

APPENDIX A

UNIVERSITY OF PRETORIA

DEPARTMENT OF BUSINESS MANAGEMENT

TOURISM ENTREPRENEURS

Dear Respondent

The following questionnaire is part of an extensive doctorate research study on tourism entrepreneurs in the Gauteng Province. It will be highly appreciated if you, **the owner of the business** would complete and answer the questions as thoroughly as possible.

All information will be treated as **STRICTLY CONFIDENTIAL** and will only be used for academic purposes. Please feel free to contact the researcher if you need any information concerning the questionnaire.

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Instructions for completion:

1. Please answer the questions as objectively and honestly as possible.
2. Place a tick (X) in the spaces provided which reflects your answer the most accurately after each question.
3. Where asked for comments or to express own opinion, keep answers short and to the point.
4. Please answer all questions as this will provide more information to the researcher so that an accurate analysis and interpretation of data can be made.
5. You are kindly requested to complete the questionnaire and return it by **fax or e-mail** not later than Thursday, 25 July 2002.

SECTION A

GENERAL INFORMATION

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v1 1-3

Please tick (X) the one best answer.

DEMOGRAPHIC INFORMATION

1. Your gender

01	Male	
02	Female	

v2 4

2. Your ethnic group

01	Black	
02	White	
03	Indian	
04	Coloured	
05	Other (please specify)	

v3 5

3. What is your age?

v4 6-7

BUSINESS INFORMATION

4. When did you start the business?

Month	Year

v5 8-9

v6 10-13

5. What form of business do you have?

01	Sole proprietorship	
02	Partnership	
03	Close Corporation	
04	Company	
05	Business Trust	
06	Other (please specify)	

v7 14

6. Where do you operate your business?

01	Urban area	
02	Rural area	

v8 15

7. Where is your business located?

For office use
v9 16

01	Shopping centre	
02	Formal shop	
03	Private home	
04	Pavement stand	
05	Other (please specify)	

8. Which of the following products/services does your firm render?

01	Accommodation		v10	<input type="checkbox"/>	17
02	Food and beverage		v11	<input type="checkbox"/>	18
03	Transport		v12	<input type="checkbox"/>	19
04	Tour operator		v13	<input type="checkbox"/>	20
05	Travel agent		v14	<input type="checkbox"/>	21
06	Tour guide		v15	<input type="checkbox"/>	22
07	Conservation/Wildlife		v16	<input type="checkbox"/>	23
08	Shops/Retail		v17	<input type="checkbox"/>	24
09	Conferences/Events/Meetings		v18	<input type="checkbox"/>	25
10	Art/Craft		v19	<input type="checkbox"/>	26-27
11	Adventure/Recreation/Entertainment		v20	<input type="checkbox"/>	28-29
12	Other (please specify)		v21	<input type="checkbox"/>	30-31

9. What is your main primary product/service?

v22 32-33

.....

10. Please indicate your annual turnover (sales).

01	Not exceeding R150 000 per annum		v23	<input type="checkbox"/>	34
02	Between R150 000 and R1,0 million per annum				
03	Between R1,0 million and R5,0 million per annum				
04	More than R5,0 million per annum				

11. What is the number of full-time employees in your firm?
(Give only the number of Gauteng-based employees, excluding yourself)

01	Less than <5		v24	<input type="checkbox"/>	35
02	Between 5 - 10				
03	Between 11 - 20				
04	Between 21 - 30				
05	Between 31 - 40				
06	Between 41 - 50				
07	More than >50				

12. What is the number of part-time employees in your firm?
(Give only the number of Gauteng-based employees)

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v25 36

01	None	
02	Less than <5	
03	Between 5 - 10	
04	Between 11 - 20	
05	Between 21 - 30	
06	Between 31 - 40	
07	Between 41 - 50	

13. Indicate how important the following factors are for your business success.

Item	1	2	3	4	5
	Very unimportant	Fairly unimportant	Don't know	Fairly important	Very important
1. Location					
2. Product/ Service					
3. Care for customers					
4. Low prices					
5. Public and private transport					
6. Sufficient parking					
7. Capital					
8. Education and training					

