

Identifying the critical success factors for South Africa as a business tourism destination

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DECLARATION WITH REGARDS TO INDEPENDENT WORK

I, Milandrie Marais, identity number 9211170011099 and student number 23294965, do hereby declare that this research submitted to the North-West University, for the M.Com study: Identifying the critical success factors for South Africa as a business tourism destination, is my own independent work; and complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the North-West University; and has not been submitted before to any institution by myself or any other person in fulfilment (or partial fulfilment) of the requirements for the attainment of any qualification.

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FINANCIAL ASSISTANCE

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ABSTRACT

In addition to the growth and availability of business tourism in South Africa there is also an increase in the competition for South Africa as a business tourism destination. Business tourism is an indispensable part of the tourism industry and involves all trips related to business and work purposes. Business tourism and events are often also referred to as the MICE or MCE industry and events, the meetings segment, and the convention or conference industry. Business tourism holds ample advantages for a destination, such as decreasing seasonality, catalysing short-breaks, creating jobs, and increasing destination image. Furthermore, business tourists often spend more money than leisure tourists, thereby making a bigger economic impact per capita than leisure tourists. The importance of business travel and tourism in Africa was noted by Dieke (1998:39) as early as 1998. During 2015, 4.8% of foreign arrivals to South Africa represented business tourists. This figure was greater than the percentage of business tourists in 2014 – confirming growth in South Africa’s business tourism sector. This growth stresses the necessity of knowing what contributes to competitiveness and success within business tourism. Although both internal and external factors can contribute to success, managers in South Africa can manage, implement, and control the internal factors in an attempt to enhance business tourism. However, the critical success factors (CSFs) have to be determined in order to manage them.

Therefore, the goal of this study was to determine the CSFs relevant to business tourism in South Africa. To achieve this goal, two articles were written: Article 1 analysed and reviewed CSFs in the tourism industry to gain a better understanding of this management approach, and Article 2 identified the CSFs for South Africa’s business tourism. These articles were preceded by Chapter 2: a literature study contextualising and analysing destinations and the tourism industry, the business tourism sector, and management. Previous studies on CSFs within the tourism industry were also identified and listed in Chapter 2.

In Article 1 (Chapter 3) a total of 52 studies were identified and used for this review paper on CSFs. The ten most significant CSFs most frequently found (by including both statistical and descriptive analyses) were *human resources, finances, customer / customer-related aspects, quality, facilities, effectiveness, marketing, systems, hygiene, and product*. Three of the factors that appeared among the top five of both statistical and descriptive analyses were *quality, finances, and human resources*. *Quality* and *facilities* were two factors that appeared among the

top five in both supply and demand approaches. Furthermore, *quality* appeared as an important CSFs through statistical and descriptive analyses as well as across supply and demand approaches. These results helped to design the interview guidelines for Article 2.

The aim of Article 2 (Chapter 4) was to conduct a qualitative survey in order to identify the CSFs of business tourism in South Africa from the supply side. This was achieved by conducting structured interviews with seven respondents who are events/meeting coordinators within the business tourism sector in South Africa. The respondents were selected based on their willingness to participate. Four themes namely *finances, human resources, product, and customer-related aspects*, were identified.

This is the first study focusing on the business tourism sector as a whole in South Africa, thereby contributing greatly to management. Research not only provided information regarding the CSFs for business tourism in South Africa, but it also provided findings regarding the industry as a whole and about the analyses of CSFs. Understanding the CSFs for business tourism can contribute to sustainable growth and competitiveness in the business tourism sector.

Key words: destinations, tourism, business tourism, management, critical success factors, South Africa



OPSOMMING

Tesame met die groei en beskikbaarheid van besigheidstoerisme in Suid-Afrika is daar ook 'n toename in die kompetisie vir Suid-Afrika as 'n besigheidstoerismebestemming. Besigheidstoerisme is 'n onontbeerlike deel van die toerismebedryf en behels alle uitstappies wat verband hou met besigheid- en werkdoeleindes. Besigheidstoerisme en -gebeure word ook soms na verwys as die 'MICE' of 'MCE' bedryf en gebeure, die 'meetings' of vergaderingsektor en die konvensie- of konferensiebedryf. Besigheidstoerisme bied baie voordele vir 'n bestemming; hierdie voordele sluit in 'n verlaging in seisoenaliteit, aansporing van kort wegbreke, werkskepping en verbeterde bestemmingsbeeld. Verder spandeer besigheidstoeriste gewoonlik meer geld as ontspanningstoeriste wat gevolglik 'n groter ekonomiese impak per capita maak teenoor ontspanningstoeriste. Die belangrikheid van besigheidsreise en -toerisme in Afrika was reeds in 1998 aangeteken deur Dieke (1998:39). Tydens 2015 het 4.8% van die buitelandse besoekers na Suid-Afrika as besigheidstoeriste gekom. Hierdie syfer is groter as die persentasie besigheidstoeriste van 2014 en bevestig dus groei in Suid-Afrika se besigheidstoerismesektor. Hierdie groei beklemtoon die noodsaaklikheid van kennis oor wat bydra tot mededingendheid en sukses binne besigheidstoerisme. Alhoewel beide interne en eksterne faktore bydra tot sukses, kan bestuurders in Suid-Afrika interne faktore bestuur, implementeer en beheer in 'n poging om besigheidstoerisme te bevorder. Die kritiese suksesfaktore (KSF) moet egter bepaal word sodat dit bestuur kan word.

Die doel van hierdie studie was dus om die KSF vir besigheidstoerisme in Suid-Afrika te bepaal. Om hierdie doel te bereik, is twee artikels geskryf. Artikel 1 het KSF in die toerismebedryf geanaliseer en hersien om hierdie bestuursbenadering beter te verstaan. Artikel 2 het die KSF vir besigheidstoerisme in Suid-Afrika geïdentifiseer. Hierdie twee artikels is voorafgegaan deur Hoofstuk 2 wat bestaan het uit 'n literatuurstudie waarin bestemmings, die toerismebedryf, die besigheidstoerismesektor en bestuur gekontekstualiseer en geanaliseer is. Vorige studies oor KSF binne die toerismebedryf is ook geïdentifiseer en gelys in Hoofstuk 2.

In Artikel 1 (Hoofstuk 3) is 'n totaal van 52 studies geïdentifiseer en gebruik vir die hersieningspapier oor KSF. Die tien mees noemenswaardige KSF'e wat algemeen bevind is (deur beide statistiese en beskrywende analise in te sluit) was mensehulpbronne, finansies, kliënte/kliënt-verwante aspekte, kwaliteit, fasiliteite, effektiwiteit, bemarking, sisteme, higiëne en

produk. Drie van die faktore wat in die top vyf van beide statistiese en beskrywende analise verskyn het, was kwaliteit, finansies en mensehulpbronne. Kwaliteit en fasiliteite was twee faktore wat in die top vyf verskyn het in beide vraag- en aanbod-benaderings.

Kwaliteit het verder ook verskyn as 'n belangrike kritiese suksesfaktore deur beide statistiese- en beskrywende analise asook in beide vraag- en aanbod-benaderings. Hierdie resultate het bygedra tot die ontwerp van die onderhoud-riglyne vir Artikel 2.

Die doel van Artikel 2 (Hoofstuk 4) was om 'n kwalitatiewe studie uit te voer om sodoende die KSF vir besigheidstoerisme in Suid-Afrika vanuit die aanbodkant te identifiseer. Dit is bereik deur gestruktureerde onderhoude met sewe respondente te voer. Hierdie respondente is gebeure-/vergaderingkoördineerders binne die besigheidstoerismesektor in Suid-Afrika en is gekies op grond van hul vrywilligheid om deel te neem. Vier temas is geïdentifiseer, naamlik finansies, mensehulpbronne, produk en kliënt-verwante aspekte.

Hierdie is die eerste studie wat fokus op die besigheidstoerismesektor as 'n geheel binne Suid-Afrika en dra dus grootliks by tot bestuur. Navorsing het nie alleenlik inligting oor KSF vir besigheidstoerisme in Suid-Afrika verskaf nie, maar het ook ander bevindinge verskaf oor die bedryf as 'n geheel en oor die analise van die KSF. Deur die KSF vir besigheidstoerisme te verstaan, kan dit bydra tot volhoubare groei en mededingendheid in die besigheidstoerismesektor.

Sleuteltermes: bestemmings, toerisme, besigheidstoerisme, bestuur, kritiese suksesfaktore, Suid-Afrika



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INTRODUCTION, PROBLEM STATEMENT, OBJECTIVES, AND METHOD OF RESEARCH

1.1 INTRODUCTION

A destination is considered one of the most important aspects of tourism (Cooper & Hall, 2008:112); over time, effective management of the different resources of destinations has led to certain destinations emerging as the biggest brands in the travel industry (Morgan, Pritchard & Pride, 2002). As tourists visit a place or area, that place becomes a destination and can be thought of as a geographical space in which a collection of tourism resources exist (Pike, 2008:24; Cooper & Hall, 2008:129). Tourists are attracted to these resources and attractions according to their particular interests and reasons for travelling. Owing to these different motivations, the amount and types of attractions within a destination will to an extent determine the number and types of tourists that will be attracted to the particular destination (Buhalis, 2000:100). Destinations offer diverse products, such as attractions, events, facilities, services, and infrastructure for different markets, one of which is travelling for business. This forms a sector within the tourism industry (Haven-tang, Jones & Webb, 2007:109).

Business travel forms part of the tourism industry in so far as all trips are related to a traveller's employment or business interests, including attending business events, meetings, conferences and exhibitions (BTP, 2005, as cited in Haven-Tang *et al.*, 2007; Mair, 2010:178; Ismail, Yusoff & Rahman, 2014:2). Business tourism has been described as one of the fastest growing and most profitable forms of tourism (Dinovic, 2010:18), drawing increased attention from the global tourism market (Dinovic, 2010:17). This is supported by Cook, Yale, and Marqua (2010:46) who go as far as saying that this segment is the backbone of the tourism industry since these tourists are

often required to travel as part of their regular activities. Moreover, tourists attending such business events are of importance to the tourism industry since they are not bound to seasonality, are not as price sensitive and the amount of money spent on tourism services tends to stay fairly constant (Cook *et al.*, 2010:46; Haven-Tang *et al.*, 2007:109), leading to a fairly inelastic demand. Business events may also contribute in terms of a significant fiscal impact on a host destination, tourism income and word-of-mouth referral about the destination (Wang & Lee, 2011:294; Walters & Raj, 2010:492).

In addition to spending more money than leisure tourists, business tourists create business for the country both by making use of hospitality services such as accommodation and restaurants, as well as benefitting from other intangible benefits such as education, business contacts, and the exchange of ideas and technological knowledge (Dinovic, 2010:18). Despite the fact that using Skype or other technologies can lead to more cost-efficient meetings, there is still a demand for hosting and attending business events in person (Cook *et al.*, 2010:335).

More and more destinations are therefore striving to capitalise on this growing tourism segment. Understanding destination management is considered a complex enterprise as a destination comprises a variety of tourism resources and rarely has a single owner or manager (Cooper & Hall, 2008:112; Howie, 2003:1). The literature reviewed, however, provides guidelines in terms of critical success factors (hereafter referred to as CSFs), which comprise part of strategic management, to streamline this process (Nieh & Pong, 2012:424). Studies have indicated that the CSFs may differ from sector to sector, making it necessary to identify the CSFs specifically for a business tourism destination. By identifying CSFs within business tourism, this sector and the destination can benefit from various features, such as competitiveness, effectiveness, growth, positioning, quality, sustainability and enhanced visitors' experience.

The purpose of this chapter is to provide an outline of the research process to be followed in this study. The following aspects are discussed: a background to the study, analysis of the problem statement, goals and objectives of the study, research methodology, definition of key concepts, and the outline of the chapters of this study. For the purpose of the study, the theoretical framework is presented from a management point of view, as defined below.

1.2 BACKGROUND TO THE STUDY

For an organisation of any kind to remain successful and competitive, this demands the focussed management of the different resources within and related to the organisation. The same is applicable for tourism destinations, considering that a destination includes and is dependent on different tourism resources, which also have to be managed (Pike, 2008:24). Thus, for continued success within organisations, in this case tourism destinations, management is crucial (Cook *et*

al., 2010:19). Daft (1991:5) defines management as the attainment of organisational goals in a manner that is effective and efficient, through the planning, organising, leading, and controlling of organisational resources. Plunkett and Attner (1994:8) offer a similar definition, but include five functions: planning, organising, staffing, directing and controlling. Page (2003:249) made the point that management is a function of harnessing the organisation's resources (for example, people) to create the necessary services, outcomes, and products to meet needs unconditionally. Ghillyer (2009:5) expands this by saying that management is the process whereby a decision is made to use resources to produce goods or provide services in the best way. He also refers to other management tasks such as decision making, communicating, assigning work, delegating, planning, training and motivating employees, and appraising job performance (2009:5). Cook *et al.* (2010:19) summarise all of the above by describing management as the common thread holding any organisation or activity together and keeping everyone moving in the same direction.

