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

Table 17 shows the rating of management skills (according to the perceptions of the participants), in terms of their importance in assisting in achieving results in the tourism and hospitality industry. Descriptive statistics, such as percentages, means and standard mean errors were used. Table 17 presents the averages of participants' views on the managerial barriers to the tourism and hospitality industry in the western/central region of Ghana.

On the whole, participants placed importance the issue that human resource management was a barrier (mean = 3.98). Furthermore, 76.8% of the participants indicated information technology management (mean = 3.97) as a barrier. This was followed by business planning (mean = 3.89). The lowest perceived managerial barrier at

the selected tourism and hospitality establishments was leadership (mean = 3.84). Overall, the participants' responses represented 76.7% and a mean of 3.90. This suggests that there are managerial challenges confronting the tourism and hospitality industry in the Central and Western regions of Ghana that need urgent attention, since these regions boast a diverse tourism and hospitality image.

As shown in Table 18, below, the majority of the participants indicated that they were challenged by a high labour turnover at their workplaces (M= 2.80, SD= 0.569); the availability of skilled professional labour (M= 2.31, SD= 0.72); and high seasonality (M= 2.29, SD= 0.924). These were identified by participants of the study as the biggest barriers that the tourism and hospitality industry are encountering. This might, perhaps, suggest that employees in the tourism and hospitality industry are faced with various barriers that need to be addressed. The participants also mentioned that the creation of economic opportunity (M= 1.14, SD= 0.472) and sufficient management expertise (M= 1.46, SD= 0.797) were smaller barriers. From the above information, based on the views of participants, on the barriers within the tourism and hospitality industry in the Central and Western regions of Ghana, it can be concluded that the industry could do better when the identified challenges are addressed. The study's findings support the claim that one of the most urgent problems facing Ghana's tourism and hospitality sector is the overall lack of skilled workers in various roles at our hotels and tourist sites (GTA, 2019).

Table 18: Barriers within the tourism and hospitality industry

S/N		N	Mean	Std. Deviation
1	Sufficient management expertise	300	1.46	0.797
2	High seasonality	300	2.29	0.924
3	Infrastructure challenge	300	1.52	0.835
4	Create economic opportunity	300	1.14	0.472
5	High labour turnover	300	2.8	0.569
6	Availability of skilled professional labour	300	2.31	0.72

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

5.6 Performance of the Tourism and Hospitality Industry using the BSC

This section deals with the performance of the tourism and hospitality industry, as revealed from the fieldwork gathered. The results are presented in line with the BSC Model by Kpalan and Norton (1992). Participants were asked to rate items in order of importance, using: 1 - not at all important; 2 - not very important; 3 - somewhat important; 4 - very important; 5 - extremely important. The researcher, in analysing the results, used means and standard means.

Table 19: Internal process of the BSC in the tourism and hospitality industry

S/N	Items	N	Mean	Std. Deviation
1	Hygiene and cleanliness	300	4.050	0.181
2	Consistent service standards	300	3.920	0.172
3	Ensuring appearance of facilities is attractive	300	4.030	0.208
4	Quality standards	300	4.180	0.198

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

The study sought to determine the extent to which the tourism and hospitality firms have implemented the following internal business management perspectives of the balanced scorecard in the evaluation of financial performance. The tourism and hospitality organizations have implemented the following internal business operating items on the adjusted scorecard to estimate budgetary execution: quality standards (with a mean of 4.18); hygiene and cleanliness (with a mean of 4.05); ensuring appearance of facilities is attractive (with a mean of 4.03), based on the responses, as listed in Table 18, above. The tourism and hospitality firms have also ensured consistent service standards, with a mean 3.92.

With reference to Table 20, the tourism and hospitality businesses have largely adopted the following learning and growth perspectives: ensuring staff are motivated and passionate (4.22 on a scale of 1 to 5); well-trained, high-quality staff (4.20 on a scale of 1 to 5); employee commitment shown (4.18 on a scale of 1 to 5); staff training (4.17 on a scale of 1 to 5); and staff friendliness (4.10).

Table 20: Learning and growth factors of the BSC in the tourism and hospitality industry

S/N	Items	N	Mean	Std. Deviation
1	Staff friendliness	300	4.100	0.199
2	Staff training	300	4.170	0.190
3	Well-trained, high-quality staff	300	4.200	0.229
4	Employee commitment	300	4.180	0.217
5	Ensuring staff are motivated and passionate	300	4.220	0.206

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

Table 21: Customer factors of the BSC in the tourism and hospitality industry

S/N	Items	N	Mean	Std. Deviation
1	Customer retention	300	4.050	0.210
2	Customer loyalty/repeat visit	300	4.070	0.202
3	Customer satisfaction	300	4.280	0.266
4	Exceeding customer needs and expectations	300	4.230	0.257

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

Customer satisfaction was averaged at 4.28, exceeding customer needs and expectations, which averaged at 4.23. Recurring business from customers was averaged at 4.07, and customer retention was averaged at 4.05, as in Table 21.

Table 22: Financial factors of the BSC in the tourism and hospitality industry

S/N	Items	N	Mean	Std. Deviation
1	Cost control	300	4.150	0.237
2	Revenue control	300	4.180	0.282
3	Accurate financial reporting	300	4.420	0.260
4	Yield maximization	300	4.000	0.200

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

It can be seen from Table 22, that participants used accurate financial reporting, as shown by a mean of 4.42; revenue control, with a mean of 4.18; cost control, with a mean of 4.15; and yield maximization, with a mean of 4.00.

5.7 Regression Analysis

At a 95% confidence level, the adjusted R² was 0.624, indicating a variation of 62.4 % in financial performance due to changes in the application of BSC viewpoints (Table 22).

Table 23: Model summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.831 ^a	.691	.624	.44807

Source: Fieldwork, 2023

The ANOVA statistics in Table 23 show a significance level of 0.01. The F-calculated is larger than the critical value ($4.279 > 2.53$). This indicates that the variation of the combined components of BSC is statistically not zero, which makes these combined indicators of BSC significant in explaining the variation in financial performance. In general, the model is significant in explaining the performance of the tourism and hospitality industry.

Table 24: Analysis of Variance

Model	Sum of square	Df	Mean Square	F	Sig.
Regression	11.177	25	2.794	4.279	0.0106
1 Residual	35.915	275	0.653		
Total	47.092	300			

Source: Fieldwork, 2023

From Table 23, the established regression equation can be given as

$$Y = -1.662 + 0.768X_1 + 0.264X_2 - 0.206X_3 + 0.172X_4.$$

The implications of the regression equation are that, in the absence of financial, customer, internal, learning and growth processes, the performance of the tourism and hospitality industry is -1.662, indicating a negative trend. Also, by holding constant customer care,

internal processes, and learning and growth processes, a 1% increase in the implementation of financial perspectives will increase performance in the tourism and hospitality industry by 76.8%. Conversely, a 1% decrease in financial perspectives, while holding the other three factors constant, will lead to a 76.8% decrease in the performance of the tourism and hospitality industry. This establishes the financial perspective as a direct determinant of success in the tourism and hospitality industry. Similarly, holding financial perspectives, internal processes, and learning and growth processes constant; a 1% increase in the implementation of customer perspectives will increase the financial performance of the tourism and hospitality industry by 26.4%. The inverse scenario also holds. Thus, customer care is a positive correlate of performance in the tourism and hospitality industry. Following the same analogy, a 1% variation in learning and growth processes accounts for a 17.2% variation in the performance of the tourism and hospitality industry in the direct perspective. It can, therefore, be deduced that learning and growth processes are a direct indicator of the performance of the tourism and hospitality industry. Furthermore a 1% upward variation in internal processes accounts for a 20.6% downward variation in the performance of the tourism and hospitality industry, while the same 1% downward variation in internal processes accounts for a 20.6% upward variation in the performance of the tourism and hospitality industry, thereby establishing internal processes as an inverse determinant of the performance in the tourism and hospitality industry. In all, the role of financial perspectives, customer care, internal processes, and learning and growth processes as determinants of the performance of the tourism and hospitality industry is significant at $p < 0.05$.

Table 25: Coefficient Matrix

BSC Model	Unstandardized		Standardized		
	Coefficient	Std. Error	Beta	T	Sig.
(Constant)	-1.662	.0722		-2.301	.024
Financial factors	.768	.088	.708	8.735	.000
Customer care	.264	.060	.296	4.436	.000
Internal processes	.206	.097	.163	2.111	.037
Learning and growth factors	.172	.083	.139	2.078	.040

NB: Dependent variable – organizational performance of the BSC

Source: Fieldwork, 2023

5.8 Strategies that can be developed to Improve Success in the Tourism and Hospitality Industry using BSC.

This section deals with the strategies, derived from the fieldwork that can be developed to improve success in the tourism and hospitality industry. Participants were asked to rate items in order of importance, using: 1 - not at all important; 2 - not very important; 3 - somewhat important; 4 - very important; 5 - extremely important. In analysing the results, mean responses and standard means were used.

Table 26: Strategies of participants to improve success in the tourism and hospitality industry

S/N		Agree %	Mean Response	Std. Mean Error
1	Effective tourism and hospitality training programmes for staffs	80.4	3.89	0.060
2	Enforcement of licensing rules	74.3	3.88	0.059
3	Access roads	80.2	3.98	0.053
4	Availability of skilled workers	72.9	3.85	0.059
5	Capacity building	77.9	3.88	0.052
6	Employee participation in decision-making	76.8	3.97	0.052
	<i>Overall rating</i>	<i>76.7</i>	<i>3.90</i>	<i>0.056</i>

Mean: 1.0-1.49 = very low; 1.5-2.49 = low; 2.5-3.49 = moderate; 3.5-4.49 = high; 4.5-4.0 = very high

Source: Fieldwork, 2023

The strategies that can be developed to improve success in the tourism and hospitality industry have been discussed in this study. To identify which were perceived more or less important, descriptive statistics such as percentages and means were used. Table 26 presents the averages of the opinions of the participants in the study.

The participants agreed that access roads to various tourism and hospitality establishments should be provided (mean = 3.98). Furthermore, 76.8% of the participants agreed that employee participation in decision-making can be used to improve success in the tourism and hospitality industry (mean = 3.97). This was followed by effective tourism and hospitality training programmes for staff (mean = 3.89). The strategy perceived as least important by the participants was the availability of skilled workers (mean = 3.85). Overall, the participants' opinions represented 76.7%, with a mean of 3.90.

Table 27: Cross Tabulation of BSC with the Key Success Factors and Barriers in the Tourism and Hospitality Industry

BSC Objectives	Key Success Factors		Barriers			
	Frequency	Percentage (%)	Frequency	Percentage (%)		
Customer Perspectives						
Customer Satisfaction	Excellent service quality	75	25	Language barriers	50	17
	Authentic cultural experiences	60	20	Poor infrastructure	90	30
	Personalized experiences	50	17	Inadequate tourism promotion	70	23
	Safety and security	115	38	Negative perceptions of safety	85	28
Financial Perspectives						
Revenue Growth	Diverse revenue streams	90	30	Seasonality of tourism	70	23
	Cost-effective operations	70	23	Currency fluctuations	80	27
	Effective pricing strategies	80	27	High taxes and tariffs	75	25
	Strategic partnerships	60	20	Economic instability	90	30
Internal Process Perspectives						
Operational Efficiency	Streamlined booking processes	100	33	Lack of skilled workforce	110	37
	Effective inventory management	80	27	Regulatory hurdles	70	23
	Continuous improvement	70	23	Supply chain disruptions	85	28
	Sustainable practices	50	17	Environmental concerns	35	12
Learning & Growth Perspectives						
Employee Training & Development	Ongoing training programmes	120	40	Brain drain (loss of skilled workers)	70	23
	Leadership development	80	27	Limited access to technology	100	33
	Knowledge sharing	70	23	Lack of industry-specific education	80	27
	Employee satisfaction and retention	30	10	Limited career growth opportunities	50	17

Source: Fieldwork, 2023

Customer Perspective:

Participants identified "Excellent service quality" as the most critical factor, with 25% of respondents considering it crucial. This indicates a strong emphasis on service excellence within the Ghanaian tourism and hospitality industry. "Safety and security" closely followed, with 38% of respondents highlighting its importance, reflecting the significance of ensuring tourists feel safe and secure during their stay.

Poor infrastructure emerged as a significant barrier, with 30% of participants identifying it. This suggests that inadequate infrastructure might hinder the growth of the tourism and hospitality sector in Ghana. Additionally, "Language barriers" were noted by 17% of respondents, highlighting the importance of language diversity in catering to international tourists.

Financial Perspective:

Diverse revenue streams and Cost-effective operations were highlighted as key success factors, each garnering 30% and 23% of respondents, respectively. This underscores the importance of diversification and efficiency in generating revenue and managing costs within the industry.

The most prominent barrier identified was economic instability, with 30% of participants citing it. This indicates that economic uncertainties may pose significant challenges to financial growth and sustainability within the sector. "High taxes and tariffs" and "Currency fluctuations" were also noted as barriers, further emphasizing the impact of economic factors on financial performance.

Internal Processes Perspective:

Streamlined booking processes emerged as the top success factor, with 33% of respondents highlighting its importance. This suggests that efficient booking systems are crucial for enhancing operational efficiency and customer satisfaction. "Supply chain disruptions" were also identified as a key factor, emphasizing the importance of supply chain management in ensuring smooth operations.

Lack of skilled workforce was the most significant barrier, with 37% of participants recognizing its impact. This underscores the importance of addressing skill shortages and investing in workforce development initiatives within the industry. Regulatory hurdles and environmental concerns were also noted as challenges, highlighting the need for regulatory reforms and sustainable practices.

Learning & Growth Perspective:

Ongoing training programmes received the highest emphasis, with 40% of respondents recognizing their importance. This highlights the significance of continuous learning and development initiatives in enhancing employee skills and performance within the industry.

Limited access to technology emerged as a notable barrier, with 33% of participants citing it. This suggests that technological limitations may hinder innovation and competitiveness within the Ghanaian tourism and hospitality sector. Additionally, brain drain and limited career growth opportunities were identified as challenges, emphasizing the need to address talent retention and career advancement issues.

