



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



**“Building a Service
Excellence Culture in the
Tourism sector and Value
Chain”**



SERVICE EXCELLENCE PROVINCIAL ROADSHOWS REPORT

NATIONAL DEPARTMENT OF TOURISM

TABLE OF CONTENTS

	Page
1. EXECUTIVE SUMMARY.....	3
2. BACKGROUND AND DISCUSSIONS	6
3. PROJECT OBJECTIVES.....	6
4. PROJECT SCOPE.....	6
4.1 Timeframe and Duration.....	6
4.2 Programmes for Sessions.....	6
4.3 Target Market	8
4.4 Project Team and Responsibilities	8
5. ATTENDANCE	10
6. PRESENTATIONS	11
6.1 Service Excellence Research Outcomes	11
6.2 SABS Norms and Standards	13
7. BREAKAWAY SESSIONS	14
7.1. Skills Development and Quick Boost	14
7.2 Leadership Style and Awareness Creation	15
7.3 Customer Service Audits and Recognition Awarding Systems	17
7.4 Consumer Feedback and Norms and Standards	19
8. CONCLUSION	20
9. WAYFORWARD	21

1. EXECUTIVE SUMMARY

The road shows took place from between 14 October until 22 November 2010. The objectives of the road shows were to communicate the outcomes of the research conducted to provinces and relevant partners. Among others expected outcomes of the road shows were to get inputs on the research outcomes and the service excellence implementation plan.

Tourism Service Excellence Road shows took place in all nine provinces. Seven (7) out of nine (9) provinces organized venues and covered costs for session (**Annexure A**). Four hundred and thirty (430) representatives from tourism value chain attended sessions and gave inputs on the presentations. Road shows were held in nine provinces and representatives from government, hospitality sector, business, associations, local government, training institution, local NGOs and international organizations attended sessions and gave valuable inputs on the research outcomes as well as service excellence implementation plan.

Break away sessions focusing on *Skills Development and Quick Boost, Leadership Style and Awareness Creation, Customer Service Audits and Recognition awarding system and Consumer Feedback mechanisms and Norms and Standards* were held and produced valuable inputs. Inputs received outlined challenges, recommendations, areas of interventions, responsible organizations for implementation as well as time frames.

Some of the proposed interventions of the **Skills Development and Quick Boost** are as follows:

- Develop and introduce a programme for learners in primary and secondary schools around customer care
- Introduce a Tourism Business Incubator Programme – Adopt-a-business or leverage on similar existing programmes
- Develop mechanisms to ensure that training and development filters down to emerging entrepreneurs and enterprises through tourism associations
- To ensure alignment with regard to various training programmes offered by both THETA and TEP.

Some of the proposed interventions of the **Leadership Style and Awareness Creation** are as follows:

- Leaders should be nominated to serve on the Service Excellence structures.
- Leadership qualities such as selfless, consistency, fairness, firmness, integrity, insight, passion and there must be continuously displayed by leadership.
- Self assessment of tourism businesses to be encouraged.
- Specific attention to be given to working and other social aspect of workers.
- Continuous disseminating of information on training opportunities training to right people.
- Promotion of appropriate branding and packaging of products to improve the quality and presentation of products

Some of the proposed interventions of the **Customer Service Audits and Recognition awarding system** are as follows:

- Development of audit guidelines and tools
- Systems to be put in place internally and externally .to share information on the customer care audit reports
- Awareness creation and capacity building initiatives on developed guidelines and tools
- Outcomes of audit to be incorporated in the performance management system
- Integration awards system to be introduced, shared with relevant stakeholders and monitored.

Some of the proposed interventions of the **Consumer Feedback mechanisms and Norms and Standards** are as follows:

- Generic service guidelines to be developed and shared accordingly.
- Variety of tools catering for broader targets.
- Each organization should develop its own service standards.
- Evaluation and monitoring the service mechanism they utilized.
- Analysis reports to done and information on trends to be shared.
- Awareness creation/stakeholder engagements programmes on available systems

It was concluded that there are pockets of excellence, but in general services are not at acceptable

levels and there is a need to improve the situation. There was an acknowledgement that each and every organization has the responsibility to improve the situation. Development and introduction of generic standards and norms were highlighted as being critical for improving the services in the tourism sector. It emphasized that information sharing should be done to ensure effective coordination of efforts; relevant training, mentoring and coaching were highlighted as important areas for addressing the current situation.