Management can provide a unified approach to the basic functions to accomplish organisational goals, protect resources by understanding how different forces can have an impact on decisions, ensure quality experience as well as sustainable growth and be successful (Cooper, 2012:41; Cook *et al.*, 2010:19). According to Plunkett and Attner (1994:96) the first of the basic functions – planning – can help managers avoid errors, waste and delays and thus be more effective and efficient. In the case of strategic management, the internal and external environments are analysed to develop appropriate strategies and thereafter implement them (Coulter, 2005:3). Managing those areas conducive to competitiveness is more easily addressed if management has access to information regarding the CSFs that contribute to the sustainability and competitiveness of a destination (Engelbrecht, 2011:41).

CSFs are not only important for the success of an organisation, but are also defined as aspects that influence the ability to be successful and to reach goals (Thompson & Strickland, 1999:96; Aaker, 2005:91). Avcikurt, Altay, and Ilban (2011:153) define key success factors as “the few key areas where things must go right for the organisation to flourish and for the goals of management to be met.” Not only can key-, or critical, success factors (CSFs) help in the attainment of goals, but they may increase efficiency, effectiveness and success in the medium- and long term (Godfrey & Clarke, 2000:131), making them an important link in the strategic management plan of an organisation or destination. These factors are so important that De Witt (2006:9) stated that they are a prerequisite for any organisation's success and, in Engelbrecht's (2011:41) view, they could enhance its competitiveness if embraced by an organisation.

The importance of CSFs within the management of an organisation has given rise to various studies on this topic. The complexity of the tourism industry renders CSFs of importance within those organisations too, making it important to continuously research and evaluate such areas leading to success (Marais & Saayman, 2011:159). A literature study led to previous studies

within this context, emphasising the relevance and necessity of CSFs; the most recent studies include Ferreira and Fernandes (2015); Jones, Singh and Hsiung (2015); Mardani, Jusoh, Bagheri and Kazemilari (2015); Mohamed (2015); and Wang and Hung (2015). A complete table listing all of the studies found is available in Chapter 2 and analyses can be found in Chapter 3.

When taking the quantity of related, previous studies into account, it is clear that CSFs are an important part of research within tourism and also that various studies on this aspect have been conducted in South Africa. Those factors most frequently identified include *human resources, finances, customer-related aspects, quality, facilities, effectiveness, marketing, systems, hygiene, and product* (see Chapter 3). Although there have been studies on CSFs concerning other areas of the tourism industry, CSFs do vary from one tourism operation to another – emphasising that the type and nature of the tourism operation determines the CSFs needed to manage it effectively (Manners, 2011:7).

Singh (2009:244) established that the impact of an event on a visitor's experience matches the measure of their accomplishments and interactions that occur during the event, thus stressing the need to be aware of the CSFs at such events. Despite existing economic and security concerns, the need for face-to-face meetings seems to remain steadfast, ensuring growth for the business tourism sector (Lee & Back, 2005:2; Wang & Lee, 2011:291). However, for business events and business tourism destinations to remain competitive, event and meeting planners must think and plan ahead by identifying the CSFs when planning and managing business tourism within a given destination (Shone & Parry, 2004:81). From identifying the CSFs of a business tourism destination, these visitors' experiences can be enhanced, resulting in increased business for South Africa. Furthermore, since business tourists spend more money, by enhancing their experience more such tourists will be attracted, thereby increasing the economic impact on the destination (Wan, 2011:130; Armbrecht, 2014:141).

The following aspects were investigated for this study: business tourism, CSFs and the benefits of applying these to the business tourism sector (Figure 1.1).

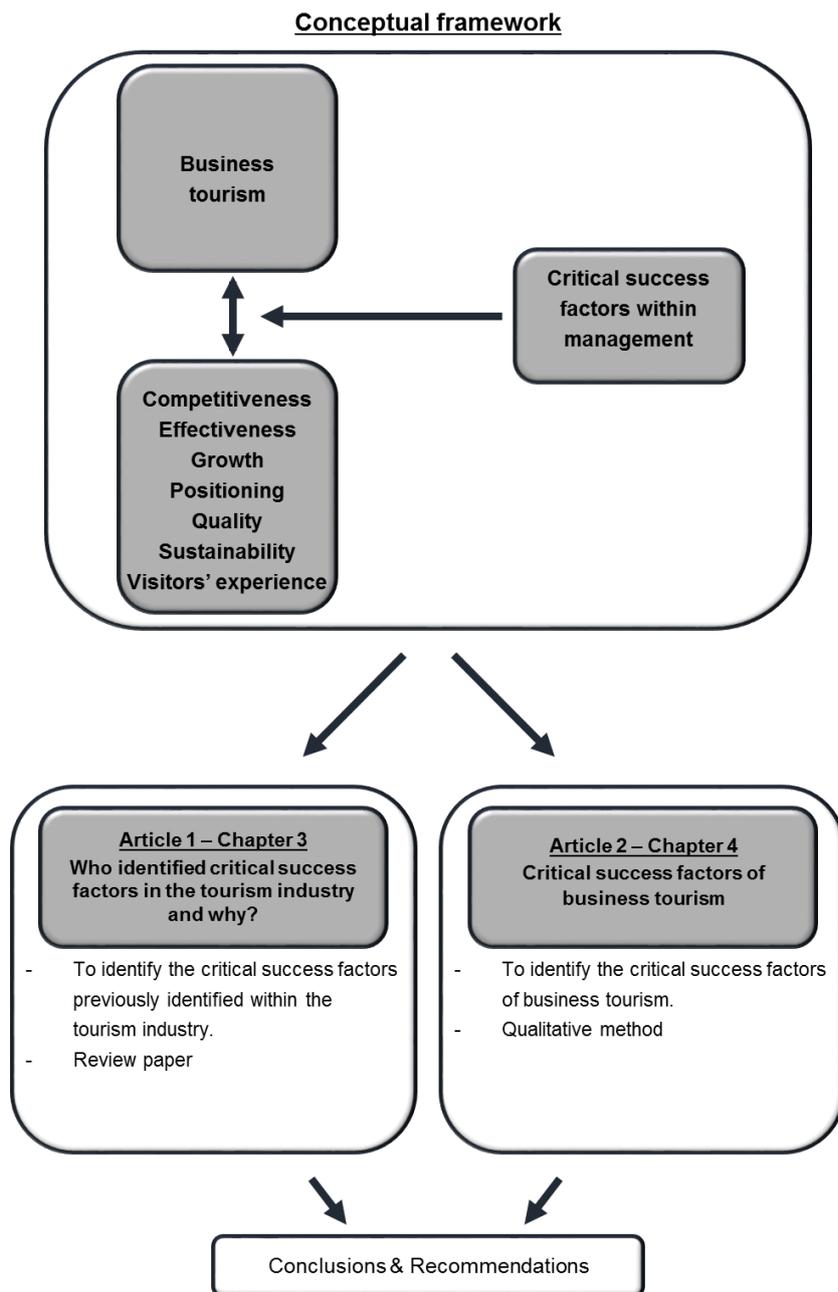


Figure 1.1: Conceptual framework of this study

Critical success factors are those factors that can assist event and/or meeting planners to excel in the marketplace and may determine the difference between profit and loss (Erasmus, 2012:51). It has become vital for associations and meeting planners to understand why attendees (visitors) choose one event over another (Tanford, Montgomery & Nelson, 2012:291). Despite studies having focused on the key/critical success factors (CSFs) of managing business tourism operations in South Africa, tourism of this type is not as well researched as the other areas within the tourism industry (Mair, 2010:178).

1.3 PROBLEM STATEMENT

Over the last decade a growth in the percentage of foreign travellers visiting South Africa for business and work purposes has been recorded (Statistics South Africa, 2014:7; Statistics South Africa, 2015:7). Although this sector showed an increase, growth does not guarantee the sustainability of business tourism in South Africa. Managers and owners of business tourism enterprises strive to sustain this success and grow even further. In order to do so, it is important to have the necessary information on what CSFs entail. Various studies have identified CSFs, but it is clear from the literature review that every sector and destination has different CSFs contributing to that sector's or destination's competitiveness and sustainability. Still, specific research on the CSFs of the business tourism in South Africa is scarce. Hence, it is therefore important to identify the specific CSFs of the business tourism sector of South Africa in order to provide managers and owners with the necessary information to sustain this growth. Furthermore, this can contribute to the knowledge base of CSFs and can provide a basis for future studies focusing on business tourism in South Africa. In addition, the growth of South Africa's business tourism can offer entrepreneurs new opportunities in terms of products and services, given the fact that the business tourism sector involves a variety of other sectors and industries (Coltman, 1989:88).

Amidst the increasing pressure, competition and growth, it is important to understand which CSFs management should focus on. Understanding these factors that can lead to the success of business tourism within South Africa can improve the industry, leading to the success of individual tourism ventures within the destination, and also boost the development of South Africa as a business tourism destination. The research question still remains: ***What are the critical success factors for South Africa as a business tourism destination?***

1.4 GOAL OF THE STUDY

To ensure the effectiveness of the study, certain goals and objectives were used as guidelines.

1.4.1 Goal

The goal of this study was to identify the critical success factors for South Africa as a business tourism destination.

1.4.2 Objectives

The achievement of the goal relied on the following objectives:

- To conduct a literature analysis of and conceptualise destinations, business tourism, and management, with specific reference to South Africa.

- To conduct a literature review of critical success factors by analysing previous studies that identified critical success factors within the tourism industry.
- To conduct a qualitative survey in order to identify the critical success factors of business tourism in South Africa from the supply side.
- To draw conclusions and make recommendations with regard to South Africa's business tourism sector.

1.5 RESEARCH METHODOLOGY

The research methodology was twofold. Firstly, it was based upon a literature study and secondly, on an empirical survey. The former was utilised to explain the critical concepts and arguments and to conceptualise the relevant industry. The empirical survey was used to perform statistical analyses.

1.5.1 Literature Study

The first two goals of this study refer to an intensive literature study with the aim of understanding the constructs of this study.

Chapter One provided an introduction to the literature regarding destinations, business tourism, management and CSFs. Chapter Two provided a more intensive analysis of the literature concerning destinations, business tourism, management, and CSFs. To conduct the literature studies, various textbooks in this field of study were consulted. In addition to the textbooks, electronic databases including EBSCOhost, Academic Search Premier, Africa-wide Information, Business Source Premier, EconLit, SocIndex, CAB Abstracts and Hospitality & Tourism Index, were considered for literature in this field of study. The following keywords were included: tourism, business tourism, MICE, conferences and CSFs or key success factors (KSFs).

Article 1 consists of an intensive literature review that focused on CSFs. This study was structured as follows.

The research design is a master plan that researchers have to follow to ensure the attainment of research objectives (Berndt & Petzer, 2011:31). For this article, a review study was performed on previous studies relating to CSFs within the tourism industry. Google Scholar and databases just mentioned were used to find publications on CSFs within the tourism industry. The key words which had to appear in the title or abstract used were: 'critical success factors', 'key success factors', 'key factors' or 'success factors'. The key word 'tourism' also had to appear somewhere within the text of the publication. These articles were collected between July and September 2015.

The sample concluded all related articles containing the above-mentioned keywords were used, except for those which were only available in foreign languages, which appeared to be research notes or which did not explain the methodology applied. After these exclusions, a total of 52 relevant publications were found that were published between 1985 and 2015. These articles were used for the analysis.

The abovementioned studies were collected and were analysed to provide an overview of where and when they were published. Furthermore, an analysis was done to identify the most frequently identified CSFs in these studies. Lastly, analyses were carried out of key aspects of the said previous studies and included analyses according to supply and demand, tourism sector, continent, research design and methodology.

The literature study contributed to the conceptualisation of the industry and increased knowledge about the CSFs of business tourism and South Africa as a business tourism destination.

