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ANNEXURE. 1

Accompanying letter for the research



March 2007

Tourism development through strategic planning for non-metropolitan small to medium size accommodation facilities in Limpopo Province

Dear Participant

Mr. Nelwamondo is a PhD student in the Department of Tourism Management at the University of Pretoria. He is currently conducting an empirical investigation as part of the PhD in Tourism Management.

He has identified a need for the development of a strategic plan for non-metropolitan small and medium-size accommodation facilities in the Limpopo Province. This research focuses on this need. The results of the study will be made available to relevant Tourism Organizations and owners of tourism accommodation facilities in the study area. The proposed plan may serve as a basis for future planning of such facilities for the tourism industry in general.

Owners and managers of small and medium-size accommodation facilities are requested to complete the attached questionnaire. It would be greatly appreciated if you could spend some time to complete the questionnaire properly.

Please note that NO reporting or feedback provided in respect of this research study will refer to individuals or specific organisations. All information provided will be handled as **strictly confidential**. Please feel free to contact me, or the student, should you have any concerns or questions in this regard.

Thank you very much for participating in this study.

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ANNEXURE. 2

<p>QUESTIONNAIRE DIRECTED TO TOURISM ACCOMMODATION PROVIDERS IN LIMPOPO PROVINCE</p> <p>N.B. To be completed by managers, owners or the highest authority within the given enterprise</p>	<p>For office use only</p>																		
<p>SECTION A: GENERAL INFORMATION</p> <p>1. In which tourism region do you operate</p> <table border="1" style="margin-left: 40px; border-collapse: collapse; width: 300px;"> <tr><td>Water berg</td><td style="text-align: center;">1</td></tr> <tr><td>Zoutpansberg</td><td style="text-align: center;">2</td></tr> <tr><td>Capricorn</td><td style="text-align: center;">3</td></tr> <tr><td>Olifants valley</td><td style="text-align: center;">4</td></tr> </table> <p>2. What is the dominant tourism activity in your area?</p> <table border="1" style="margin-left: 40px; border-collapse: collapse; width: 300px;"> <tr><td>Holiday</td><td style="text-align: center;">1</td></tr> <tr><td>Wildlife viewing</td><td style="text-align: center;">2</td></tr> <tr><td>Hunting</td><td style="text-align: center;">3</td></tr> <tr><td>Recreation</td><td style="text-align: center;">4</td></tr> <tr><td>Others (specify)</td><td style="text-align: center;">5</td></tr> </table> <p>3. What is the vision and the mission of your business?</p> <p>Vision----- ----- ----- -----</p> <p>Mission ----- ----- -----</p>	Water berg	1	Zoutpansberg	2	Capricorn	3	Olifants valley	4	Holiday	1	Wildlife viewing	2	Hunting	3	Recreation	4	Others (specify)	5	<p>V1 <input style="width: 40px; height: 20px;" type="text"/></p> <p>V2 <input style="width: 40px; height: 20px;" type="text"/></p> <p>V3 <input style="width: 40px; height: 20px;" type="text"/></p> <p>V4 <input style="width: 40px; height: 20px;" type="text"/></p>
Water berg	1																		
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Capricorn	3																		
Olifants valley	4																		
Holiday	1																		
Wildlife viewing	2																		
Hunting	3																		
Recreation	4																		
Others (specify)	5																		



4. What type of tourism accommodation establishment do you operate?

V5

Hotel	1
Guesthouse	2
B&B	3
Lodge	4
Resort	5
Other (specify)	6

5. Are you officially registered with the South African Tourism Authority?

V6

Yes	1	No	2
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6. How many guests can you accommodate at a time? --