5.9 Qualitative Analysis

This section presents the detailed responses of the ten participants. The participants were selected as follows: five participants from each of the two study areas. To find any recurring themes in the participants' comments, the interview responses were analyzed verbatim. According to Grant (2016), this process richly describes and easily organizes a data set. Boyatzis (1998) and Tariq *et al.* (2014) note that verbatim transcribing includes conveying exactly what participants have said in response to a query. The authors describe an idea as "a pattern in the information that at least describes and organizes the possible observations and, at maximum, interprets aspects of the phenomenon"; and a "good code" is one that reflects the qualitative richness of the reality.

Replies about the BSC's implementation and its impact on tourism and hospitality facilities were meticulously and precisely recorded in this study. Several thorough readings of the notes were done before some points of view and concepts were highlighted. Prior to the creation of first codes from the data, the notes gave rise to distinct concepts.

The researcher conducted the interviews for this part of the study, with the help of research assistants. Because they were prepared to answer the questions, the interview was conducted with a few chosen managers and operators in the tourism and hospitality sector in Ghana's Central and Western regions. The interviews were conducted to elicit responses from the participants, as mentioned earlier in the section. The interview process was based on the study objectives, as stated below:

Determine:

- the nature of the tourism and hospitality industry;
- the KSFs and barriers in the tourism and hospitality industry in Ghana using the BSC approach;
- the performance of the tourism and hospitality industry, using the BSC and
- the strategies needed to improve success in the tourism and hospitality industry in Ghana using the BSC approach.

5.9.1 Nature of the Tourism and Hospitality Industry in Ghana

This section aimed to project how the tourism and hospitality industry in Ghana should look, in order to attract more domestic and global tourists. Participants were asked their opinions on the nature and scope of the tourism and hospitality industry in Ghana. The following were the responses received:

Participant 1: *“In my view, the tourism and hospitality industry in Ghana can be seen as a small business establishment that provide services to people.”*

Participant 2: *“From my opinion, the tourism and hospitality industry (THI) in Ghana is seen as a fast-growing sector. However, it has many challenges as proper measures are not put in place by authorities”.*

Participant 3: *“The industry is a service-oriented and depends heavily on human resources that needs constant training and motivation so as to provide satisfactory service to customers to gain value for money on their expenditure”.*

Participant 4: *“The tourism and hospitality industry in Ghana is full of seasonal issues which could eventually collapse when critical measures are not put in place”.*

Participants 5, 8 and 10: *“This industry depends on finances to thrive, especially the hospitality sector where accommodation, food and beverages are provided. If you do not have enough money, you cannot operate such a business. Money is heavily needed in the various sectors for survival”.*

Participants 6 and 9: *“The tourism and hospitality industry contribute heavily to the gross domestic product (GDP) of a country (Ghana). However, much attention has not been given to this industry of the economy as it should. Regulations are most often geared towards partisan lines which do not help in the development of the industry or appealing to investors”.*

Participant 7: *“This industry thrives on whom you know and also has high labour turnover issues which are hindering the progress of the industry”.*

Participants were also asked whether there are any positive indications in the tourism and hospitality industry in Ghana. In response, all the participants responded “yes” – there are positive indications that the tourism and hospitality industry can succeed, but only when the appropriate measures are put in place and the right things are done at the right time. Otherwise, the objectives cannot be achieved.

5.9.2 Key Success Factors of the Tourism and Hospitality Industry

This section looked at the opinions of participants on the various KSFs in the tourism and hospitality industry in the Central and Western regions of Ghana. Five major success elements for the tourism and hospitality industries were identified through the analysis of interview data, including the owner's emphasis; quality staff; positioning; corporate culture; and physical facilities and restoration. The findings with respect to each of these factors are discussed in greater detail below.

5.9.3 Owner's Emphasis

Owner emphasis is used to describe people who are passionate about the tourism and hospitality management, are prepared to treat it as their main business, and are able to supply the necessary resources. When asked what factors led to great performance, it was found, in this study, that many managers in hotels with good performance cited the owners' passion and attention as the reason for their establishment's success. These proprietors see running a hotel as their job rather than just a means of making money. According to Participant 1:

“Although our CEO (hotel owner) has no prior experience in hotel administration, he is unbelievably passionate about it. His main accomplishment is that he consistently and articulately communicates his objectives and ideas to management, delegates the task to us, and provides full support.

The hotel's management added that: Although the hotel's owner's business career began in a different industry, he has a keen interest in managing a hotel. He initially discovered that none of the several international tourist hotels in Cape Coast met the requirements to host eminent business travellers from around the world. As a result, he set up his objective to build and run this hotel as a showcase project in the second half of his life”.

5.9.4 Quality Employees

The hotel industry is an unappealing place to work because of the long hours, demanding shifts, and low pay. Therefore, it is crucial that the employees' personalities suit the demands of the sector. Hotels need quality workers who

can comprehend and embrace the peculiarities of the hospitality industry, since these people are more likely to stay with the hotel, perform effectively, and have successful careers. Quality workers are crucial for running a successful hotel, according to managers of successful hotels. The hotel industry is neither a glamorous, nor a simple, way to make a living, as can be the case in other sectors. Long and frequently solitary working hours are necessary, and the labour is difficult and stressful (Mullins, 1991; Grant, 2016). Under these circumstances, motivating personnel to actively and totally devote themselves to serving guests is difficult unless they have an unparalleled love for hotel service. As the general manager of Tourist Attraction 2 put it: *"It is impossible for staff members to exclusively work on their own projects because extra requests from tourists and visitors are common. Most of the time, attraction staff members are not responsible for these extra tasks, which call for a passion for their work. Thankfully, our attraction employs a lot of people that fit this description. Their excitement consistently strikes me as impressive"*. All attractions create standard operating procedures (SOPs) to serve as a manual for their staff in order to regulate the quality of the services provided. However, according to the managers who were contacted, services that are only based on SOPs can possibly be the worst of all. The general manager of a hotel interviewed stated that: *"If staff members are unable to recognize conditions and insist on following prescribed SOPs, despite impatient consumers, the outcomes will be unhappy. Therefore, before someone joins our official workforce, we will pay close attention to whether or not he possesses the trait of discernment"*. The manager continued: *"Discernment is inborn and difficult to teach."*

The general manager of Hotel 6 stated that: *“While hiring new employees, (he) will first determine whether or not the candidates possess qualities of service. Without excessive supervision, people who possess these qualities can complete assignments as expected; whereas those who lack them will struggle to complete them even with intensive supervision”*.

According to the managers whose opinions were sought out, success in the Ghanaian tourism and hospitality industry depends on having innovative personnel.

The hotel’s general manager stated: *“The individuals we require are creative and disciplined. Innovation can be created by creativity, and it can be successful with the help of discipline. Fortunately, we have a lot of people that work in this field. They guarantee the effectiveness and efficiency of our hotel business. While specialists can be taught, specialists make up the majority of the tourism and hospitality operators in Ghana. Although employees can become specialists someday if they work hard and gain enough experience, this does not guarantee that they will make competent managers. This cannot be taught; it must be born. The management must also be intelligent. Although valuable, experience can only teach us how to do”*.

The results from this study show that, while customers can tolerate how the tourism and hospitality industry operates, they cannot accept out-dated management ideas. It takes fostering great staff with fresh ideas to make the industry look novel. Many tourism and hospitality businesses in Ghana are infused with an antiquated atmosphere, according to the management of the industry. Employees are unwilling to learn and progress because they are proud

of their past experiences. Management is aware of this weakness. So that they can learn new information and keep their vitality, *“ We also encourage our staff to take advanced training courses, engage in competitions, or pass certification examinations, in addition to employing a new manager to offer fresh ideas (Participant 2).*

It is expected that employees will possess a variety of skills in order to reduce human expenses and increase human resource efficiency. The manager of the tourism facility stated: *“We implement cross training programmes on a regular basis to make our human resources more flexible, so that every employee may acquire numerous skills and serve other departments as needed”.* (Participant 5)

In the interview, it was stated that tourism and hospitality managers today look for candidates that not only possess the necessary professional skills, but are also knowledgeable in a wide range of areas. According to Participant 4:

‘Since the tourism and hospitality industry relies heavily on people, managers of each department must possess both the professional skills and aptitude for using human resources. With this talent, individuals are able to choose the right talents and value talents. We cannot leave full management of human resource matters to the human resource department. Additionally, each department’s head must learn marketing in order to survive the fierce competition. They still need to be conversant with marketing principles, even if they are not dealing with sales-related issues. They can then instruct their staff members on how to market their goods’.

The managers who were questioned also mentioned that a hotel is like a little community with a wide variety of people. To increase the operational

effectiveness of the industry, management must closely monitor each employee's performance and assign everyone to the appropriate position.

Participant 7 stated:

“The concept of placing the right people in the right places is not new, but I don't think many tourism and hospitality facilities emphasize it. I'm confident that most managers focus on boosting revenue, cutting expenses, and enhancing customer service; but they almost never think about how sometimes changing a staff member's position might boost productivity and enhance services. As a result, I constantly demand that department heads continually assess their team to identify prospective talent and provide opportunities for talent development”. Numerous tourism and hospitality facilities with strong operational results have devoted significant resources to the cultivation of quality staff because they recognize the value of such personnel for successful hotel management.

The development of quality employees is as crucial as the exploration and cultivation of quality personnel. Quality workers should be provided with appropriate opportunities in order to keep them in the industry. All the tourism and hospitality facilities with successful operations are aware of this fact. The facilities should encourage employee growth by expanding, in addition to developing, quality workers. According to a hotel manager interviewed, *“Corporate development depends on quality employees, and quality employees are retained by development.” We ‘advantage extend’ the reach of our well-liked hotel restaurants to more places out from the hotel. Outstanding hotel employees have more opportunities for advancement thanks to this extension”.*

5.9.5 Positioning

The goal of positioning is to establish a separate location in potential customers' thoughts where they can understand the company's identity, how it differs from the competitors, and how it can meet their requirements and wants (Shoemaker et al., 2007). Many managers who participated in the interviews stated that the increasing operational costs are making it difficult for international tourist hotels to draw in a diverse clientele. As a result, they must clarify their position and adjust their hardware and software offerings to better suit their target consumers.

Participant 2 indicated:

“Hotel managers must understand that trying to win every business will lead to them accomplishing nothing at all. The market winner of the future will concentrate on offering appropriate services, rather than trying to please every client type”.

According to the statistics, tourism and hospitality facilities with strong operational results typically have distinct positions, and many of them are geared toward providing services to clients at the top of the consumer pyramid. They think that customers at this level can contribute more revenue and that the economy has less of an impact on their purchasing decisions. At the most costly and upscale hotel in Ghana, its tourism and hospitality facilities have garnered a great deal of attention since their inception. It also has the highest membership price. Its supervisor said:

“We discovered, through a market study, that Ghana’s leisure market does indeed include a segment of high-class consumers. They can afford expensive items. They will be willing to pay for a high-priced service as long as they recognize its value”.

Space and a very attractive setting are two ways Participant 9 draws in clients who will pay a lot of money to stay there. Ghana's most well-known picturesque spot for tourism is the Central region specifically, the Cape Coast. According to Participant 3, *“The minimalistic décor gives our customers a sense of freedom, simplicity, comfort, and ease”.*

Interviews with managers indicated that tourism and hospitality facilities have cultivated a unique and luxurious image through the merging of space and environment, which can persuade guests to remain at these pricey facilities. *“Higher prices result in higher profits. This is a benefit of the high-end market”*, the manager said, adding that while labour costs are tourism and hospitality’s major expense, any profit above break-even results in a 100% profit. *“We make more money than other people”*. This is the major factor behind the tourism and hospitality facilities’ exceptional operating success. Many hotels and tourism facilities in Ghana also position their newly opened business floor as top-level guest rooms.

The manager of Hotel 1 said:

“Designing an executive floor in accordance with the idea of a ‘hotel within a hotel’ is a typical tactic used in the market for international tourist hotels to draw in high-yield business travellers. We employ brand-new hardware, value-added, all-butler service, and all-inclusive price techniques to attract high-class

clients and label it ('name deleted') in order to distinguish our design from the usual executive floor”.

The manager emphasized that (name deleted) is a brand-new hotel, not an executive floor. Because (name removed) is a ‘residence within hotel’ rather than a ‘hotel within hotel’, it differs significantly from traditional executive floors.

“The consumers at the top of the consumer pyramid are our target market. Only foreign business travellers at the top of the consumer pyramid are less likely to be impacted by the business environment among all client segments. The cost of the hotel is not the main factor in their selection. They are concerned with the brand's reputation, the hotel's standing, and if the goods and services offered correspond to their socioeconomic status and way of life”. (Participant 4)

Its room fee increased by 30% after the launch of the hotel. With an occupancy rate of 80%, such an investment might net Hotel G1 at least US\$1.6 million in revenue, annually.

According to the research, not all hotels with strong operational performance are positioned to draw high-end clients. Some hotels try to offer affordable services to the general public. *“Not all customers can afford pricey accommodations or think it is necessary to stay in opulent five-star hotels”,* according to Participant 1. *“In reality, the majority of them are content with a tidy, secure, and quiet hotel atmosphere”.*

Participant 5 said:

“International business travellers typically don't have much time to spend in the hotel pool. Additionally, aside from breakfast, they hardly ever eat in the hotel. Therefore, if the money allocated for these facilities can be used to improve the hotel's commercial operations, more business will undoubtedly result”.

In order to draw in customers with tight budgets who wish to stay in five-star hotels, Hotel 5 has analysed the amenities it has and made effective use of its resources. The manager went on to say: *“We outsourced all three of our restaurants in order to lower labour costs and eliminate operational risk brought on by slow sales. In addition, the hotel building and property are our own possessions. All hardware investments have been paid for by our earnings because this hotel has been operating for more than four years. Our operational costs are significantly lower than those of rival five-star hotels. We'll use this to our advantage by offering more affordable hotel rates to draw in visitors with tight budgets”*. (Participant 5).

In-depth positioning strategies were revealed during the interviews and one of them targeted business travellers whose requirements have not yet been fully satisfied. The four-star hotels, where these business travellers are currently staying, have some concerns; but not because of the standard of hotel service, but rather because of the calibre of other hotel customers. Due to low occupancy rates, a lot of foreign tourist hotels will focus on food catering services.

As a result, at mealtimes these hotels will become as raucous as a market. Big hotels in Ghana with more than 100 rooms are prepared to accommodate a large number of guests, but they also need to handle the noticeable difference in occupancy rates between high and low business seasons. When business is slow, they will lower their room prices in an effort to increase occupancy. This price reduction significantly alters guest levels. Participant 5 noted that: *“Such price adjustment will only increase the gap of the guest levels.”*

This manager said:

“Strictly speaking, there is not a hotel on the market positioned to service solely business travellers because Ghana's international tourist hotels routinely host tourists and international business visitors. Due to the lack of such hotels, our hotel is in a unique position”.