1.5.2 Empirical Survey

Empirical surveys base their findings on observation and experience rather than on theory (Oxford Dictionary, 2016). The empirical survey was qualitative in nature and structured as follows:

1.5.2.1 Research design & method of collecting data

A descriptive research design was followed since the nature of this study was qualitative. Qualitative research includes collecting, analysing, and interpreting data by observing what is said and done by people and is considered a softer approach (Berndt & Petzer, 2011:146). Data was collected by telephonically interviewing or holding one-on-one interviews with respondents from the selected sample. E-mails were sent in order to schedule interviews with the prospective respondents, but no responses were received. A second attempt included directly calling prospective respondents and conducting the interview, or scheduling a time to do so. The interviews were conducted during February and March 2016.

1.5.2.2 Sample

The target population consisted of individuals involved in business tourism events and the planning of these in South Africa. The sample included events/meeting coordinators within the business tourism sector in South Africa as listed in The Meetings Guide 2014 of South Africa. Respondents were selected based on their willingness to participate. A total of seven interviews were conducted.

1.5.2.3 Guidelines for the interviews

A list of questions was developed for the interviews based on results of Article 1 (Chapter 3) and the benefits of CSFs as discussed in Chapter 2 (Witbooi, Cupido & Ukpere, 2011:1937; Nieh & Pong, 2012:424; Marais & Saayman, 2011:149). The structured interviews commenced with an introduction which explained the aim of the study and also informed respondents about their relevant rights. The other sections of the questionnaire had the following structure:

- Section A: This section focused on the respondent's demographic profile, which was intended to determine the respondent's job title, location of the organisation, type of organisation, and the average size of a typical event planned by the relevant organisation.
- Section B: This section aimed to elicit the respondent's opinions on South Africa as a business tourism destination. Questions referred to this theme and to making the industry more competitive and sustainable.
- Section C: This section focused on CSFs and the respondents' opinions as to the CSFs applicable for their organisation. The questions may be found in Appendix 1.

All of the interviews were audiotaped and transcribed.

1.5.2.4 Data analysis

Data were transcribed into text and presented in narrative form, and subsequently analysed using Creswell's six steps in data analysis and interpretation (Creswell, 2009:185-189):

1. Organise and prepare the data
2. Read through all the data
3. Begin a detailed analysis with a coding process
4. Use the coding process to generate a description of the setting or people as well as categories or themes for analysis
5. Represent the data (description and themes) in the research report.
6. A final step in data analysis involves making an interpretation or explaining the meaning of the data.

The results of the empirical study were presented in Chapter Four (Article 2). The trustworthiness of this research was ensured by means of peer examination and the coding and recording of data. The interpretation of the data was analysed to identify the CSFs for business tourism within South Africa.

1.6 DEFINING KEY CONCEPTS

Within this study, the following key concepts are present:

1.6.1 Tourism

Tourism is a cross section of many industries (Coltman, 1989:88) serving the needs of travellers (Cook *et al.*, 2010:4). It is the total experience originating from the interaction between tourists, job providers, government systems and communities to provide attractions, entertainment, transport and accommodation to tourists (Saayman, 2007:2). Goeldner and Ritchie (2006:5) presented the view that these interactions between tourists, tourism suppliers, government, host communities, and surrounding environments involved in attracting and hosting visitors, which lead to processes, activities and outcomes, can be collectively defined as tourism. Tourism is the business of travel and everything related to travelling (Cook *et al.*, 2010:4).

1.6.2 Business Tourism

Business travel and tourism is part of the tourism industry and refers to all trips related to a traveller's employment or business interests, including the attendance of business events, meetings, conferences, and exhibitions (BTP, 2005, as cited in Haven-Tang *et al.*, 2007; Mair, 2010:178; Ismail *et al.*, 2014:2). This can be described as the backbone of the industry (Cook *et al.*, 2010:46). As mentioned previously, business tourists are less price shy (Cook *et al.*, 2010:46), leading to a fairly inelastic demand.

1.6.3 Destination

A destination is a geographical area containing a variety of tourism products, facilities and services, which attract tourists to visit the destination and which satisfies their demand by offering an integrated experience (Buhalis, 2000; Leiper, 1995; Pechlaner, 2001 (as cited in Durasevic, 2015:82); Kozak & Baloglu, 2011:9; Gunn, 1994:47; Durasevic, 2011 (as cited in Durasevic, 2015:83); Pike, 2008:24). A destination is considered one of the most important aspects of tourism (Cooper & Hall, 2008:112).

1.6.4 Critical Success Factors

When examining previous studies, it was observed that the terms key success factors and CSFs are used interchangeably. Any factor that is critical is of the greatest significance and is high priority (Brotherton & Shaw, 1996:114). CSFs point to areas and goals that management needs to identify and measure before implementing any project and consider when making decisions that support management in achieving service quality, delivery and high performance (Alazmi & Zairi, 2003:200; Engelbrecht, 2011:13). CSFs are those factors that most affect the ability of

organisations to thrive in the marketplace – the particular strategy elements, product attributes, resources, competencies, competitive capabilities and business outcomes (Slabbert & Saayman, 2003:8). As mentioned, CSFs also enhance business competitiveness (Engelbrecht, 2011:41).

1.7 CHAPTER CLASSIFICATION

As noted, this dissertation consists of five chapters, summarised as follows:

Chapter One provides an introduction to the study as well as the problem statement. Furthermore, it explains the goals and objectives, methods of research, and definitions of key concepts related to this study.

Chapter Two consists of a literature study focusing on destinations and business tourism, management itself and briefly discusses CSFs related to management. This chapter supplies the background for each of these aspects to offer better understanding of them and to identify the gaps and/or shortcomings within South Africa as a business tourism destination.

Chapter Three contains Article 1, in which a review study was conducted. This study was based on previous studies on CSFs within the tourism industry. The findings from this article were used as a basis for the interview guidelines used in Article 2.

Chapter Four comprises Article 2 which identified the CSFs of a business tourism destination from a supply point of view, investigating what conference organisers and other relevant role-players identify as important for attracting business tourists. This was carried out by means of qualitative surveys.

The final chapter consists of conclusions drawn from the previous chapters. Recommendations are also made in this chapter to promote the enhancement of South Africa as a business tourism destination.



UNDERSTANDING DESTINATIONS, BUSINESS TOURISM, MANAGEMENT, AND CRITICAL SUCCESS FACTORS

2.1 INTRODUCTION

In an attempt to provide a better understanding of the tourism industry, Chapter 2 supplies a literature background as a foundation for the subsequent chapters and presents an introduction to destinations, which have been defined. The types of these as well as their aspects and characteristics are briefly discussed, followed by an investigation of the tourism industry in order to better understand the said destinations. As part of this investigation, business tourism and business events including their importance, related challenges and stakeholders are discussed. Since this study is presented from the perspective of a management discipline, management is first discussed followed by strategic management. Identifying CSFs is recognised as an important principle in the latter (Nieh & Pong, 2012:424; Leidecker & Bruno, 1984; Hardaker & Ward, 1987; e Sa, 1988; Devlin, 1989; Black, 1990; Grunert & Ellegaard, 1993); thus they are briefly examined. A further investigation was done to locate previous research on CSFs in the tourism industry; the studies found are listed in a table (Table 2.1) as a foundation for Chapter 3. Lastly, the benefits of CSFs are discussed, serving as a motivation for the importance of researching and identifying them.

2.2 DESTINATIONS

Tourism has become a worldwide pursuit that does not have political, ideological, geographical, or cultural boundaries (Cook *et al.*, 2010:5). Since the latter is the case, there are many different stakeholders each with their own functions, needs, and demands. Furthermore, the tourism

industry consists of different segments or components that are, in reality, competing against each other in order to remain feasible (Goeldner & Ritchie, 2012:10). It is therefore important for individual organisations to understand the industry and to know how to remain competitive and retain market share to keep enjoying the benefits of this growing industry. One component of this industry, which has also experienced growth over the last two decades and has become an integral part of tourism development, is the events and meetings industry (Ismail *et al.*, 2014; Tassiopoulos, 2010:5), which has led to a spurt in the numbers of business tourism and business tourism destinations.

When considering tourism and travel, one of the key elements that comes to mind is the destination: where or in which area will the tourism take place? Destinations and the management of them play a fundamental role in the analysis of the tourism industry (Leiper, 1979; WTO, 2002 (as cited by Pike & Page, 2014:202)). According to the literature, there are multiple agreed definitions of a destination (Pike & Page, 2014:204) as there are differing viewpoints that can be assumed when defining the latter (Cooper & Hall, 2008:112). From a management viewpoint, a destination is a product made up of all the goods and services that tourists want (Andergassen, Candela & Figini, 2013:86, 88). Another viewpoint relates to any geographical location where the destination is an offer of the territory and that specific geographical area includes tourism resources (Andergassen *et al.*, 2013:86; Pike, 2008:24; Metalka, 1990:46). Looking at a destination from an economic perspective, it is a system which supplies at least one tourism product which satisfies the demand for tourism, thereby contributing economically to the destination (Candela & Figini, 2012; Cooper & Hall, 2008:129). However, all the viewpoints can be collectively summarised by considering a *destination* as a geographical area containing a variety or amalgam of tourism products, facilities and services, which attracts tourists to visit the destination and which satisfies their demand by offering an integrated experience (Buhalis, 2000; Leiper, 1995; Pechlaner, 2001 (as cited by Durasevic, 2015:82); Kozak & Baloglu, 2011:9; Gunn, 1994:47; Durasevic, 2011 (as cited by Durasevic, 2015:83)). Destinations thus serve a variety of needs and include many different individual businesses, making them, as noted, complex in nature (Howie, 2003:1; Thomas, Shaw & Page, 2011).

2.2.1 Types of Destinations

The complexity of a destination is even more apparent when one considers the different types available, which could include (Goeldner & Ritchie, 2012:329; Pike, 2004):

- Nation or country
- Macro region (consisting of several countries)
- Province or state within a country

- Localised region within a country
- City or town
- Individual tourism businesses.

A further classification of destinations includes destination coordination and destination sophistication (Andergassen *et al.*, 2013:95), which are now discussed.

Destination coordination:

- Individually based destinations: no coordination between local firms operating in the tourism sector
- Community managed destinations: local firms are coordinated by a local authority
- Corporate based destinations: coordination is provided by a tour operator.

Destination sophistication:

- Resource based destinations: the tourism product is based on local resources with a limited variety of differentiated goods
- Sophistication based destinations: local resources are limited but the tourism product is based on a large variety of local goods and services
- Mixed based destinations: there is a balance between local resources and a certain degree of sophistication of the tourism product
- Non-tourism destinations: investing in tourism is neither economically viable nor convenient.

The different classifications of destinations could aid in understanding them and their complexity. This latter feature can furthermore be understood by looking at the different aspects within and characteristics of a destination.

2.2.2 Aspects and Characteristics of A Destination

Since a destination comprises various aspects and stakeholders, the characteristics of each destination may accord an essence to that particular one. These are considered part of the supply side of a destination – aspects that can be controlled within each one. According to Kozak and Baloglu (2011:53), the characteristics of a destination include (whether it is/ has):

- Mature/immature
- Infrastructure
- Services

- Local attitude
- Accessibility
- Environmental quality
- Safety and security.

Although the characteristics of each destination can be compared accordingly, the aspects existing within a destination might differ in the extreme. For example, a cultural tourism destination would likely have considerably different aspects to those of a marine tourism one. Keeping the complexity of a destination in mind, its aspects are potentially extensive (Laws, 1995; Sirakaya, McLellan & Uysal, 1996; Kale & Weir, 1986; Mill and Morrison, 1992; Jafari, 1982):

- The *climate* of the destination
- The *ecology* of the destination
- The *culture* of the destination and the culture experienced at the destination
- The *art* that is local to the destination
- The *traditional architecture* that is authentic to the destination
- *Accommodation* available at the destination
- *Catering* available at and authentic to the destination
- *Transport* available at the destination
- *Entertainment* available at the destination
- *Hospitality* of the locals at the destination
- *Novelty* of the destination
- *Accessibility* to, from and within the destination
- *Scenery* at the destination
- *History* of the destination
- *Politics* present at the destination
- *Economic activities* of the destination
- *Attractions* at the destinations, such as events and parks.

It was noticeable from the literature that attractions are important. It is often the case that a destination has one primary attraction or feature acting as a pull factor (Benur & Bramwell, 2015:213). The existence of the primary or major attraction may well stimulate the growth of that

destination, thus providing a strong link between the attraction and the latter (Swarbrooke, 2002). As the primary attraction becomes successful and growth is stimulated, secondary attractions develop – leading to the growth and maturity of the destination (Benur & Bramwell, 2015:214; Durasevic, 2015:83). In researching the theory of the destination, Cooper & Hall (2008:122) also listed attractions as the first of four features necessary within any destination:

- *Physical and cultural attractions* to induce people to visit
- *Facilities and services*, including human resources, to enable visitors to stay at the destination
- *Infrastructure and services* to make the destination (and its various attractions, facilities, and services) accessible
- *Information provision* to inform the consumer about the destination.

