



The identification of management-process critical success factors that will achieve competitiveness and sustainable growth for South Africa as a tourism destination

*J.A. Jonker, E.T. Heath & C.M. du Toit**

Existing destination competitiveness models do not clearly identify the strategic relationships between the critical factors and how they can be integrated for sustainable growth and competitive advantage.

Against this background, this article focuses on the development and testing of a destination competitiveness model that can be used to identify and integrate critical success factors for a tourism destination.

The destination competitiveness model that is presented makes provision for the identification and integration of critical success factors within four strategic perspectives, namely, sustainable growth, the customer, destination management processes, and learning and growth.

To test the model, a survey was undertaken among the primary tourism stakeholders in South Africa involved in attracting and servicing international tourists. This survey was used to identify critical success factors in the destination management processes that could have the greatest impact on customer satisfaction and the achievement of sustainable growth objectives. Specific conclusions are made and key actions recommended on the basis of the results obtained.

Introduction

Tourism has become a fiercely competitive business for tourism destinations the world over. Competitive advantage is no longer natural, but increasingly man-made, driven by science, technology information and innovation. It is thus not simply the stock of natural resources of a destination such as South Africa that will determine its share in the tourism market, but rather how these resources are managed and integrated with other competencies to create a competitive advantage.

If the benefits from increasing globalisation are to be shared, all countries need to ensure that they have the necessary level of competitiveness (Dwyer 2001: 30). The World Travel and Tourism Council (WTTC) states that "maintaining competitiveness has become an increasing challenge for destinations" (WTTC 2001). However, it is not always clear where inefficiencies that could be rectified might exist. The constantly growing number of travel destinations and the enhanced quality of existing ones puts great pressure on those responsible for a given destination to find better ways of competing in the tourism marketplace, and

to do so in a sustainable manner. The first step in achieving this goal is to better understand those forces and success factors that determine the competitiveness of major tourism destinations. The success factors of a specific destination can then be identified and integrated to ensure sustainable growth for the destination within a competitive environment.

Problem statement

In recent tourism literature, researchers have introduced concepts and relevant models about tourism destination competitiveness (for example, Crouch & Ritchie 1999; Ritchie & Crouch 2000; Hassen 2000; Thomas & Long 2000; Kozak 2001; Dwyer 2001; Yoon 2002). Most of these studies have focused on how effectively and efficiently destination competitiveness can be improved to

* J.A. Jonker is Head of the MBA Unit in the Faculty of Management at the Port Elizabeth Technikon. E-mail: jajonker@petech.ac.za. Professor E.T. Heath is Head of the Department of Tourism Management at the University of Pretoria. Professor C.M. du Toit is an emeritus professor of the University of Port Elizabeth.

respond to escalating market competition. By far the most comprehensive destination planning models that have been developed are those of Crouch & Ritchie (2000) and Dwyer (2001). Although both these models are comprehensive in terms of including all the important aspects that will impact on destination competitiveness, they do not adequately identify the strategic relationships between the critical factors in the models and how they can be integrated for sustainable growth and competitive advantage.

Furthermore, although a number of studies have addressed concepts and relevant models concerning destination competitiveness, no empirical study has been undertaken to develop an integrative strategic model capable of identifying and integrating critical success factors in such a manner that the interrelationships between all factors, as well as their contribution to international competitiveness and sustainable growth, can be determined.

Given the new challenges related to the strategic identification and integration of critical success factors, the following question arises: 'How can management-process critical success factors be identified and integrated to achieve competitive advantage and sustainable growth for South Africa as a tourism destination?'

Literature review

Critical success factors

Fishman (1998: 10) points out that well-defined goals are critical to the success of any organisation

or destination, but that it is just as important to identify the critical success factors needed to attain these goals.

The concept of critical success factors (or factors that are critical to success) was first mentioned by Daniël (1961: 111). Daniël's main thrust was the need for the elimination of issues not directly related to the success of the firm in the planning process of management information systems.

Rockart (1979: 81–93) took this further and used the idea of identifying the information needs of the executive manager based on the critical factors for success, suggesting that the concept of critical success factors would be useful as an information systems methodology.

In the years that followed, many organisations used the critical success factor approach as a framework for strategic planning (Bullen 1995: 13). Definitions found in the literature study reflecting this approach are given in Table 1.