V7

7. What has been your average guest number for the past three years in a given time?

V8

Per week	
Per Month	
Per Year	

8. What other services do you render to tourists except accommodation?

V9

9. What is your position in the business?

V10

CEO	1
Manager	2
Director	3
Deputy Director	4
Other (specify)	5



10.	Who owns the business?	V11 <input style="width: 30px;" type="text"/>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Individually owned</td><td style="text-align: center;">1</td></tr> <tr><td>Private company owned</td><td style="text-align: center;">2</td></tr> <tr><td>Family owned</td><td style="text-align: center;">3</td></tr> <tr><td>Consortium owned</td><td style="text-align: center;">4</td></tr> <tr><td>Other (please specify)</td><td style="text-align: center;">5</td></tr> </table>	Individually owned	1	Private company owned	2	Family owned	3	Consortium owned	4	Other (please specify)	5						
Individually owned	1																
Private company owned	2																
Family owned	3																
Consortium owned	4																
Other (please specify)	5																
11.	What was the main purpose of establishing this business?	V12 <input style="width: 30px;" type="text"/>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>To generate supplementary income</td><td style="text-align: center;">1</td><td style="width: 30px;"></td></tr> <tr><td>To empower the local communities</td><td style="text-align: center;">2</td><td></td></tr> <tr><td>To serve and supply tourist demand</td><td style="text-align: center;">3</td><td></td></tr> <tr><td>To venture into new business opportunities</td><td style="text-align: center;">4</td><td></td></tr> <tr><td>To contribute towards the growth of tourism</td><td style="text-align: center;">5</td><td></td></tr> </table>	To generate supplementary income	1		To empower the local communities	2		To serve and supply tourist demand	3		To venture into new business opportunities	4		To contribute towards the growth of tourism	5		
To generate supplementary income	1																
To empower the local communities	2																
To serve and supply tourist demand	3																
To venture into new business opportunities	4																
To contribute towards the growth of tourism	5																
12.	What mechanism do you use to assess or evaluate your Business performance? ----- ----- ----- -----	V13 <input style="width: 30px;" type="text"/>															
13.	How many employees do you have? -----	V14 <input style="width: 30px;" type="text"/>															
14.	Please indicate the number of employees with the following educational level	V15 <input style="width: 30px;" type="text"/>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Lower than secondary (Grade R- 7)</th> <th style="width: 25%;">Secondary level (Grade 8- 12)</th> <th style="width: 25%;">Post matrix</th> <th style="width: 25%;">Post graduate</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Lower than secondary (Grade R- 7)	Secondary level (Grade 8- 12)	Post matrix	Post graduate												
Lower than secondary (Grade R- 7)	Secondary level (Grade 8- 12)	Post matrix	Post graduate														
15.	Do you have staff development programmes?	V16 <input style="width: 30px;" type="text"/>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%; text-align: center;">1</td> <td style="width: 25%;">No</td> <td style="width: 25%; text-align: center;">2</td> </tr> </table>	Yes	1	No	2												
Yes	1	No	2														
16.	What is the longest service that an employee has served in the business? -----	V17 <input style="width: 30px;" type="text"/>															
17.	For how long has the business been operating? -----	V18 <input style="width: 30px;" type="text"/>															



18. How do you ensure the future existence of your business?

V19

SECTION B: OPERATIONAL QUESTIONS

19. What is the major factor that contributed in the choice of the site of the business?

V20

Closer to popular tourism destination	1
There was no other site available	2
Due to locational inertia	3
Other	4

20. (i) Has there been any change of ownership of the business before?

V21

Yes	1	No	2
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(ii) If the answer is yes, what were the reasons for the change?

V22

21. (i) Does the business receive any kind of support from the government?

V23

Yes	1	No	2
-----	---	----	---

(ii) If the answer to the question above is yes, explain the kind of support.

V24



22. How do you operate?

In a network of businesses	1
As an autonomous business	2
As a parasitical	3
Others (specify)	4

V25

23. What role does the government play in your operation?

V26

24. How best can the government contribute in the promotion of your business?

V27

25. What has been the average revenue in the last three years of operation?

Weekly	
Monthly	
Annually	

V28

V29

V30

26. What percentage do domestic and international tourists contribute to the revenue of the business?

	Percentage
Domestic	
International	

V31

27. (i) Are you governed by any business philosophy?

Yes	1	No	2
-----	---	----	---

V32



(ii)	If your answer is yes, what is your business philosophy? ----- ----- -----	V33 <input type="text"/>				
28.	(i) Do you think your business has a role to play during the 2010 World Soccer Cup? <table border="1" data-bbox="467 520 867 562"><tr><td>Yes</td><td>1</td><td>No</td><td>2</td></tr></table>	Yes	1	No	2	V34 <input type="text"/>
Yes	1	No	2			
	(ii) If your answer is yes, how do you envisage and plan to position your self as a competent service provider? ----- ----- -----	35 <input type="text"/>				
29.	(i) Do you find yourself in business competition with other businesses of almost the same practices? <table border="1" data-bbox="459 999 855 1041"><tr><td>Yes</td><td>1</td><td>No</td><td>2</td></tr></table>	Yes	1	No	2	V36 <input type="text"/>
Yes	1	No	2			
	(ii) If the answer is yes, how do you deal with such competition? ----- ----- -----	V37 <input type="text"/>				
30.	What do you consider to be your business strengths? ----- ----- -----	V38 <input type="text"/>				
31.	What are your weaknesses in business? ----- ----- -----	V39 <input type="text"/>				
32.	What are your prospective opportunities for your business? ----- ----- -----	V40 <input type="text"/>				