For office use only
v26 37
v27 38
v28 39
v29 40
v30 41
v31 42
v32 43
v33 44

14. How would you rate yourself on the following items?

Item	1	2	3	4	5
	Not very good	Average	Good	Very good	Excellent
1. Take advantage of an opportunity					
2. Product knowledge					
3. Management skills					
4. Commitment					
5. Entrepreneurial skills					
6. Enthusiasm					
7. Marketing skills					
8. Creativity and innovation					

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v34 45
v35 46
v36 47
v37 48
v38 49
v39 50
v40 51
v41 52

SECTION B

15. Please evaluate each statement and mark with a tick (X).

Statement		1	2	3	4	5
		Disagree strongly	Disagree	Don't know	Agree	Agree strongly
1.	The South African economy is favourable for tourism					
2.	The Government supports tourism enterprises					
3.	Tourism development is planned in South Africa					
4.	The Government regulates tourism in South Africa					
5.	Natural resources are protected in tourism development					
6.	The picture of tourism as created by the media in South Africa, is a true reflection of it					
7.	Developed countries generate tourism demand to South Africa					
8.	Customer service in the South African tourism industry is of a high standard					
9.	Local communities benefit from tourism in South Africa					
10.	Tourism is negatively affected by urbanisation					
11.	Safety and security hamper tourism in South Africa					
12.	Perceptions about Southern Africa affect tourism in South Africa negatively					
13.	The South African tourism industry provides jobs mainly for the less-skilled people					
14.	Quality standards exist for tourism products and services					
15.	The Government develops infrastructure for tourism in South Africa					
16.	Local communities support new tourism development programmes					
17.	In South Africa, a tourist is perceived as someone who travels outside his/her own country					

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v42		53
v43		54
v44		55
v45		56
v46		57
v47		58
v48		59
v49		60
v50		61
v51		62
v52		63
v53		64
v54		65
v55		66
v56		67
v57		68
v58		69

Statement	1	2	3	4	5
	Disagree strongly	Disagree	Don't know	Agree	Agree strongly
18. The South African public lacks environmental awareness					
19. HIV/Aids affect the tourism industry's labour force negatively					
20. Tourism entrepreneurs lack marketing funds					
21. There are sufficient demand/supply for tourism products/services in South Africa					
22. Seasonality affects tourism in South Africa negatively					
23. South African tourism products/services are of a high standard					
24. The South African tourism industry creates jobs					
25. Government structures exist for tourism in South Africa					
26. Opportunities exist in South Africa to establish partnerships in tourism					
27. Government policies for tourism in South Africa are coherent					
28. Too high prices are charged for tourism products/services in South Africa					
29. Large tourism enterprises dominate tourism in South Africa					
30. Government tourism structures are effective in South Africa					
31. South African tourism products/services cater for a wide variety					
32. Tourism is monitored by the South African Government					
33. The tourism industry in South Africa keeps abreast of tourism trends/growth					
34. South Africans lack the expertise to develop tourism in South Africa					
35. Government policies exist for tourism in South Africa					
36. Skilled positions in the South African tourism industry are occupied by expatriate (foreign) labour					

For office use only

v59	70
v60	71
v61	72
v62	73
v63	74
v64	75
v65	76
v66	77
v67	78
v68	79
v69	80
v70	81
v71	82
v72	83
v73	84
v74	85
v75	86
v76	87
v77	88

APPENDIX B

PROBLEMS, BARRIERS AND CONSTRAINTS ENCOUNTERED BY TOURISM ENTREPRENEURS

ECONOMY

Unfavourable exchange rates.
High interest and inflation rates.
Fluctuation in petrol prices as it affects quotations for tours.
The low Rand keeps the rates low which is good for internal travel, but not good when it comes to catering for overseas tourists who have more money and think that we are dirt-cheap. We can have only one set of price for both local and international tourists.
The general South African cannot afford to take holidays in their own country. Locals are taking fewer and shorter holidays as our cost of living has soured.

POLITICAL

Political problems in the region (Zimbabwe) and international problems such as on America, 11 September 2001.
A South African Government that supports (by doing nothing) a country like Zimbabwe.
Tourists see Africa not as separate countries. What our neighbours do, affect us.

