

CHAPTER 10

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CHAPTER 10

RESULTS OF THE EMPIRICAL RESEARCH

10.1 INTRODUCTION

A key objective of this study was to determine possible critical success factors for a tourism destination such as South Africa and how these factors can be integrated. The previous chapter describes the empirical research methodology used to reach this objective. This included the research approach, the questionnaire, the population and sample size, the distribution of the questionnaire and the response. Chapter 9 also discussed the results obtained from Section A of the questionnaire pertaining to the demographics of the respondents.

The purpose of this chapter is to discuss results obtained on the identification of critical success factors and the integration of these factors based on the correlation between them. It also includes a discussion on the identification of economic and social indicators to measure the sustainable growth of the tourist destination, in this case, South Africa.

The results of Section B of the questionnaire, will be discussed first. Section B's results reflect the most important economic indicators and social indicators that can measure sustainable growth for South Africa. This will be followed by a discussion of the results of Section C that represent the customer perspective and consists of two parts. The results of C1 shows the most important attributes of South Africa as a tourist destination while the results of C2 indicate the most critical success factors that could lead to optimum customer satisfaction as identified by the respondents.

The results of the critical success factors identified within the management processes [Section D] will then be discussed. Five different management processes were identified; destination organisation and coordination; destination marketing management; destination human resource management; destination strategic management and destination responsible management.

The last section of the questionnaire [Section E] portrays the learning and growth perspective that reflects the future developmental critical success factors that are important to the long-term growth and development of a tourism destination. The results of the future success factors identified will be discussed in the four broad categories namely: product and market development; infrastructure development; people development and systems development.

The last part of the chapter analyses results on the integration of critical success factors based on the correlation between the different success factor categories.

10.2 SUSTAINABLE GROWTH: INDICATORS OF PERFORMANCE

The ultimate goal of the tourism destination is to ensure sustainable growth for the destination. The sustainable growth can be measured by means of economic indicators as well as social indicators. In Section B of the questionnaire, the respondents were presented with six economic indicators and four social indicators and were asked to indicate the importance of these for the measurement of sustainable growth in South Africa.

The results are shown in Table 10.1[a] and 10.1[b]

Table 10.1[a] Sustainable growth: Economic indicators for South Africa

INDICATORS OF PERFORMANCE	1	2	3	4	5	
	Not at all significant	To some extent significant	Reasonably significant	Largely significant	Absolutely significant	Mean
B1.1 South Africa's share of the long haul tourism market	0,7	5,8	16,5	22,3	46,8*	4,17
B1.2 The number of international visitor arrivals to South Africa	5,8	2,9	9,4	19,4	55,4*	4,24
B1.3 Tourism's contribution to South Africa's gross domestic product [GDP]	2,9	2,2	10,8	21,6	55,4*	4,34
B1.4 Volume of revenue composition of foreign portfolio	1,4	7,9	15,1	19,4	47,5*	4,13
B1.5 Foreign exchange earned	2,2	5,8	11,5	19,4	53,2*	4,26
B1.6 Tourism's contribution to employment and new job creation	0,7	7,2	8,6	18,0	58,3*	4,36

* Highest response percentage

Table 10.1[b] Sustainable growth: Social indicators for South Africa

INDICATORS OF PERFORMANCE	1	2	3	4	5	
	Not at all	To some extent	Reasonably significant	Largely significant	Absolutely	Mean
B2.1 Increased community involvement in tourism	0	10,8	18,7	32,4	33,8*	3,93
B2.2 Transformation of the tourism industry	2,2	17,3	16,5	30,2*	26,6	3,66
B2.3 Increased entrepreneurial opportunities for previously disadvantaged persons	2,2	10,8	22,3	28,8	30,2*	3,78
B2.4 The implementation of responsible environmental practices	0	7,9	10,8	23,7	52,5*	4,27

* Highest response percentage

Table 10.1[a] shows the response percentages as well as the overall mean of the responses to each question in Section B.1. It is clear from the table that the respondents considered all the economic indicators listed as critically important in the measurement of sustainable growth. The indicators with the highest score and highest mean is tourism contribution to employment and new job creation which is a reflection of the hope that is placed on the tourism industry in South Africa to help

address the high unemployment problem. Other additional indicators listed by the respondents are:

- Number of return visits by foreign visitors [1]
- Number of new tourism enterprises registered [1]
- Growth in performance indices: actual year on year [1]

Table 10.1[b] shows the response percentages and mean for the social indicators. The most important indicators identified are as follows:

- Responsible environmental practices implementation;
- Increased community involvement; and
- Increased entrepreneurial opportunities.

Other social indicators that were listed by the respondents are:

- Product sustainability [1]
- Funds allocated to tourism products [1]
- Government attitude towards tourism [1]

It is interesting that although transformation is considered as largely important, it is not considered to be as important by the respondents as the other three indicators. The analysis further indicated that with the exception of responsible environmental practices, all the means were below four, whereas for the economic indicators, they were all above four. This shows that respondents in South Africa still consider the economic factors to be more important than the social factors.