Keeping the above mentioned in mind and considering the complex nature of a destination, as has been noted there is rarely only a single owner or manager of and within a destination (Howie, 2003:1). In order to more fully grasp what a tourism destination is, it is of importance to understand the tourism industry.

2.3 THE TOURISM INDUSTRY

As the ‘business of travel’, tourism includes a cross section of different industries and businesses selling travel-related services, striving to meet the needs of tourists (Cook *et al.*, 2010:4, 14; Coltman, 1989:88; Saayman, 2009:2). Tourism is also concerned with the total experience that originates during the movement of people to destinations, due to these different stakeholders working together (Saayman, 2007:2; Saayman, 2009:3; Hunt & Layne, 1991). This total experience includes attractions, entertainment, transport, accommodation and any other activities undertaken or facilities used to cater to the needs of tourists (Saayman, 2007:2; Hunt & Layne, 1991). This concept is illustrated in Figure 2.1, showing the intricacy of the tourism industry.

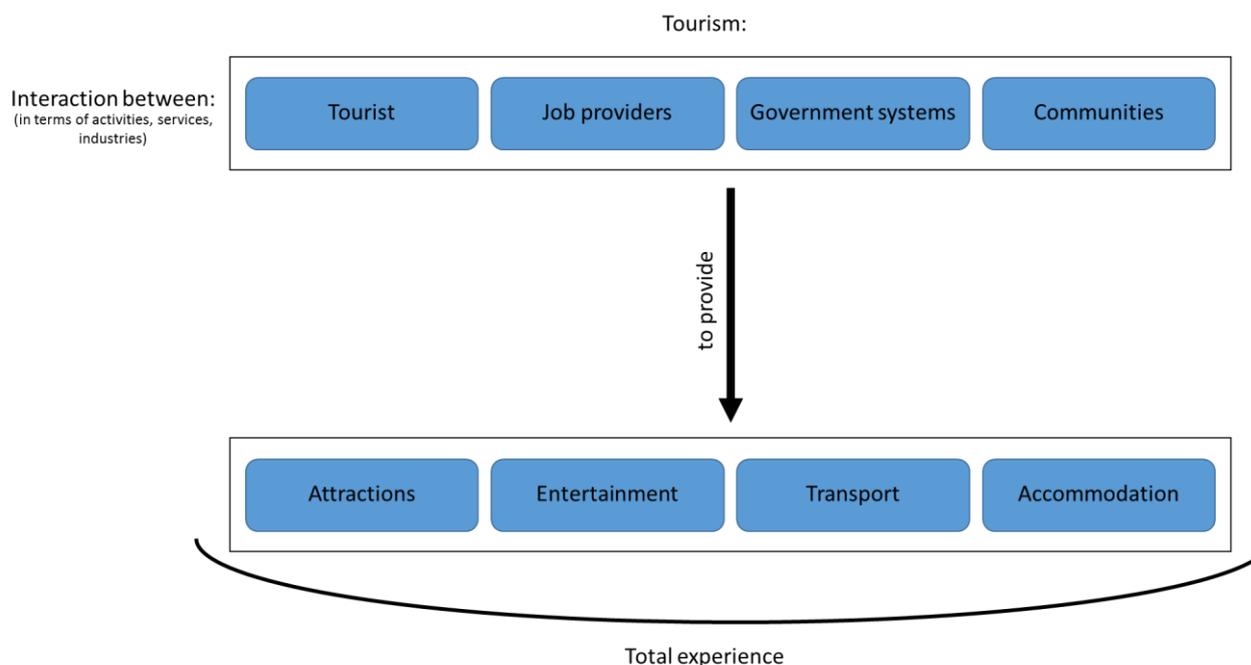


Figure 2.1: The tourism industry

Sources: Adapted from Goeldner and Ritchie, (2006:5); Saayman (2007:2)

Considering the tourism industry and the number of people who participate and are affected by this industry, one has to wonder what the impact of this huge industry is. Impacts are “the powerful effects that something has on something” (Oxford Dictionary, 2015); in the case of the tourism industry, they may include social, cultural, economic, environmental, and political impacts (Bowdin, Allen, O’Toole, Harris & McDonnell, 2011:79). This industry is, in fact, the one which employs the most people (Saayman, 2007:2) and is the leading producer of new jobs worldwide (Cook *et al.*, 2010:5). These numbers added up to 235 million jobs in 2010, equalling 8.1% of total world employment (World Travel and Tourism Council, 2010). Even taking the current global changes into account, the sustained growth and resilience of tourism have been constant for years; this includes tourism both as an activity and an economic sector (Cooper, 2012:5). This view is supported by the World Travel and Tourism Council’s (WTTC) finding (at the time of that publication) that the travel and tourism industry contributes to 9.4% of the world gross domestic product and accounts for 9.2% of the total investment in the world (World Travel and Tourism Council, 2010). These statistics make it clear that this industry is an activity of global importance and significant in the world’s economy (Cooper, 2012:5). In addition to this, the tourism industry better the quality of life for local communities in various ways (Fenich, 2012:41) contributing to their economy by means of income, employment, and regional development (Cooper, 2012:64). Considering all of these findings, it becomes evident that tourism is an important element of the economy (Maitland, 2009:4) and that a greater understanding of this industry can contribute to all the stakeholders involved.

It has been indicated that the tourism industry consists of various areas adding to the total experience and that the different combinations within these areas motivate various tourists to travel for an assortment of reasons. As already mentioned, the said areas include attractions, entertainment, transport and accommodation; Tassiopoulos (2010:5) expanded this concept and added a few areas, as may be found in Figure 2.2.



Figure 2.2: Areas within the tourism industry

Sources: Jordaan, 1994; Cooper, Fletcher, Gilbert, Shepherd and Wanhill, 1999

In comparison with Figure 2.1, Tassiopoulos (2010:5) excluded entertainment and added more specific areas, including public sector support services; travel, wholesale and retail; events and private sector support services. One of the additional areas, events, may to a great degree replace entertainment, considering that visitors often attend events to be entertained. Throughout history, particular events have been presented in human societies in the form of ceremonies, celebrations, and festivals (Mair, 2009:3). Even in the present day, events are still central to culture and an integral part of many people’s lives (Bowdin *et al.*, 2011:3; Ambrosio, Manuel, & Faria, 2012:79). As an integral part of lives and society, events are also supported and promoted by governments as part of their strategies for economic development and destination marketing,

and embraced by businesses as key elements in their marketing strategies to promote and strengthen their brands and products (Bowdin *et al.*, 2011:3; Ambrosio *et al.*, 2012:79).

The combinations of these different areas (Figure 2.2) attract tourists who have a variety of wants, needs and interests. Events play a significant role in this, since many tourists often travel for the purpose of attending those events – such as a wine lover who attends a wine festival, a music lover who attends a music show or a sports fan who attends a big sport event. From this it can be seen that these kind of events help in distinguishing sectors within tourism, in relation to which, another kind of event that contributes to a growing sector comprises business events contributing to business tourism.

2.4 BUSINESS TOURISM

Growth in the business tourism sector can be accounted to infrastructure, growing numbers of multi-unit companies, new organisational trends (networking, outsourcing and work in project teams) and globalisation as well as geographically expanded markets (Faulconbridge, Beaverstock, Derudder & Whitlox, 2009). As globalisation evolves, boundaries are dissolving, thereby increasing opportunities, the need to travel and causes the burgeoning of international business (Maitland, 2009:7). Companies also use international business travel as a process in accumulating capital (Faulconbridge *et al.*, 2009:296). Faulconbridge *et al.* (2009:297) stated that business travel occurs when a person has a presence in another office for less than 30 days. A broader description of business tourism includes all trips related to a traveller's employment or business interests; a frequently offered reason for business travel is to attend business events such as conferences and meetings, exhibitions and trade fairs, incentive travel and corporate hospitality events (BTP, 2005, as cited by Haven-Tang *et al.*, 2007; Mair, 2010:178). It also includes servicing the everyday requirements of those business travellers (Faulconbridge *et al.*, 2009:296). With the spurt in international business, more employees and managers are travelling for this purpose – leading to increased business tourism. In 2010, the global value of business travel expenditure exceeded US\$ 800 billion (The World Travel and Tourism Council, 2010). This has made business travel and tourism an important part of what destinations have to offer (Smith & Garnham, 2006:3; Gustafson, 2012:276). Bearing this in mind, business events are now internationally regarded as a significant business (Mair, 2010:176) so that business tourism has grown to become vitally important to the economies of many countries (Mair, 2010:178).

2.4.1 Business Events

Business events, an important and highly competitive component of the events sector, are attended as part of business responsibilities or interests: education, networking, leadership enhancement and career pathing are some of the reasons provided as to why tourists attend such

events (Price, 1993; Rogers, 2003; Van der Wagen, 2007). These events include meetings, conferences, exhibitions, incentive travel, and corporate events (Bowdin *et al.*, 2011:24). Even though business tourism is considered a lower impact tourism type and has a lesser negative impact, the related events are widespread and cover a wide variety of activities. These events are planned to contribute, in some way, to the related business or organisation, whether it is on the sales side or on the human-resource side (Sperstad & Cecil, 2011:315). Some of the most common events within business tourism include:

- *Meetings* which are events or gatherings where attendees attend educational sessions, participate in meetings and discussions, and deal with trends and problems (Sperstad & Cecil, 2011:314; Fenich, 2012:6). Information exchange, problem solving, and decision making are also activities that take place at meetings (Craven & Golabowski, 2001:5). Fenich further explains that there is no exhibit component to this type of event. Meetings might include board, staff-, sales-, intercontinental-, state-, local-, and incentive meetings (Craven & Golabowski, 2001:5; Saayman & Slabbert, 2002:3).
- Incentive travel, or *incentives*, are memorable travel experiences that companies award to employees as a bonus or give to customers to thank them (Saayman & Slabbert, 2002:3; Walters & Raj, 2010:491). Incentives are awarded to employees to motivate them or to recognise superior performance, thereby acting as a stimulus to work harder (Saayman & Slabbert, 2002:3; Walters & Raj, 2010:491). Despite incentives being events attended with the purpose of doing business, they motivate employees, thus still stimulating productivity (Fenich, 2012:6).
- *Conferences* and conventions are terms often used interchangeably in the literature (Smith & Garnham, 2006:3; Severt, Wang, Chen, & Breiter, 2007:399). Both terms refer to business events or meetings away from the attendees' normal work place and include educational programming, networking opportunities and an exhibition (Smith & Garnham, 2006:3; Severt *et al.*, 2007:399). These events are designed to bring people with a shared discipline or industry together in an environment of interaction, with the goals of discussion, fact-finding, problem solving, consultation, meeting and exchanging views, conveying a message, sharing experiences, opening a debate, giving publicity to some area of opinion on a specific issue – all to create an opportunity for learning to take place (Craven & Golabowski, 2001:5; Fenich, 2012:6; Saayman & Slabbert, 2002:6; Cox, Pottinger, Garsia, & Grayforton, 1986).
- *Exhibitions* serve the purpose of communicating products and services to consumers and members as they visit exhibits on the show floor (Craven & Golabowski, 2001:5; Saayman & Slabbert, 2002:3; Fenich, 2012:6). Additional functions of exhibitions include public relations, sales and marketing (Fenich, 2012:6). Exhibitions, trade shows and expositions are

sometimes used as interchangeable terms (Fenich, 2012:82), but other authors differentiate between the terms. At an exhibition, the exhibits are the primary purpose of the event whilst at an exposition, the exhibition is not the primary purpose; furthermore, trade shows are often open just to members of the related industry while public or consumer shows are open to the public (Saayman & Slabbert, 2002:4). Nonetheless, all of these concepts include some form of exhibition and can therefore be referred to in this way.

- *Corporate events* might take several forms, including award ceremonies, product launches, and hospitality events. These are often hosted in order to entertain the clients of a business (Dale, 2010:265). Depending on the kind of corporate event, it could also be classified under the previous types.
- *Training courses* are hosted to offer training for those participants involved (Swarbrooke & Horner, 2001:199).