<p>33. What are the possible threats? ----- -----</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">V41</td> <td style="width: 20%;"></td> </tr> </table>	V41																																	
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<p>34. (i) Do you engage any consultancy on the professional side of the business?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 10%;">1</td> <td style="width: 25%;">No</td> <td style="width: 40%;">2</td> </tr> </table>	Yes	1	No	2	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">V42</td> <td style="width: 20%;"></td> </tr> </table>	V42																													
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<p>35. (i) Is your business affected by seasonality?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 10%;">1</td> <td style="width: 25%;">No</td> <td style="width: 40%;">2</td> </tr> </table>	Yes	1	No	2	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">V44</td> <td style="width: 20%;"></td> </tr> </table>	V44																													
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<p>(ii) If your answer is yes, how is it affected, and how do you deal with the effects? -----</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">V45</td> <td style="width: 20%;"></td> </tr> </table>	V45																																	
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<p>38. How often do you conduct the following?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 35%;"></th> <th style="width: 15%;">Regularly</th> <th style="width: 15%;">Sometimes</th> <th style="width: 35%;">Never</th> </tr> </thead> <tbody> <tr> <td>Scorecards analysis</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td>SWOT analysis</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Value chain analysis</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Strategic evaluation</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Benchmarking</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> </tbody> </table>		Regularly	Sometimes	Never	Scorecards analysis	1	2	3	SWOT analysis	1	2	3	Value chain analysis	1	2	3	Strategic evaluation	1	2	3	Benchmarking	1	2	3	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">V48</td> <td style="width: 20%;"></td> </tr> <tr> <td style="width: 80%;">V49</td> <td style="width: 20%;"></td> </tr> <tr> <td style="width: 80%;">V50</td> <td style="width: 20%;"></td> </tr> <tr> <td style="width: 80%;">V51</td> <td style="width: 20%;"></td> </tr> <tr> <td style="width: 80%;">V52</td> <td style="width: 20%;"></td> </tr> </table>	V48		V49		V50		V51		V52	
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Part B

SECTION C: STRATEGIC QUESTIONS

Instruction

For each of the statements below please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box. The response scale is as follows:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

39. Non-Metropolitan small to medium size tourism accommodation does not respond to tourism adequately.

1	2	3	4	5
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V53	
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40. Non-metropolitan small to medium size tourism accommodation are not considered as a vital part of the greater tourism accommodation sector.

1	2	3	4	5
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V54	
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41. Small tourism entrepreneurs are not receiving the attention that they deserve from the government.

1	2	3	4	5
---	---	---	---	---

V55	
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42. The BEE programme has failed to filter to the rightful targets

1	2	3	4	5
---	---	---	---	---

V56	
-----	--

43. Registration of tourism operators should be enforced to control the industry.

1	2	3	4	5
---	---	---	---	---

V57	
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44. All sizes of tourism accommodations should be offered equal treatment by the government. 1 2 3 4 5	V 58
45. The government is doing a good job as far as promoting emerging tourism entrepreneurs is concerned. 1 2 3 4 5	V 59
46. Local residents are the primary beneficiaries of non-metropolitan tourism accommodation. 1 2 3 4 5	V 60
47. The tourism industry still lacks direction in the non-metropolitan areas. 1 2 3 4 5	V 61
48. White people are still the dominant force in tourism establishments. 1 2 3 4 5	V 62
49. The provincial government should have the overall control over tourism service providers. 1 2 3 4 5	V 63
50. All needy operators should be trained and supported financially by the government. 1 2 3 4 5	V 64
51. All kinds of tourism accommodation need to adopt a specified strategic plan. 1 2 3 4 5	V 65
52. A generic strategic plan can play a major role in the improvement of the tourism accommodation service in South Africa. 1 2 3 4 5	V 66



53. Tourism is a dynamic industry in which all stakeholders need to adjust to the changing and emerging demand.

1	2	3	4	5
---	---	---	---	---

V67	
-----	--

54. Partnerships between private and public sectors are important at all levels of tourism.

1	2	3	4	5
---	---	---	---	---

V 68	
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55. Tourism accommodation forms an essential component of marketing tourism product internationally.

1	2	3	4	5
---	---	---	---	---

V69	
-----	--

56. The attractiveness of a tourism product is enhanced by the quality of accommodation provided.

1	2	3	4	5
---	---	---	---	---

V70	
-----	--

57. Tourism accommodation grading should be made Compulsory in South Africa.

1	2	3	4	5
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V71	
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58. In your opinion, what area of strategic planning do you need professional assistance for and how best can this be offered to you?

V72	
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