10.3 CUSTOMER PERSPECTIVE: THE IDENTIFICATION OF CRITICAL SUCCESS FACTORS

Section C represents the customer perspective and consists of two parts: C1 requested the respondents to identify the most important attributes of the destination that would attract international tourists. In C2 respondents were requested to identify the success

factors that could lead to optimum customer satisfaction and retention for the visiting tourist.

10.3.1 The most important attributes that will attract international tourists to South Africa

The most important attributes to attract international tourists to South Africa as perceived by the respondents are shown in Table 10.2.

Table 10.2 The most important attributes to attract international tourists to South Africa

Attributes	1	2	3	4	5	
	Not at all significant	To some extent significant	Reasonably significant	Largely significant	Absolutely significant	Mean
C1.1 Scenic beauty	0	0	10,8	32,4	54,7*	4,45
C1.2 Wildlife experiences	0	0,7	1,4	33,1	61,9*	4,60
C1.3 Cultural experiences	0,7	7,2	26,6	37,4*	25,2	3,81
C1.4 Eco tourism experiences	0	3,6	17,3	44,6*	30,9	3,99
C1.5 Adventure experiences	0	3,6	36,7	43,9*	12,2	3,67
C1.6 Climate	1,4	2,2	12,2	39,6	41,0*	4,20
C1.7 Family-orientated experiences	1,4	12,2	46,0*	25,9	10,8	3,34
C1.8 Entertainment and recreational Experiences	2,2	8,6	42,4*	29,5	13,7	3,46
C1.9 Participation in major events [eg. World Summit in 2002 and Cricket World Cup in 2003] level	1,4	10,8	34,5*	30,20	18,7	3,56
C1.10 The quality level of tourism facilities and amenities	0,7	0,7	8,6	36,7	50,4*	4,39
C1.11 Visits to friends and family [VFR]	1,4	10,8	41,7*	23,7	17,3	3,47
C1.12 Visits for business purposes	0,7	12,2	35,3*	33,1	14,4	3,50
C1.13 Perceived safety of the destination	0,7	3,6	3,6	20,9	67,6*	4,57
C1.14 Accessibility to the destination [flying time, Visa requirements]	0	4,3	6,5	25,9	59,7*	4,46
C1.15 Perceived image of the destination relative to competing destinations	0	2,9	9,4	15,8	68,3*	4,55

* Highest response percentage

The most critical attributes of the destination that were identified by the respondents in order of importance are:

- Wildlife experiences
- Perceived safety
- Perceived image
- Accessibility
- Scenic beauty
- Quality level of tourism facilities
- Climate

In research that was done among international tourists visiting South Africa [SATOOR, 1999: 51], scenic beauty, wild life experiences and climate were listed as the three most important attributes attracting international tourists and corresponds, therefore, with the findings of this study. The results of this research were discussed in chapter 7 and illustrated in Table 7.6[a].

It is, however, interesting that all the other critical attributes identified by respondents namely, perceived safety of the destination, perceived image of the destination, accessibility of the destination and quality level of tourism facilities were also identified in the international Delphi survey as critical success factors. The results of this survey were discussed in chapter 5.

With the existing safety and security problems that South Africa is experiencing, it is clear that the management of the safety of tourists will be a critical success factor to manage and monitor in the future. Three success factors that were indicated as largely significant, but not critical, are cultural experiences, eco-tourism experiences and adventure experiences. Lubbe [2003: 79] points out that eco-tourism and adventure tourism are some of the fastest growing trends in tourism worldwide. Taking into account the potential of South Africa in these areas, as well as the cultural richness, these attributes can become critical for the future. Family-orientated experiences, entertainment and recreational experiences, participation in major events, visits to friends and family and visits for business purposes, were considered reasonably significant but not critical. Other attributes listed under C1.16 are:

- Value for money [4 responses]
- Available information [1]

Although not included in the questionnaire, it was evident from the above that value for money could also be an important attribute to consider.

10.3.2 *Success factors that will lead to optimum customer satisfaction*

Section C2 requested the respondents to identify the success factors that could lead to optimum customer satisfaction for the international tourist to South Africa. These critical success factors include quality of service and quality of experience factors as reflected in Table 10.3[a]

Table 10.3[a] Customer satisfaction: Quality of experience and quality of service