While the definitions and views provided by the above authors differ, there appear to be several common characteristics that help to explain the nature and extent of critical success factors, namely:

- Critical success factors are the sub-goals and/or success outcomes that are directly related and critical to the attainment of the vision, mission and long-term goals of the organisation.
- Critical success factors can be internal areas such as resources, skills, competencies, attri-

Table 1: Selected definitions of critical success factors

<p>Critical success factors are "events, conditions, circumstances or activities. Specifically, they are the limited number of areas in which results, if they are satisfactory, will ensure the successful competitive performance of the organisation" (Jenster 1987: 102).</p> <p>Critical success factors are "sub-goals, end statements, characteristics, conditions or variables that are critical for the attainment of the organisation's mission and ultimate success" (Hardaker & Ward 1987: 114).</p> <p>"The most important factors governing the success are those which are consistent with the company's goals and objectives" (Pollalis & Grant 1994: 12).</p> <p>"The critical success factor method directs managers to determine those things that must go right in order to succeed in achieving goals and objectives. The ultimate value that the CSF [critical success factor] method brings is the ability to focus management's attention on what needs to be done well to achieve success" (Bullen 1995: 13).</p> <p>"Critical success factors are those product features that are particularly valued by a group of customers and therefore, where the organisation must excel to outperform competition" (Johnson & Scholes 2002: 151).</p> <p>"Critical success factors are the resources, skills and attributes of an organisation that are essential to deliver success in the marketplace" (Lynch 2003: 102).</p>
--

butes or conditions, or market-related areas such as product features and profitable market segments.

- Critical success factors are *limited* areas of success that will ensure the successful, *competitive* performance of the organisation.
- Critical success factors are result areas in which success can be measured.

The identification and integration of critical success factors

Critical success factors are identified and integrated by using four perspectives, namely, sustainable growth, the customer, destination management processes, and learning and growth, as shown in Figure 1.

A two-step process for identifying and integrating critical success factors was identified. The starting point is formulating and classifying the 5S 'strategy block', consisting of stakeholder values, shared vision, strategic position, strategic guidelines and success factors, which are the outcomes of the strategic direction and positioning box. This strategy block serves as the 'nerve centre' from which secondary critical success factors can be identified and integrated in four different categories:

■ Sustainable growth

The sustainable growth perspective measures the sustainable growth that the tourism destination generates for all the stakeholders. This measurement is arrived at through economic indicators and social indicators. Profitable enterprises are critical for the economic development of the industry. However, according to Hassen (2000: 239), it is also critical for destination development plans to be compatible with environmental and social integrity for the tourism industry to maintain its economic viability. The WTTC (2001) notes that "sustainable travel and tourism development relies upon policies which support harmonious relationships among travellers, local communities, the private sector and governments to balance natural, built and cultural environments with economic growth and stability". Social success indicators that will measure sustainable growth can therefore include environmental sustainability, employment creation and supportive communities.

■ Customer perspective

The market segments in which the destination would like to compete and the differentiating factors in each section are important inputs into the customer perspective, the ultimate goal of

which is to add optimum value to the customer experience at the tourism destination. Kaplan & Norton (1996: 62) divide customer value proportions into three parts: customer acquisition, satisfaction and retention. The critical success area identified for customer acquisition is destination image. Various works on tourism, particularly those of Fakey & Crompton (1991: 12) and Kim (1998: 341), indicate that the primary goal in promoting a destination and acquiring customers is to project a positive image to potential tourists so that the product becomes desirable to them. These destination attributes include tangible as well as intangible attributes that determine the attractiveness of a destination to a particular tourist in a given travel situation (Kim 1998: 388).

