

NATIONAL SEMINAR

The Gambia's tourism sector:

Measuring its value chain exploiting its potential

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Qualitative Case Study Approach: Introduction

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Highlights

1. Why use case study approach
2. How to go about it through Structured Interviews
3. Key Issues in Implementation
4. From Interviews to Case Studies: Examples

Why use case study approach

- Trade in value added (TiVA) data are necessary but not sufficient in RVC/GVC analysis.
- Other methodologies may be better suited to getting at different aspects of value chains, thus, need to be open to using qualitative methods like surveys as well.

How to go about it through Structured Interviews

- An alternative approach is to conduct firm-level interviews.
- However, unstructured interviews yield results that cannot easily be compared, and which are often difficult to turn into concrete narrative.
- The favored approach is therefore to use structured interviews:
 - Select the firm or firms to be interviewed.
 - Supply an interview instrument ahead of time.
 - Interview a senior executive to go through the instrument and take down responses.
 - Write up a case study based on the interview, and **have it validated by firm management.**

How to go about it through Structured Interviews

- We'll be following an approach based on a joint study by the Fung Global Institute and APEC.
- They looked at services in manufacturing value chains.
- However, our discussions here will inform how the standard questionnaire will be adjusted to be fit for our target value chain.
- We thus like to get their inputs.

How to go about it through Structured Interviews

- Key objective of the structured interview is to obtain a comprehensive picture of a firm's use of services.
- It starts with a detailed disaggregation of services categories, like the UN Central Product Classification (CPC).

How to go about it through Structured Interviews

- To create the survey, it helps focus respondents by having them think about the use of services in particular stages of firm operations:
 - Establishment
 - Pre-supply (services)
 - Service provision (services)
 - post-supply (services).
 - Back office, utilities, and general services.

- For each stage, the interviewer suggests particular services categories based on the CPC, but there is also a category for "other" services, where the respondent can suggest services that are not listed.

How to go about it through Structured Interviews

- For each service category, the interviewer asks the respondent:
 - If the service is used by their firm. **Yes** or **No**
 - If **Yes**, is it supplied:
 - In-house; or
 - By a firm in the same corporate group; or
 - By an external supplier.
 - In each case, the respondent is asked to identify the supplier firm by **name**, **type**, **size**, and **location**.
 - At a minimum, we are interested in knowing whether the supplier is **domestically owned** or **foreign owned**, and whether it is located within the **same country** or in **another country**.

How to go about it through Structured Interviews

Table 1: Establishment phase³

<i>Stage/ Category</i>	<i>Service</i>	<i>Central Product Classification (CPC) Ver.2 Code</i>	<i>Please mark (X) if the service is used in your supply/value chain</i>	<i>Supplied in-house</i>	<i>Supplied by another company in the group (name, type, size, location, ownership)</i>	<i>Outsourced to third-parties (name, type, size, location, ownership)</i>
1. Government services (licensing etc.)	Business liaison services (for example, services from trade development centres or SME centres)	Class of 9113 - Public administrative services related to the more efficient operation of business				
	Company registration and licensing services	91138 - Public administrative services related to general economic, commercial and labour affairs				
	Information and statistical services	Class of 9113 - Public administrative services related to the more efficient				

How to go about it through Structured Interviews

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	Gardening services for factory lawn	85970 - Landscape care and maintenance services				
	Security guards for factory and warehouses	85250 - Guard services				
	Sewage water treatment services	94110 - Sewerage and sewage treatment services				
	Specialized cleaning services for machines and equipments	85340 - Specialized cleaning services				
	Repair and maintenance services of machines and equipment	87156 - Maintenance and repair services of commercial and industrial machinery				

How to go about it through Structured Interviews

- Experience suggests that senior managers often are not used to thinking about these questions. Unfamiliar material includes:
 - Services categories.
 - Firm establishment/production phases.
 - Procurement practices.

- The survey is ultimately an input into a case study, so the idea is to use it to elicit interesting and useful information.

Key Issues in Implementation

- How do we go about actually implementing this survey on the ground?
 1. Selection of **value chains** (Tourism Service Sector – Nigeria Market) and **firms**.
 2. General information required.
 3. Helping respondents understand the issues and their importance.
 4. Producing a case study.

Key Issues in Implementation

- If this survey were designed to produce **economy-level statistics**, it would need to be based on a rigorous sampling protocol.
 - Stratified random sampling.
 - Based on the “universe” of firms, such a commercial register, supplemented by data from informal firms.
 - Calculation of **sampling weights** for aggregation of data.

Key Issues in Implementation

- Given that the aim is to produce **informative case studies** that complement and extend quantitative analysis, we can be more flexible in firm selection.
- In a broad sense, we want the outputs to be representative of firms as a whole. So we need ideally:
 - Firms of different sizes (SMEs and large firms).
 - Firms at different points in the value chain.
 - Firms managed by women and by men.
 - Locally owned and foreign-invested firms.
- Perhaps the most important consideration is the firm's **willingness to cooperate** with the research and make information available. **An imperfectly placed cooperative firm is more useful than a perfectly placed uncooperative firm.**

Key Issues in Implementation

- Given the heterogeneity of targeted establishments, the discussion during the seminar will bring to the fore:
 - Intended output.
 - Purpose and connection to policy / business environment.
 - Confidentiality.

- As manager you free explain how you think about your business, for the interview will typically not be as linear as the instrument suggests

- The instrument is the starting point for a discussion, not an end point.

Key Issues in Implementation

- The intended output is a case study, ideally of a whole value chain, but in some cases just of a single firm.
- Most firms will request **anonymity**, so the case study can describe the sector and activities, we will **NOT** use the firms' names or any identifying information.
- The case study should be a narrative describing the use of services within the relevant value chain, and especially the cross-border dimension.
 - The filled in interview instrument will **not be reproduced** in full.
 - It will be as the basis for developing a long form narrative.
- Typical length is 20-30 pages.

Summary

1. TiVA data are an important entry point into RVC/GVC analysis. But they are incomplete in important respects.
2. Important to supplement data work with case studies, based on a rigorous framework such as a structured interview instrument administered at the firm level.
3. Ideally, interviews should be conducted throughout a value chain. In many cases, though, it will only be an individual firm.
4. Interviewers should aim to interview a mix of firms based on size, activity, and gender of owner / senior manager. However, strict representation in the statistical sense will not be possible for a limited scope project.
5. Output is a narrative case study built up from the firm's responses and the interviewer's general research on the value chain.

Thank you