Customer satisfaction	1	2	3	4	5	
	Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
C2.1 Tourism experience is enjoyable and memorable	0	0,7	0,7	25,9	69,8*	4,70
C2.2 Tourism experience is interactive	0	10,1	34,5*	33,1	17,3	3,60
C2.3 Tourism experience is novel and authentic	0	3,6	31,7	38,8*	22,3	3,83
C2.4 Tourism experience is comfortable and relaxing	0	2,9	12,2	40,3	40,3*	4,23
C2.5 Tourism experience is safe	0	1,4	2,2	9,4	82,7*	4,81
C2.6 Tourism experience is stimulating [educational, informative and challenging]	0,7	5,0	32,4*	31,7	24,5	3,79
C2.7 Airport quality and efficiency	0	2,2	17,3	32,4	46,0*	4,25
C2.8 Quality and availability of tourist information	0	0,7	10,1	41,7	44,6*	4,34
C2.9 Quality and availability of taxi services	0,7	7,2	27,3	33,8*	28,1	3,84
C2.10 Public transport efficiency and quality	3,6	11,5	28,1	30,2*	23,7	3,60
C2.11 Availability of knowledgeable tour guides	0	2,9	13,7	34,5	46,8*	4,27
C2.12 Variety and quality of accommodation	0	0	4,3	28,8	63,3*	4,61
C2.13 Quality of restaurant/eating facilities and services	0	0	5,8	28,1	62,6*	4,60
C2.14 Visitor accessibility to natural areas	0	1,4	8,6	36,0	48,9*	4,39
C2.15 Quality and capacity of convention and conference facilities	0	2,9	28,8	39,6*	25,2	3,90
C2.16 Availability and accessibility of recreation facilities [eg. parks, leisure facilities, horse riding]	0	4,3	28,1	38,8*	25,9	3,89
C2.17 Availability and accessibility of sport facilities [eg. golf, tennis]	1,4	6,5	35,3	36,7*	17,3	3,63
C2.18 Availability and quality of health/medical facilities to serve tourists	0	2,9	12,9	34,5	46,8*	4,29
C2.19 Access to quality financial institutions and currency exchange facilities	0,7	0,7	15,1	38,8	41,0*	4,23
C2.20 Access to affordable telecommunications facilities	0	2,9	24,5	29,5	39,6*	4,10
C2.21 Extent of technology and e-commerce usage by tourism industry	1,4	7,2	23,0	40,3*	25,2	3,83
C2.22 Quality and availability of tours	0,7	2,2	12,9	44,6*	36,7	4,18
C2.23 Quality and diversity of shopping facilities	0	3,6	29,5	39,6*	23,0	3,85

* Highest response percentage

When viewed within the identified categories of quality of service and quality of experience the most important critical success factors are summarised in Table 10.3[b].

Table 10.3[b] Classification of customer satisfaction critical success factors

Quality of service	Quality of experience
<ul style="list-style-type: none"> * Variety and quality of accommodation * Quality of restaurant/eating facilities * Visitor accessibility to natural areas * Quality and availability of tourist information * Availability and quality of health/medical facilities * Availability of knowledgeable tour guides * Airport quality and efficiency * Access to quality financial institutions * Access to affordable telecommunication systems 	<ul style="list-style-type: none"> * Tourism experience is safe * Tourism experience is enjoyable and memorable * Tourism experience is comfortable and relaxing

Only one additional factor was added by the respondents under C2.24, namely, road infrastructure and accessible highways.

Service factors that were considered of lesser importance were: taxi services, public transport, convention and conference facilities, recreation facilities, sport facilities, e-commerce, tours and shopping facilities. Experience factors that were considered of lesser importance were interactive, novel and authentic and stimulating [educational, informative and challenging] experiences.

10.4 DESTINATION MANAGEMENT PROCESSES: THE IDENTIFICATION OF CRITICAL ELEMENTS

Section D focused on destination management processes that will have the greatest impact on the customer satisfaction and the achievement of sustainable growth objectives. Respondents were requested to identify key elements within each of the following five destination management processes namely: destination organisation and coordination; destination marketing; human resource management; strategic destination management and responsible destination management. These processes are briefly discussed below.

10.4.1 *Destination organisation and coordination*

The results of the critical elements identified by the respondents for the destination organisation and coordination management process is shown in Table 10.4.

Table 10.4 Destination organisation and coordination: The identification of critical elements

DESTINATION MANAGEMENT PROCESS			1	2	3	4	5	
			Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
D.1 DESTINATION ORGANISATION AND COORDINATION	D1.1	Ensuring appropriate destination marketing organisations at all levels [national, provincial]	0	2,2	10,8	28,1	56,1*	4,42
	D1.2	Continuous co-ordination and co-operation between tourism stake-holders	0	0,7	10,1	37,4	48,9*	4,38
	D1.3	Ensuring appropriate funding to sustain destination marketing organisations	0	2,2	7,2	35,3	52,5*	4,42
	D1.4	Implementing appropriate benchmarking, monitoring and evaluation mechanisms	0	7,2	18,7	35,3	35,3*	4,02

* Highest response percentage

Respondents regarded all the elements listed as critical and placed them in the following order of importance:

- Ensuring appropriate marketing organisations at all levels;
- Ensuring appropriate funding to sustain destination marketing organisations;
- Continuing co-ordination and cooperation between stakeholders; and
- Implementing appropriate benchmarking, monitoring and evaluation.

