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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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University of Pretoria
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Mr T Nelwamondo
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tshili@uniw.ac.za
ANNEXURE. 2

**QUESTIONNAIRE DIRECTED TO TOURISM ACCOMMODATION PROVIDERS IN LIMPOPO PROVINCE**

N.B. To be completed by managers, owners or the highest authority within the given enterprise

<table>
<thead>
<tr>
<th>Section A: General Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In which <strong>tourism</strong> region do you operate</td>
</tr>
<tr>
<td>Water berg</td>
</tr>
<tr>
<td>Zoutpansberg</td>
</tr>
<tr>
<td>Capricorn</td>
</tr>
<tr>
<td>Olifants valley</td>
</tr>
<tr>
<td>2. What is the dominant tourism activity in your area?</td>
</tr>
<tr>
<td>Holiday</td>
</tr>
<tr>
<td>Wildlife viewing</td>
</tr>
<tr>
<td>Hunting</td>
</tr>
<tr>
<td>Recreation</td>
</tr>
<tr>
<td>Others (specify)</td>
</tr>
<tr>
<td>3. What is the vision and the mission of your business?</td>
</tr>
<tr>
<td><strong>Vision</strong></td>
</tr>
<tr>
<td>V1</td>
</tr>
</tbody>
</table>

For office use only
4. What type of tourism accommodation establishment do you operate?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>1</td>
</tr>
<tr>
<td>Guesthouse</td>
<td>2</td>
</tr>
<tr>
<td>B&amp;B</td>
<td>3</td>
</tr>
<tr>
<td>Lodge</td>
<td>4</td>
</tr>
<tr>
<td>Resort</td>
<td>5</td>
</tr>
<tr>
<td>Other (specify)</td>
<td>6</td>
</tr>
</tbody>
</table>

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

6. How many guests can you accommodate at a time? --

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Per week</td>
<td></td>
</tr>
<tr>
<td>Per Month</td>
<td></td>
</tr>
<tr>
<td>Per Year</td>
<td></td>
</tr>
</tbody>
</table>

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

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
</tbody>
</table>

9. What is your position in the business?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>2</td>
</tr>
<tr>
<td>Director</td>
<td>3</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>4</td>
</tr>
<tr>
<td>Other (specify)</td>
<td>5</td>
</tr>
</tbody>
</table>
10. Who owns the business?

<table>
<thead>
<tr>
<th>Ownership</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individually owned</td>
<td>1</td>
</tr>
<tr>
<td>Private company owned</td>
<td>2</td>
</tr>
<tr>
<td>Family owned</td>
<td>3</td>
</tr>
<tr>
<td>Consortium owned</td>
<td>4</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>5</td>
</tr>
</tbody>
</table>

11. What was the main purpose of establishing this business?

<table>
<thead>
<tr>
<th>Purpose</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To generate supplementary income</td>
<td>1</td>
</tr>
<tr>
<td>To empower the local communities</td>
<td>2</td>
</tr>
<tr>
<td>To serve and supply tourist demand</td>
<td>3</td>
</tr>
<tr>
<td>To venture into new business opportunities</td>
<td>4</td>
</tr>
<tr>
<td>To contribute towards the growth of tourism</td>
<td>5</td>
</tr>
</tbody>
</table>

12. What mechanism do you use to assess or evaluate your Business performance?


13. How many employees do you have?  

14. Please indicate the number of employees with the following educational level

<table>
<thead>
<tr>
<th>Educational Level</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower than secondary (R-7)</td>
<td></td>
</tr>
<tr>
<td>Secondary level (8-12)</td>
<td></td>
</tr>
<tr>
<td>Post matrix</td>
<td></td>
</tr>
<tr>
<td>Post graduate</td>
<td></td>
</tr>
</tbody>
</table>

15. Do you have staff development programmes?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

16. What is the longest service that an employee has served in the business?

17. For how long has the business been operating?

262
18. How do you ensure the future existence of your business?

SECTION B: OPERATIONAL QUESTIONS

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

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closer to popular tourism destination</td>
<td>1</td>
</tr>
<tr>
<td>There was no other site available</td>
<td>2</td>
</tr>
<tr>
<td>Due to locational inertia</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Option</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

(ii) If the answer is yes, what were the reasons for the change?

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

<table>
<thead>
<tr>
<th>Option</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

(ii) If the answer to the question above is yes, explain the kind of support.
22. **How do you operate?**

<table>
<thead>
<tr>
<th>Option</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>In a network of businesses</td>
<td>1</td>
</tr>
<tr>
<td>As an autonomous business</td>
<td>2</td>
</tr>
<tr>
<td>As a parasitical</td>
<td>3</td>
</tr>
<tr>
<td>Others (specify)</td>
<td>4</td>
</tr>
</tbody>
</table>

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

-  
-  
-  
-  

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

-  
-  
-  
-  

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

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly</td>
<td></td>
</tr>
<tr>
<td>Monthly</td>
<td></td>
</tr>
<tr>
<td>Annually</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>
(ii) If your answer is yes, what is your business philosophy?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

28. (i) Do you think your business has a role to play during the 2010 World Soccer Cup?

- Yes 1
- No 2

(ii) If your answer is yes, how do you envisage and plan to position yourself as a competent service provider?

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------------------ --------------------------------------------
------------------ --------------------------------------------

29. (i) Do you find yourself in business competition with other businesses of almost the same practices?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

(ii) If the answer is yes, how do you deal with such competition?

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------------------ --------------------------------------------

30. What do you consider to be your business strengths?

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------------------ --------------------------------------------
------------------ --------------------------------------------

31. What are your weaknesses in business?

------------------ --------------------------------------------
------------------ --------------------------------------------
------------------ --------------------------------------------

32. What are your prospective opportunities for your business?

------------------ --------------------------------------------
------------------ --------------------------------------------
------------------ --------------------------------------------
33. What are the possible threats? 

34. (i) Do you engage any consultancy on the professional side of the business? 

   Yes  1   No  2 

   (ii) If your answer is yes, what kind of consultancy do you engage and how? 

35. (i) Is your business affected by seasonality? 

   Yes  1   No  2 

   (ii) If your answer is yes, how is it affected, and how do you deal with the effects? 

36. Are you able to process electronic cards? 

   Yes  1   No  2 

37. Do you have access to Internet? 

   Yes  1   No  2 

38. How often do you conduct the following? 

<table>
<thead>
<tr>
<th></th>
<th>Regularly</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scorecards analysis</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>SWOT analysis</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Value chain analysis</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strategic evaluation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
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

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

41. Small tourism entrepreneurs are not receiving the attention that they deserve from the government.

   1 2 3 4 5

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

   1 2 3 4 5

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

   1 2 3 4 5
44. All sizes of tourism accommodations should be offered equal treatment by the government.

1 2 3 4 5

45. The government is doing a good job as far as promoting emerging tourism entrepreneurs is concerned.

1 2 3 4 5

46. Local residents are the primary beneficiaries of non-metropolitan tourism accommodation.

1 2 3 4 5

47. The tourism industry still lacks direction in the non-metropolitan areas.

1 2 3 4 5

48. White people are still the dominant force in tourism establishments.

1 2 3 4 5

49. The provincial government should have the overall control over tourism service providers.

1 2 3 4 5

50. All needy operators should be trained and supported financially by the government.

1 2 3 4 5

51. All kinds of tourism accommodation need to adopt a specified strategic plan.

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

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---------------------------------------------------------------------------------
---------------------------------------------------------------------------------
---------------------------------------------------------------------------------
---------------------------------------------------------------------------------