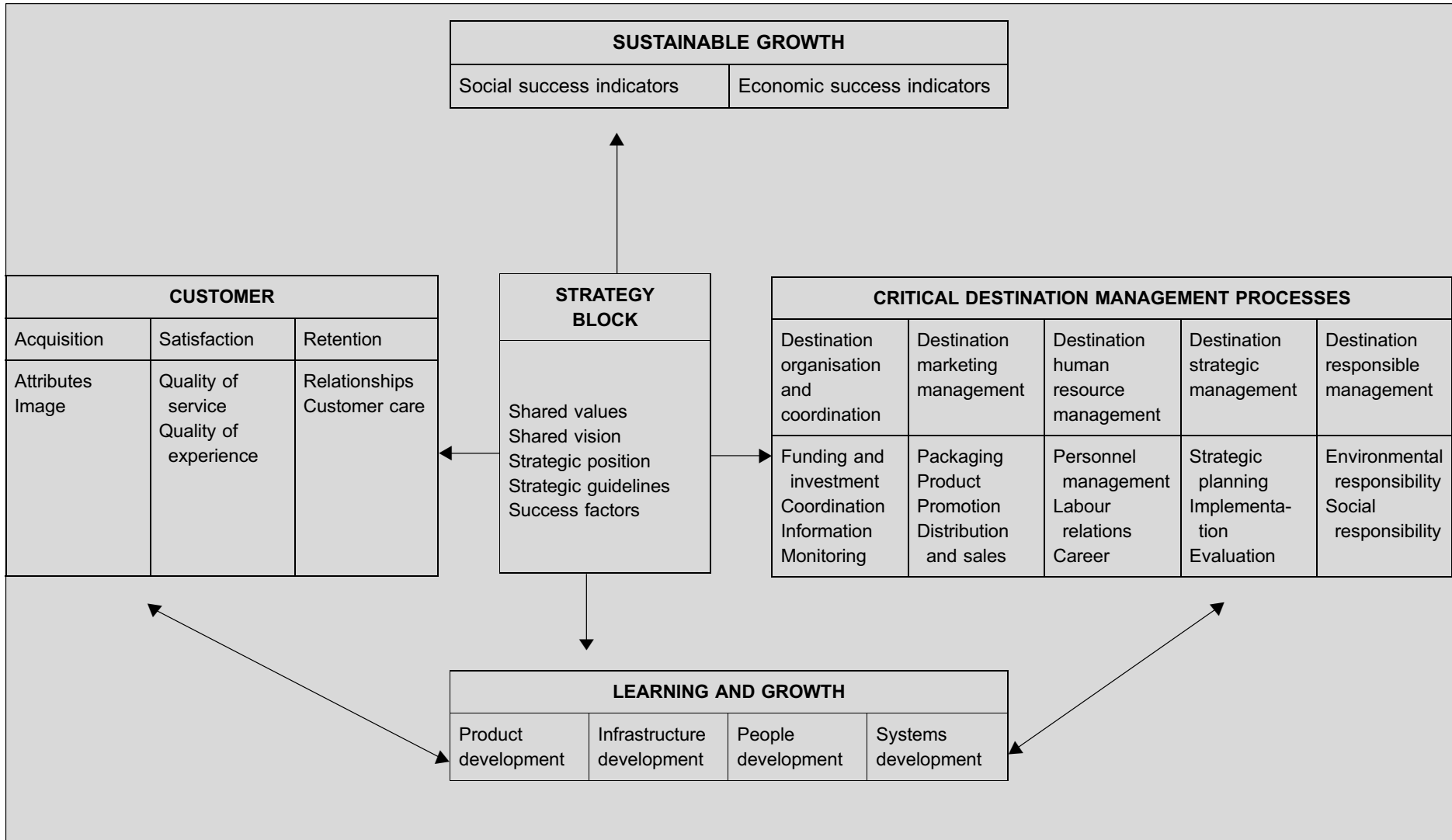
The generic critical success factors identified for customer satisfaction are those of quality of service and quality of experience. Otto & Ritchie (1996: 167) point out that a measure for the quality of the service experience is a useful complement to traditional quality of service measures. The relationship experience with the tourist is critical if customer retention is to be ensured. According to Grönroos (1995: 250), relationship-type approaches must also manage interactive aspects of the delivery process that go beyond traditional management of the marketing mix elements.

■ Destination management processes

Destination management processes that will have the greatest impact on the value proportions of customers and the achievement of sustainable growth objectives must be identified and measured (Kaplan & Norton 1996: 63).

Various areas and levels of government are involved in the promotion, regulation, presentation, planning, monitoring, maintenance, coordination, enhancement and organisation of tourism resources at the macro level (Dwyer 2001: 77). As Buhalis notes, destination management organisations (DMOs), which include convention and visitor bureaus and national and regional tourism organisations, "have overall responsibility for the entire destination product and through incentives and policies facilitate the development of product and create local partnerships for the delivery of seamless experiences" (Buhalis 2000: 108).