The following additional elements of importance were identified by the respondents under D1.5:

- Work as one to sell South Africa not as provinces [3]
- Flow of communication to be timeless [1]
- Provide effective visitor information [1]

It is clear from the critical elements listed as well as the additional elements identified that the respondents wanted a well-organised and integrated marketing organisation that would focus more on selling South Africa as a tourism destination.

10.4.2 *Destination marketing*

The results of the critical elements identified by the respondents for the destination marketing management process is shown in Table 10.5.

Table 10.5 Destination marketing: The identification of critical elements

DESTINATION MANAGEMENT PROCESS		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
D.2 DESTINATION MARKETING	D2.1 Developing an effective branding strategy for the destination	0	0	7,9	30,2	60,4*	4,53
	D2.2 Developing an effective positioning strategy for the destination	0	1,4	11,5	33,1	51,1*	4,37
	D2.3 Determining relevant, viable and sustainable target markets	0	0	10,8	30,2	56,8*	4,47
	D2.4 Packaging theming and routing current tourism attractions and experiences and developing those with potential	0,7	2,2	15,8	40,3*	38,1	4,16
	D2.5 Ensuring integrated promotion strategies [eg. advertising, exhibitions, internet, workshops].	0	0,7	10,1	34,5	51,1*	4,41
	D2.6 Ensuring effective distribution and sales [effective information dissemination, brochure distribution, reservation systems]	0,7	1,4	9,4	30,2	56,1*	4,43

* Highest response percentage

The most critical elements identified by the respondents for destination marketing in order of importance are:

- Develop an effective branding strategy;
- Develop relevant, viable and sustainable target markets;
- Develop effective distribution and sales;
- Ensure integrated promotion strategies; and
- Develop an effective positioning strategy.

Packaging, theming and routing of attractions and experiences were considered less important than the ones listed above. Elements that were listed under the open question D2.7 are:

- Market South Africa as a whole [2]
- Develop effective marketing tools [1]
- Obtain government assistance with funding and platforms [1]

- Integrate synergies into branding [1]

Most of the respondents regarded marketing as an extremely important process with specific emphasis on branding, target markets, distribution and sales and the integration and coordination of the funding and marketing effort.

10.4.3 Destination human resource management

The results of the critical elements identified by the respondents for the destination human resource management process is shown in Table 10.6.

Table 10.6 Destination human resource management: The identification of critical elements

DESTINATION MANAGEMENT PROCESS		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
D.3 HUMAN RESOURCE MANAGEMENT	D3.1 Effective recruitment, training and development of staff	0	0,7	6,5	30,2	60,4*	4,54
	D3.2 Implementing appropriate transformation strategies	5,0	6,5	28,1	34,5*	22,3	3,64
	D3.3 Providing appropriate career paths	2,2	6,5	22,3	42,4*	21,6	3,78
	D3.4 Ensuring appropriate labour relations and negotiations strategies and processes	3,6	11,5	20,9	36,7*	23,0	3,67

* Highest response percentage

The respondents identified only one critical element, namely: the effective recruitment training and development of staff.

Other elements identified by the respondents under question D3.5 are:

- Country student exchange programmes [1]
- Professional codes and procedures [1]

All the above also relates to the training and development of personnel and it can, therefore, be concluded that respondents considered this element as the most critical in terms of human resources management.

10.4.4 Strategic Destination Management

The results of the critical elements identified by respondents for the destination strategic management process is shown in Table 10.7.

Table 10.7 Strategic destination management: The identification of critical elements

DESTINATION MANAGEMENT PROCESS		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
D.4 STRATEGIC DESTINATION MANAGEMENT	D4.1 Providing strategic direction [shared vision and strategic framework]	0,7	2,2	19,4	33,8	39,6*	4,14
	D4.2 Continuous macro, competitive and market analysis	0,7	4,3	19,4	36,0*	35,3	4,05
	D4.3 Formulation and implementation of integrated destination strategies	0	3,6	16,5	43,2*	31,7	4,08
	D4.4 Strategic benchmarking, Monitoring and evaluation	0,7	2,2	20,1	37,4*	34,5	4,08

* Highest response percentage

It is evident from Table 10.7 that most of the respondents regarded the strategic management of the destination as critical. All the elements listed have an average mean above four, with strategic direction the highest mean of 4,14. The high importance rating given to strategic direction confirms the findings of the literature study that was done in chapter 6 on strategic direction.

The other elements added by respondents are:

- Eco-tourism strategy [1]
- Implementation strategy [1]

10.4.5 Responsible destination management

The results of the critical elements identified by the respondents for responsible destination management is shown in Table 10.8.