From all the proposed interventions, the National Department of Tourism adopted those interventions that fall within its mandate and will identify possible champions that will take the interventions further. The identification and decision on champions will be done in collaboration with all the existing Service Excellence structures, namely:

- Executive Coordinating Committee (EXCO) – TBCSA and NDT executive management
- Steering Committee – All the key players in the tourism sector and value chain (both from private and public sector)
- Provincial Coordinating Committee – operational committee
- Working Groups – champions and other related organisations

It was agreed that all inputs from different stakeholders will be consolidated and forwarded to provinces and associations for sharing with their respective partners and stakeholders. It was further agreed that relevant inputs will be incorporated in the draft strategy and implementation plan. A session for captains of the industry to be coordinated in partnership with TBCSA.

2. BACKGROUND AND DISCUSSIONS

The National Department of Tourism organized and conducted the Tourism Service Excellence Road shows in all nine provinces in order to share information and findings of the research report. This research was facilitated by the National Department of Tourism (NDT) and TBCSA in collaboration with the Disney Institute with the purpose to determining the current service levels in the industry as well as defining areas of interventions.

3. PROJECT OBJECTIVES

- To communicate the outcomes of the research conducted and distribute the research report.
- To develop implementation plan based on the research recommendation
- To strengthen partnership with provinces and relevant partners involved in rolling out service excellence.
- To involve key strategic partners to share programmes that directly impact on the growth and development of the industry.

4. PROJECT SCOPE

4.1 TIME FRAMES/DURATION

The road shows took place in all nine (9) provinces from 12 October 2010 to 22 November 2010 (see the attached schedule), one session in each province.

4.2 PROGRAMME FOR SESSIONS

Acting Deputy Director-General: Tourism Growth and Chief Director: Tourism Capacity Building shared the facilitation of sessions as reflected on the programme below.

TIME	ITEM	RESPONSIBILITY
09h00 to 09h05	Opening and Welcome	Provincial Representative
SERVICE EXCELLENCE		
09h05 to 09h10	Purpose of the Workshop:	NDT
09h10 to 09h25	Presentation: <i>Research Findings and Roll out Plan</i>	NDT
09h25 to 09h50	Presentation : <i>Norms and standards</i>	SABS
09h50 to 10h05	TEA BREAK	All attendants
10h05 to 10h45	Breakaway Groups	NDT
10h45 to 11h20	Report back from Breakaway Groups	NDT
11h20 to 11h40	Discussions	All attendants
11h40 to 12h00	Summation of 1 st Session Proceedings	NDT
12h00 -13h00	LUNCH	
RESPONSIBLE TOURISM		
13h00 to 13h10	Purpose of the Session	NDT
13h10 to 13h30	National Responsible Tourism Programmes	NDT
13h30 to 13h50	Towards Achieving Universal Accessibility in Tourism	NDT
	Climate Change and Tourism	NDT
13h50 to 14h05	TEA BREAK	All attendants
14h05 to 14h20	Energy Efficiency in Tourism	ESKOM Representative
14h20 to 14h50	Update on Minimum Standards for Responsible Tourism & National Responsible Tourism Strategy and Climate change protocol	Consultant
14h50 to 15h10	Discussion	All Attendants
15h10 to 15h15	Vote of thanks	Provincial Representative

4.3 TARGET MARKET

Road shows targeted the following partners and key stakeholders in the tourism value chain:

Primary stakeholders:

- Stakeholders from the industry;
- Provincial tourism departments;
- Provincial Tourism Authorities;
- Signatories of the Service Excellence pledge signed in 2008 namely:
 - South African Police Services
 - Department of Transport
 - Department of Home Affairs
 - Tourism Business Council of South Africa
 - Local Government