The model in this study identifies five types of destination management processes that are important for destination competitiveness: destination organisation and coordination, destina-



Source: Framework adapted from Kaplan & Norton (1998: 60)

Figure 1: The strategic integration of destination success factors

tion marketing, destination human resource development, destination strategic management and destination responsibility management. These activities correspond with the destination management activities identified by Crouch & Ritchie (2000: 3) and Dwyer (2001: 74) in their destination competitive models.

Destination management organisation refers to the organisation of tourism activities at a national and regional level. Four aspects of destination management organisation are particularly important to competitiveness, namely, funding and investment, coordination, the provision of information, and monitoring and evaluation (Dwyer 2001: 77). The next element, destination marketing management, refers to the overall marketing and promotion of the destination. Crouch & Ritchie (1999: 149) point out that it also includes attention to product packaging, promotion, effective distribution channels and sale of the destination. Human resource development refers to a responsibility at a macro level to manage the human resources of the destination, and includes personnel management, labour relations and career pathing. Bueno (1999: 321) argues that “since competition between firms is determined by skills, human resources are a central factor in achieving competitiveness”.

Destination strategic management starts with the strategy block where the values, vision, strategic position and strategic guidelines are identified and formulated. It will be the responsibility of organisations at the macro-level to ensure that all stakeholders buy into the vision and overall strategy and to manage the strategic implementation of these strategies and guidelines. Strategic management and implementation will also include taking specific strategic decisions such as the deployment of resources. These strategic decisions should be taken within a policy framework of regulations, strategic guidelines and objectives. Destination responsible management refers to the management of the social as well as the environmental responsibility of the destination.

■ Learning and growth

The fourth integration perspective identifies the infrastructure that the destination must build to create long-term growth and improvement (Kaplan & Norton 1996: 63). Destinations are unlikely to meet their sustainable growth targets by simply using today’s technologies and capabilities. International competition also re-

quires that destinations continually improve their products, infrastructure, systems and capabilities for delivery to customers and stakeholders.

Kaplan & Norton (1996: 94) note that learning and growth come from three principal sources: people, systems and organisational procedures. The integrated model adds one more source, namely, product development. The present and desired capabilities, competencies, products and infrastructure of the destination should therefore be analysed to reveal the strategic gaps. To close these gaps, the destination may have to develop new products, build new infrastructure, invest in re-skilling employees, enhancing information technology and systems and aligning organisational procedures and routines.

Methodology

The research approach

According to Welman & Kruger (1999: 12), a research problem refers to some difficulty that the researcher experiences in the context of either a theoretical or practical situation. In the case of this study, the problem posed by the researcher is: ‘How can management-process critical success factors be identified and integrated to achieve competitive advantage and growth for South Africa as a tourism destination?’

In addressing the problem, the objectives of the empirical investigation were:

- To identify management-process critical success factors considered to be important by South African tourism stakeholders
- To formulate specific strategic recommendations for South Africa as a tourism destination based on the empirical findings.

Planning the empirical study

The empirical survey was conducted by means of an electronic mail survey, using a questionnaire developed from the literature study. The results of the survey were tabulated and statistically analysed. The process followed during the empirical survey is described in the following sections.

Population and sample size

■ Population

Population can be defined as the entire group under study as specified by the objective of the

research (Burns 1998; Yoon 2002: 59). Since the objective of this study was to investigate tourism stakeholders' perceptions regarding the identification and integration of critical success factors for South Africa as a tourism destination, the population of this study were South African tourism stakeholders. Specifically, the target population included members or groups that are attracting or servicing the international tourism market in South Africa.

■ Sampling

The major source of the sampling frame was the official 2002 Tourism Indaba address list. The South African Tourism Indaba is an annual event aimed at providing a platform for exhibiting South Africa as a destination to the international world. Indaba 2002 had a total of 1300 tourism products and 1316 delegates. All primary stakeholders involved in international tourism in South Africa were represented at the Indaba. The address list classified stakeholders into ten formal classifications, namely, Accommodation/Conference Facilities/Restaurants, Game Lodges/Game and Nature Reserves/Show Farms, Tour Operators and Travel Agents, Tourist Attractions, Transport, Tourism Associations, National Tourism Organisations, Provincial Tourism, Local and Regional Publicity Associations, and Tourism Marketing Organisations. The remainder of the members were listed in a general and addendum section. All the members on the ten official classification lists were used for this study. Forty-two members

that did not have e-mail addresses were omitted from the list. The number of representatives in these categories is shown in Table 2.