“Business travellers are quite simple to service”. (Participant 4) “They expect a peaceful, comfortable, and private living environment. Just focus on catering to their wants and preferences. They just ask for one thing, and that is a restful night's sleep”.

In response to this need for privacy and peace by business travellers, the tourism and hospitality facilities in the Central and Western regions of Ghana have carefully considered both their architectural layout and the flow of traffic. The same manager explained: *“We keep the public spaces, such restaurants, away from the guestrooms. All of our visitors will be taken to their rooms' floors following checking-in by special evaluators which have access to just guestrooms. As a result, their need for quietness, privacy, and safety can all be met. Additionally, to increase the usefulness of hotel swimming pools and gyms, the majority of hotels will provide membership cards to non-guestroom users. In order to give our visitors the best possible service, we put up a private training facility for them and hired qualified trainers to provide guidance.* Participant 4 continued, *“Many hotels claim to offer 'a home away from home,' but in reality, only a few can actually fulfil that goal”.* Participant 3's hotel gave the impression of a real house by using space design, décor, and suitable materials. This was done by basing the design of the hotel on their vision of the appearance of

business travellers' homes. Finally, it has been successful in drawing lots of corporate travellers.

The interviews made it clear that there are several food outlets serving a variety of market segments in international tourist hotels. However, guestrooms are typically only allowed to occupy one spot in the market. Participant 5 mentioned: *“International tourist hotels can no longer only highlight their five-star images and employ expensive dining service to attract high-class guests, due to competition from numerous independent restaurants. To compete with independent restaurants in the market, they should segment their restaurants and provide each one a distinct and distinct style and set of features”.*

There are restaurants located within hotels. The majority of restaurants in Takoradi are located in the international tourist hotel and because there are numerous restaurants within the hotel, according to the manager, *“We need to view and market each of them as an independent one, in order to fill each customer segment”.*

The manager who was questioned stated that each restaurant at the hotel facility has hardware, décor, software, and a menu that are all tailored to the location of the restaurant and its intended customers.

Participant 5 continued:

For instance, the decor at our restaurant is contemporary. The target market for it is those between the ages of 25 and 45. Our restaurant caters to customers who come for a family reunion or wedding banquet and serves traditional cuisine. Our contemporary restaurant aims to draw more westernized customers from the advertising and creative industries. Our hotel's signature restaurant is unique, and it is located there. It aims to satisfy gourmets'

demands. Every two months, each restaurant will begin a promotional effort with a defined position. As a result, a variety of clientele will be drawn to our hotel for dining”.

This study found that a significant number of tourism and hospitality facilities with average operational performance also employ the positioning strategy. However, these facilities cannot profit from such a plan, without assistance from other resources.

Another participant interviewed stated that:

“International tourists predominate among those who visit Ghana. We are unable to meet the needs of all visitors from diverse countries and cultural backgrounds due to a lack of bedrooms and facilities we have. As a result, we made the decision to concentrate on the market of European and American business travellers, which is anticipated to grow rapidly in the next years. These business travellers will also be spending a lot of time travelling. Therefore, we assumed that they would most value a basic, comfortable, and homey atmosphere. For the majority of large-scale hotels, creating such an atmosphere is difficult. In light of this objective, we have made it our mission to develop a home-away-from-home for western business travellers.

The manager who was questioned noted that the approach had gained the support of more than 50% of western business travellers and kept many devoted patrons.

However, as circumstances have changed, an increasing number of new hotels have entered this market, many of which are geared to international business travellers. In addition, the growth in new international tourists has slowed

recently. The effectiveness of the facility's operations has been impacted by each of these factors. The facility manager said:

"Many of our customers tell us that, while other facilities' services are not poor either, ours are good. The point is that, except from providing good services, our facility has no other qualities that clients find appealing. Other hotels offer excellent services in addition to brand-new, improved amenities.

Furthermore, although international business visitors were the original target market for the business, presently we have more domestic guests than foreign ones", he continued. "After all, our facility is most well-known, in all parts of the world. However, the lower rates provided to domestic visitors have also had an impact on the revenue from our guestrooms".

Another hotel with a unique positioning is Hotel 5. It is a hotel that caters to business visitors as well, but because of its mid-range costs, it particularly draws in businesspeople who are less concerned with fashion. The hotel's management stated: *"We have always left a simple impression on our visitors. Our company's business approach is to offer business travellers who prioritize cost over luxury three-star services at standard rates".*

This study found that Hotel 5 had shown good results using this method in the past. Consumers, however, often opt for the least, or most, expensive option due to the polarization of consumer groups. Hotel 5, which has been popular with customers as a middle ground between the two extremes, is negatively impacted.

The manager admitted *"Many guests will rather spend more money to stay at a better hotel or save some by going to a cheaper hotel."*

A hotel manager responded to Hotel 5's predicaments by saying, *"After all, it is expensive to maintain the service quality of a three-star hotel with 50 guestrooms."* Although Hotel 5 intended to offer regular-priced lodging, the cost cannot be reduced any further. It is nevertheless a pricey hotel when compared to numerous affordable business hotels.

The research showed that some hotels are aware of the value of positioning, but struggle to define it due to the market climate and the abundance of guest rooms.

Hotel 6's manager mentioned:

"Although this hotel facility has a large number of business visitors and a few passengers on business, our hotel is positioned to be a business hotel. It is challenging to pinpoint our situation because we cannot rely on a single market".

The manager also stated:

"The hotel business in Ghana now is highly competitive. We may be regarded as a hotel in the region with a huge number of rooms. As a result, under pressure to increase sales, we are forced to serve various types of customers".

The interviews made it clear that certain hotels function poorly because they have an incorrect positioning and an inaccurate market perception. Additionally, not all guests can afford to stay in hotels for tourists from other countries. The hotel's general manager stated: *"Our occupancy rate is consistently good. The main issue is that we have a hard time raising our hotel prices to the levels we anticipate".*

5.9.6 Corporate Culture

A set of presumptions or an ideology that all members of an organization subscribe to is known as its culture. People utilize these presumptions to determine what is significant and how the organization operates. People are given guidelines for how to behave when these presumptions are formalized (Tidball, 2016). In the interview, a lot of tourism and hospitality facility managers admitted that a reliable management system and high-quality hardware amenities (such as an opulent restaurant and rooms with cutting-edge technology) are necessary for a facility to run successfully. However, the elusive ability to inspire staff is required for a facility to run effectively. The business culture holds that power. The hotel facility manager stated:

“All staff are bound together by an underlying corporate culture that motivates them to operate as a team for the hotel. From a different angle, we also make advantage of the charisma of corporate culture to produce a productive workplace”.

The managers who participated in the interview believed that the unique characteristics of this sector explain why corporate culture has such a strong impact on a hotel's operational performance. The majority of operations and services in the hotel industry rely on workers. Since personnel are involved in these procedures, human emotions may easily alter how well they are performed. As a result, hotels require a corporate culture to motivate staff.

Participant 5 stated:

“Hotel deals are typically not very excellent. Despite having superior working circumstances, our staff members are busier than those at other hotels. They must experience additional pressure as well. Our position as an industry leader,

however, will be crucial in keeping them in our hotel. They are pleased to be associated with this facility”.

Participant 5 affirmed that: *“Working in a hotel is difficult work for a poor wage. Staff members struggle to devote themselves to their work unless they have a strong passion for serving others. As a result, the attitude of the employees is crucial. Every employee receives a card, which they are required to carry with them. Our hotel's mission is stated on that card: ‘Hotel 5 is a hotel using humanity management, changing the traditional service model where the client is honourable but the server is modest, into a new thinking where all staff have confidence, passion, and profession to provide clients with cordial service’.* The need that employees carry this card serves as a constant reminder to maintain their professionalism, passion, and self-assurance. It is the duty of every manager to foster an environment where employees are proud to work there”.

Additionally, the interviews demonstrated that a good business culture will encourage employees to adopt a positive attitude, whereas a bad corporate culture will encourage employees to act in a bad way. According to the same manager, if the corporate culture of the hotel is positive, all the employees will be influenced by this environment to perform better. On the other hand, if a hotel gives its guests a bad experience, the guests will behave badly the hotel and this will affect repeat visit.

The responses showed that hotels’ owners typically have an impact on the corporate culture. A proactive owner can easily create a productive workplace environment. *“Our hotel is renowned for its great efficiency in our industry because of how much our management cares about efficiency”*, according to

Hotel 6's manager. *“For instance, some hotels may need two-to-three months to complete the feast hall refurbishment; nevertheless, our hotel completes the task in just 20 days. Our management establishes a schedule for everything and monitors the progress of the work in accordance with the schedule. He moves swiftly. Any manager who falls behind will probably not make it at our hotel. Three separate people in turn held the role of general manager since the previous managers could not keep up with him. The management has the moniker ‘the terminator of general managers’ as a result. Their strict requirements have bred a habit of initiative and dedication among our staff”.*

The hotel's manager advised hiring staff that identify with Hotel 6 in order to uphold corporate culture. He stated:

“My guiding philosophy is to bring on members of the team who are familiar with this property. According to theory, a group should welcome members who hold opposing views since they will encourage the group to advance. The only requirements are that the member must be aware of the organization and that all interactions with other members be kind; otherwise, the harmony of the organization will suffer. However, I do not believe that the majority of organizational members have such open minds that they can always tolerate opposing viewpoints. Therefore, we exclusively search for candidates who can fit in with this team. All of the employees in our division, especially the managers and supervisors, have an unspoken agreement as a result of the company culture. We do not need to regularly hold meetings or consult the boss for every decision because we all know how to handle and solve problems”.

By fostering a sense of pride in the company and increasing employees' confidence, Hotel 6 encourages loyalty. According to its manager, Hotel 6 has

been a top hotel in the region for many years in terms of operational performance, revenue, average room rate, and occupancy rate. *“Our staff members believe they are the greatest and are also pleased of this accomplishment. They have a sense of mission and are inclined to be more devoted to their employment as a result of such honour”.* (Participant 5)

The staff at Hotel 6 is urged to serve customers with a cheerful attitude. Its supervisor stated: *“During my 20 years of employment in this field, I discovered that the majority of hotel employees only ever complete the tasks that are given to them. They hardly ever consider how they can improve or how to perform at their very best. Without a doubt, we cannot hold them responsible since. in this field, even when you do the right or excellent thing, nobody will give you credit. Customers will assume that is your responsibility; you merely carry out your duties. However, if you make a mistake, even a small one, clients will heavily criticize you. Although this is the fate of the hospitality sector, at our hotel we actively push our staff to consider our guests and the property when making decisions.*

Our staff members actively devote themselves to the hotel as a result of the corporate culture. That could be the thing that makes our hotel run more smoothly”.

5.9.7 Physical Facilities and Renovation

Physical amenities are regarded as a crucial element in the tourism and hospitality industry due to their influence clients' first impressions. When the first impressions are favourable, it is typically simpler to fulfil or exceed customer expectations (Kuntson, 2015). Refurbishment is the act of maintaining

or enhancing the image of a tourism or hospitality facility by altering the physical product, such as by adding to, or replacing, materials and equipment, changing the facility's layout, or both (Hassanien & Baum, 2017). Many of the managers who participated in the interview stated that physical facilities and restoration are crucial to operations in the industry. Good physical amenities and routine upkeep of these facilities can guarantee on-going consumer support and boost revenue. The hotel's manager made clear the need for physical infrastructure and on-going renovations:

“A hotel is a costly purchase. Offering the best physical amenities is the best method to convince clients that their investment is justified”. (Participant 8).

Hotel 5 is well-known for being a first-rate resort. The facility management brought this up:

“Competition is based on physical facilities. The market can only be captured by hotels that are prepared to invest in physical infrastructure. The service sector differs from the manufacturing sector in several ways. Cost reduction will only minimize customer sentiment. Profits can be quickly realized with adequate physical infrastructure. The conventional wisdom that suggests performing better yields faster returns and investing too little yields no return at all should be replaced”.

The interview reveals that many visitors to a hotel do not necessarily stay there or eat there. A portion of them travel there in search of ‘freshness and fashion’. Therefore, maintaining the hotel's trendiness and consumer appeal requires continual updating of the amenities. The hotel manager reflected this as follows:

“Hardware will gradually age with time; consumer perception of freshness will inevitably dwindle; and the hotel's income and profits will decline.

As a result, physical facilities must be updated frequently.

Several multinational chain hotels with strong performance, according to the interview results, have highlighted regular remodelling as a key responsibility. In order to make the impact of such an investment clear, they will also conduct a full review prior to the makeover. As Participant 7 put it:

“As an illustration, consider the restoration of our restaurant. Our product life cycle used to last between five and eight years. However, in light of the fierce market competition, we will advise our owner to start a renovation project every three to five years. About several millions will be spent on each restoration. So that our owner understands the goal of the investment, motive, and the anticipated period to collect returns, we will scientifically examine the potentiality and growth of the business after remodelling, as part of our investment planning. We believe that the owner can only be assisted in understanding and supporting the refurbishment by 100% transparency and 100% professionalism”.

Because they cannot ‘lose face’, the participant continued, *“In fact, we rarely make mistakes”.*

The hotel's general manager added: *“Constant innovation and remodelling are essential to our company's expansion. In the past, each remodelling could boost our productivity by 35% to 40%, and the returns on investment might reach the investment's cost in 3 - 5 years. People will believe that facility always makes significant refurbishment expenditures. In fact, we rarely get our investing calculations wrong”.*

Hotels can use renovations as an opportunity to reassess their planning, get rid of old amenities, and make better use of existing amenities. For instance, the manager of Hotel 7 mentioned:

“Outdoor swimming pools were very popular some years ago, but not now patronage has gone down. Therefore, we are turning it into a pool-side restaurant and adding facilities to create an outdoor movie theatre. Now, it will be revived”. (Participant 8)

The facility managers stated that, since renovations are necessary on a regular basis, the emphasis should be placed on inventiveness rather than lavish architectural elements. The management of Hotel 6 attested to this: *“We urged our designers to utilize their imagination to make our guestrooms fashionable without the usage of really high-quality materials. We can save costs and adhere to the trend of small-scale renovations every three years and large-scale ones every five years by forgoing the use of pricey materials”.*

Hotel 7’s manager added, *“When developing our plan, we took into account the convenience of future maintenance and update. For both our restaurant and guest accommodations, we employed consistent designs, including specifications and colours. As a result, upkeep or updating may be simpler and less expensive”.* (Participant 6)

5.9.8 Barriers Confronting the Tourism and Hospitality Industry in Ghana

In the interview conducted, the majority of the participants indicated that the tourism and hospitality industry is confronted with various challenges. Among the barriers identified by the participants were: *“my facility is being challenged with access to financial resources and this has had a significant impact on my business. The authorities are demanding a lot of paper documentation before I*

can access funding, which is making the process cumbersome for me". Another participant also indicated that: "Lack of tourism knowledge is posing a lot of challenge to me. I just develop interest in tourism activities and started operating. However, this has limited my knowledge base in the industry. I think if I have a little educational knowledge on tourism it could help me in thriving well in what I do in the management of this attraction."