GOVERNMENT

Industry transformation:

Government regulations tend to be restrictive and aimed at promoting disadvantaged groups.
Existing small, white operators are discriminated against. (We also have the potential to provide jobs).
The Government focuses too much on affirmative action instead of delivering a marketable product.
Skin colour counts in some parts of the country - especially in big tourism firms.
Government policy of support for black empowerment firms wherever possible has the effect of:
(a) Being more costly to all involved; and
(b) Lowered standards for tourist guests.

Structures:

A growing perception of corruption, mismanagement and apathy in our Government structures.
The lack of positive action and implementation by Government tourism structures.
There are no proper tourism structures in place. I had to register 4 times in the last 5 years as a Tour Guide.

Tourism Authorities:

There are too many Authorities involved in tourism. (Plethora of statements by various Authorities produces confusion bordering on despair).

Local Tourism Authorities are not open to allow controlled signage.

The Government's controlling bodies inability to even return a phone call. Let alone to deal with an enquiry or to carry out their responsibilities. This is pathetic! An example is the Gauteng Tourism Authority Tourist Guide Registration Department.

Tourism Authorities are uncooperative to advise new tour operators about new developments and training possibilities in their regions.

Regulation:

Government lacks the ability to enforce local regulations.

Government regulations don't cater for creatively inclined businesses.

There is no governing body to help stabilising prices for all in the tourism industry.

Infiltration of foreigners across our borders is a huge problem.

Bad Government regulations regarding the re-grading of old, qualified Tour Guides. Tour Guides are tested by people less qualified than them.

Lack of regulation of "fly-by-night" enterprises.

Government regulation is too strict regarding tour operators and will never be followed by any operator.

Lack of Government regulation regarding the number of bed and breakfast and guesthouse establishments.

Policy and legislation:

Government policy gives the international market a negative perception.

There is a lack of "open skies" policy.

Government's restrictive legislation as large travel and tourism enterprises dominate the market.

Labour law policy that favours the employee.

Some towns do not have by-laws and you never know what is coming next to you.

It takes too long to complete Environmental Impact Assessments (18 to 24 months).

It is absurd to qualify for rezoning with a Local Municipality after an Environmental Impact Assessment was conducted. The Cullinan Council is totally useless!

Municipal rezoning is taking too long (6 years).

Too many levies, registration fees and licenses apply.

Grading:

The accreditation of establishments is a shame as too many stars are allocated for the standard/service they offer.

Too many grading possibilities exist for tourism.

There should be quality and service standards for all spheres of tourism in South Africa.

Monitoring and control:

Grading of establishments should be properly monitored such as by means of inspections.

Lack of Government control in relation to the establishment of new tourism businesses.

The Government lacks quality control of tourism business enterprises.

No proper control is done of Tour Guides in South Africa.

Transport:

Tourist transport by road must be deregulated in the same way that foreign transport is deregulated.

The extremely inefficient bureaucracy of the Department of Transport in Gauteng is a huge problem.

"Red tape" to register a bus as it took me 5 months.

"Black taxis" are not inspected, controlled or licensed and affect the self-drive tourist market.

The issuing of road transport permits is farcical and results in taxi operators trying to "guide" tourists.

Government paperwork and related charges such as for transport permits and cross-border permits are expensive and impossible to get at short notice.

Communication:

Lack of communication between tourism service providers and Government organisations.

Government officials don't think of the consequences before they open their mouths.

The Government is paying a lip service to high profile public relations firms in South Africa.

There is a lack of co-operation between the DEAT and tourism entrepreneurs. Communication channels with tourism role players are unclear - if existing at all!

Tourism statistics and data:

The picture that Government paints of tourism is based on idealism and not fact!

The Government publishes misleading tourism statistics.

Government lacks data on tourism trends and needs.

Support:

Failure of the Government to promote small businesses within the tourism industry.

The Government does not perceive tourism as a business. This industry cannot be used for "social engineering". (We do not cater for the whole spectrum, but for the higher income groups).

The Government supports mainly the bigger, well-known tour operators.

Government support programmes are extremely rigid and does not evaluate on the basis of merit and experience.