Business events are sometimes also referred to as MICE (meetings, incentives, conferences, exhibitions) events, the meetings segment, MCE (meetings, convention, and exhibitions) and the convention industry (Ismail *et al.*, 2014:2; Locke, 2010:210); all of these form part of business tourism (Smith & Garnham, 2006:3). It should be noted that, even though 'meetings' comprises one of the types of business events, 'events' and 'meetings' are often used synonymously, while sometimes business events as a whole are also referred to as the 'meetings industry' (Craven & Golabowski, 2001:5; Sperstad & Cecil, 2011:315) – people are meeting or gathering in different ways for business purposes. Contrary to the above, in literature stating that meetings are part of business events, Sperstad and Cecil (2011:315) differentiated between meetings, business events, and social events. This is illustrated in Figure 2.3.

Scope of Events

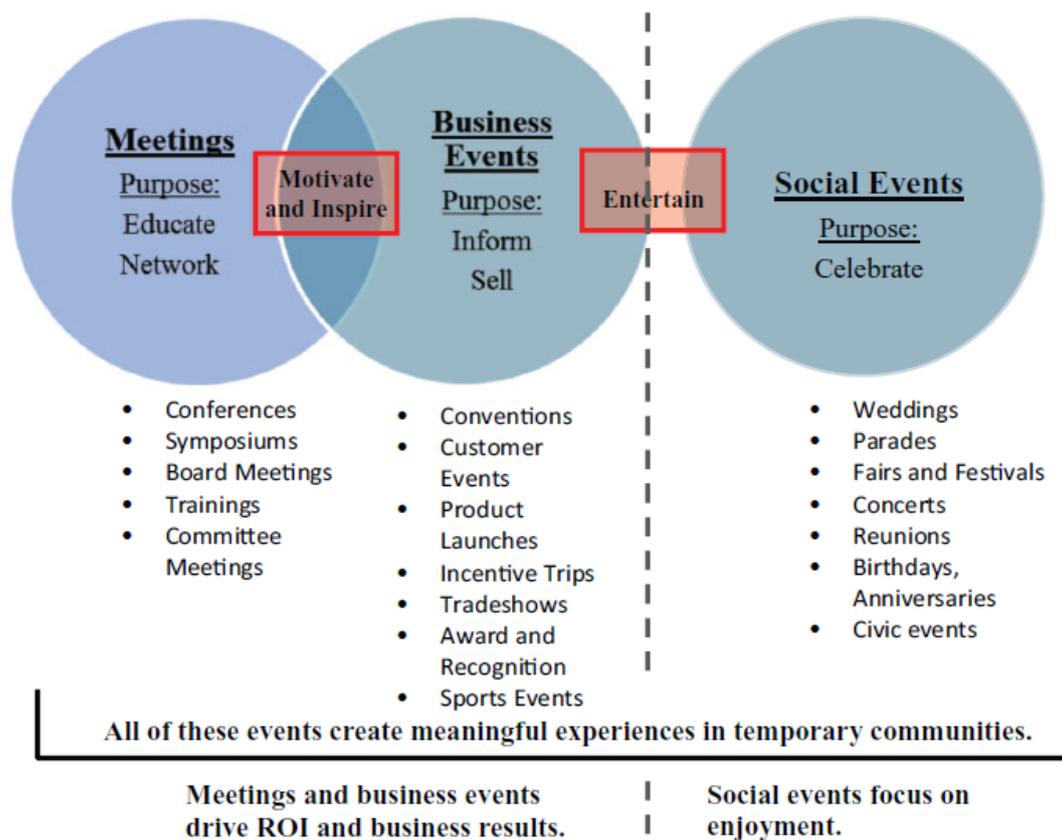


Figure 2.3: Framework for meetings, business events and social events

Source: Sperstad and Cecil (2011:316)

When investigating the two areas relating to business according to this model, meetings serve the purpose of educating, networking, inspiring or motivating attendees to change behaviour, with the objectives designed to bring real value and return on investment (ROI) to an organisation. Business events, according to this model, inform and motivate employees and/or customers to purchase products and services. Hence, this model suggests that meetings and conventions are grouped together, whilst incentives and exhibitions are grouped together. However, both groups are used to achieve business results (Sperstad & Cecil, 2011:315), which is in accord with the function of business events. Business people meet with the purposes of buying, selling or negotiating agreements, cooperating and exercising managerial control, creating productive settings for teamwork, brainstorming and innovation as well as developing professional networks and interpersonal trust (Faulconbridge *et al.*, 2009).

2.4.1.1 Planning business events

Business events will differ from one to the next, yet certain aspects will always be required / present in many business events (Saayman & Slabbert, 2002:90-91):

- Ensuring that all the client's needs are satisfied
- Delivering excellent, even superior, service relative to the customer's expectations
- Always going that extra mile and doing little things
- Making sure that each group hosted are satisfied, so that word-of-mouth marketing occurs
- Making sure the delegates leave with something of the venue that will remind them of their visit
- Investigating the location. The location of a venue plays a vital role and can be a major key success factor
- Choosing a venue that is easily accessible to prospective delegates
- Making sure the organisers know what the delegates want and if the venue can meet these expectations
- Being flexible and adaptable
- Clear and quality communication
- Always giving accurate and complete information
- Asking plenty of questions to ensure that all details are covered and understood
- Treating facility managers and suppliers as partners
- Giving attention to detail
- Providing excellent facilities and good value for money
- Good Personal Conference Organisers (PCO)
- Organising, planning and controlling before the conference
- Staff members must be well trained and informed
- Ensuring staff members are committed
- Staff must act fast, be friendly and polite, and their appearance must be neat
- Staff should give special attention to every delegate and customer
- Attention should be paid to the small group
- Conference spaces must be clean and neat
- Providing space on registration form for delegates to specify dietary requirements beforehand
- Offering the finest cuisine at competitive prices and menu choices that are flexible enough to meet the client's needs
- Providing good communication on the menu choice and communicating exactly what can be expected

- Using the Internet and publicity for more promotion
- Reducing response time to conference enquiries
- Accommodating all possible seating arrangements
- Making sure there are enough fire extinguishers and emergency exits; ensuring the safety of the delegates
- Providing enough breakaway rooms and parking
- Offering creative team building facilities and activities
- Making sure that all the facilities offered are in good and functioning order
- Adding an element of festive fun to the function by giving it a theme
- Choosing themes for theme evenings that enhance the venue's unique features
- Catering for a few themes with all the required décor and expertise instead of a whole list of themes with no excellence
- Making sure the most important technological tools, which are an absolute necessity, are provided (such as overhead projectors, flip charts, lighting controls and ventilation)
- Being aware of all the new technological equipment in the market
- Knowing how the technology equipment works
- Having backup facilities available
- Ensuring that technicians are at hand
- Being as professional as possible
- Clearly identifying the purpose of the conference and the type of the conference
- Developing a profile containing attendee demographics
- Ensuring that the groups are compatible if there is more than one conference at the same time
- Going through a site selecting checklist before making a decision
- Always having a backup plan
- Recording what worked and what didn't; what was missing, and what can be omitted
- Ensuring a creative and well-chosen social programme
- Ensuring well organised pre- and post- tours (if applicable)
- Ensuring effective spouse and children programmes (if required)
- Explaining to presenters in as much detail as possible how the sessions will be facilitated

- Ensuring that chairpersons are very strict on timing
- Ensuring that everyone is comfortably seated and able to see the proceedings
- Choosing adequate seating arrangements to encourage maximum interaction
- Making available as much information as possible about local transport and attractions
- Ensuring variety.

From this list some of the main aspects to keep in mind for organisers of most business events are: paying attention to detail and to the customer and making sure they know what the customer wants; staff must be well-trained, informed, helpful, and committed; communication is important, asking questions and giving accurate and complete information. By keeping these things in mind, needs will most likely be met and the business tourists satisfied.

2.4.2 Business Tourism vs. Leisure Tourism

Since business events are becoming more popular, the number of business tourists is increasing. The main distinguishing factor is evident in the terminology: leisure tourists travel mainly for leisure purposes whilst business tourists travel for business purposes. Tourists visiting a destination for business purposes do make use of the same physical infrastructure such as transport, accommodation and restaurants (Haven-Tang *et al.*, 2007:109). However, these tourists have been found to be more beneficial than tourists visiting for leisure purposes (Locke, 2010:210). This is partly due to business tourists spending more money on average than the latter tourists; amounting to about twice as much per day as other tourists would spend (Dwyer, 2002:25; Rogers, 2003; Wan, 2011:130). Furthermore, such tourists are not as bound to peak seasons as is the case with leisure tourists; business takes place throughout the year so that these tourists can boost tourism associated with the problems of seasonality (Rogers, 2003). Such tourists attend to business matters, as this is the purpose of the trip, and then sometimes have some leisure time afterwards, acting as a catalyser for the short-break leisure market (Haven-Tang *et al.*, 2007:109). Business tourists frequently travel together, thereby minimising congestion and pollution; consequently, business tourism is considered a lower impact tourism type (Locke, 2010:211).

2.4.3 The Importance of Business Tourism

As previously mentioned, business events and, by association, business tourism, are a vital part of and contribute greatly to a destination's tourism product and economy (Locke, 2010:210; Smith & Garnham, 2006:3; Wan, 2011:130; Yoo, 2005:81). In addition to achieving business results, literature indicates that there are even more benefits associated with this industry. These benefits are not only to the advantage of the organisation but also benefit the destination and are

summarised here (Fenich, 2012:13; Dinovic, 2010:17, 22; Sperstad & Cecil, 2011:314; Haven-Tang *et al.*, 2007:109; Wan, 2011:130).

Benefits for the organisation and attendees:

- Attendees are provided with an *opportunity to meet face-to-face*
- An *exchange of ideas* takes place between attendees
- *Business contacts* are made
- *Exchange of technological knowledge* takes place between attendees
- Attendees could be *educated* by being at the business events
- *Training* of attendees can also take place
- Organisations could experience *return on investment* when business is increased because of the business event
- Attendees may experience *personal growth*
- Attendees might undergo meaningful *behaviour change*

Benefits for the host community / destination:

- *Seasonality* within a destination can be decreased
- The *level of profitability* of a destination can be increased
- *Distribution of income* can be more balanced
- *Creation of jobs* at the destination may proliferate
- *Spending by visitors* is beneficial to the destination
- Businesses within the destination can receive *earnings in foreign currency*
- *Stimulation of locals in the community* can lead to developed interest in international trends
- *Cultural heritage* can be strengthened and promoted by the community
- A *sense of pride* might be created within the community
- The *destination image* is enhanced in the process
- Business events can catalyse short-break leisure tourism.

The benefits mentioned most often in the literature were: decreasing seasonality, job creation, increased spending by visitors and earnings in foreign currency. From examining the benefits that accompany the business events, it is apparent that this is highly, and mutually, beneficial to

organisations and the attendees (business tourists) as well as host destinations and that the latter should attempt to attract more business tourists.

2.4.4 Challenges

Although there are many benefits or advantages related to business tourism, there will always be challenges too. Swarbrooke & Horner (2001:223) identified twelve key ones in the management of business travel and tourism:

- *The fragmentation of the industry and its trade associations.* Business tourism can be classified as a fragmented sector with no single body speaking for the whole sector; there is space for further partnerships and co-operation
- *Training and education.* Business travel and tourism does not yet have a well-developed system of training and education. This also delays the recognition of the sector as a mature, professional sector
- *The lack of data on business travel and tourism.* In order to be successful in the long term, an industry needs to understand its markets and how it keeps changing
- *The impact of new technologies.* The growth and development of technology could lead to a decrease in the demand for business travel and thus in tourism
- *Meeting the needs of women business travellers.* When one looks at the advertisements and brochures of business travel services, it seems as though the typical business tourist is assumed to be male. Thus, organisations need to find a balance between catering for female business tourists whilst not making them feel incompetent and different from the average business tourist
- *Meeting the needs of disabled travellers.* Consideration should be given to disabled tourists. This can be achieved with implementations such as wheelchair accessibility, Braille for sight-impaired travellers and induction loop systems for the hearing-impaired
- *Satisfying the consumer and the customer.* Customers are the persons or organisations who pay the bills and are usually satisfied by a low price. Consumers, on the other hand, are those tourists travelling and are usually satisfied with the quality rather than the price. Thus, it is important to consider both aspects
- *The balance between work and play and the relief of stress.* Even though business tourists travel for the purpose of business or work, they still have a need for leisure. Therefore aspects

should be incorporated to relieve stress and keep business travellers connected with their families and friends

- *Evaluating industry performance objectively.* Organisations should objectively evaluate what they do and how they do it in order to increase the future success
- *Reducing the negative environmental impacts of business travel and tourism.* Business tourism has often been criticised for its negative impact on the environment. Therefore consideration should be given to this issue in order to be sustainable
- *Funding and managing destination marketing and the concepts of partnerships.* Public and private sectors work together to market and manage destinations. There is much that can be done to acquire more resources for business travel and tourism
- *Managing the cross-cultural nature of business travel and tourism.* With so many different cultures involved, attention has to be given to the specific product and the appropriate accompanying marketing strategy

These challenges may have a negative impact on the future development of business tourism if not successfully managed (Swarbrooke & Horner, 2001:223). It is therefore important to do so, since this will have an effect on all stakeholders involved.