Table 10.8 Responsible destination management: The identification of critical elements

DESTINATION MANAGEMENT PROCESS		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
D.5 RESPONSIBLE DESTINATION MANAGEMENT	D5.1 Putting mechanisms in place to protect the interests of local communities	2,2	5,8	12,9	31,7	44,6*	4,14
	D5.2 Putting mechanisms in place to preserve cultural integrity and authenticity	0,7	5,0	12,2	29,5	49,6*	4,25
	D5.3 Ensuring environmental and social impact assessments as a base for future tourism development	0,7	0,7	9,4	28,1	58,3*	4,47
	D5.4 Incentivising tourism stakeholders who adhere to the principles of sustainable development	0,7	3,6	14,4	39,6*	37,4	4,12
	D5.5 Promoting the importance of responsible tourism practices on the part of tourists, communities and the tourism industry	0,7	2,2	5,8	35,3	53,2*	4,42

* Highest response percentage

The most critical elements identified by the respondents in order of importance are:

- Ensuring environmental and social impact assessments as a base for future tourism development;
- Promoting the importance of responsible tourism practices;
- Putting mechanisms in place to preserve cultural integrity and authenticity;
- Putting mechanisms in place to protect the interests of local communities; and
- Incentivising tourism stakeholders who adhere to the principle of sustainable development.

It is evident that most of the respondents considered responsible destination management, with all its elements, as critical. Other elements that were added under D5.6 are:

- Continuous development [1]
- Communications improvement [1]

10.5 LEARNING AND GROWTH PERSPECTIVE: THE IDENTIFICATION OF CRITICAL SUCCESS FACTORS

Section E of the questionnaire represents the learning growth perspective that portrays future development factors that are critical to create long-term growth and improvement for the destination. Four categories were identified in the literature study: product development; infrastructure development; people development and systems development. The results of these four categories are discussed below.

10.5.1 Product and market development: The identification of future critical success factors

The respondents' view on product and market development is depicted in Table 10.9.

Table 10.9 Product and market development: The identification of future critical success factors

LEARNING AND GROWTH PERSPECTIVE		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
E.1 PRODUCT AND MARKET DEVELOPMENT	E1.1 Development of new attractions and experiences	0	7,9	29,5	36,0*	23,7	3,79
	E1.2 Development of new tour routes and tour packages	0,7	8,6	32,4*	29,5	25,9	3,73
	E1.3 Exploiting new market opportunities and focusing on new market segments	0	4,3	13,7	38,1	41,0*	4,19
	E1.4 Development of new airline alliances	0,7	5,0	17,3	20,9	52,5*	4,24
	E1.5 Upgrading and further developing visitor services and facilities	0	1,4	11,5	28,1	54,0*	4,41

* Highest response percentage

The critical success factors identified by respondents, in order of importance, are:

- Upgrading and further development of visitor services and facilities;
- Developing new airline alliances; and
- Exploiting new market opportunities.

Most of the respondents regarded the development of new tour routes and tour packages as well as the development of new attractions and experiences as not as critical. This is interesting as both of these are critical elements of innovative development to ensure competitive future products and attractions. Other success factors listed by respondents under the open question E1.6 are:

- Increase charter airline flights and the promotion of off-peak marketing [1]
- Develop a creative approach [1]
- Ensure sustainability of new products [1]

**10.5.2 Infrastructure development and management:
The identification of future critical success factors**

Respondent feedback in terms of infrastructure development and management is shown in Table 10.10.

Table 10.10 Infrastructure development and management: The identification of future critical success factors

LEARNING AND GROWTH PERSPECTIVE			1	2	3	4	5	
			Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
E.2 INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	E2.1	Responsible destination planning and resource usage	0	1,4	15,8	36,7	43,9*	4,26
	E2.2	Provision of appropriate public transport systems, roads, airports, rail ports.	0	1,4	10,8	33,8	51,1*	4,39
	E2.3	Provision of appropriate infrastructure [eg. water, electricity]	0	0	12,2	33,8	51,1*	4,40
	E2.4	Safety and security management	0	0	0	16,5	80,6*	4,83
	E2.5	Road signage and information networks	0,7	0,7	5,0	27,3	62,6*	4,56

* Highest response percentage

The most important future critical success factors identified by respondents, in order of importance, are:

- Safety and security management;
- Road signage and information networks;
- Appropriate infrastructure provision;
- Appropriate public transport systems, roads, airport and rail ports provision; and
- Responsible destination planning and resource usage.

It is evident from the above that the majority of the respondents consider infrastructure development and management as critical towards the future success of South Africa as a tourism destination. The most important of these is safety and

security management. Other future success factors that were added by the respondents under open question E2.6 are:

- Cleanliness throughout the country [1]
- Integrating IDP and LED processes [1]

10.5.3 *People development: The identification of future critical success factors*

The people development success factors identified by the respondents as important are shown in Table 10.11.