Secondary stakeholders:

- Other targeted organizations:
 - South African Revenue Services
 - Retail Association of South Africa
 - Banking Association of South Africa
 - Airlines
 - Hotels Restaurants
- Tourism Value Chain

4.4 PROJECT TEAM AND RESPONSIBILITIES

NATIONAL TEAM

NAME	RESPONSIBILITY	RESPONSIBILITY
Bulelwa Seti Myron Peter	Project Leader	Overall Project Leader

Mothepane Sesele	Project Manager	Management of the Project
Boichoko Seane Paballo Molele	National Coordinators	Facilitate and guide coordination processes
Zakhele Sibeko Boitumelo Diseko Malebo Kgomongwe	Logistical Support	Overall logistics management

PROVINCIAL TEAM

NAME	RESPONSIBILITY	RESPONSIBILITY
Mpume Kheswa	Provincial Coordinator KZN	Coordination of provincial activities related to the sessions
Weziwe Busakwe	Provincial Coordinator Eastern Cape	
Moses Ngobeni	Provincial Coordinator Limpopo	
Trevor Sibeko	Provincial Coordinator Free State	
Bela Gumede	Provincial Coordinator North West	
Andile Mlawu	Provincial Coordinator Northern Cape	
Anthony Ngomane	Provincial Coordinator Mpumalanga	
Melissa Wicomb	Provincial Coordinator Western Cape	
Florence Nunes	Provincial Coordinator Gauteng	

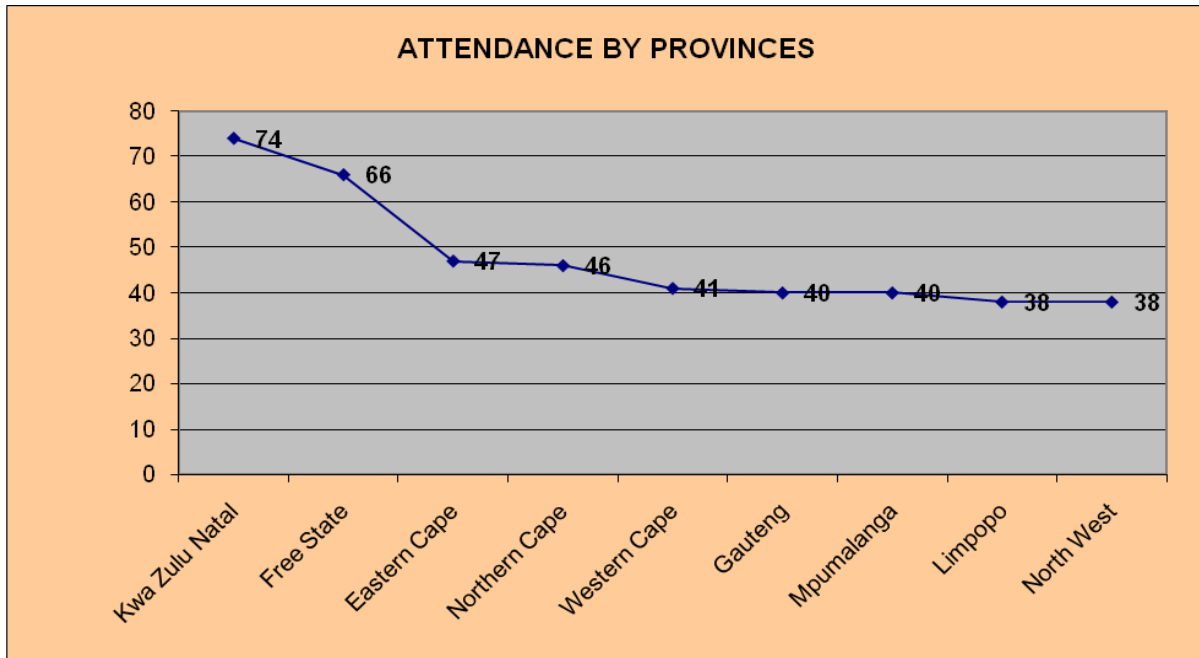
5. ATTENDANCE

Four hundred and thirty (430) representatives from tourism value chain attended sessions and gave inputs on the presentations. Attendees were representatives from government, hospitality sector, business, associations, local government, training institution, local NGOs and international organizations attended sessions and gave valuable inputs on the research outcomes as well as service excellence implementation plan. Details on the structures represented are reflected on the attendance registers (**Annexure E**)