2.4.5 Stakeholders

In order to attract all the tourists wanted, different stakeholders, the various parties involved in the industry, are required to work together to achieve this. The complex nature of business tourism may create challenges for researchers (Smith & Garnham, 2006:5). This became apparent when studying the literature, since various authors refer to different main players and also use different terms. The stakeholders identified in the literature, according to the authors referred to here, (Swarbrooke & Horner, 2001; McCartney, 2008:304; Locke, 2010:216; Jago & Deery, 2005:25; Breiter & Milman, 2006:1364; Fenich, 2012:15; Opperman & Chon, 1997:181) include:

- Associations (if any)
- Host locations
- Attendees
- Venues
- Transport
- Accommodation

- Restaurants
- Other attractions
- Ancillary services
- Exhibition organisers
- Meeting planners
- Incentive companies
- Suppliers / service providers (such as entertainers, speakers, sound and lighting, printing, shipping)
- Destination management companies
- Exhibitors
- Sponsors.

Since events (especially business events, due to rapid growth within the tourism industry) are playing an increasingly important role in the development of destinations, effective management is increasingly important (Severt, Fjelstul & Breiter, 2009:105; Silvers, 2010:50). Furthermore, good management is needed since business travel and tourism are affected by various political, economic, social, and, technological factors (Swarbrooke & Horner, 2001:69). Management is a business function that is necessary in almost any field; when one is examining the functions of and skills needed for event or meeting planners, it seems as though there is no difference between events management and management in general (Silvers, 2010:50).

2.5 MANAGEMENT

Keeping an organisation of any kind successful and competitive includes the management of the different resources within and related to the organisation. Thus, for continued success within organisations, management is essential (Cook *et al.*, 2010:19): the process where a decision is made in order to attain organisational goals, whilst being effective and efficient, and harnessing the organisation's resources; this is done through planning, organising, leading and controlling (and may also include staffing and directing instead of leading) and is performed to create the necessary services, outcomes, and products to meet needs (Daft, 1991:5; Plunkett & Attner, 1994:8; Page, 2003:249; Ghillyer, 2009:5). Ghillyer (2009:5) also refers to other tasks falling under the concept of management, such as decision-making, communicating, assigning work, delegating, planning, training and motivating employees and appraising job performance. Management provides a unified approach to the basic functions in order to accomplish organisational goals, protect resources by understanding how different forces can have an impact

on decisions, ensure quality experience and sustainable growth and be successful (Cooper, 2012:41; Cook *et al.*, 2010:19).

Since management is the common thread holding any organisation or activity together and keeping everyone moving in the same direction (Cook *et al.*, 2010:19) it is also important for the success of an event. Another indication of the importance of management is the influence that the latter has on different phases within an organisation and the many different types of management activities within an organisation and event (Certo & Certo, 2009:5). The management process takes place within a changing environment, where various factors alter and in turn, cause other changes (Cassidy & Kreitner, 2011:5). Figure 2.4 illustrates the function of management. Organisational goals are met by working with and through others, balancing effectiveness and efficiency and getting the most out of limited resources – all taking place within the changing environment.

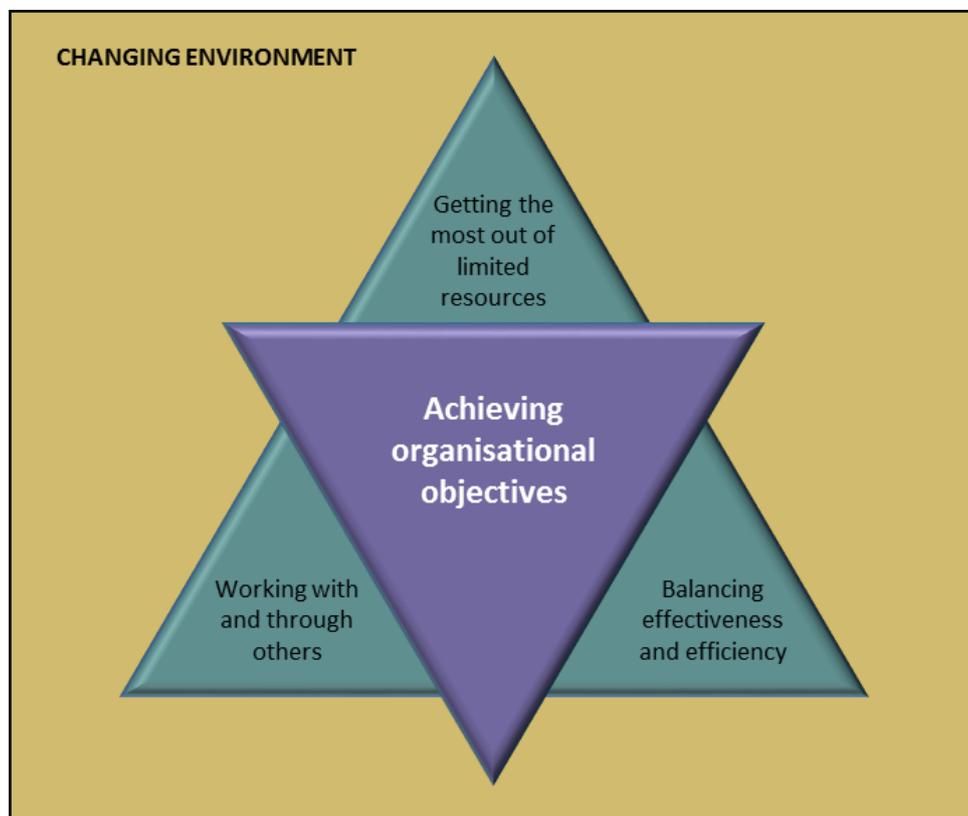


Figure 2.4: Management as a function

Source: Cassidy and Kreitner (2011:5)

Management, as depicted in Figure 2.4, deals both with efficiency and effectiveness. Effectiveness encompasses doing the right tasks and attaining goals, whilst efficiency concerns doing the tasks correctly and input vs output (Robbins & DeCenzo, 2005:7). The ideal for good management is to find a balance between effective attainment of goals and doing so as efficiently as possible without wasting resources (Robbins & DeCenzo, 2005:8). Management and the

above mentioned principles can be applied in different areas within an organisation. The former is a process or series of continuing and related activities (Certo & Certo, 2009:8) which includes several functions identified by various approaches to management.

2.5.1 Approaches to Management

Over the years, the science of management has developed as more studies have been carried out and various models and theories have emerged. A model represents a more complex reality, aids in explaining that complexity and offers alternative ways of looking at an issue (Boddy & Paton, 1998:41). However, no single model will offer a complete and perfect solution; consequently, various ones have been developed. Some of the most common are (Certo & Certo, 2009; Robbins & DeCenzo, 2005; Cassidy & Kreitner, 2011; Boddy & Paton, 1998; Donnelly, Gibson & Ivancevich, 1995):

- The *behavioural* approach emphasises increasing production through understanding of people and adapting the organisation to them. This approach focuses on comprehending the different ways in which people behave, respond and interact in work situations.
- The *management science* approach focuses on improving organisations by using the scientific method and mathematical techniques to solve operational problems in the best way. The said method involves: systematically observing the system whose behaviour must be explained to solve the problem; using the observations to construct a generalised framework from which consequences of changing the system can be predicted; using the model to deduce how the system will behave under conditions that have not been observed, and testing the model by performing an experiment on the actual system.
- The *contingency* approach emphasises ‘if’ this situational variable exists, ‘then’ a manager probably would take this action. This approach attempts to outline the situations in which various management methods have the best chance of success. It can also be called the situational approach. Since organisations and situations are diverse, it is not that easy to find principles that would work in all situations.
- The *systems* approach is based on general systems theory, which concerns a number of interdependent parts functioning as a whole for some purpose. There are open and closed systems, with closed systems not being influenced by and interacting with the environment. Systems theorists study management by making connections between parts and then assuming that the whole is greater than the sum of its parts.
- The *classical* approach suggests that managers should continually strive to increase organisational efficiency in order to increase production and that organisations can be

managed on the same basis as managing work. The first contributors to this approach were practising managers, who brought their practical experiences to bear. This approach can be broken down into two subcategories: firstly viewing the productivity of operative personnel and secondly, viewing the organisation as a whole and how to make it more effective. Two lasting contributions of this approach are the principles of management and the principles of organisation.

Knowledge of the different models is important to managers within an organisation and of an event, since managerial action is often guided by one or more of the models. Models help identify key variables, suggest possible relationships and predict possible outcomes (Boddy & Paton, 1998:41). A well-known model, one of the earliest, the classical approach, refers to the responsibilities of management as planning, organising, leading, and controlling – which are presently commonly known as the functions of management (Donnelly *et al.*, 1995:9).

2.5.2 Functions of Management

Although there are some variations in exactly what the four functions are, they are the general administrative duties that management has to perform in order for the organisation or event to be managed according to the aspects of the definition of management and can be summarised as follows (Cassidy & Kreitner, 2011:16; Certo & Certo, 2009:8; Botha, Cunningham, Musengi, Visser, Williams, Lotz, Booysen, Smith, Bosch & Banhegyi, 2009:13):

- *Planning*: Choosing tasks, outlining how they must be performed and when they are to be performed. This focuses on attaining goals and the formulation of future courses of action
- *Organising*: Assigning tasks to various individuals or groups. This helps ensure the efficient use of human resources
- *Leading*: Also known as motivating, leading, directing, actuating; guiding the activities in appropriate directions
- *Controlling*: Gathering information that measures recent performances, comparing it to pre-established performance standards, implement improvements.

Over time, these functions have been reviewed and added to: an additional four functions have been identified, making the functions within management those which are graphically presented in Figure 2.5:

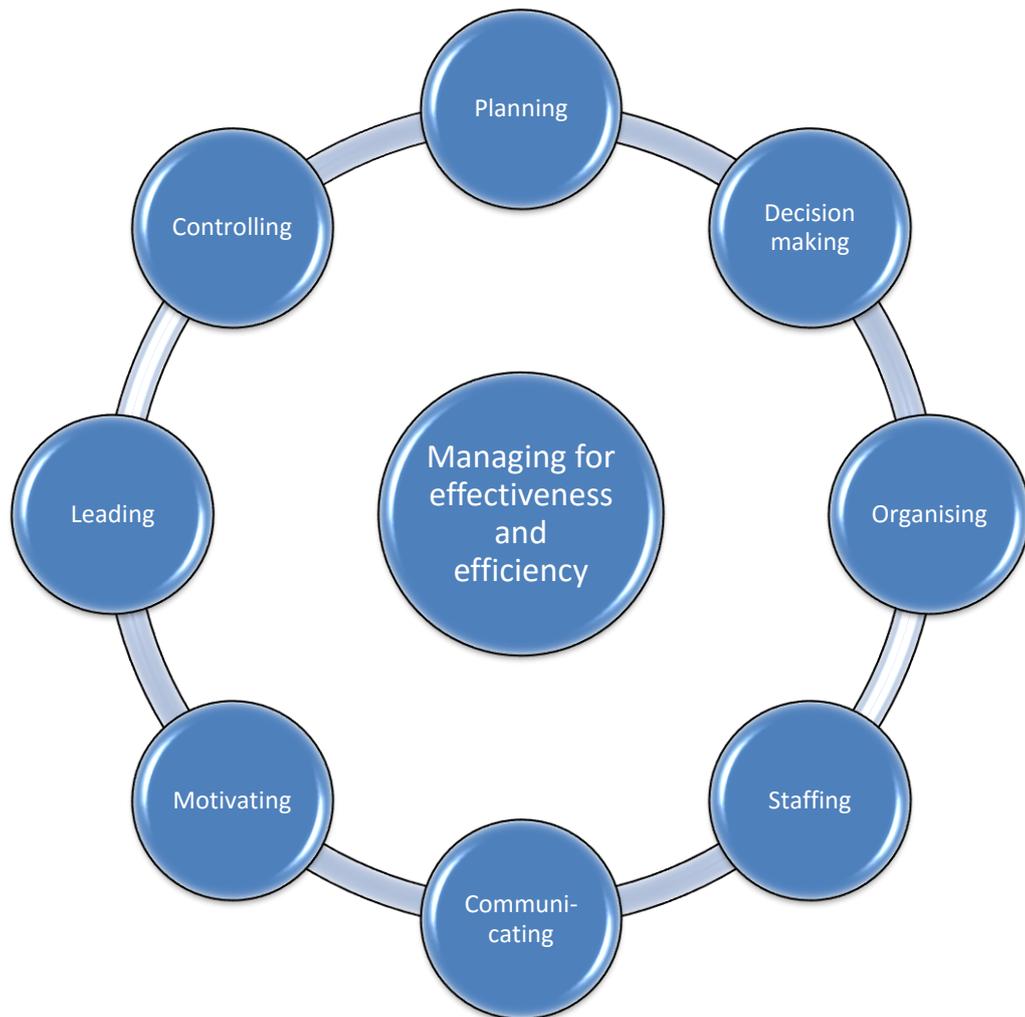


Figure 2.5: Eight functions of management

Source: Cassidy and Kreitner (2011:16)

In order for management to perform these functions effectively and efficiently, certain skills are needed. A manager should keep a balance between these skills in order to get a job done efficiently and effectively, in an environment of constant change. The balance needed will be partially determined by the level of each management position. When managing an event, this balance needed can also be determined by the type and size of the event.