The sample size for this study thus comprises 920 attendees of the 2002 Tourism Indaba conference, representing all the major stakeholders involved in the South African tourism industry. Yoon (2002: 60) argues that, in general, there is no correct sample size, although larger sample sizes are always preferable.

Distribution of the questionnaire and response

In order to achieve the largest possible sample, a total of 920 questionnaires was sent out by electronic mail to the representatives identified in Table 2. Twenty-eight questionnaires were returned uncompleted. Of the remaining 886 questionnaires, 139 usable questionnaires were completed and returned, representing an overall response rate of 15.7%. This is considered satisfactory, given the nature of the mail-out collection method and the length of the questionnaire.

Results of the empirical research

Destination management processes: the identification of critical elements

This first section focused on destination management processes that will have the greatest impact

Table 2: Population size classification

Stakeholder segment	Number of representatives
1 Accommodation/Conference Facilities/Restaurants	327
2 Game Lodges/Game and Nature Reserves/Show Farms	154
3 Tour Operators and Travel Agents	275
4 Tourist Attractions	59
5 Transport	30
6 Tourism Associations	12
7 National Tourism Organisations	13
8 Provincial Tourism	11
9 Local and Regional Publicity Associations	15
10 Tourism Marketing Organisations	24
TOTAL	920

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: destination organisation and coordination, destination marketing, human resource management, strategic destination management, and responsible destination management. These processes are briefly discussed in the following sections.

Destination organisation and coordination

The results of the critical elements identified by the respondents for the destination organisation and coordination management process are shown in Table 3.

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

- Ensuring appropriate marketing organisations at all levels
- Ensuring appropriate funding to sustain destination marketing organisations
- Continuing coordination and cooperation between stakeholders

- Implementing appropriate benchmarking, monitoring and evaluation.

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.

Destination marketing

The results of the critical elements identified by the respondents for the destination marketing management process are shown in Table 4.

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
- Develop an effective positioning strategy.

Most of the respondents regarded marketing as an extremely important process, with specific empha-

Table 3: 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
DESTINATION ORGANISATION AND COORDINATION	1	Ensuring appropriate destination marketing organisations at all levels (national, provincial)	0	2.2	10.8	28.1	56.1*	4.42
	2	Continuous coordination and cooperation between tourism stakeholders	0	0.7	10.1	37.4	48.9*	4.38
	3	Ensuring appropriate funding to sustain destination marketing organisations	0	2.2	7.2	35.3	52.5*	4.42
	4	Implementing appropriate benchmarking, monitoring and evaluation mechanisms	0	7.2	18.7	35.3	35.3*	4.02

* Highest response percentage

Table 4: 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
DESTINATION MARKETING	1 Developing an effective branding strategy for the destination	0	0	7.9	30.2	60.4*	4.53
	2 Developing an effective positioning strategy	0	1.4	11.5	33.1	51.1*	4.37
	3 Determining relevant, viable and sustainable target markets	0	0	10.8	30.2	56.8*	4.47
	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
	5 Ensuring integrated promotion strategies (e.g. advertising, exhibitions, Internet, workshops)	0	0.7	10.1	34.5	51.1*	4.41
	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

sis on branding, target markets, distribution and sales and the integration and coordination of the funding and marketing effort.

Destination human resource management

The results of the critical elements identified by the respondents for the destination human resource management process are shown in Table 5.

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

It can therefore be concluded that respondents considered this element as the most critical in terms of human resource management.

Strategic destination management

The results of the critical elements identified by respondents for the destination strategic management process are shown in Table 6.

It is evident from Table 6 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 having the highest mean of 4.14.

Responsible destination management

The results of the critical elements identified by the respondents for responsible destination management are shown in Table 7.