Finance:

Funds allocated for tourism are not made available for tourism products and services.

Too much administration is involved to secure financial support.

The Government does a lot of talking, little action follows and money is wasted. The Government should remember that the entrepreneur places its own capital at risk.

A lack of Government funding.

Incentives:

Government lacks an incentive policy.

No incentives are offered to the tourism entrepreneur.

The Government's bureaucratic "red tape" and its inefficient systems delay the much-needed payment of incentives for tourism-related capital investment.

Grants and subsidies:

Government grants and loans are available but nobody knows about it.

Existing enterprises who invested a lot of their own capital already into tourism are penalised, and don't come into consideration for grants unless they expand.

Government subsidies are pathetic.

Taxes:

Government taxes are too high.

There is no motive to do well as I already pay 14 percent VAT, but I can claim only 4 percent. It is really making me sick!

Excessive indirect Government taxes and levies such as toll roads and airport taxes. The Government is passing the buck by privatisation.

Tenders:

Tender requirements demand too much of small businesses. Therefore, well-established firms win the tenders.

MARKETING (AND MEDIA)

Tourism information (publicity) offices:

There are not enough information offices in the various regions and they are not visible enough.

Information offices frequently don't exist or don't operate at times when tourists travel. Tourists don't keep to office hours, especially the hours that Government offices keep!

There is a lack of local "professional" information offices.

There is a lack of local publicity departments in our local municipalities.

The local municipality does not promote the Vanderbiljpark and Vereeniging areas at all.

Local Councils sit back and relax when "private" entrepreneurs do the job of information distribution effectively.

Tourism Authorities:

The Government apportions funds for tourism marketing and growth in South Africa through Gauteng Tourism Authority. Yet, they are ineffective in spending this money wisely, as R32 million was unspent in 2001.

South African Tourism (SAT):

SAT lacks standard structures.

SAT needs to support the local tourism industry and especially the smaller businesses.

SAT concentrates on the big tour operators for support.

SAT does not have enough representatives in the field to explain to tourism entrepreneurs how they can benefit from them.

SAT doesn't supply travel agents with promotional material on various towns and provinces.

Not enough collective marketing is done by SAT for the entire Southern African region.

SAT lacks a structured action plan instead of all and sundry jump on the bandwagon to travel overseas to "so-called" promote South Africa.

SAT doesn't spend sufficient time and money to advertise the country abroad. For example, in England you will see advertisements on television on almost every popular tourist destination except for South Africa.

Marketing images are created by a "white" mind and therefore reflect what "white" minds want to see.

Tourism trade shows:

It is too expensive to attend the Tourism Indaba as a non-exhibitor. For example, R4 500 to attend for 4 days in 2002 or nearly R1 500 per day if one is not prepared to attend the open day.

South Africa hosts Tourism Indabas and conferences with tax money without making any serious progress to create jobs in tourism.

Competition:

Unfair competition with large tour operators and businesses.

Difficulties to get access to markets as large wholesale businesses dominate the market.

South Africa is seen as a long-haul destination and it is therefore difficult to compete with other long-haul destinations such as Australia.

Marketing skills:

Lack of marketing ideas in an ever-changing world.

A lack of the "know-how" to establish contacts in the tourism industry.

Support:

A lack of support for international advertising, marketing and promotion.

As a tourism entrepreneur, I don't know where to go for assistance regarding marketing standards.

As I am white, I don't get the same marketing opportunities as entrepreneurs from other ethnic groups.

Funds and expenses:

A lack of marketing funds.

High expenses to market tourism products and services locally and abroad. To advertise in magazines is unaffordable. For example, R800 to R1 000 for one advertisement. To advertise in the "Bed and Breakfast Portfolio" costs R11 400 per annum.

Media:

The negative view that is portrayed of South Africa, such as lions and elephants on the dirt landing strip in the rural town of Johannesburg! The media (both locally and internationally) use South Africa for shock reports.

The image of the growth of the tourism market is artificial. The advertised growth as per the media and Government reports is not as high as the real growth in the accessible market.