TABLE 1: BREAKDOWN OF ATTENDANCE BY PROVINCES

PROVINCES	ATTENDANCE
Kwa Zulu Natal	74
Free State	66
Eastern Cape	47
Northern Cape	46
Western Cape	41
Gauteng	40
Mpumalanga	40
Limpopo	38
North West	38
Total	430

GRAPH 1: ATTENDANCE BY PROVINCES



The overall attendance per provinces by far was KwaZulu Natal with the highest of 74 participants, followed by Free State at 66 and while Eastern Cape, Northern Cape, Mpumalanga, Western Cape, North West, Limpopo and Gauteng all share an average of below and above 47 attendance. The total attendance in all nine provinces was 430

6. PRESENTATIONS

6.1 SERVICE EXCELLENCE RESEARCH OUTCOMES

Outline of the presentation

The presentation outlined the purpose of the presentation, rationale for the programme, findings, progress as well as recommended interventions. Details on the presentations are reflected on **Annexure C.**

Critical issues raised by attendants included the following:

- The issue of tourist guides not been mentioned from the research is worrying because tourist guides are the first people to interact with tourist not only just front line staff who will provide excellence service.
- The current levels of services in most service points are not acceptable and there is a need to improve the situation by improving coordination.
- There are a number of initiatives as well as new emerging activities on customer care training but there is a need to ensure the following:
 - >effective coordination of efforts
 - >reviewing of training modules after every five (5) years as per acceptable standard.
 - >development of appropriate units standards.
- The report provides a broad national picture on service levels but it does not reflect provincial peculiarities.
- Tourism associations to be given feedback on the outcomes of the research so that they can contribute positively towards the efforts of improving the situation.
- Partnerships between public and private sector to be intensified to ensure consistence in terms of the quality of training on customer care.
- NDT to work towards developing generic national standards rather than each organization having their own standards.
- Training youth to become ambassadors of tourism service excellence in their respective local communities.
- The industry should consider promoting mentorship and coaching programmes to support emerging enterprises.
- Training on Tourism Service Excellence must be inclusive; it must happen in all spheres of government. Management must also be included because they are expected to mentor junior staff and to create a conducive atmosphere for the implementation of service excellence principles.
- An integration of all tourism standards to ensure alignment.

6.2 SABS NORMS AND STANDARDS

Outline of the presentation

- The presentation outlined the purpose of the presentation, structure of SABS as well as processes followed when drafting norms and standards. Details on the presentations are reflected on **Annexure D**.

Critical issues raised by attendants on norms and standards included the following:

- Alignment of standards with Tourism Grading Council of South Africa and create synergy when developing such standard
- Associations to be represented so that they can inform their respective affiliates on processes and expectations

7. BREAK AWAY SESSIONS

Please refer to attached template (**Annexure B**) used for collating information as well as inputs from the following breakaway groups.

- 7.1 Skills Development and Quick Boost
- 7.2 Leadership Style and Awareness Creation
- 7.3 Customer Service Audits and Recognition Awarding System
- 7.4 Consumer Feedback Mechanisms and Norms and Standards

7.1 SKILLS DEVELOPMENT AND QUICK BOOST

7.1.1 CHALLENGES

- Lack of direction from THETA (always passing the buck)
- Training gaps hindering the impact of training not yet identified and addressed

- Lack of an updated centralized database of private training providers
- Most training modules are not user-friendly
- Lack of opportunities created for experiential training

7.1.2 RECOMMENDATIONS

- Introduce a programme for learners in primary and secondary schools around customer care
- Tourism Business Incubator Programme – Adopt-a-business in KZN (GP) to be promoted
- Develop mechanisms to ensure that training filters down to SMME e.g. Tourism Associations
- To ensure alignment with regard to various training programmes offered by both THETA and TEP.
- Skills development programmes should be based on a principle of supply and demand and be responsive to the needs of the sector.
- Special training interventions to target rural communities.