Participant 10 stated that: *"There is insufficient government programmes targeting the tourism and hospitality industry and even if there were some, it is skewed to a particular sector or area of political interest. This is not how to develop an industry. I think every stakeholder in the tourism and hospitality industry should be considered, else the development and success we want as a country cannot be achieved. We have come a long way for all cheap politics to destroy this wonderful industry of ours."*

Furthermore, another participant stated that there is poor infrastructure and a lack of maintenance of facilities: *"When I say poor infrastructure, I mean the transport networks leading to major tourism attractions in our region are very bad, and this does not help the tourism industry to appeal to patrons. Our roads are not in good shape, and a lot has to be done. In our part of Ghana, and at this modern world, we still do not have accessible roads from the capital towns leading to adjoining communities where these tourism attractions are located. The region appeals to many tourists. However, due to the poor nature of roads, only particular attractions are benefiting from tourist patronage."*

The interviewees also mentioned a lack of adequate, well-skilled personnel. One participant stated that *"Our industry does well with the help of skilled*

personnel. However, the industry does not most often provide quality training programmes for their staffs. Even if they do, how is it affecting the industry positively, because now and then staffs are exhibiting behaviour that does not help the industry to succeed? Some associate it with the small amount of money paid to staff in the tourism and hospitality sector”.

5.9.9 Strategies Used to Increase Profit

Participants suggested that the following can be developed to improve success in the tourism and hospitality industry:

Professionalism and skill are crucial components of reputation. It's crucial to pick the correct personnel for the task. Having said that, such dedicated individuals also have private lives; they experience illness, desire time off, or need to leave a half-hour early in order to make it to their child's recital.

Although everything is perfectly normal, as a restaurant owner you must be aware of the precise number of employees working each shift. A shift with insufficient staff members increases the likelihood of errors, which might result in negative online evaluations that could harm your reputation. Introduce a software solution for your employees' work and vacation plans, as well as last-minute alterations, to benefit both your company and your staff. Your company will operate smoothly as a result, and both your personnel and customers will be happy.

The finest formula for high income and success in the restaurant industry is to be speedy without sacrificing quality. The typical order time may be lengthy if your restaurant is crowded with travellers from around the world. To help

customers understand each dish on the menu, waiters occasionally have to go through the entire menu with them.

5.9.9.1 Measures to Increase Customer Loyalty

In response to the question posed by the researcher, participants indicated that the operators of tourism and hospitality businesses should work on first impressions: It costs much more to acquire a new client than to keep an existing, devoted client satisfied. Offer consumers the kind of service they expect and put forth your best effort each and every day.

Furthermore, another participant stated: ...communicating with customers; effective customer communications will help people remember the facility. Consumers have a limited attention span, and the tourism and hospitality facilities are in a strong financial battle. Ensure that brands, menu specials, and distinctive offerings are available every day. Mobile apps, loyalty programmes, social media, and marketing emails can all be used for this.

Also: customer service still counts. Do your study and make any necessary adjustments if different diners have varied expectations of what customer service is.

Furthermore, some participants indicated that: Learn what makes your customers tick; beyond punch cards made of paper, loyalty programmes have advanced. Through automated loyalty programmes, tourism and hospitality facilities can collect vital information to better understand patron dining habits, patterns, and purchase triggers. Customer retention strategies can be easier to implement for tourism and hospitality businesses, thanks to technology. Another participant indicated: the use of customer relationship management (CRM) software... One of the best client retention techniques for the tourism and hospitality industry is CRM software. The application will track, monitor, and organize data about customers, including contact information, purchase history, and consumer preferences, among other things. You can use this data to communicate with your customers, carry out marketing campaigns, and logically plan your menu.

5.9.9.2 Measures to Control Operational Expenses

In response to this question, the participants stated that the tourism and hospitality industry should conduct budget preparation and keep daily records.

5.9.10 The Way Forward for the Ghanaian Tourism and Hospitality Industry

Participants were asked what can be done to improve the tourism and hospitality industry in Ghana. Among the responses received were: maintaining the site, finding websites that have degraded over time, owing to a lack of maintenance. Other responses recommended preserving Ghana's soul through preserving the beauty of nature; offering all-inclusive packages; and collaborating with other neighbourhood companies to offer a nature experience, food and 'bed & breakfast'.

Other suggestions included:

Integrate culture: Ghana's past, present, and future are all centred on its culture, which is being more fully incorporated into all facets of the travel industry.

Establish a presence online and on social media. The value of having a frequently updated website and social media presence cannot be overstated. For the majority of prospective clients, that is typically the first point of contact.

5.11 Summary

This chapter focused on the results of the study. Tables and figures were used to present frequencies, means and standard deviations. Regression and analysis of variance were used to analyse the data collected from the field. With

regards to the qualitative analysis, verbatim translation was used in the study as inferences were made. It is clear that the participants have an in-depth knowledge of the tourism and hospitality industry in the Central and Western regions of Ghana and juxtapose the use of the BSC to enhance efficiency in the industry. A cross tabulation was done to assess the KSFs and the Barriers of the industry using the BSC approach. The next chapter presents the discussion of the results from the field data gathered.

CHAPTER SIX

DISCUSSION OF RESULTS

6.1 Introduction

In the highly competitive tourism and hospitality industry, measuring performance has become one of the most important elements for gaining a sustainable competitive advantage in the marketplace. Consequently, many operators in the industry, and scholars, have directed their attention to understanding how people view the tourism and hospitality industry, with the help of the BSC. However, to make organizations stand out from other competitors in the industry, a sustainable development agenda, backed by a strong management system, is becoming imperative (Ardito & Dangelico, 2018). This section discusses the results realized from the data gathered from the fieldwork. In this section, the findings from the study are compared to the findings in the literature to uncover agreement or contradictions. The discussion in the study is based on the objectives detailed in Chapter One. It considers the nature of the tourism and hospitality industry in Ghana, and the KSFs and barriers within the tourism and hospitality industry. The study also considers the performance of the tourism and hospitality industry using the BSC; strategies to improve the tourism and hospitality industry; and the way forward for the industry.

6.2 Nature of the Tourism and Hospitality Industry in Ghana

In satisfying this objective, the study found out that the industry is a service industry and depends heavily on human resources for the provision of

satisfactory or quality service. Additionally, the study revealed that the tourism and hospitality industry in Ghana is an important economic contributor to the economy. This affirms the assertion of Adu-Ampong (2018) that it continues to be a significant source of economic activity for many developing countries. Also, the findings affirm the statement that tourism has been identified as one area that can bring improvements in the services sector of the economy (World Tourism Organization Report, 2019).

The study revealed that the tourism and hospitality industry is a fast-growing industry and that it has a positive impact on those countries that develop it well. This supports the assertion of the Ghana Tourism Authority, that tourism is currently the fourth foreign exchange earner for Ghana and is expected to reach the first position in the near future (GTA, 2015). Meanwhile the tourism and hospitality facilities in the central and western region of Ghana have demonstrated that the industry has taken a step ahead of other sectors despite the impact of the novel coronavirus pandemic. Shocks were felt, but the industry has started improving, with the help of technology, dedicated personnel in the industry, and innovative ideas.

The study has found that the operators in the tourism and hospitality sector benefit from revenue flowing into their facilities, which helps in reducing household poverty. This finding shows that the tourism and hospitality operators earn income from their businesses, thus helping to reduce the poverty rate and household vulnerability of communities (GTA, 2019).

The study also revealed that the tourism and hospitality industry does not rely on public sector investment, but rather on the private sector. This finding

supports the assertion of the WTO (2019), that tourism and hospitality businesses which are classified as small business do not, traditionally, rely on public funds, resulting in a lack of accountability and few regulations which require compliance.

6.3 KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach

In the study, it was revealed that there are various success factors in the tourism and hospitality industry, including strategic planning; financial issues; marketing issues; and human resource management. With regards to the strategic planning aspect of the KSFs identified in the tourism and hospitality industry, the study revealed that the majority of the participants were aware of the value of proactive strategic planning, which involves choosing a strategic business opportunity to pursue. However, the fact that customers will not pay for services and amenities they do not require and desire may be the reason for this high response rate from responders. Rather, customers pick goods that are affordable, and services and amenities that cater to their needs and preferences. The findings from the study support the assertion that tourism and hospitality facility strategies should ensure that the businesses flourish (Digman, 2018). Khan and Naeem (2018) regarded the KSFs of the tourism and hospitality industry as what the organization must accomplish in order to achieve its mission, through the examination and categorization of the impacts. Therefore, it is evident from the study that the tourism and hospitality industry in Ghana, specifically in the Central and Western regions, can boast of some key successes when it comes to their strategic planning efforts to be in business

and competitive in the market. Strategic aspects, such as meeting the needs of customers, setting ethics for the business, and analysing the environmental factors, have been revealed as the most important strategic planning activities that in the industry.

The study showed that the identification of KSFs led to several advantages for both tourism and hospitality businesses; affirming the assertion of Ferreira and Fernandes (2015) that KSF benefits include efficient allocation of resources; correct positioning; increased success; and quality management. Therefore, the identifying KSFs benefits all the various stakeholders, including the government agencies; local authorities; community residents; and tourism professionals . In a study of the literature, it became evident that more emphasis was placed on some of these benefits. These benefits may include effectiveness, growth and development and positioning.

In the study, participants disclosed that tourism and hospitality businesses thrive as effective organizational goals are achieved. This supports the definition of the Smith (2021), that effectiveness is defined as the degree to which objectives are achieved and the extent to which targeted problems are solved. Considering this definition, things that must be done well, or in the right in order to ensure success, for the business to flourish, and to fulfil management's goals, were outlined.

The study also reveals that there was growth and development in the industry. Participants noted that the tourism and hospitality industry in Ghana has gone through various phases in its development, which can be attributed to the successes achieved in the industry. The tourism and hospitality industry in

Ghana has developed to the point where there is now more investment in the sector. This agrees with the observation of Thompson (2023) that growth may take place organically, by investing in resources to develop new competencies and capabilities and open up new market opportunities; but this can take time

The study also found that the tourism and hospitality facilities in the Central and Western regions of Ghana have positioned themselves in a way that attracts more visitors, despite the novel coronavirus which hampered the industry between 2019 and 2020. The industry has become competitive. This statement supports Jones *et al.* (2015), that the positioning of tourism and hospitality facilities includes improving the congruence between brand identity and brand image. Also, Porter (1980) postulates that if positioning is performed effectively, it may be a source of competitive advantage to those facilities; and by knowing what the KSFs are, positioning can be carried out accordingly, and thus be more effective.

Concerning the financial aspect of the KSFs in the tourism and hospitality industry, the study found that there were returns on investment and yield maximization. This supports the assertion of Denton and White (2020), that considering return on assets; personnel cost ratios; revenue growth rates; returns on investment; revenue from new customers; group revenue growth rates; service cost reduction; and net profit ratios help in determining the performance of businesses in the industry.

6.4 Barriers within the Ghanaian tourism and hospitality industry using the BSC approach

Like any other sector, the tourism and hospitality industry is challenged by a number of factors. The present study revealed that there was lack of adequate and quality skilled personnel. These findings support the report of the GTA (2019) that one of the most pertinent problems in the tourism and hospitality industry in Ghana is the general lack of skilled personnel in various positions. Although the comparatively bigger hotels and tourism facilities employ highly trained and skilled personnel in management, marketing, and food and beverage provision, to take care of the operations of these facilities, the very small ones usually pay less attention to this detail and this affects employees' interpersonal relationships with guests/customers; they have less marketing and technical know-how, and general management becomes a problem.

Furthermore, the study showed that there was inadequate investment in the tourism and hospitality industry, affirming the assertion of the GTA (2019) that, when the industry is attractive enough, a lot of foreign investors will be eager to invest in the sector. In some other countries across Africa, the influence of investment in the tourism and hospitality industry by the individual governments, as well as by foreign chains, is visible in the growth and development of these industries.

In addition, the current study revealed that there was poor infrastructure and a lack of proper maintenance. According to the GTA (2019), maintenance is Africa's biggest problem when it comes to tourist attractions and hotels. Africans are always very good at starting projects, building exquisite structures, and

setting up brands and businesses. However, the regulatory authority of tourism- and hospitality-related activities in Ghana has identified that the poor maintenance culture that exists in Africa, and specifically in Ghana, hampers the growth of the industry. After starting well, the maintenance of infrastructure becomes a problem and makes it difficult for the industry to grow, as more investors are then afraid to put in more money; and a lot of money is also spent on repairing or reconstruction (GTA, 2019), affirming the finding of the study.

The study also discovered that there is significant spending at tourism destinations, which confirms the statement that, when tourism blossoms, the hospitality industry benefits the most, as more and more foreign visitors visit the country and utilize hotels, to benefit the hotel industry (GTA, 2019). Unfortunately, the study found that Ghana is a high-cost tourism destination, with relatively high airport, resulting in high air fares. High fuel prices and other operational costs also make transportation very costly, and this deters travellers from coming to Ghana or staying for long, which is bad for the tourism and hotel business.

The study also revealed that there were managerial barriers in the tourism and hospitality industry in Ghana. It was disclosed that there were challenges in human resource management. The tourism and hospitality industry relies on human resources to provide quality service to customers. However, customer tastes and preferences change all the time. This challenges the tourism and hospitality industry, and perhaps service delivery may be compromised and customers may not be completely satisfied.