Table 10.11 People development: The identification of future critical success factors

LEARNING AND GROWTH PERSPECTIVES		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
E.3 PEOPLE DEVELOPMENT	E3.1 Skills training and education	0	0,7	5,8	33,8	58,3*	4,52
	E3.2 Community tourism awareness programmes	0	2,9	12,2	33,8	48,2*	4,31
	E3.3 Customer care programmes	0	1,4	3,6	33,1	59,0*	4,54
	E3.4 Transformation programmes	2,2	7,2	30,9*	30,2	25,9	3,73
	E3.5 Entrepreneurial support programmes	1,4	4,3	15,8	38,1*	37,4	4,09

* Highest response percentage

The most important future people development critical success factors identified by respondents, in order of importance, are:

- Customer-care programmes;
- Skills training and education;
- Community tourism awareness programmes; and
- Entrepreneurial support.

Skills training and education were again highlighted as an important critical success factor for future development. Customer care, community awareness and entrepreneurial training were also considered to be critical. Transformation programmes were again viewed as not as important by the respondents. Other factors that were listed by the respondents are:

- Selecting the best person for the job [1]
- Having public sector tourism training programmes [1]
- Simplifying and reducing the cost of training [1]

10.5.4 Systems development and usage: The identification of future critical success factors

The systems development factors identified by the respondents as important are shown in Table 10.12.

Table 10.12 Systems development: The identification of future critical success factors

LEARNING AND GROWTH PERSPECTIVE		1	2	3	4	5	
		Not important	Some importance	Reasonably important	Very important	Extremely important	Mean
E.4 SYSTEMS DEVELOPMENT AND USAGE	E4.1 Integrated systems of information technology	1,4	4,3	23,0	36,0*	33,1	3,97
	E4.2 Market research and intelligence	0,7	3,6	11,5	36,7	45,3*	4,25
	E4.3 Computerised reservation system	2,9	10,1	16,5	37,4*	28,8	3,82
	E4.4 Optimal utilisation of the Internet and other technology-based tools [eg. CD Rom]	2,2	11,5	15,1	35,3	40,3*	4,10

* Highest response percentage

The most critical systems development success factors chosen by respondents, in order of importance, are:

- Market research and intelligence; and
- Optimum utilisation of the Internet and other technology tools.

The other factors identified by the respondents under open question E4.5 are:

- Continuous upgrading of information systems [1]
- Development of e-commerce skills [1]

10.6 THE INTEGRATION OF CRITICAL SUCCESS FACTORS

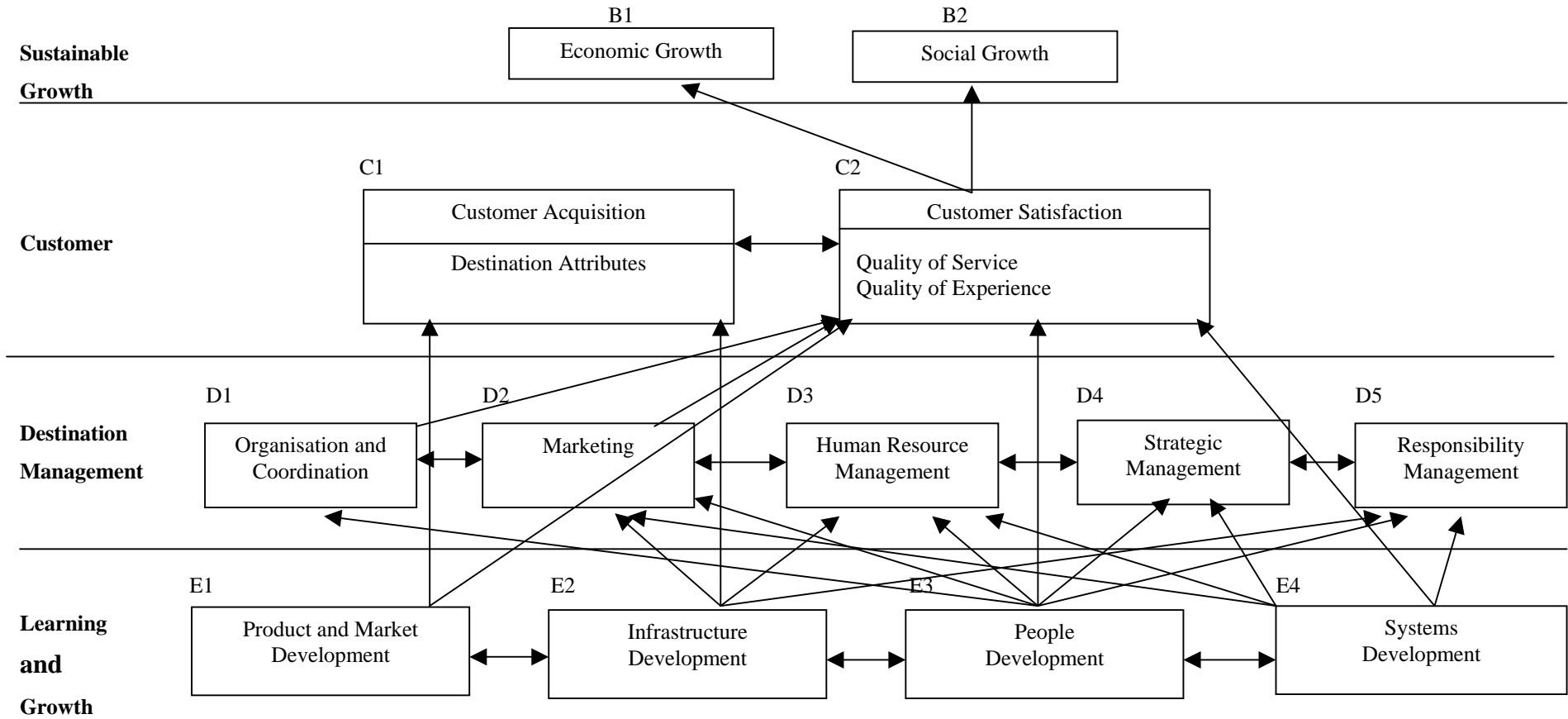
The correlations between the primary critical success factor categories are given in Table 10.13. The correlations above 0,5 are considered to be significant. These correlations were used to construct a success factor integration tree shown in Figure 10.1.