7.1.3 ADOPTED SKILLS DEVELOPMENT AND QUICK BOOST INTERVENTIONS

All interventions will be underpinned by the following principles:

- All training and development programmes should be based on supply and demand and be based on the needs of the sector.
- Accessibility of information and opportunities with specific reference to rural areas and other marginalized groups.
- The interventions should be championed by THETA and other related skills development organisations.

INTERVENTIONS	RESPONSIBLE STRUCTURE	TIMEFRAME
Develop and introduce a programme for learners in	NDT, THETA, DBE and private sector (esp. training service	2011/2012

primary and secondary schools around customer care	providers)	
Introduce a Tourism Business Incubator Programme – Adopt-a-business or leverage on similar existing programmes	NDT, TEP, DTI, TBCSA and DBE.	2011/2012
Develop mechanisms to ensure that training and development filters down to emerging entrepreneurs and enterprises through tourism associations	NDT, TEP, DTI, TBCSA and DBE	2011/2012
To ensure alignment with regard to various training programmes offered by both THETA and TEP.	NDT, TEP, DTI, TBCSA and DBE	2011/2012

7.2 LEADERSHIP STYLE AND AWARENESS CREATION

7.2.1 CHALLENGES:

- Lack of understanding of cultural diversity.
- Lack of transparency and proper communication on the vision and the goals of organizations.
- Lack of sharing of information on available training opportunities.
- Training and dissemination of information systems not promoted
- Leaders not willing to undertake training on customer care e.g
- Few role models in the tourism sector.
- Lack of empowerment for staff to take decisions when necessary
- Lack of management presence at the service point (remote management)

- Few barriers for entry into tourism and that impact negatively on standards of services offered.

7.2.2 RECOMMENDATIONS

- Leaders should be nominated to serve on the Service Excellence structures.
- Leadership qualities such as selfless, consistency, fairness, firmness, integrity, insight, passion and there must be continuously displayed by leadership.
- Self assessment of tourism businesses to be encouraged.
- Specific attention to be given to working and other social aspect of workers.
- Continuous disseminating of information on training opportunities training to right people.
- Promotion of appropriate branding and packaging of products to improve the quality and presentation of products

7.2.3 ADOPTED LEADERSHIP AND AWARENESS CREATION INTERVENTIONS

All interventions will be underpinned by the following principles:

- Leaders will be encouraged to ensure that standards and norms are implemented and entrenching the culture of Service Excellence.
- Leaders to be sensitized to issues of Service Excellence through existing structures, such as Tourism Leadership Dialogue and private sector’s CEO’s Forum.
- Leaders will be encourage to showcase leaders qualities such as selfless, consistency, fairness, firmness, integrity, insight, passion and there must be continuously displayed by leadership.
- The interventions should be championed by the TBCSA and the private sector.

INTERVENTIONS	RESPONSIBLE STRUCTURE	TIMEFRAME
Self assessment of tourism businesses to be encouraged.	NDT, Tourism Associations	2011/2012
Develop Tourism awareness	NDT, SAT and the private	ASAP

campaign to inform more people about the benefits of tourism	sector	
Promotion of appropriate branding and packaging of products to improve the quality and presentation of tourism products and services.	NDT, Tourism Associations, Provincial departments and tourism agencies; SAT	ASAP

7.3 CUSTOMER SERVICE AUDITS AND RECOGNITIONS AWARDING SYSTEMS

7.3.1 CHALLENGES

- Lack of internal customer service audit structures, framework and model
- Lack of assessment and monitoring tools on customer care.
- Lack of customer care audit systems for SMMEs
- Poor attitude and service culture
- Lack of understanding of different cultural background impacting negatively on processes
- Lack of trained/skilled staff
- Lack of understanding of the tourism sector
- Lack of integration awards system to improve services

7.3.2 RECOMMENDATIONS

- Development of audit guidelines and tools
- Systems to be put in place internally and externally .to share information on the customer care audit reports
- Awareness creation and capacity building initiatives on developed guidelines and tools
- Outcomes of audit to be incorporated in the performance management system

- Integration awards system to be introduced, shared with relevant stakeholders and monitored.