Perceptions:

The negative perceptions by the media such as one violent crime, HIV/Aids, malaria and poverty. It leads many tourists to be doubtful and less enthusiastic about visiting South Africa.

The international perception of South Africa supporting Zimbabwe.

The international perception of South Africa and Zimbabwe being one country.

Tourists don't see Africa as separate countries. Therefore, what our neighbours do affect us.

We are situated in Vereeniging and therefore not perceived as a tourist area.

"I am not a tourism entrepreneur as I am purely in the conference business".

"I am not a tourism entrepreneur as my focus is on business people only" (bed and breakfast establishments).

TOURISM DEVELOPMENT

Development:

Fragmented tourism development e.g. the National and Provincial Governments with their "separate" agendas.

Uncontrolled development of informal settlements in major tourist areas.

Street vendors make it impossible for registered shop owners to survive.

Not enough facilities are available for people with disabilities.

A lack of information about the facilities that exist to accommodate disabled people.

Begging from tourists is a major problem. Therefore, tourists would rather avoid some attractions or places of interest.

Local communities:

Local communities do not understand the importance and value of tourists.

Lack of support from local communities.

Involvement of previous disadvantaged individuals is virtually impossible due to a lack of how to get them on board.

A lack of motivation amongst previous disadvantaged individuals.

Environmental matters:

Pollution - especially litter, air, water and noise pollution.
Urban squatting is a huge problem.
Squatter camps destroy tourism and the value of properties.

Infrastructure for development:

Lack of reliable and easily accessible transport is a major problem.
Lack of adequate and efficient public transport.
Local transport (buses, taxis) are not suitable for foreigners who are used to "hop" a bus or train.
The lack of reliable transport options for tourists.
Lack of user-friendly road signs.
The cost of toll roads is a major problem.
Badly maintained roads.
Poor emergency services, water and electricity.
Power interruptions.

Partnerships:

Lack of interested parties to establish partnerships with.

AIRLINES (AND AIRWAYS)

South African Airways (SAA):

SAA favours specific overseas tour operators for inbound travel.
SAA favours only the large tour operators with low fares. Small operators cannot compete with them.
SAA has an "embargo" and a few major inbound operators the monopoly. For example, we allow Chinese ground operators to operate within South Africa and don't even support our own operators.

Seat/flight availability:

Lack of airline seats especially to Europe and the UK.
The overbooking of seats is a serious problem.
Scarcity of flights especially to hiking destinations throughout the world.
Attacks of 11 September 2001 (USA) have caused airline companies to curtail/terminate vital flight connections e.g. Singapore to Kathmandu in Nepal.

Airfares:

Airfares are too high, especially during peak seasons.
There are no clear structures regarding airfares. For example, there are 32 different fares available in economy class to Zurich!
Airfares and airport taxes should be quoted as one tariff. At the moment, Government taxes are quoted separately.
Fixed deposits on group flights are a major problem. Deposits should be paid 8 months ahead and these deposits are often non-refundable.

Commission structures:

Commission structures for travel agents are too low.

Customer relations:

SAA's marketing people are unbelievably arrogant.

Airline staff is unhelpful and unsympathetic. They are sometimes blatantly rude!

Lack of co-operation from airline staff with regard to flight scheduling and fares.

Airports:

Unfriendly welcome at "key" airports.

Unfriendly airport drop-off and pick-up facilities for small tour operators.

The existence of "touters" at Johannesburg International airport.

SAFETY AND SECURITY

Crime:

Regional and international perception of a high crime rate in South Africa.

Nobody will buy our products or services unless they are assured of a friendly and relaxed atmosphere - not a crime jungle!

A culture which condones theft as part of the redistribution of wealth.

Violence and hijackings create major problems for tourists.

Mindless shootings scare potential tourists.

Action against crime:

The apparent inability to control/eliminate widespread violent crime is a major deterrent to tourists.

A lack of permissible signage to assist tourists in the case of crime.

There seems to be no coherent or visible action against crime.

Insurance and costs:

High insurance premiums because of the crime rate in South Africa.

High costs to secure business locations.

FINANCE

Capital is too expensive. For example, the accommodation side of the industry is highly capital intensive with a relatively low return on investment.

Lacks of funds to start, expand or upgrade the business.