Table 10.13 Correlations between critical success factors

Correlations - Marked correlations are significant at p < 0.5000												
Variable	C1_to	C2_to	D1_to	D2_to	D3_to	D4_to	D5_to	E1_to	E2_to	E3_to	E4_to	
C1_to	1.0000	.6490	.3175	.3811	.3399	.2933	.2302	.4936	.5315	.3804	.4645	
	N=128	N=105	N=125	N=125	N=122	N=122	N=123	N=125	N=127	N=124	N=125	
	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	
C2_to	.6490	1.0000	.5868	.5547	.5797	.4931	.4043	.5801	.6580	.5480	.6248	
	N=105	N=111	N=108	N=109	N=105	N=106	N=106	N=107	N=110	N=108	N=109	
	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	
D1_to	.3175	.5868	1.0000	.7104	.5352	.6001	.4975	.4736	.3966	.5406	.5957	
	N=125	N=108	N=132	N=131	N=128	N=128	N=128	N=126	N=130	N=128	N=129	
	P=.000	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	
D2_to	.3811	.5547	.7104	1.0000	.5072	.7228	.4884	.4838	.5240	.5242	.6324	
	N=125	N=109	N=131	N=132	N=127	N=127	N=128	N=126	N=130	N=128	N=130	
	P=.000	P=.000	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	
D3_to	.3399	.5797	.5352	.5072	1.0000	.6811	.6534	.4114	.4659	.7618	.6671	
	N=122	N=105	N=128	N=127	N=130	N=126	N=128	N=123	N=127	N=126	N=127	
	P=.000	P=.000	P=.000	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	
D4_to	.2933	.4931	.6001	.7228	.6811	1.0000	.5624	.4336	.4703	.6486	.6233	
	N=122	N=106	N=128	N=127	N=126	N=131	N=126	N=123	N=127	N=125	N=126	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	P=.000	
D5_to	.2302	.4043	.4975	.4884	.6534	.5624	1.000	.3991	.5025	.6324	.5162	
	N=123	N=106	N=128	N=128	N=128	N=126	N=131	N=124	N=128	N=127	N=128	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=---	P=.000	P=.000	P=.000	P=.000	
E1_to	.4936	.5801	.4736	.4838	.4114	.4336	.3991	1.0000	.5425	.3980	.5463	
	N=125	N=107	N=126	N=126	N=123	N=123	N=124	N=130	N=130	N=126	N=127	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=----	P=.000	P=.000	P=.000	
E2_to	.5315	.6580	.3966	.5240	.4659	.4703	.5025	.5425	1.0000	.5104	.5243	
	N=127	N=110	N=130	N=130	N=127	N=127	N=128	N=130	N=134	N=130	N=131	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=----	P=.000	P=.000	
E3_to	.3804	.5480	.5406	.5242	.7618	.6486	.6324	.3980	.5104	1.0000	.6519	
	N=124	N=108	N=128	N=128	N=126	N=125	N=127	N=126	N=130	N=131	N=129	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=----	P=.000	
E4_to	.4645	.6248	.5957	.6324	.6671	.6233	.5162	.5463	.5243	.6519	1.0000	
N=125	N=125	N=109	N=129	N=130	N=127	N=126	N=128	N=127	N=131	N=129	N=133	
	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=.000	P=----	

The correlation above 0,5 are considered to be significant. These correlations were used to construct a success factor integration tree shown in Figure 10.1

Figure 10.1 South Africa – success factor integration tree



Source: Researcher's own construction

The correlation relationships of the strategy tree, reflecting the responses received will now be discussed starting with the learning and growth perspective and working up the tree.

10.6.1 Learning and growth perspective

This perspective reflects the developmental actions that the destination must undertake to create long-term growth and improvement.