2.5.3 Levels of Management

As an organisation or event expands, management is often divided into different areas to make it more efficient. In the process, management specialisms are created and a hierarchy develops (Boddy & Paton, 1998:10). Management is also executed at varying levels. These vary from top management (which is responsible for making decisions affecting the direction of the organisation) to first line or lower management (which is responsible for directing day-to-day activities) and also operatives (who have no responsibility of overseeing work) (Robbins &

DeCenzo, 2005:5). The different levels of management are responsible for various types of planning. Top management carries out strategic planning, determining the direction of the organisation, middle management uses the strategic planning to allocate resources in order to achieve the objectives set while lower management uses all of the previous management plans and ensures that the tasks are accomplished and objectives are met with the available resources (Cassidy & Kreitner, 2011:238). Figure 2.6 illustrates this more clearly.



Figure 2.6: Levels of management

Source: Cassidy and Kreitner (2011:238)

Top management, as can be noted in Figure 2.6, is responsible for strategic planning. This type of planning is undertaken years in advance and specifies, along with certain other items, how the organisation will achieve a competitive advantage (Cassidy & Kreitner, 2011:238). Since top management is responsible for strategic planning, it is also actively involved in strategic management.

2.5.4 Strategic Management

Strategic management involves a great deal of planning for the organisation as a whole. The first of the basic functions – planning – is the process used to determine how the organisation can proceed to where it wants to go, defining objectives or goals, forming appropriate strategies, what it will do to accomplish its objectives (strategy) and how to avoid errors, waste and delays and

thus be more effective and efficient (Certo & Certo, 2009:159; Plunkett & Attner, 1994:96; Robbins & DeCenzo, 2005:88; Thompson & Martin, 2005:364). By means of planning, a comprehensive hierarchy can be developed to integrate and coordinate activities and determine the roles and work of different stakeholders (Robbins & DeCenzo, 2005:88; Bramwell, 1997). Planning is a critical management activity regardless of the type of organisation being managed (Certo & Certo, 2009:159) and is accordingly, along with strategic management, important for the management of tourism too. Strategic management can be defined as “the process by which organisations determine their purpose, objectives and desired levels of attainment; decide on actions for achieving these objectives in an appropriate time-scale and frequently in a changing environment; implement the actions, and assess progress and results. Whenever and wherever necessary the actions may be changed or modified” (Thompson & Martin, 2005:11). Strategic management is the management of the big picture, ensuring a more competitive fit between an organisation and its changing environment (Cassidy & Kreitner, 2011:264).

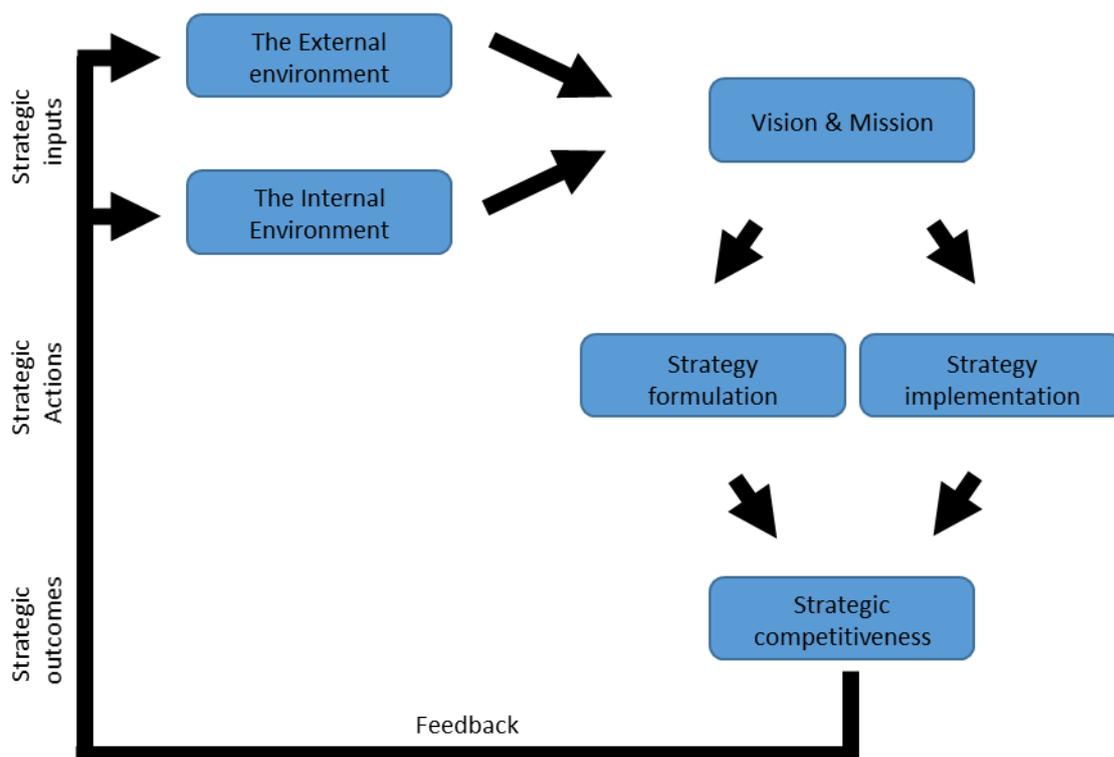


Figure 2.7: The strategic management process

Source: Hitt, Ireland and Hoskisson (2007:5)

Figure 2.7 illustrates this, showing that the inputs are required for the actions to take place, which in turn lead to the outcomes. In this process it can also be observed that the formulation and implementation of strategies are influenced by the vision and mission, which in turn are influenced by both the internal and the external environment. Thus, strategic management involves more responsibilities than mere planning and may be summarised as follows (Thompson & Martin, 2005:399):

- It has to manage the business on behalf of all the stakeholders. The interests of all of them have to be considered when making decisions on top management level (where making strategic decisions and those which last for up to ten years – Figure 2.6).
- Such management has to provide direction in the form of a mission or purpose. In order to manage the ‘big picture’, strategic management is required to determine some aspects such as the vision, mission, objectives, and the internal and external environment of the given organisation (Jones & Hill, 2009:7; Thompson & Martin, 2005:11; Slabbert & Saayman, 2003:40; Howe, 2002:14).
- Strategic management must formulate and implement changes to corporate strategies. The aspects determined as part of the previously mentioned responsibility are then used for forming appropriate strategies (Jones & Hill, 2009:7). Strategies are sets of decisions and actions which help to explain the activities that managers and organisations perform and are carried out in order to achieve the set objectives (Thompson & Martin, 2005:9; Lu, Au, Peng & Xu, 2013:634). When strategic managers plan strategies, they do so to be clearer about the business that the organisation is in, increase awareness about strengths and weaknesses, be able to recognise and take advantage of on opportunities and defend against threats, and be more effective in the allocation and use of resources (Thompson & Martin, 2005:364). After strategies are formulated, they must be put into action (Jones & Hill, 2009:7).
- Management at this level is required to monitor and control operations with special reference to financial results, productivity, quality, customer service, innovation, new products and services, and staff development. After strategies are implemented, they still have to be monitored and controlled. Strategic management is an ongoing process (Slabbert & Saayman, 2003:40); consequently there is a constant need to monitor and control these strategies and actions.
- Such management must provide policies and guidelines for other managers to facilitate both the management of operations and changes in competitive and functional strategies. In order for the organisation to successfully implement the strategies, the managers on all levels have to work towards the same vision, in this way making the organisation more competitive.

Strategies are designed to achieve objectives by developing an organisation’s competitive advantages (Lu *et al.*, 2013:634): those which put the organisation ahead of its competitors by implementing a value-creating strategy which is not used by any others (Bharadwaj, Varadarajan & Fahy, 1993). By monitoring consumer behaviour and emotional responses, service providers can generate satisfaction amongst consumers that aids in determining competitive advantage (Babin & Dardin, 1996:202). As intimated, identifying CSFs is now an important principle in

strategic management (Nieh & Pong, 2012:424; Leidecker & Bruno, 1984; Hardaker & Ward, 1987; e Sa, 1988; Devlin, 1989; Black, 1990; Grunert & Ellegaard, 1993) and should aid in achieving competitive advantage, amongst other benefits.

2.6 CRITICAL SUCCESS FACTORS

Critical success factors (CSFs), as mentioned, are aspects that visitors find important in the influencing of their experiences (Engelbrecht, 2011:30). CSFs can also be defined as a few aspects that must go well or right in order to ensure success, for the business to flourish and attain the goals of management (Avcikurt *et al.*, 2011:153; Boynton & Zmud, 1984; Geller, 1985:77; Slabbert & Saayman, 2003:8; Van der Westhuizen, 2003:14; Brotherton, 2004b:20; O'Brien, 2002; Butler & Fitzgerald, 1999; Guynes & Vanecek, 1996; Khandelwal, 2001; Dubelaar, Sohal & Savic, 2005). These factors are the combinations of different activities and processes designed and implemented to achieve goals and objectives (where the factors are not the goals and objectives themselves) (Brotherton & Shaw, 1996:114). Literature supports the notion of CSFs which are usually identified as being between three and ten in number, although there are usually six to eight factors that assist management by narrowing the focus on these factors and improving the manager's skills, vision for the future, and working conditions (Simon, Marques, & Narangajavana, 2008:359; Brotherton, 2004b:20; Engelbrecht, Kruger & Saayman, 2014:239). Therefore it is important for management to be competent at identifying CSFs and implementing them too (Erasmus, 2012:51). Other terms which may be used include key success factors (KSF), key result areas (KRA), limited factors, strategic factors, or strategic variables (Nieh & Pong, 2012:424; Engelbrecht, *et al.*, 2014:239).

Many studies have been undertaken on the topic of CSFs (and all the associated terms), focusing on a variety of sectors and case studies and using different methods and designs. Table 2.1 records the authors, titles, and CSFs identified in the studies (excluding articles to which access could not be gained, which were only available in foreign languages, which appear to be research notes, or which did not explain the methodology applied). This table includes studies from supply, demand, and mixed viewpoints.