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

Table 5: 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
HUMAN RESOURCE MANAGEMENT	1 Effective recruitment, training and development of staff	0	0.7	6.5	30.2	60.4*	4.54
	2 Implementing appropriate transformation strategies	5.0	6.5	28.1	34.5*	22.3	3.64
	3 Providing appropriate career paths	2.2	6.5	22.3	42.4*	21.6	3.78
	4 Ensuring appropriate labour relations and negotiation strategies and processes	3.6	11.5	20.9	36.7*	23.0	3.67

* Highest response percentage

Table 6: 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
STRATEGIC DESTINATION MANAGEMENT	1 Providing strategic direction (shared vision and strategic framework)	0.7	2.2	19.4	33.8	39.6*	4.14
	2 Continuous macro-competitive and market analysis	0.7	4.3	19.4	36.0*	35.3	4.05
	3 Formulation and implementation of integrated destination strategies	0	3.6	16.5	43.2*	31.7	4.08
	4 Strategic benchmarking. Monitoring and evaluation	0.7	2.2	20.1	37.4*	34.5	4.08

* Highest response percentage

- Putting mechanisms in place to protect the interests of local communities
- 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.

Learning and growth perspective: the identification of critical success factors

This section focuses on the learning and growth perspective that portrays future development factors that are critical to creating long-term growth and improvement for the destination. Four categories were identified in the literature study, namely, product development, infrastructure development,

Table 7: 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
RESPONSIBLE DESTINATION MANAGEMENT	1 Putting mechanisms in place to protect the interests of local communities	2.2	5.8	12.9	31.7	44.6*	4.14
	2 Putting mechanisms in place to preserve cultural integrity and authenticity	0.7	5.0	12.2	29.5	49.6*	4.25
	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
	4 Incentivising tourism stakeholders who adhere to the principles of sustainable development	0.7	3.6	14.4	39.6*	37.4	4.12
	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

people development and systems development. The results of these four categories are discussed in the following sections.

Product and market development: the identification of future critical success factors

The respondents' views on product and market development are depicted in Table 8.

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
- Exploiting new market opportunities.

Most of the respondents did not regard the development of new tour routes and tour packages, or the development of new attractions and experiences, to be critical. This is interesting, as both of

these are critical elements of innovative development in ensuring competitive future products and attractions.

Infrastructure development and management: the identification of future critical success factors

Respondent feedback in terms of infrastructure development and management is shown in Table 9.

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
- Responsible destination planning and resource usage.

Table 8: 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
PRODUCT AND MARKET DEVELOPMENT	1 Development of new attractions and experiences	0	7.9	29.5	36.0*	23.7	3.79
	2 Development of new tour routes and tour packages	0.7	8.6	32.4*	29.5	25.9	3.73
	3 Exploiting new market opportunities and focusing on new market segments	0	4.3	13.7	38.1	41.0*	4.19
	4 Development of new airline alliances	0.7	5.0	17.3	20.9	52.5*	4.24
	5 Upgrading and further developing visitor services and facilities	0	1.4	11.5	28.1	54.0*	4.41

* Highest response percentage

Table 9: 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
INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	1 Responsible destination planning and resource usage	0	1.4	15.8	36.7	43.9*	4.26
	2 Provision of appropriate public transport systems, roads, airports, rail ports	0	1.4	10.8	33.8	51.1*	4.39
	3 Provision of appropriate infra-structure (e.g. water, electricity)	0	0	12.2	33.8	51.1*	4.40
	4 Safety and security management	0	0	0	16.5	80.6*	4.83
	5 Road signage and information networks	0.7	0.7	5.0	27.3	62.6*	4.56

* Highest response percentage

It is evident from the foregoing that the majority of the respondents consider infrastructure development and management as critical to the future

success of South Africa as a tourism destination. The most important of these is safety and security management.

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.

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
- 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. Respondents again viewed transformation programmes to be not as important.

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 11.

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

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

Recommendations

Based on the information obtained in the empirical survey, certain recommendations can be made to the South African tourism industry. These are discussed in the following sections under the headings of safety and security management; people development and systems development; marketing and product development; and responsible management.

Recommendations for destination managers

Safety and security management

In this survey, safety and security management was also identified as the most important critical success factor for infrastructure development and management.

It is clear that steps to reduce safety risk will have to play a key role in future tourism strategy. Steps such as encouraging the government and police to reduce levels of violence and crime in the country as a whole and increasing foot patrols in tourism areas are essential. It is also clear, however, that safety and security management should be integrated with tourism management, which should be expected to address this problem in an innovative way. For example, safety and security provisions could be built into national, provincial and local tourism, resulting in specific tourism security initiatives.