Difficulties in obtaining finance.

Lack of information regarding funding assistance.

No financial assistance either from Government or financial institutions.

The bad track record that "tourism" has with the major banks.

Too much "red tape" in financial institutions when applying for funds.

Poor regulations regarding traveller's cheques.

High bank charges for cards and transfers.

Lack of funds to market my product/service local and abroad.

HUMAN RESOURCES

A lack of experienced staff.
A lack of motivated and enthusiastic staff.
Lazy and unwilling staff. It seems that locals don't want to work. (They would not go that extra mile).
"Work ethos" of our labour force is not on standard if comparing it with Europe.
Difficulties in finding good staff with relevant education and training.
Difficulties in getting training programmes for staff up and running because of too much "red tape" and zero support.
Union and Labour Acts.
Some providers deliver a service 24 hours, 7 days a week including Public Holidays. Restrictions are a major problem on the number of working hours and minimum wages.
High labour demands.
Language barriers.
Time consuming CCMA meetings.
Trade union interference in matters that do not concern them.

EDUCATION AND TRAINING

Lack of education and training for SMME's.
Lack of skilled labour WITH the correct perception and personality on business "workings".
A lack of thorough management skills.
A lack of marketing skills.
A lack of financial planning and bookkeeping skills.
Unqualified and unskilled tour operators.
A lack of training to handle travellers from a variety of nationalities.
Too many students complete tourism diplomas and degrees without having the opportunity (or prospect) to do practical - let alone finding jobs!
A lack of practical (hands-on) skills of tourism graduates.

TOUR OPERATORS, PROFESSIONAL BODIES AND ASSOCIATIONS

Tour operators:

Not all tour operators are members of professional bodies / associations.
Therefore, no regulation or standards could be maintained.
Big tour operators dominate the tourism market in South Africa.
Big tour operators mislead the public. For example, they advertise airfares as follows: "Air ticket to London from R2 500".
Big local tour operators do not sub-contract small operators.
Tour operators and travel agents don't support new ventures.
Big tour operators from abroad don't want to deal with small, upcoming entrepreneurs.
Small businesses cannot compete with major tour operators.
Hotels don't support small tour operators or demand a high commission on the small business that they give.

Professional bodies and associations:

Membership to professional bodies is too expensive.

There is no real advantage for small businesses to belong to professional bodies and/or associations.

Associations such as SATSA and SAACI don't negotiate rigorously for their members.

BUSINESS SKILLS

A lack of sound product knowledge.

A lack of exposure to the tourism industry.

New emerging enterprises are not given a chance to enter the market for a fear of standards not being met.

HIV/AIDS

HIV/Aids as a fear for local and overseas tourists.

Government's role in the handling of HIV/Aids.

PRICES

Prices of products/services:

Unskilled tour operators are under-cutting the price of tourism products and services.

Tourism entrepreneurs who exploit foreign tourists! For example, an attitude that dollar and Euro-based tourism can pay exorbitant prices.

The overpricing of products/services, especially during occasions such as the World Summit on Sustainable Tourism (WSSD) and other large events.

Products and services that are quoted differently for local and international tourists.

Newcomers who want to get into the market fast and therefore undercut prices.

Tourism firms and shuttle services that take advantage of tourists by charging ridiculous prices.

Greedy accommodation providers, e.g. game lodges.

Accommodation establishments who do not quote (or put in) the correct rate structures.

Hotel establishments that offer large tour operators the most cost-effective rate.

Television licences for each television in guest' rooms.

High prices that are charged as entrance fees to certain tourist locations.

The South African public that is more concerned about the cost than the product/service offered. For example, locals are always looking for the cheapest price available without considering the excellency or experience.

In no other industry so much work is done without receiving payment! For example, on many occasions an enormous amount of work is undertaken on behalf of a client who cancel his/her trip at the end without paying a cent.

CUSTOMER SERVICE

South Africa that is noted for its lack of a service ethic.

Tourism establishments don't render quality service to ensure repeat customer visits.

A lack of experience of customer expectations.

Unskilled service at Front Office at National Parks, especially on the phone.

It seems they only know one answer and that is "full".