Furthermore, the study disclosed that the management of information technology was a challenge in the industry. This implies that, now that information technology is used in the industry, some operators in the industry do not have the requisite skills and ability to apply the technology. Also, the acquisition of the new technology used in the tourism and hospitality industry is expensive and needs a financial input from the facility owners or operators. This sometimes poses a challenge to the businesses. In the modern world, technology is driving the industry, and operators need to catch up with the advances.

The study also indicates that the leadership in the tourism and hospitality industry becomes a challenge in itself. Leadership is important for achieving organizational goals and implementing organizational change smoothly and successfully (Grant, 2016). Leadership in the tourism and hospitality industry plays a vital role in establishing direction, promoting change, and implementing organizational change in an organization. Based on empirical evidence, Balogun and Hailey (2016) found that one of the most important reasons for failure to implement plans in an organization or businesses, leading to an inability to succeed, is the lack of strong leadership. Leaders help employees build the capabilities and skills necessary for providing quality and satisfactory service (Vakola & Nikolaou, 2018). Leaders also inspire and motivate employees to understand the need for excellent service in tourism and hospitality businesses (Thomas & Long, 2020).

6.5 Strategies for Improving Success in the Tourism and Hospitality Industry using the BSC

This study found that there were a lot of factors affecting the growth of the tourism and hospitality industry in Ghana, especially facilities in the central and western regions. The study found that there are strategies to overcome the challenges identified in the tourism and hospitality industry, within the short, medium and long term. The study found that there should be an intentional investment by the central government. This supports the assessment of the GTA (2019), that government needs to invest more funds into the training of skilled personnel; as well as reducing taxes on fuel, airport taxes and other taxes that affect travellers. The study also postulates that private brands must take steps to ensure a culture of maintenance. If everyone plays their part, the tourism and hospitality industry will develop into a more profitable industry than it is now.

The study disclosed that access roads leading to the tourism and hospitality facilities are to be developed to foster success in the industry. A tourism and hospitality industry without accessibility cannot prosper. Access to a good road network is vital for tourists, customers and employees or employers.

Furthermore, the study revealed that employee participation in decision making should be developed to increase success in the tourism and hospitality industry. These strategies, identified by the participants, indicate that decisions should be taken across board, with everyone's input. Involving employees in decision-making means that their demands are factored into the development of organizational goals and objectives that may help in the provision of satisfactory

and quality service to customers. Whenever employees are involved in decision-making, they feel they are part of the business, and will give their all to achieve organizational goals.

In addition, the study found that capacity building was undertaken. Capacity building can be seen as the process of building an organization's strength and resilience, which are vital for its health and continuity. Capacity is the measure of a business's ability to fulfil its stated mission and involves a mix of strong management practices and regular assessment techniques to ensure strong foundations. In principle, capacity building helps the tourism and hospitality businesses to determine which processes to focus on and which to let go of. Without it, resources can be risked, and efforts wasted, focusing on operations without a strong foundation. This can result in instability within the industry, leading to negative results, such as poor communication within the facility's hierarchy. A lack of capacity-building initiatives leads to profit losses, instability and potential failure when difficult times, such as recessions, arise. There should be leadership capacity, resiliency capacity, management capacity and technical capacity in the tourism and hospitality industry in order to achieve organizational goals and strategies.

The study also showed that skilled workers were available. Skilled workers are those who have the competencies and the ability to deliver the needs and wants of customers. Looking at the availability of skilled labour, Muehlemann and Strupler (2015) postulate that recruitment costs increase when firms need to put more effort into finding suitable employees in a tight local labour market.

Muehlemann and Pfeifer, (2016) found a similar result in the search-cost component of hiring in Germany.

With regards to strategies developed to increase profit, the study revealed that quality services were provided to the customers, and the employees provided satisfactory service because of the measures put in place by the facility. This, however, implies that the tourism and hospitality facility gets returns, in terms of profit accrued, over the period of service delivery.

6.6 The Performance of the Tourism and Hospitality Industry using the BSC

The tourism and hospitality facilities in the Central and Western regions of Ghana have implemented the BSC, with the financial perspective being the most implemented. The tourism and hospitality facilities have applied the financial perspective; as well as the customer, internal business and innovation and growth perspectives, to a lesser degree. Participants used financial measurements, like accurate financial reporting, revenue growth, yield maximization and cost control, to a large extent. The researcher concurs with Grant (2016), who stated that BSC is used by firms for strategic and performance measurement.

Firms have implemented customer perspectives of the BSC in the measurement of financial performance to a large extent. These include customer retention/repeat sales; response to customers; and customer satisfaction. Guerras-Martin *et al.* (2014) found that businesses implemented the customer balanced scorecard perspective, among others.

Firms have implemented the internal business process through applying consistent service standards, hygiene and cleanliness and quality standards, and ensuring the appearance of facilities is attractive. These findings concur with those of Ronda-Pupo (2015), who found that other organizations have adopted the balanced scorecard as a strategic management tool for communicating, implementing, monitoring and evaluating strategy.

The implementation of BSC leads to increased profitability for a firm, and increased liquidity in the firm. The focus on customers has improved the financial performance of firms. Similarly, Ronda-Pupo (2015) found that customer satisfaction and efficient internal processes play a crucial role in an organization's performance.

The study found that that BSC implementation, through capital structure, access to credit and firm size, affects the financial performance of firms to a great extent. The study further established that the financial performance of their facilities is satisfactory and the liquidity of their firms has been increasing in the last three years. The findings concur with those of Kenworthy and Verbeke (2015), who noted that the BSC improves an organization's' operation.

6.7 The Way Forward for the Ghanaian Tourism and Hospitality Industry using the BSC

The participants of the study stated that customer service remains an integral part of delivery in the tourism and hospitality industry. Customers at the tourism and hospitality facilities recently launched its remarkable experiences programme, intended to differentiate the area as a destination in a global market filled with competitors. Successful execution of this strategy will

depend on how well employers and their staff provide quality customer service, focusing on the importance of the 'human element' in the visitor experience (Moulin, 2017). A similar finding emerged from a roundtable discussion held between tourism and hospitality educators and industry professionals, where the main topic raised by employers was the need for new tourism professionals to learn customer service skills, and to continue to hone this over time. In all groups, across all sectors, many students and graduates were found lacking in these skills (Buhalis & Main, 2018). For this reason, customer service issues, including quality of customer service; key challenges and benefits to employers and employees; the concept of customer orientation; and ways to recover when service interactions go wrong, should be encouraged and acted upon by the industry players.

The study indicates that, to increase profit, commitment to quality customer service has been adopted. Quality customer service includes the experience of feeling valued or heard. Sometimes it is an intangible component of why a customer/visitor/guest may prefer one tourism or hospitality provider over another. There is something about quality customer service that is often difficult to identify – but it is there. It is a critical factor for tourism success, both as a means of satisfying ever-increasing customer expectations, and as a way to achieve business profitability (Luo *et al.*, 2022).

Training is critical to ensuring quality service and meeting these objectives (Luo *et al.*, 2022). On a global scale, Canada ranks high in human resources capabilities. Unfortunately, due to the seasonal nature of many tourism and hospitality positions, and limited access to affordable and accessible training,

the industry is not always able to take advantage of this position (Moulin, 2017), as it can be difficult to attract, train, and retain reliable and qualified staff year-round.

The study revealed that customer orientation was used to increase profit in the tourism and hospitality industry in the central and western regions in Ghana. Customer orientation can be defined as the set of activities, behaviours and beliefs that place a high priority on customers' interests and continually create superior customer value" (Kim, 2020). Without specific training in customer orientation, even when staff possess favourable traits, it may not be possible to guarantee pleasant client engagements (Kim, 2020).

The GTA (2019) asserts that only customer service can set a company apart from its rivals in the eyes of the consumer. Building a general customer-oriented company may help a business better satisfy customer expectations, even when various talents are required for different customer service professions. Encouraging tourism and hospitality personnel to obtain industry certifications may be one strategy to ensure quality service. In addition, businesses have the option of implementing measures to gauge customer happiness, such as the SERVQUAL approach, which contrasts customers' perceptions of quality with their expectations (GTA, 2019). Under the SERVQUAL model, the five dimensions of service are:

- Reliability: When the quality and degree of service are reliable,
- Assurance: This can be found in the staff's expertise, civility, and capacity to inspire confidence.

- Tangibles are the organization's physical facilities, equipment, and staff appearance.
- Empathy is the level of caring, individualized attention that the organization's staff provides to its customers.
- Responsiveness refers to the staff's willingness to assist customers and provide prompt service.

The participants also stated that tourism and hospitality facilities in the central and western regions of Ghana exceeded expectations, with excellent service. Meeting client expectations was mentioned as a key component in boosting profits in the tourism and hospitality sectors. To be successful, a company must not only meet, but also surpass, customer expectations. Outstanding service does not always call for a lot of money, time, or resources. People frequently remember the little things, the particular care from staff, and the customized touches the most. There is no secret to providing exceptional service. The kind of customer, the purpose of their visit, and the items they value, will all be factors. Finding ways to give extraordinary service involves support from management, excellent observation skills, and a commitment to 'go the extra mile' (GTA, 2019).

Providing good service is about knowing, recognizing, and anticipating the needs of clients and working hard to fulfil or surpass them. Make eye contact, smile, extend a warm greeting, and use the customer's name. These are the fundamentals of customer service. These straightforward activities demonstrate to clients how important they are (to the company), and how eager the staff is to assist them. A company needs to be on the lookout for chances to deliver exceptional service if it wants to surpass expectations (WTO, 2013)

6.8 Summary

This chapter discussed the results of the analysis of the field data. It underscored that tourism and hospitality facilities in the Central and Western regions of Ghana were small- and medium-scale business which do not rely on public funds, but which are nevertheless growing. The study identified the KSFs relevant to the sector as strategic planning; financial issues; marketing issues; and human resource issues. Furthermore, a lack of skilled personnel to occupy high positions in the industry; inadequate investment; poor infrastructure; and lack of proper maintenance, was some major barriers identified in the chapter.

With regards to the performance of the BSC approach, the financial perspectives were mostly used, coupled with customer service. Again, the strategies for improving success in the industry were identified as an investment by the government, skills training, and the provision of access roads.

CHAPTER SEVEN

SUMMARY OF KEY FINDINGS

7.1 Introduction

Chapter 6 presented the discussion of the results of the study. Chapter 7 provides a summary of the research undertaken. The chapter focuses on how the primary and secondary research objectives were realised. Furthermore, it provides the tourism and hospitality industry in Ghana with suggestions regarding the state of the industry; KSFs; barriers in the industry; the performance of the industry using the BSC; strategies to improve success in the industry; and the way forward for the industry.

7.2 Nature of the Tourism and Hospitality Industry in Ghana

The study revealed that:

- The majority of the participants (40%) self-funded their businesses in the initial stages.
- For 43%, their current source of funding was from the sales made operating their businesses.
- The majority of the participants (64%) were sole proprietors.
- Most of the participants (54%) indicated that their businesses were funded by themselves on a day-to-day basis.
- A substantial number of participants indicated that tourists often patronize their products and services often.

- For 43%, their average weekly or monthly income was between GH¢100 and GH¢149
- Of the participants, 40% indicated that their businesses provided services.
- Many of the participants (41%) indicated that they entered into business to provide a livelihood.
- Most of the participants (83%) indicated that their raw materials were local products.
- Many of the participants (43%) employ 4 – 6 employees.
- More than half of the population sampled (51%) had not registered their businesses.
- Of the participants, 57% indicated that they do not rely on public funds.

7.3 The Key Success Factors (KSFs) in the Ghanaian Tourism and Hospitality Industry using the BSC

The study revealed that there were KSFs within the Ghanaian Tourism and Hospitality industry, specifically in the Central and Western regions. The study identified several KSFs in the tourism and hospitality sector in Ghana. These are the services and facilities provided by the tourism and hospitality establishments to meet the needs of the customers. It was seen that the establishments set ethical standards to govern their operations. With regards to financial issues, it was revealed that the tourism and hospitality establishments developed cash operating budgets, as well as expected turnover budgets.

Concerning marketing, the study revealed that advertising was ranked as the most important. This was followed by positioning the business in the marketplace, along with efficient public relations. Participants indicated that recruitment was important, ensuring the right people and at the right time.

7.4 The Barriers within the Ghanaian Tourism and Hospitality Industry using BSC approach

The research revealed that there was a human resource management challenge confronting the tourism and hospitality industry in the Central and Western regions of Ghana. In addition, the issue of information technology management was a barrier to the industry, coupled with financial and accounting challenges. Furthermore, the study revealed that there was high labour turnover. The tourism and hospitality industry are such that staff leave the job for many reasons, which might include their wages and the working conditions.

In addition, the study revealed that there were marked seasonality issues in the industry, and the industry is characterized by issues arising from the peak and off-peak seasons. These seasons affect the industry inasmuch as the operators try to minimize the adverse impact on the businesses and occupancy rates.

7.5 Strategies to Improve Success in the Tourism and Hospitality Industry

In the study, it was revealed that strategies had been put in place to solve identified challenges in the tourism and hospitality industry in the Central and Western regions in Ghana, within the short, medium and long term. The central government was to provide intentional investment to practitioners in the industry to boost the morale of industry players.

It was also disclosed that access roads leading to the tourism and hospitality facilities were to be developed to support the industry. The study shows that, without accessibility, the tourism and hospitality industry struggles. Also, employee participation in decision-making should be developed to increase success in the tourism and hospitality industry

The study indicates that there should be capacity building to build an organization's strength and resilience, which are vital for its health and continuity. Capacity is a measure of a business's ability to fulfil its stated mission and involves a mix of strong management practices and regular assessment techniques to ensure strong foundations

7.6 Performance of the Tourism and Hospitality Industry using the BSC

The BSC has been widely utilized by tourism and hospitality businesses. The most-used perspective is the financial one. The research found that participants rely heavily on the following financial performance indicators: net operating income; revenue growth; cash flow; and costs. Facilities in the tourism and hospitality industries have largely incorporated client perspectives. These include customer reactions; customer returns; and new customer acquisition. The businesses adopted learning and development components related to the use of technology; employee attitudes and performance; regular employee training; and skills.

Implementing a BSC increases a company's profitability and liquidity, according to the findings of the study. It was clear that focusing on the needs of the customer has also improved tourism and hospitality establishments' financial performance; which has also been improved by innovation within the industry.

According to the research, firms' performance has improved as a result of the implementation of cost management measures.