Table 10: People 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
PEOPLE DEVELOPMENT	1 Skills training and education	0	0.7	5.8	33.8	58.3*	4.52
	2 Community tourism awareness programmes	0	2.9	12.2	33.8	48.2*	4.31
	3 Customer care programmes	0	1.4	3.6	33.1	59.0*	4.54
	4 Transformation programmes	2.2	7.2	30.9*	30.2	25.9	3.73
	5 Entrepreneurial support programmes	1.4	4.3	15.8	38.1*	37.4	4.09

* Highest response percentage

Table 11: 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
SYSTEMS DEVELOPMENT AND USAGE	1 Integrated systems of information technology	1.4	4.3	23.0	36.0*	33.1	3.97
	2 Market research and intelligence	0.7	3.6	11.5	36.7	45.3*	4.25
	3 Computerised reservation system	2.9	10.1	16.5	37.4*	28.8	3.82
	4 Optimal utilisation of the Internet and other technology-based tools (e.g. CD Rom)	2.2	11.5	15.1	35.3	40.3*	4.10

* Highest response percentage

People development and systems development

People development and systems development were identified as the most important components under the learning and growth perspective.

People development refers to development in customer-care, skills and education, community tourism awareness and entrepreneurship. People development success factors will impact on all the management processes. The development of human capital is therefore crucial for the management of all the destination management processes, and people development success factors should be integrated with the success factors of the destination management processes to ensure success and specifically to lead to optimum customer satisfaction.

The South African tourism industry therefore requires a multidisciplinary and integrated approach to addressing the perceived inadequate training and education. It is evident that appropriate tourism training courses should receive priority attention, and that more effort should be directed at achieving international standards of professionalism in the South African tourism industry. Education and training should therefore be at the forefront of tourism development and should be expanded to school curricula and tertiary institutions.

The respondents indicated that **systems development** (with specific reference to market research and intelligence and the optimum utilisation of the

Internet and other technology-based tools) was important. Appropriate systems development can ensure that the destination will be able to generate and disseminate the information that is needed to take strategic decisions.

Marketing and product development

Most of the South African respondents regarded marketing as an extremely important process, with specific emphasis on branding, target marketing, distribution and sales, and the integration and coordination of the marketing effort. It is therefore recommended that the marketing efforts of provinces be integrated and coordinated in a South African effort. Marketing also shows a strong correlation with systems development, once again increasing the importance of market research and information systems in this process.

Product development should be linked to marketing to ensure that the products reflect as closely as possible the needs of the people who will make use of them. It is important to note that although the literature considered the development of new attractions, experiences, tour routes and tour packages as being important, the respondents did not consider these to be critical. This issue must be addressed to ensure the enhancement of innovation in product development. South Africa should therefore devote attention to innovative product development and link the marketing process to this to ensure synergy and sustainable product/market matches.

Responsible management

It is recommended that responsible management principles become an important factor for the identification and integration of critical success factors in South Africa. There should also be a direct relationship between this process and the achievement of social and environmental protection targets as defined by the sustainable growth indicators identified by the destination.

Recommendations for future research

Based on the results of this study, the following suggestions are put forward for consideration regarding future research:

- The testing of the destination competitiveness model developed in this study in rival national destinations and comparison of the results with the results obtained for South Africa
- An investigation of the effectiveness of strategic direction and position formulation, communication and implementation in the South African context
- An investigation of the effectiveness of strategic assessment and strategic information dissemination in creating strategic knowledge for a destination such as South Africa
- A critical analysis of the strategic capability of a destination such as South Africa, and matching this with the product offering and market focus.