7.3.2 CUSTOMER SERVICE AUDITS AND RECOGNITION AWARDING SYSTEMS INTERVENTIONS

INTERVENTIONS	RESPONSIBLE STRUCTURE	TIMEFRAME
Develop criteria for the integrated awards system reflecting the Service Excellence principles.	NDT and all organizations	2011/2012
Integration awards system to be introduced, shared with relevant stakeholders and monitored.	NDT and all organizations	2011/2012

7.4 CONSUMER FEEDBACK MECHANISMS AND NORMS AND STANDARDS

7.4.1 CHALLENGES

- Unwillingness of some service providers to put systems in place to measure consumer satisfaction
- Lack of user friendly system (complexity and language preferences)
- Inappropriate technology not relevant for all users
- Not providing feedback on corrective actions taken
- Lack of awareness on the consumer feedback system
- Lack of guidelines on the feedback systems to ensure holistic approach on service experience

7.4.2 RECOMMENDATIONS

- Generic service guidelines to be developed and shared accordingly.
- Variety of tools catering for broader targets.
- Each organization should develop its own service standards.
- Evaluation and monitoring the service mechanism they utilized.
- Analysis reports to done and information on trends to be shared.
- Awareness creation/stakeholder engagements programmes on available systems

7.4.3 CONSUMER FEEDBACK MECHANISMS AND NORMS AND STANDARDS INTERVENTIONS

All interventions will be underpinned by the following principles:

- Organisations in the tourism sector and value chain to be encouraged to adopt and apply the Service Excellence Standards and Norms and implement their own consumer feedback mechanisms;
- The interventions should be championed by the NDT and TGCSA.

INTERVENTIONS	RESPONSIBLE STRUCTURE	TIMEFRAME
<p>Generic Service Excellence Standards and Norms to be developed and shared with stakeholders</p> <p>Each organization should develop guidelines from the generic Service Excellence Standards and Norms</p>	<p>NDT, SABS and private sector</p>	<p>2011/2012</p>

Variety of tools catering for broader targets to be developed and popularized	NDT and TGCSA	2012/2013
Evaluation and monitoring the service mechanism utilized. Analysis reports to done and information on trends to be shared	DTI, NDT and all organizations	2012/2013
Awareness creation/stakeholder engagements programmes on available systems	NDT	2012/2013

8. CONCLUSION

In conclusion the following issues were highlighted:

- It was emphasized that there are pockets of excellence, but in general services are not at acceptable levels and there is a need to improve the situation.
- It was also acknowledged that each and every organization has the responsibility to improve the situation.
- Development and introduction of generic standards and norms were highlighted as being critical for improving the services in the tourism sector.
- There was a strong view that information sharing and should be done to ensure effective coordination of efforts.
- Relevant training, mentoring and coaching were highlighted as important areas for addressing the current situation.

9. WAY FORWARD

The following agreements were reached:

- To consolidate all the inputs received from different provinces and stakeholders
- To distribute the research booklets to provincial offices and relevant associations
- Skills issues raised during the provincial roadshows will be shared and discussed with THETA
- To share information accordingly on the process of developing norms and standards
- Different champions will be identified to lead some of the interventions that fall within their scope of work
- To finalise the Service Excellence Strategy incorporating relevant inputs
- To develop an implementation plan based on the inputs received
- To share the report with attendants and relevant structures who will take the process forward
- To further engage the captains of the industry on the proposed areas of interventions.