Financial performance was a major challenge, even though it was generally satisfactory. Profitability had increased over the previous three years, and firms' liquidity had improved. Participants indicated that BSC implementation; yield management; access to credit; and return on investment had a significant impact on financial performance.

7.7 The Way Forward for the Ghanaian Tourism and Hospitality Industry using the BSC

The study revealed that customer service remains an essential part of delivery in the tourism and hospitality industry. Employees at the tourism and hospitality facilities are to differentiate the area of specialization in a global market which is filled with competition.

Findings that emerged from a roundtable discussion held between tourism and hospitality educators and industry professionals indicated that the main topic raised by employers was the need for new tourism professionals to learn customer service skills and to continue to hone them over time. For this reason, customer service issues, including quality of customer service; key challenges and benefits to employers and employees; the concept of customer orientation; and ways to recover when service interactions go wrong, should be encouraged and acted upon by the industry players.

The study shows that, to increase profit, the concept of quality customer service was adopted. Quality customer service leads to the experience of feeling valued

or heard. Encouraging tourism and hospitality personnel to obtain industry certifications was one strategy to assure quality service. Additionally, businesses have the option of implementing measures to gauge customer happiness: the SERVQUAL approach.

7.8 Summary

In summary, this chapter focused on the findings from the fieldwork with regards to the nature of the tourism and hospitality industry in Ghana. It was seen that the industry was dominated by small and medium size businesses. Also, the barriers in the industry were revealed through the fieldwork, whereas the KSFs were identified during the study. These identified factors have helped the economy of Ghana grow in terms of GDP. Using the BSC in the tourism and hospitality industry, it was seen that the financial and customer perspectives were the most-used approaches in the industry, although internal processes and the growth perspectives were also vital. The BSC approach helps to measure the financial and non-financial performances of the tourism and hospitality industry. Concerning the strategies to improve success in the industry and the way forward, it was revealed that the BSC could be used, along with capacity building; and training of employees could be implemented.

CHAPTER EIGHT

CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This chapter concludes the study. The conclusions are drawn based on the findings of the study. The contribution of the study to knowledge is also presented in this chapter. This is followed by recommendations made for enhancing and improving the use of BSC in the tourism and hospitality industry in the Central and Western regions of Ghana.

8.2 Conclusions

8.2.1 Nature of the Tourism and Hospitality Industry in Ghana

It was concluded that the critical role of the tourism and hospitality industry in Ghana's economy, highlighting its status as a service-oriented sector that is heavily reliant on human resources to deliver quality service. The industry not only contributes significantly to economic activity but also emerges as a vital area for enhancing the services sector. As a rapidly growing sector, tourism and hospitality positively impact nations that effectively nurture it, as evidenced by Ghana's experience where the industry has become a leading foreign exchange earner. Despite the challenges posed by the novel coronavirus pandemic, the sector has shown resilience and adaptability through technological advancements, dedicated personnel, and innovative approaches.

Moreover, the study reveals that revenue generated within this industry plays a crucial role in alleviating household poverty, showcasing the financial benefits

that operators and local communities derive from tourism activities. Interestingly, the industry's growth and development are driven predominantly by private sector investment rather than public funds, leading to a landscape characterized by less regulatory oversight and accountability. Overall, the findings illuminate the transformative potential of the tourism and hospitality sector in fostering economic growth, reducing poverty, and propelling Ghana towards a promising future in the global tourism arena.

8.2.2 KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach

This study highlights the critical success factors (KSFs) in the tourism and hospitality industry, specifically focusing on strategic planning, financial management, marketing, and human resource management. It reveals that proactive strategic planning is highly valued by industry participants, who recognize the importance of selecting strategic business opportunities that align with customer needs and preferences. The study confirms that tourism and hospitality businesses thrive by meeting customer demands, setting ethical standards, and analyzing environmental factors, thereby ensuring their competitiveness and sustainability.

The identification and implementation of KSFs confer numerous benefits, such as efficient resource allocation, improved positioning, increased success, and quality management. These benefits extend to various stakeholders, including government agencies, local authorities, community residents, and tourism professionals, fostering overall industry growth and development. Participants indicated that achieving organizational goals effectively is crucial for business

success, underscoring the importance of focusing on activities that ensure objectives are met and targeted problems are resolved.

Furthermore, the study notes significant growth and development within Ghana's tourism and hospitality sector, attributed to strategic successes and increased investment. The industry has evolved through various developmental phases, demonstrating resilience and adaptability, particularly in the Central and Western regions. Despite challenges posed by the COVID-19 pandemic, these regions have successfully positioned themselves to attract more visitors, enhancing their competitive edge.

Financially, the study found that the industry benefits from substantial returns on investment and yield maximization, which are key indicators of performance and success. Effective financial management practices, such as monitoring return on assets, personnel cost ratios, revenue growth rates, and net profit ratios, are essential for sustaining profitability and growth.

8.2.3 Barriers within the Ghanaian tourism and hospitality industry using the BSC approach

It was concluded that the tourism and hospitality industry in Ghana faces a myriad of challenges that impede its growth and development. The study highlights a critical shortage of adequately skilled personnel, particularly in smaller establishments, which affects service quality and operational efficiency. While larger hotels and tourism facilities employ highly trained staff, smaller ones often neglect this aspect, leading to poor customer relations, inadequate marketing strategies, and subpar management practices.

Moreover, the industry suffers from insufficient investment, which is crucial for its expansion and improvement. The lack of attractiveness to foreign investors, compared to other African nations where government and international investments are visibly driving growth, underscores the need for a more inviting investment climate in Ghana's tourism sector. This includes improving infrastructure and maintenance, as the study confirms that poor maintenance practices severely hamper the industry's progress. Although projects often start well, the neglect in upkeep discourages further investment and leads to significant repair costs.

Additionally, the study identifies high costs associated with tourism in Ghana as a deterrent for potential visitors. High airport fees, fuel prices, and overall transportation costs make Ghana an expensive destination, limiting the length of stays and reducing the influx of tourists. This economic barrier is detrimental to the hospitality sector, which thrives on the spending of foreign visitors.

Managerial barriers also pose significant challenges. The industry struggles with effective human resource management, particularly in adapting to the constantly changing preferences and tastes of customers. This issue extends to the management of information technology, where a lack of requisite skills and the high cost of acquiring new technologies hinder the ability of operators to stay competitive and meet modern standards.

Leadership within the tourism and hospitality industry is another critical area of concern. Effective leadership is essential for achieving organizational goals, driving change, and fostering a culture of excellence. The study indicates that the absence of strong leadership often results in the failure to implement plans

and achieve success, underscoring the importance of leadership in motivating employees and ensuring quality service delivery.

In summary, addressing these multifaceted challenges requires a concerted effort to enhance human resource capabilities, attract more investment, improve infrastructure maintenance, manage costs effectively, and strengthen leadership. By tackling these issues, Ghana's tourism and hospitality industry can realize its potential, contributing more robustly to the national economy and establishing itself as a competitive player in the global market.

8.2.4 Strategies for Improving Success in the Tourism and Hospitality Industry using the BSC

This study sheds light on the numerous of factors influencing the growth of the tourism and hospitality industry in Ghana, particularly within the central and western regions. Through careful examination, strategies to overcome these challenges have been identified, spanning short, medium, and long-term approaches. One significant recommendation is the necessity for intentional investment by the central government, echoing the call by the GTA to allocate more funds towards skilled personnel training and reducing burdensome taxes on fuel and airport travel, which directly impact tourists and businesses alike. Moreover, the study underscores the importance of private brands taking proactive measures to instill a culture of maintenance, emphasizing that collective efforts from all stakeholders are pivotal for industry advancement.

Accessibility emerges as a critical factor, with the development of access roads deemed essential for the prosperity of tourism and hospitality facilities. Without efficient transportation infrastructure, the industry's potential remains

constrained. Employee participation in decision-making processes is also highlighted as a key strategy for success. Involving employees in organizational decision-making fosters a sense of ownership and commitment, ultimately enhancing service delivery and customer satisfaction.

Capacity building emerges as a fundamental aspect for organizational resilience and sustainability. Strengthening leadership, management, and technical capacities within the industry is vital for achieving organizational goals and weathering challenging times effectively. The availability of skilled workers is noted as advantageous, although recruitment costs may increase in tight labour markets, emphasizing the importance of nurturing talent pipelines.

Furthermore, strategies aimed at increasing profitability revolve around providing quality services to customers and ensuring employee satisfaction. The study suggests that these measures contribute to the generation of returns over time, highlighting the symbiotic relationship between service excellence and financial success in the tourism and hospitality sector.

8.2.5 The Performance of the Tourism and Hospitality Industry using the BSC

The implementation of the Balanced Scorecard (BSC) within the tourism and hospitality facilities in Ghana's Central and Western regions has yielded notable results, with the financial perspective being the most emphasized. Participants have effectively utilized financial measurements such as accurate financial reporting, revenue growth, yield maximization, and cost control to gauge performance, aligning with Moulin's assertion that the BSC serves as a strategic tool for performance measurement.

Furthermore, firms have successfully incorporated the customer perspective of the BSC, focusing on metrics like customer retention, response to customers, and overall satisfaction. This emphasis on customer-centric strategies mirrors findings by previous researchers, affirming the importance of customer satisfaction in driving financial performance.

Similarly, the internal business process perspective has been addressed through the implementation of consistent service standards, hygiene and cleanliness protocols, and maintaining attractive facilities. These efforts align with the strategic management principles of communicating, implementing, monitoring, and evaluating strategy, as observed in previous studies.

The study reveals that BSC implementation has positively impacted profitability and liquidity within the firms, with a particular focus on customer satisfaction and efficient internal processes driving overall performance. These findings echo previous insights, highlighting the pivotal role of customer satisfaction and internal processes in organizational performance.

Moreover, the study underscores the significant influence of BSC implementation on financial performance, including capital structure, access to credit, and firm size. It further establishes that the financial performance of the facilities is satisfactory, with increasing liquidity over the past three years. These outcomes align with previous research, emphasizing the BSC's role in enhancing organizational operations and performance.

In summary, the successful implementation of the Balanced Scorecard has not only facilitated strategic performance measurement but has also contributed to improved financial performance and operational efficiency within the tourism

and hospitality sector in Ghana. Moving forward, continued emphasis on BSC principles and strategic management practices will be essential for sustaining and further enhancing industry performance and competitiveness.

8.3 Contribution to Knowledge

Firstly, by examining the implementation of the Balanced Scorecard (BSC) within tourism and hospitality facilities in Ghana, the study offers valuable insights into how this strategic management tool is applied in real-world contexts within the industry. This provides practitioners with practical examples and lessons learned that can inform their own BSC implementation efforts.

BSC is an all-inclusive framework of decisions and actions that results in the development and application of strategy designed to achieve the organization's goals (Singh & Arora, 2018). Traditionally, organizations have been considered as money-making machines. Therefore, all strategies revolved around financial considerations. To make organizations stand out from the competition, a sustainable development agenda, backed by a strong management system, is now becoming most important (Ardito & Dangelico, 2018). While the BSC approach is used in many businesses around the globe, little has been published on the use of BSC in the tourism and hospitality industry in Ghana. This study, therefore, serves as an addition to the number of studies that have used BSC globally, with Ghana at the focus of this study.

Many theories were introduced and research undertaken to measure performance. Initially, these theories and approaches were borrowed from different disciplines to streamline the process (Furrer *et al.*, 2008; Guerras-Martin *et al.* 2014). Journals like the Academy of Management Journal and the

Strategic Management Journal played an important role in the late 1980s to enhance the knowledge in related fields and strengthen the research and practice in the field of management (Guerras-Martin et al. 2014). Two additional factors contributed to the evolution of the field of tourism and hospitality. Firstly, the heterogeneous and epistemological perspectives have influenced the nature of strategic management systems and the nature of the subject in enriching academic knowledge.

This study also contributes to the theoretical orientation of KSFs and the BSC in Ghana and the literature related to the tourism and hospitality industry, which addresses some relevant concepts, such as profit making, branding, marketing and the enhancement of employee and customer perspectives about the industry.

In this study, the tourism and hospitality industry was assessed using the BSC approach. The results of the study demonstrate that all four perspectives of the BSC: the financial; customer; internal business process; and learning and growth have parallel relationships for holistic organizational performance and results. This has also brought to the fore that the BSC is a good strategy to adopt in the tourism and hospitality industry in the Central and Western regions of Ghana to measure the industry. This is supported by previous empirical studies on BSC (Luo et al. 2022).

The results of the study also provided baseline data that can, over time, assist other researchers to appreciate and assess the tourism and hospitality industry in Ghana using the BSC approach. It also provides an empirical basis for effective measurement of the tourism and hospitality industry's KSFs and contributes to the scholarly debate in tourism and hospitality literature.

Moreover, through its findings on customer-centric strategies such as customer satisfaction measurement and retention efforts, the study highlights the importance of prioritizing the customer experience in driving financial performance within tourism and hospitality facilities. This underscores the significance of customer-focused initiatives in enhancing competitiveness and sustainability.

Furthermore, the study provides insights into the internal processes of tourism and hospitality facilities, including service standards, hygiene protocols, and facility maintenance. By emphasizing the importance of optimizing internal processes for operational efficiency and guest satisfaction, the study offers practical guidance for improving organizational performance.

After analyzing the data, a link between the four perspectives was established. The implication from the regression equation is that, in the absence of financial; customer; internal; and learning and growth processes, the performance of the tourism and hospitality industry is -1.662, indicating a negative trend. Also, by holding customer care, internal processes, and learning and growth processes constant, a 1% increase in the implementation of financial perspectives will increase performance in the tourism and hospitality industry by 76.8%.

8.4 Recommendations

The researcher proposed the following recommendations per the objectives of the study.

8.4.1 Nature of the Tourism and Hospitality Industry in Ghana

Based on the findings presented in the study, several robust and practical recommendations emerge to further enhance the tourism and hospitality industry in Ghana.

Firstly, there is a critical need for the Government and other agencies to invest in human capital development within the sector. Given its heavy reliance on skilled personnel for service provision, continuous training and capacity-building programs are essential. Initiatives should focus on improving skills, knowledge, and professionalism among industry professionals, particularly in areas such as customer service, management, and technology utilization.

Secondly, promoting sustainable growth strategies is paramount. The industry must balance economic growth with environmental and social considerations. This involves adopting practices that are environmentally responsible, culturally sensitive, and socially inclusive to ensure long-term sustainability and minimize negative impacts on communities and ecosystems.