References

- Allison, B., O'Sullivan, T., Owen, A., Rice, J., Rothwell, A. & Sanders, C. 1996. *Research Skills for Students*. London: Kogan Page.
- Bueno, A. 1999. 'Competitiveness in the tourist industry and the role of the Spanish Public Administration', *Tourism and Hospitality*, 47(4): 316–331.
- Buhalis, D. 2000. 'Marketing the competitive destination of the future', *Tourism Management*, 21: 97–116.
- Bullen, C.V. 1995. 'Re-examining productivity critical success factors', *Information Systems Management*, 12(3): 13–18.
- Burns, P. 1998. 'Paradoxes in planning: Tourism elitism or brutalism?' *Tourism Management Journal*, 19(6): 555–566.
- Crouch, G.I. & Ritchie, J.R.B. 1999. 'Tourism, competitiveness and societal prosperity', *Journal of Business Research*, 44: 137–152.
- Crouch, G.I. & Ritchie, J.R.B. 2000. 'The competitive destination: A sustainable perspective', *Tourism Management*, 21(1): 1–7.
- Daniël, D.R. 1961. 'Management information crises', *Harvard Business Review*, 39: 110–121.
- DEAT. 2003. *Guidelines for responsible tourism*. Available at: www.environment.gov.za. Accessed: 10 September 2003.
- Dwyer, L. 2001. Destination competitiveness: development of a model with application to Australia and the Republic of Korea (unpublished report). Sydney: University of Western Sydney.
- Fakey, P.C. & Crompton, J.L. 1991. 'Image differences between prospective first-time and repeat visitors to the lower Rio Grande Valley', *Journal of Travel Research*, 30(2): 10–16.
- Fishman, A. 1998. 'Critical success factors, key to attaining goals', *Inside Tuscon Business*, 8(17): 10–12.
- Grönroos, C. 1995. 'Relationship marketing: the strategic continuum', *Journal of the Academy of Marketing Science*, 23: 252–254.
- Hardaker, M. & Ward, B.J. 1987. 'Getting things done', *Harvard Business Review*, 65: 112–120.
- Hassen, S.S. 2000. 'Determinants of market competitiveness in an environmentally sustainable tourism industry', *Journal of Travel Research*, 38(3), 239–245.
- Heath, E.T. 2000. Strategic destination marketing principles and perspectives (unpublished report). Pretoria: University of Pretoria.
- Jenster, P. 1987. 'Using critical success factors in planning', *Long Range Planning*, 20(4): 102–109.
- Johnson, G. & Scholes, K. 2002. *Exploring Corporate Strategy*. Hertfordshire: Prentice Hall.
- Kaplan, R.S. & Norton, D.P. 1996. *Translating Strategy into Action: the Balanced Scorecard*. Boston: Harvard Business School Press.
- Kim, H. 1998. 'Perceived attractiveness of Korean destinations', *Annals of Tourism Research*, 25(2): 340–367.
- Kozak, M. 2001. 'Repeaters' behaviour at two distinct destinations', *Annals of Tourism Research*, 28(3): 784–807.
- Lubbe, B. 2003. *Tourism Management in Southern Africa*. Cape Town: Pearson Education.
- Lynch, R. 2000. *Corporate Strategy*. 2nd edition. London: Prentice Hall.
- Otto, J.E. & Ritchie, J.R.B. 1996. 'The service experience in tourism', *Tourism Management*, 17(3): 165–174.
- Pollalis, Y. & Grant, J.H. 1994. 'Information resources and corporate strategy development', *Information Strategy: The Executive's Journal*, 11(1): 12–17.
- Ritchie, J.R.B. & Crouch, G.I. 2000. 'The competitiveness destination: a sustainability perspective', *Tourism Management*, 21: 1–7.
- Rockart, J.F. 1979. 'Chief executives define their own data needs', *Harvard Business Review*, 57: 81–92.

- SATOUR. 1999. *Satour Report*. Available at: www.satour.co.za/vision.html. Accessed: 10 June 2000.
- South African Tourism. 2002. *Tourism Growth Strategy*. Available at: www.southafrica.net. Accessed: 2 February 2003.
- The Cluster Consortium. 1999. South African Collaborative Action Programme: strategy in action report (unpublished report to the Department of Environmental Affairs and Tourism). Pretoria.
- Thomas, R. & Long, J. 2000. 'Improving competitiveness: critical success factors for tourism development', *Journal of the London Economic Policy Unit*, 4: 313–328.
- Welman, J.C. & Kruger, S.J. 1999. *Research Methodology for the Business and Administration Sciences*. Pretoria: Oxford.
- World Tourism Organisation. 1999. *International Tourism: A Global Perspective*. Madrid: WTO.
- World Travel and Tourism Council. 1998. *South Africa's Travel and Tourism Economic Driven for the 21st Century*. London: WTTC.
- World Travel and Tourism Council. 2001. *Competitiveness Monitor*. London: WTTC.
- Yoon, Y. 2002. Development of a structural model for tourism destination competitiveness from a stakeholder's perspective. Unpublished DPhil thesis. Virginia Polytechnic Institute and State University, Virginia.