The learning and growth perspective consists of the following critical success factor categories:

E1 – Production and market development

E2 – Infrastructure development

E3 – People development

E4 – Systems development

All the learning and growth components correlate strongly with each other. People development and systems development correlates strongly upwards with all the destination management processes while infrastructure development correlates strongly with customer satisfaction, marketing management and responsibility management. Product and market development do not correlate with any of the management processes, but directly with customer acquisition and customer satisfaction. This might indicate that product and market development should be a destination management process rather than a learning and growth component.

The strongest upward correlations for the learning and growth components are given in Table 10.14.

Table 10.14 Strongest upwards correlations of learning and growth components

Learning and growth component	Strongest upward correlation
E1 Product and market development	C2 Customer satisfaction
E2 Infrastructure development	C2 Customer satisfaction
E3 People development	D3 Human resource management
E4 Systems development	D3 Human resource management D2 Marketing management D3 Human resource management D4 Strategic management

It is evident from Table 10.14 that product and market development and infrastructure development should be directed towards customer satisfaction and integrated with the customer satisfaction success factors. People development and systems development correlate strongly with the management processes and should be integrated with their critical success factors to ensure optimum performance.

10.6.2 Destination management processes

Destination management processes refer to those processes that can enhance the appeal of the destination; have the greatest impact on customer acquisition and satisfaction; and can directly contribute to the sustainable growth of the destination. The respondents identified critical success factors in each of the following categories:

- D1 – Destination organisation and coordination
- D2 – Destination marketing management
- D3 – Destination human resource management
- D4 – Destination strategic management
- D5 – Destination responsibility management

Firstly, all the destination management processes correlate strongly with each other. In addition, all the processes further correlate strongly upwards with customer

satisfaction. However, it is interesting that the correlation with customer acquisition is not as strong and are for all processes under 0,4. The purpose of the destination management processes is to enhance the appeal of the destination and to add the maximum value for the customer. The strongest correlations downward for the different management processes are shown in Table 10.15.

Table 10.15 Correlations of destination management processes with learning and growth

Management process	Strongest downwards correlation
D1 Organisation and coordination	E4 Systems development
D2 Marketing management	E4 Systems development
D3 Human resource management	E3 People development
D4 Strategic management	E3 People development
D5 Responsibility management	E3 People development

It is again evident from the above that systems development and people development are considered to be the most important future critical success factors that will support the destination management processes of the South African Tourism Industry.

10.6.4 Customer perspective

The ultimate goal of the customer perspective is, firstly, to attract successfully international tourists and, secondly, to add optimum value to the tourist experience at the destination. The critical success area identified for customer acquisition is destination attributes while the critical success areas identified for customer satisfaction are: quality of service and quality of experience.

Section C represents the customer perspective and, therefore, consists of two parts:

- C1 that requested the respondents to identify the most important attributes of the destination that will attract customers.
- C2 that requested the respondents to identify the critical success factors that would lead to optimum customer satisfaction and value.

The data analysed shows that the biggest correlation is between C1 and C2. Product and market development and infrastructure development show a strong correlation with customer acquisition, while people development and systems development shows strong correlation with customer satisfaction. All of the management processes, except responsible management, show a strong correlation with customer satisfaction. The strongest correlations are with organisation and coordination, marketing and human resource management.

No upward correlation was measured as Section B represents the indicators or measurements of sustainable growth. Customer satisfaction will therefore lead to sustainable growth as measured by the economic indicators as well as the social indicators of the destination.

10.7 SUMMARY

The purpose of this chapter was to discuss the results obtained on the identification of critical success factors and the integration of these for South Africa as an international tourism destination.

The results of the most important economic and social indicators that can measure sustainable growth for South Africa were discussed first. The respondents rated all the economic indicators listed as important while the social indicators received lower ratings. The customer perspective represented the most important attributes and quality of service and quality of experience factors identified by respondents. Most of the respondents felt that to satisfy the international tourist, the experience must be safe, enjoyable, memorable, comfortable and relaxing. The respondents further indicated that to satisfy the tourist, the quality of accommodation, restaurants, access

to natural areas, tourist information, tour guides, airports and financial and communication institutions must be of a high standard.

Most of the critical success factors in the destination management processes were considered to be critical. The analysis of the results of the learning and growth critical success factors indicated that the most critical factors for product and market development were exploring new market opportunities; the development of new airline capacity and the upgrading of visitor services and facilities. All the infrastructure development success factors were considered to be critical. For people development, the most critical factors were skills training and education, community awareness training and customer-care programmes while for systems development, it was market research and intelligence and the optimum use of the Internet and technology based tools.

Three critical success factors that surfaced very strongly in the results are safety, marketing and skills training and education. The last section of the chapter shows how the critical success factors can be integrated in a success factor integration tree-based on the correlation data between the different success factor sub-categories. The analysis shows that product- and market development shows strong correlation with customer acquisition and customer satisfaction and consideration should be given to reclassify it as a destination management process rather than a learning and growth component.

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