Thirdly, fostering public-private partnerships can leverage resources and expertise for industry development. Collaboration between the public and private sectors can facilitate infrastructure development, marketing campaigns, and policy initiatives aimed at promoting tourism growth while ensuring accountability and compliance with regulations.

Harnessing technology for innovation is another crucial recommendation. Embracing technological advancements can drive innovation and enhance operational efficiency within the industry. Digital platforms for marketing, distribution, and customer engagement, as well as technology-enabled

solutions for service delivery and management, should be explored and implemented.

Strengthening destination management practices is essential for optimizing the visitor experience and maximizing the economic benefits of tourism. Coordinated efforts to develop and maintain tourism infrastructure, improve accessibility, and diversify tourism offerings can enhance the attractiveness of Ghana as a tourism destination.

Supporting small and medium-sized enterprises (SMEs) operating within the tourism and hospitality sector is also vital. Providing access to financing, capacity-building programs, and business development services can enhance the competitiveness and sustainability of SMEs, driving economic growth and creating employment opportunities.

Promoting responsible tourism practices is imperative for sustainable industry development. Initiatives that prioritize environmental conservation, cultural preservation, and community engagement are essential. Responsible tourism practices can minimize the industry's ecological footprint, support local communities, and promote cultural authenticity.

Enhancing market competitiveness through improved marketing efforts, diversification of tourism products, and targeting niche markets is crucial. Branding initiatives, market research, and promotional campaigns can position Ghana as a desirable and competitive tourism destination, attracting a diverse range of visitors.

Ensuring regulatory compliance is essential to maintain industry standards, safety regulations, and ethical practices. Strengthening regulatory frameworks

and enforcement mechanisms can safeguard consumer rights, ensure quality standards, and promote industry professionalism.

Finally, establishing mechanisms for monitoring and evaluating industry performance is essential. Regular data collection, performance indicators, and stakeholder feedback mechanisms can assess the effectiveness of industry initiatives and interventions, guiding decision-making and ensuring continuous improvement.

8.4.2 KSFs of the Ghanaian tourism and hospitality industry in relation to BSC approach

Based on the findings of the study, several practical recommendations can be made to further enhance the success and competitiveness of the tourism and hospitality industry in Ghana.

Firstly, enhancing strategic planning and implementation is crucial. Businesses should conduct regular market research to understand evolving customer preferences and trends. This will enable them to tailor their services and amenities to meet customer demands more effectively. Additionally, diversifying offerings by developing various tourism packages, such as eco-tourism, cultural tourism, and adventure tourism, can attract a broader range of visitors and ensure a wider market appeal.

Strengthening financial management practices is another key recommendation. Tourism and hospitality businesses should implement robust financial management systems to optimize resource allocation, focusing on reducing service costs without compromising quality and maximizing returns on investment. Investing in technology can streamline operations, enhance

customer experiences, and improve operational efficiency. This includes the adoption of digital booking systems, customer relationship management (CRM) tools, and data analytics to make informed business decisions.

Marketing and brand positioning are critical for attracting and retaining customers. Developing a strong brand identity that resonates with both local and international tourists can significantly enhance market presence. Effective branding strategies should be employed to highlight unique selling points such as cultural heritage, natural attractions, and local hospitality. Implementing targeted marketing campaigns using digital platforms, social media, and traditional media can reach potential customers more effectively, promoting the distinct experiences Ghana offers.

Investing in human resource development is essential for maintaining high service standards. Continuous training and professional development opportunities should be provided to staff to enhance their skills and service delivery. This includes focusing on customer service excellence, cultural competence, and technical skills. Additionally, introducing incentive programs can motivate employees and improve job satisfaction, fostering a culture of excellence and dedication within the industry.

Leveraging public-private partnerships can significantly benefit the industry. Collaborative initiatives between the private sector, government agencies, and local communities can help develop and promote tourism infrastructure and services, addressing funding gaps and driving sector growth. Policy advocacy is also important; engaging with policymakers to ensure a favorable regulatory

environment can encourage investment and sustainable development within the tourism and hospitality sector.

Promoting sustainable tourism practices is vital for long-term success. Encouraging environmental stewardship through eco-friendly initiatives such as waste reduction, energy conservation, and sustainable sourcing can minimize environmental impact. Involving local communities in tourism activities ensures they benefit economically and socially, supporting community-led tourism projects that preserve cultural heritage and promote local traditions.

Finally, the industry must adapt to market changes and crises. Developing robust crisis management plans allows for quick responses to disruptions such as pandemics or natural disasters, ensuring business continuity through contingency planning and flexible operational strategies. Encouraging innovation and the adoption of new business models, such as virtual tourism, wellness tourism, and remote work accommodations, can help the industry adapt to changing market conditions and explore new opportunities.

8.4.3 Barriers within the Ghanaian tourism and hospitality industry using the BSC approach

To address the multifaceted challenges faced by the tourism and hospitality industry in Ghana, a series of vigorous recommendations are proposed.

Enhancing human resource development is critical for improving service quality and operational efficiency. Implementing comprehensive training programs focused on customer service, technical skills, and management capabilities will up-skill the workforce. Partnerships with educational institutions can create

specialized courses tailored to the industry's needs. Additionally, encouraging certification and accreditation for employees will standardize skills and ensure high-quality service across the industry. Government incentives for businesses that prioritize employee development can further support this initiative.

Attracting and facilitating investment is essential for the sector's growth. Developing attractive investment packages that include tax incentives, grants, and low-interest loans will encourage both local and foreign investment in the tourism and hospitality industry. Simplifying the regulatory framework will make it easier for investors to enter and operate in the market. Fostering public-private partnerships to pool resources for developing tourism infrastructure and facilities, such as roads and airports, can significantly enhance the industry's appeal.

Improving infrastructure and maintenance is vital for sustaining the tourism sector. Establishing regular maintenance programs for tourism facilities and attractions, coupled with a monitoring system to ensure compliance with maintenance standards, will help maintain high-quality infrastructure. Allocating budgetary provisions specifically for infrastructure upkeep is necessary to prevent deterioration. Prioritizing the development of robust transportation networks, utilities, and communication systems will enhance the overall visitor experience and reduce operational costs for businesses.

Reducing tourism costs can make Ghana a more attractive destination. Collaborating with stakeholders to implement strategies to lower operational costs, such as negotiating lower fuel prices and reducing airport fees, will mitigate high expenses. Promoting the use of renewable energy and other cost-

effective technologies can also help reduce operational costs. Developing affordable tourism packages that cater to a wide range of budgets and encouraging local tourism through discounts and promotions for domestic travelers will further enhance the sector's appeal.

Strengthening leadership and management within the industry is crucial for achieving organizational goals and driving success. Providing leadership development programs for current and aspiring leaders, focusing on strategic planning, change management, and inspirational leadership, will equip leaders with the necessary skills to guide their organizations effectively. Establishing mentorship programs where experienced leaders can guide and support emerging leaders will foster a culture of continuous improvement and best practice sharing.

Leveraging technology can significantly enhance operational efficiency and customer service. Investing in modern technology solutions such as property management systems, online booking platforms, and customer relationship management (CRM) systems will streamline operations. Offering training programs to improve digital literacy among employees will ensure they are proficient in using these technologies to deliver better service.

Promoting sustainable tourism practices is essential for long-term success. Encouraging the adoption of eco-friendly practices, such as waste reduction and energy conservation, will minimize the industry's environmental impact. Involving local communities in tourism development ensures they benefit economically and socially. Supporting community-led tourism initiatives that highlight unique local attractions and traditions will promote sustainable tourism

and enhance the cultural experience for visitors. In essence, the findings underscore the importance of collaborative efforts, strategic investments, and continuous improvement initiatives in driving the growth and profitability of the tourism and hospitality industry in Ghana. By implementing these strategies effectively, the industry has the potential to evolve into a more robust and lucrative sector, contributing significantly to the country's economic development and global competitiveness.

8.4.4 Strategies for Improving Success in the Tourism and Hospitality Industry using the BSC

Based on the insights gained from the study, the following recommendations were proposed to address the challenges and capitalize on the opportunities identified within the tourism and hospitality industry in Ghana.

Firstly, there's a clear need for increased government investment and policy support. The central government should prioritize allocating adequate funds towards skilled personnel training programs and infrastructure development within the sector. Implementing policies aimed at reducing taxes on fuel, airport travel, and other areas impacting tourism costs can significantly enhance Ghana's competitiveness as a destination, making it more attractive to travelers.

Infrastructure development emerges as a critical area for improvement. Efforts should be directed towards enhancing accessibility by investing in the development of access roads leading to tourism and hospitality facilities, particularly in the central and western regions. Additionally, prioritizing infrastructure projects that improve transportation networks, utilities, and

communication systems will not only enhance the overall visitor experience but also reduce operational costs for businesses, contributing to industry growth.

Employee engagement and capacity building are essential for fostering a culture of excellence within the industry. Encouraging employee participation in decision-making processes can foster a sense of ownership and commitment among staff members. Investing in capacity building initiatives, such as training programs and workshops, will equip employees with the necessary skills and competencies to deliver high-quality service, ultimately enhancing customer satisfaction.

Furthermore, promoting a maintenance culture and ensuring quality service delivery are paramount. Tourism and hospitality facilities should prioritize regular maintenance schedules and provide incentives for upkeep to preserve infrastructure and amenities. By focusing on providing quality services to customers and continuously monitoring and improving service standards, businesses can enhance their reputation and attract more visitors.

Partnerships and collaboration are also key drivers of industry success. Establishing partnerships between government agencies, private sector entities, and local communities can leverage resources for infrastructure projects and marketing initiatives aimed at promoting Ghana as a premier tourism destination. Moreover, comprehensive marketing and branding strategies should be developed to position Ghana as a competitive tourism destination globally, highlighting its unique cultural heritage, natural attractions, and hospitality.

Additionally, sustainability and environmental conservation should be integrated into industry practices. Promoting sustainable tourism practices, such as waste reduction and energy conservation, can minimize environmental impact and preserve Ghana's natural resources for future generations. Community-based tourism projects that engage local communities can also foster environmental stewardship and promote socio-economic development. Finally, continuous monitoring and evaluation are essential for tracking progress and identifying areas for improvement. Implementing a robust monitoring and evaluation framework will allow stakeholders to measure the impact of interventions, assess industry performance, and make informed decisions for future planning and development.

8.4.5 The Performance of the Tourism and Hospitality Industry using the BSC

Based on the findings regarding the implementation of the Balanced Scorecard (BSC) within the tourism and hospitality facilities in Ghana's Central and Western regions, the following were proposed.

Firstly, there is a need to enhance the integration of the BSC across all perspectives, including financial, customer, internal business processes, and innovation/growth. This can be achieved through comprehensive training programs aimed at familiarizing management and staff with the concepts and methodologies of the BSC.

Secondly, there should be a strengthened focus on customer-centric strategies. This involves continually monitoring customer satisfaction levels, implementing feedback mechanisms, and addressing areas of improvement promptly.

Investing in staff training programs focused on enhancing customer service skills and establishing loyalty programs can also contribute to this effort.

Thirdly, efforts should be made to optimize internal business processes. This includes streamlining operations, implementing consistent service standards, hygiene protocols, and facility maintenance schedules. Regular audits can help identify inefficiencies, which can then be addressed effectively.

Furthermore, maximizing financial performance is crucial. This entails continuously monitoring financial metrics such as revenue growth, yield maximization, and cost control. Exploring opportunities for cost savings through operational efficiencies and strategic investments can help ensure the financial health of tourism and hospitality facilities.

Additionally, there should be a focus on fostering innovation and growth by the managers of the facilities and the Ghana Tourism Authority. Encouraging a culture of innovation within facilities and investing in research and development projects can position them for long-term success and competitiveness.

Promoting collaboration and knowledge sharing among industry stakeholders is also important. Establishing forums or networks where industry professionals can exchange ideas and best practices can lead to collective improvement and innovation within the sector.

Continual evaluation and improvement are essential aspects of BSC implementation. Regular performance reviews can help assess progress towards strategic goals and adjust strategies as needed to ensure alignment with organizational objectives.

The four pillars of the balanced scorecard should still be implemented by the owners and management of tourism and hospitality facilities, because doing so improves the performance of their businesses.

The BSC approach should be adopted by tourism and hospitality establishments in Ghana, as a BSC improves financial performance and other aspects of a business by boosting profitability and liquidity.

Lastly, investing in capacity building and training initiatives is crucial. Providing ongoing training and professional development opportunities ensures that employees have the knowledge and tools necessary to effectively execute BSC strategies and drive performance improvement.

By implementing these recommendations, tourism and hospitality facilities in Ghana can enhance their performance and competitiveness, ultimately driving sustainable growth and success in the industry.

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APPENDICES

APPENDIX A: LETTER OF INFORMATION



Title of the Research Study: Key Success factors and barriers within the Ghanaian Tourism and Hospitality Industry: The Balanced Scorecard Approach

Full Name of researcher: Kate Neequaye, MPhil

Principal Investigator/s/ supervisor/s: Prof Albert T. Agbenyegah, PhD

Co-Investigator/s/ supervisor/s:

Brief Introduction and Purpose of the Study: The aim of this study is to investigate the key success factors and barriers within the Ghanaian Tourism and Hospitality Industry: The Balanced Scorecard Approach

Greeting: Hello, Good Day, how are you?

Introduce yourself to the participant I am student doing research for my Doctorate degree in Hospitality and Tourism in Management Sciences in Tourism and Hospitality Management in the department of Hospitality and Tourism; Durban University of Technology (DUT).

Invitation to the potential participant I would like to invite you to participate in the research study.

What is Research: Research is a systematic search or enquiry for generalized new knowledge.

Outline of the Procedures: Ghana initially ignored the tourism and hospitality industry by not paying attention to the integrities of the industry, as a result, most of the activities in the industry do not meet the standards expected of them in terms of service delivery such as adequate facilities, excellent customer

relationship, knowledge of product or service offerings, trained personnel and provision of confidence and trust of services offered (Kim, 2020).

Tourism and Hospitality studies have primarily focused on various topics in the industry as there is lack of available literature on the contribution of the tourism and hospitality industry to the development of the economy (Mensah, 2009). Research has also shown that the tourism and hospitality industry is beneficial to a country's economy in several ways. At present insufficient information about the industry in Ghana hinder the market from progressing and improving. It is against this backdrop that the study is to investigate the key success factors and barriers within the Ghanaian tourism and hospitality industry through the application of the balanced scorecard as the measurement tool of the study.

This research will adopt the quantitative approach with a descriptive research design to describe the key success factors and barriers of the Ghanaian tourism and hospitality industry using the balanced scorecard approach. A structured questionnaire will be used to collect data for the study. The study will adopt a multi-stage sampling method with a sample size of 346 participants. The data will be analysed with the use of IBM statistical product for social science (SPSS) software version 21.0 where frequency tables and charts will be generated. Finally, the study will contribute to knowledge and empirical gaps in the field of academics.

Risks or Discomforts to the Participant: The participants will not be asked to perform any acts or make statements which might be expected to cause discomfort, compromise them, diminish their self-esteem or cause them to experience embarrassment or regret. There are no predictable adverse reactions.

Explain to the participant the reasons he/she may be withdraw from the Study: Participating in this study will be voluntary for participants; however withdrawal will be based on personal reasons, such as lack of time. There will not be any punitive measure if a participant withdraws from this study.

Benefits:

The benefits of the research include the following:

1. To add scientific knowledge to the tourism and hospitality studies in Ghana;
2. That at the completion of the study, the key success factors and barriers of the tourism and hospitality industry in Ghana will be harness.

Remuneration: Participants will not receive any monetary benefits or other forms remuneration.

Costs of the Study: Participants are not expected to bear any form of costs towards the execution and completion of this study.

Confidentiality: Data collection process will not involve access to confidential person data; however, participants will be assured of anonymity and confidentiality of their responses which will be kept for five years, shredded and disposed appropriately

Results: Findings of this research will be made available to the general public through series of paper publications on various journals and on the internet.

Research-related Injury: The researcher anticipates no injury to the respondent so far as participants will not perform any physical task

Storage of all electronic and hard copies including tape recordings
Responses from data collection will be kept for five years, shredded and disposed appropriately by the researcher.

Persons to contact in the Event of Any Problems or Queries: Please contact:

Researcher: 0208420138/0551524135

Supervisor: 027849569043

Co-supervisor: 0208201642/0244653941

Institutional Research Ethics Administrator on 031 373 2375.

Complaints can be reported to:

the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

APPENDIX B: CONSENT LETTER



Full Title of the Study: Key Success factors and barriers within the Ghanaian Tourism and Hospitality Industry: The Balanced Scorecard Approach

Names of Researcher/s: KATE NEEQUAYE, (MS)

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, (KATE NEEQUAYE researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: 22175079,
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerized system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant Date Time Signature/Right Thumbprint

I, KATE NEEQUAYE herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

KATE NEEQUAYE

18/02/2022

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable)

Date

Signature

APPENDIX C: GATEKEEPER LETTER



Our ref: GTA/WR- 080

Your ref:

October 24, 2022

Kate Neequaye

Takoradi Technical University

P. O. Box 256

Takoradi

Dear Sir/Madam,

Permission Letter

Permission is granted to Ms. Kate Neequaye to conduct research at tourism and hospitality facilities in the Central and Western Regions of Ghana for her Doctoral Thesis on the topic: the key success factors and barriers within the Ghanaian Tourism and Hospitality Industry: The Balanced Scorecard Approach. I understand that all information collected from individuals shall be done prior to getting informed consent from the participating persons and that individuals can refuse participation without any bias or prejudice. Ms. Neequaye has also guaranteed participants confidentiality and anonymity will be protected throughout the process of the study.

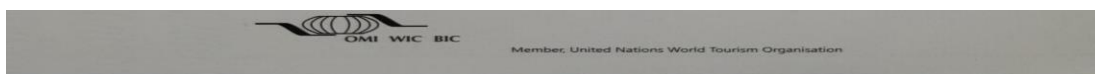
Wishing you fruitful research

Yours faithfully,

George Nkrumah Ansere

Regional Director

027-034-0003



APPENDIX D: RESEARCH INSTRUMENTS



SECTION A: DEMOGRAPHIC DATA

The personal information is required for statistical analysis of data of participants. All your responses will be treated with utmost confidence it deserves. The researcher appreciates your participation in giving this important information.

Please respond to the following questions by ticking (X) or filling in appropriately

1. Gender (a) Male [] (b) Female []
2. Age (a) 21-25 [] (b) 26-30 [] (c) 31-35 [] (d) 36-40 [] (e) 41-45 [] (f) 46 and above []
3. Employment (a) Permanent [] (b) Casual []
4. Business Location:.....
5. Type of business/ sector (a) Tourism destination [] (b) Hospitality firm [] (c) others [] (please specify)
6. Position of Respondent:.....

SECTION B: NATURE OF THE TOURISM AND HOSPITALITY INDUSTRY IN GHANA

7. The industry relies on skilled personnel? A. Yes [] B. No []
8. The industry is customer oriented? A. Yes [] B. No []
9. Where do you get your source of funding for start-up? A. Own [] B. Family /friends [] C. loan [] D. Others (please specify).....
10. Where do you get your main current source of funding/support? A. Sales [] B. Government [] C. NGOs [] D. Family/friends [] E. Rural banks [] F. Micro-finance companies []
11. How is the ownership of the business? A. Sole proprietorship [] B. Partnership [] C. Private Limited company [] D. Family Owned Business []
12. How is the business founded? A. Owned [] B. Inherited [] C. Others (please specify).....

13. What is the category of customers purchasing your product/services? A. foreign or local Tourist [] B. Local residents []

14. What is the extent of patronage (averagely per a day or week)? A. less than GH¢50 [] B. GH¢50- GH¢99 [] C. GH¢100- GH¢149 [] D. GH¢150- GH¢199 [] E. GH¢200 and above []

15. What product or service do you offer?.....

16. What is the number of employees of your business? A. Alone [] B.1 – 3 [] C. 4 – 6 [] D. 7 – 10 [] E. 11 and above []

17. Have you registered your business? A. Yes [] B. No []

If yes, with which department A. Metropolitan/Municipal/District Assembly (MMDAs) [] B. Registrar General Department [] C. NGO's [] D. Others Specify

18. Does your business rely on public funds? A. Yes [] B. No []

SECTION C: KEY SUCCESS FACTORS OF THE TOURISM AND HOSPITALITY INDUSTRY

19. To ensure the overall success of the tourism and hospitality industry in Ghana, it is relevant to regard the following as important: **NOTE:** 1- Not at all important, 2- Not very important, 3- Somewhat important, 4- Very important, 5- Extremely important

S/N	Key Success Factors (KSFs)	1	2	3	4	5
C1	Set objectives					
C2	Formulate a vision statement					
C3	Formulate a mission statement					
C4	Set ethics for the business					
C5	Analyse the external environmental factors					
C6	Analyse the internal environmental factors					
C7	Services must meet the needs of customers					
C8	Facilities must meet the needs of customers					
C9	Assess how well certain management strategies are working					
C10	Identify specific strategic issues the business is facing					
C11	Develop business strategies					

C12	Use information derive from your strategic plan to anticipate decision making					
C13	Control managerial strategies					
C14	Control operational strategies					
C15	Develop a checklist as a control mechanism					
C16	Write a business plan					
C17	Develop a cash operating cost budget					
C18	Develop an expected turnover budget					
C19	Perform a breakeven analysis					
C20	Control finances through financial information system					
C21	Execute market research					
C22	Segment the market into target markets					
C23	Position the business in the market place					
C24	Promote the business as a product, tailored to its product life cycle					
C25	Develop a price strategy					
C26	Advertise the tourism/hospitality business					
C27	Use direct marketing to create an immediate sale					
C28	Develop efficient public relation					
C29	Recruit the right person for the right position					
C30	Use performance appraisal techniques to evaluate the process of how the employee carries out the task					

SECTION D: BARRIERS WITHIN THE TOURISM AND HOSPITALITY INDUSTRY IN GHANA

20. How would you rate the following management skills in terms of their importance in assisting in achieving results in the industry? **NOTE:** 1- Not at all important, 2- Not very important, 3- Somewhat important, 4- Very important, 5- Extremely important

S/N	Managerial Barriers	1	2	3	4	5
D1	Business planning					

D2	Finance and accounting					
D3	Human Resource management					
D4	Marketing and advertising					
D5	Leadership					
D6	Information technology management					

18. How would you rate the following barriers in terms of their importance to your desire to expand this business? **NOTE:** 1- Not at all important, 2- Not very important, 3- Somewhat important, 4- Very important, 5- Extremely important

S/N		1	2	3	4	5
D7	Finding affordable capital for expansion					
D8	Sufficient management expertise					
D9	Availability of skilled professional labour					
D10	Create economic opportunity					
D11	High labour turn over					
D12	High seasonality of tourism and hospitality product/service					

SECTION E: PERFORMANCE OF THE TOURISM AND HOSPITALITY INDUSTRY USING BSC

21. How will you rate the following using BSC? **NOTE:** 1- Not at all important, 2- Not very important, 3- Somewhat important, 4- Very important, 5- Extremely important

	Internal Process	1	2	3	4	5
E1	Hygiene and cleanliness					
E2	Consistent service standards					
E3	Quality standards					
E4	Ensuring appearance of facilities is attractive					
	Learning and Growth Factors	1	2	3	4	5
E5	Staff friendliness					
E6	Staff training					

E7	Well - trained high-quality staff					
E8	Employee commitment					
E9	Ensuring staff are motivated and passionate					
	Customer Factors	1	2	3	4	5
E10	Customer retention					
E11	Customer loyalty/repeat visit					
E12	Customer satisfaction					
E13	Exceeding customer needs and expectations					
	Financial Factors	1	2	3	4	5
E14	Cost control					
E15	Revenue control					
E16	Accurate financial reporting					
E17	Yield maximization					

SECTION F: STRATEGIES THAT CAN BE DEVELOPED TO IMPROVE SUCCESS IN THE TOURISM AND HOSPITALITY INDUSTRY

22. In your opinion, how would you rate the strategies to improve success in the tourism and hospitality industry? Respond to the following items based on your opinion by ticking strongly agree (SA), agree (A), Neutral (N), disagree (D) and strongly disagree (SD)

S/N	STRATEGIES	SA	A	N	D	SD
F1	Effective tourism & hospitality training programmes for staffs					
F2	Enforcement of licensing rules					
F3	Access roads					
F4	Availability of skilled workers					
F5	Capacity building					
F6	Employee participation in decision making					

F7. What other strategies do you use to increase profit?.....

F8. What measures does your facility use to increase customer loyalty?.....

F9. How do you control your operational expenses and cost?.....

F10. What do you see as quality service?.....

F11. Is there any technology/product innovation being applied in your business?.....

SECTION G: THE WAY FORWARD OF THE GHANAIAN TOURISM AND HOSPITALITY INDUSTRY

23. In your opinion. What can be done to improve the tourism and hospitality industry in Ghana?

24. What can be done to make the industry more competitive?.....

INTERVIEW GUIDE FOR MANAGEMENT

1. Gender (a) Male [] (b) Female []

2. Age (a) 21-25 [] (b) 26-30 [] (c) 31-35 [] (d) 36-40 [] (e) 41-45 [] (f) 46 and above []

3. Year established:.....

4. Type of business/ sector (a) Tourism destination [] (b) Hospitality firm [] (c) others [] (please specify)

5. In your opinion, how do you see the tourism and hospitality industry in Ghana?.....

6. Is there any positive indication of the tourism and hospitality industry in Ghana?.....

7. In your view, what are the key successes of the tourism and hospitality industry in Ghana?

.....

8. Which factors attributed to these successes in the industry?.....

9. In your opinion, what are the barriers confronting the tourism and hospitality industry in Ghana?

.....

10. What can be done to prevent the identified barriers from affecting the industry?.....

11. Using the Balanced Scorecard, how is the tourism and hospitality industry performing in the following areas:

a. Internal Process:.....

b. Learning and Growth aspects:.....

C. In terms of Customer base:.....

D. Finances:.....

Thank you for participating

APPENDIX E: ETHICAL CLEARANCE LETTER



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Breyers Court
Gate 1, Steve Biko Campus
Durban University of Technology
P.O. Box 1334, Durban, South Africa, 4001
Tel: 031 272 2275
Email: irethad@dut.ac.za
http://www.dut.ac.za/research/institutional_research_ethics
www.dut.ac.za

28 October 2022

Ms K Neequaye
P.O. Box 256
Takoradi
Ghana
West Africa

Dear Ms Neequaye

Key Success factors and barriers within the Ghanaian Tourism and Hospitality Industry: The Balance Score Card Approach
Ethical Clearance number IREC 231/22

The DUT-Institutional Research Ethics Committee acknowledges receipt of your final data collection tools for review.

We are pleased to inform you that the data collection tools have been approved. Kindly ensure that participants used for the pilot study are not part of the main study.

In addition, the DUT-IREC acknowledges receipt of your gatekeeper permission letter.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC Standard Operating Procedures (SOP's).

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

Yours Sincerely

Prof J.K. Adam
Chairperson: DUT-IREC

APPENDIX F: MODULE 1 CERTIFICATE



TRREE

Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate
Ce document atteste que - this document certifies that

KATE NEEQUAYE
a complété avec succès - has successfully completed
Introduction to Research Ethics

du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation

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Coordinateur TRREE Coordinator

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[REV : 3032017]

APPENDIX G: MODULE 2 CERTIFICATE



TRREE

Zertifikat

Certificat

Certificado

Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate
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Research Ethics Evaluation
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Coordinateur TRREE Coordinator

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Sri Lanka Academy of Medical Science (SAMS/ASSM/SAMF) (www.sams.ch) - Commission for Research Partnerships with Developing Countries (www.kpdc.ch)

[REV: 202017]

APPENDIX H: EDITOR'S CERTIFICATE

ETHEL ROSS

English language editing and proofreading

31 October 2023

To whomever it may concern:

This letter serves to confirm that I worked as the proofreader and language editor on Kate Neequaye's Pd.D. thesis:

THE KEY SUCCESS FACTORS AND BARRIERS WITHIN THE GHANAIAN TOURISM
AND HOSPITALITY INDUSTRY: THE BALANCED SCORECARD APPROACH

In no way did I change the content.

Yours faithfully

Ethel Ross (BA Hons; H Dip Ed)

Email: clanross1@icon.co.za

Tel: 083 954 5412

APPENDIX I: TURNITIN REPORT

28/11/2023

Tourism Thesis

ORIGINALITY REPORT

10%	8%	3%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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