Table 2.1: Previous studies on CSFs

Year	Author	Title	Key success factors	Demand / Supply
1985	Geller	Tracking the Critical Success Factors for Hotel Competencies	Employee attitude Guest satisfaction (service) Superior product (physical plant) Superior location Maximise revenue Cost control Increase market share Increase customer price-value perception Achieve market segmentation	Supply
1995	Griffin	A categorisation scheme for critical success factors of lodging yield management systems	System User-education User-traits External environment Organisational support	Supply
1996	Brotherton & Shaw	Towards an identification and classification of critical success factors in UK hotels plc	Front office Operation of accurate & efficient reservation system Effective staff sales skills Provision of high levels of customer care Maximisation of occupancy levels Development of appropriate staff attitudes Effective revenue / yield management Food and beverage service Providing a high level of service Enhancing customer care Developing & maintaining a high level of staff skills Inculcation of appropriate staff attitudes & appearance Providing quality of ambience & environment Enhancing the quality of food & drink presentation Producing high quality food & drink products Food and beverage production Producing a consistent quality of food Installing appropriate standards & procedures Maintaining efficient purchasing practices & effective liaison with suppliers Ensuring minimal food wastage Utilisation of efficient production methods Maintaining high standards of hygiene Conference and banqueting Charging competitive prices Producing high quality food & beverages Providing flexible facilities Upselling wherever possible Attention to detail & specific customer requirements Maintaining/improving the quality of facilities Leisure operations Providing quality facilities Operating an appropriate range of facilities Maintaining membership levels Improving the attractiveness of facilities Ensuring high quality staff Achieving high levels of cleanliness & hygiene Back of house	Supply

			<p>Operating clear programmes of planned maintenance</p> <p>Operation of effective cleaning schedules</p> <p>Provision of effective security systems</p> <p>Maintenance of an effective laundry system</p> <p>Ensuring effective inter-department liaison</p> <p>Sales and marketing</p> <p>Maintenance of market share</p> <p>Development of a well-trained sales team</p> <p>Provision of effective advertising</p> <p>Operation of effective market intelligence</p> <p>Maintenance of an effective customer database</p> <p>Ensuring effective competitor intelligence</p> <p>Human resource management</p> <p>Operation of effective recruitment & selection procedures</p> <p>Provision of regular training for all staff</p> <p>Maintenance of staff morale & loyalty</p> <p>Reducing the level of staff turnover</p> <p>Conducting appropriate staff appraisals</p> <p>Ensuring effective staff development</p> <p>Accounting and control</p> <p>Effective revenue control procedures</p> <p>Accurate financial reporting</p> <p>Appropriate budgetary control procedures</p> <p>Prompt issue of customer bills</p> <p>Effective bad debt control procedures</p> <p>Achieving accurate costings</p> <p>Guest accommodation</p> <p>Providing consistent quality</p> <p>Ensuring high levels of cleanliness</p> <p>Meeting customer needs</p> <p>Operating appropriate training programmes</p> <p>Minimising costs</p> <p>Providing a sufficient variety of rooms</p>	
1998	Choon-Chiang	City clubs in Singapore: competitor analysis and key success factors	<p>Clearly defined image & character</p> <p>Quality products - clubhouse, services & facilities</p> <p>Core group of loyal & dedicated staff</p> <p>Financial resources or revenues available</p> <p>Member-oriented strategies</p> <p>Comfortable club area per member ratio</p> <p>Responsive to changing needs of members</p>	Supply
1998	Hansen & Eringa	Critical success factors in yield management: a development and analysis	<p>Top management commitment</p> <p>Training of employees</p> <p>Experience of employees</p> <p>Recruitment</p> <p>Employee commitment</p> <p>Organisation of the YM function</p> <p>Incentive & reward schemes</p> <p>Communication & interdepartmental co-operation</p> <p>Feedback to employees</p> <p>Development of a yield culture</p>	Supply
2003	Brotherton, Heinhuis, Miller & Medema	Critical success factors in UK and Dutch hotels	<p>Front office</p> <p>Accurate & efficient reservation system</p> <p>Staff sales skills</p> <p>Customer care</p> <p>Maximisation of occupancy levels</p> <p>Staff attitudes</p> <p>Revenue/yield management</p> <p>Conference & banqueting</p> <p>Competitive pricing</p>	Supply

			<p>High quality food & beverage provision Providing flexible facilities Upselling where possible Attention to detail & customer requirements Quality of facilities</p> <p>Human resource management Effective recruitment & selection processes Provision of regular training for all staff Maintaining staff morale & loyalty Reducing staff turnover Conducting appropriate staff appraisals Effective staff development</p> <p>Guest accommodation Providing consistent quality Ensuring high levels of cleanliness Meeting customer needs Operating appropriate training programmes Minimising costs Providing a sufficient variety of rooms</p> <p>Food & beverage (service) Providing a high level of service Enhancing customer care High levels of staff skills Appropriate staff attitudes/appearance Quality of ambience & environment Quality of food & drink presentation</p> <p>Leisure operations Providing quality facilities Operating an appropriate range of facilities Maintaining membership levels Attractiveness of the facilities High quality staff High levels of cleanliness & hygiene</p> <p>Marketing & sales Maintenance of market share Well trained sales staff Effective advertising Effective market intelligence Effective customer database Effective competitor intelligence</p> <p>Food & beverage (production) Producing consistent quality food Appropriate standards & procedures Efficient purchasing & supplier liaison Minimising food wastage Using efficient production methods High hygiene standards</p> <p>Back of house operations Clear programme of planned maintenance Effective cleaning schedules Provision of effective security systems Maintaining an effective laundry system Effective inter-departmental liaison</p> <p>Accounting & control Effective revenue control procedures Accurate financial reporting Budgetary control procedures Prompt issue of customer bills Effective bad debt control procedures Achieving accurate costings</p>	
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2003	Getz	Bidding on events: identifying event selection criteria and critical success factors	Have strong partners in the bid process Make excellent presentations to the decision makers Treat every bid as a unique process Promote the track record of the community in hosting events Assist other organisations to make better bids.	Supply
2004b	Brotherton	Critical success factors in UK corporate hotels	Functional critical success factors Accounting & control Human resource management Marketing & sales Departmental critical success factors Food & beverage (Production) Food & Beverage (Service) Front office Back of house Conference & banqueting Guest accommodation Leisure options	Supply
2004a	Brotherton	Critical success factors in UK budget hotel operations	Customer service Core product Strategic control Hygiene & quality Consistency Pricing Location	Supply
2006	Getz & Brown	Critical success factors for wine tourism regions: a demand analysis	Core wine product Core destination appeal Core cultural product Variety Tourist-oriented	Demand
2006	Li, Wong & Luk	The importance and performance of key success factors in international joint venture hotels in China	Financial support Marketing strategic planning Information exchange Performance review	Supply
2007	Haven-Tang, Jones & Webb	Critical success factors for business tourism destinations	Leadership Networking Branding Networking Skills Ambassadors Infrastructure Bidding	Supply
2007	Pikkemaat & Schuckert	Success factors of theme parks - an exploratory study	Quality Safety & security Multifarious range of emotions & attractions Emotions Functionality & infrastructure Branding	Supply

2007	DiPietro, Murphy, Rivera & Muller	Multi-unit management key success factors in the casual dining restaurant industry	Single unit operations Standard operating procedures Multi-unit strategic planning Interpersonal & social responsibilities Travel & visiting units Human relations Unit level finances	Supply
2007	Van der Westhuizen & Saayman	Key success factors for developing and managing guesthouses: a case of a touristic town	The ability to establish & uphold a high standard of quality Show courtesy to guests The ability to give credit where credit is due The ability to be self-efficient The ability to keep promises The ability to share positive information freely Services provided meet the needs of guests High levels of hygiene are ensured Facilities provided meet needs of guests Guests welcomed in a personal manner upon arrival The guesthouse is located in the right surroundings It is determined whether rendered services & facilities meet the needs of guests	Supply
2008	Camillo, Connolly & Kim	Critical success factors for independent restaurants	Create & articulate a clear, well-crafted, & well-researched vision & business plan Stay focused Allocate resources appropriately & consistently to execute the vision & plan Concepts must be viable & distinct in the marketplace Convenient location with sufficient demand generators Competent employees & management Manage & control business Maintain an appropriate balance between food costs & labour costs Manage employee turnover Focus on food & service quality & consistency	Supply
2009	Burger & Saayman	Key success factors in managing a conference centre in South Africa	Activities & layout Marketing Core operational aspects Planning Design & evaluation Well-trained employees (human resources)	Supply

2009	Hua, Chan & Mao	Critical success factors and customer expectation in budget hotel segment - a case study of China	From industry professional Guest safety & security Guest bedroom comfort level Hygiene & cleanliness Convenient locations Speed of guest service From government authority Strong brand differentiation Guest safety & security Value for money accommodation Guest bedroom comfort level Speed of guest service According to hotel investor Strong brand differentiation Central sales / reservation system Geographic coverage of hotel network Value for money accommodation Guest bedroom comfort level According to customer experience Service quality Physical product Promotion Location Price	Both
2010	Alhroot & Al-Alak	An evaluation of the main critical success factors of tourist destination marketing	Product Quality Accessibility People Price Promotion Physical	Both
2010	Hughes & Carlsen	The business of cultural heritage tourism: critical success factors	Agreed objects & concepts Financial planning Marketing Market research Human resource management Business planning	Supply
2011	Marais & Saayman	Key success factors for managing the Robertson Wine Festival	Quality & good management Wine farm attributes Effective marketing Route development Festival attractiveness Entertainment activities Accessibility, including comfortable wine farm facilities, clear directions to farms & well managed farms	Demand
2011	Avcikurt, Altay & Ilban	Critical success factors for small hotel businesses in Turkey: an exploratory study	Use of internet Service quality Financial performance Marketing	Supply

2011	Jaafar	Critical success factors (CSFs): A comparison between coastal and island chalets in Malaysia	<p>Island chalets:</p> <p>Front office Warmth of guest welcome Efficiency of guest service Operational flexibility and responsiveness Guest accommodation Value for money Ensuring high levels of cleanliness Guest security</p> <p>Food and beverages Hygiene & cleanliness Providing quality of ambience & environment Staff skills & training</p> <p>Back of the house Disciplined operational controls Operation of effective cleaning schedules Provision of effective security systems</p> <p>Accounting and control Accurate financial report Prompt issue of customer bills Effective revenue controls procedures</p> <p>Leisure operation Ensuring high quality staff Providing high quality facilities Improving the attractiveness of facilities</p> <p>Coastal chalets</p> <p>Guest accommodation Value for money Guest bedroom comfort level Ensuring high levels of cleanliness</p> <p>Back of the house Operation of effective cleaning schedules Provision of effective security systems Operating clear programmers of planned maintenance</p> <p>Food and beverages Hygiene & cleanliness Providing quality of ambience & environment Enhancing customer care</p> <p>Front office Warmth of guest welcome Operation of an accurate & efficient reservation system Operational flexibility & responsiveness</p> <p>Accounting and control Appropriate budgetary control procedures Accurate financial reporting Effective bad debt control procedures</p>	Supply
2011	Wang, Hung & Li	A study on the critical success factors of ISO 22000 implementation in the hotel industry	<p>The top management ambition & all personnel centripetal forces in the early stage of implementation</p> <p>The integrity of organisational programming & execution of staff</p> <p>The competitive advantage</p> <p>Comprehensive of infrastructure & external consultant</p>	Supply

2011	Ortigueira & Gomez-Selemeneva	Critical success factors of a tourist destination in the Caribbean	Systematic promotion of cultural events Advance knowledge of agents & tour operators Tourist motivation Quality leisure & recreation Receptivity of the residents Richness of culture Richness of history Protection of the heritage Traditions Political, social & economic stability Communication Conservation of cultural values Protection of biodiversity Landscape, nature & climate Cost of air travel Security	Supply
2011	Er, Sivapalan, Rahim, Toriman, Adam & Buang	Ecotourism: precepts and critical success factors	Care for the protected area Participation of local communities in ecotourism ventures Adequate support of government agencies Stakeholders' awareness of the paramount importance of environmental conservation Domestic & international marketing linkages	Supply
2012	Erasmus, Kruger & Saayman	Finding the key to success: a visitors' perspective at a national arts festival	Safety & personnel Marketing & accessibility Venues Accommodation & ablutions Activities & community Parking & restaurants Quality shows & stalls	Demand
2012	Hamzah & Mohamad	Critical success factors of community based ecotourism: case study of Miso Walaihomestay, Kinabatangan, Sabah	Role of outsider as project leader Weaning & gestation period Crucial role of local champions Strengthening local organisation Reversing outflow of local youths Dynamic partnerships Partnership with Sabah Forestry Partnership with tour operators Partnership with NGO's Commercial viability Environmental conservation not limited to tokenism Systematic planning, implementation & monitoring Moving up the value chain or mainstream	Both

2012	Lin & Fu	Uncovering critical success factors for business-to-customer electronic commerce in travel agencies	<p>Enhance the marketing mix Product content Privacy policy Purchase procedure Price strategy Promotion plan</p> <p>Facilitate the growth of customer benefits Payment model Product mix Product search & order tracking Tracking Assurance Identity verification Product variety Returns & refund policy</p> <p>Create added value for customers Real-time transaction information Brand awareness & trust New product development</p>	Demand
2012	Maymand, Farsijani & Moosavi	Investigation of the key success factors in virtual tourism	Service & systematic readiness Infrastructural readiness Organisational readiness Virtual tourism collaborative networks Virtual tourism	Supply
2012	Nieh & Pong	Key success factors in catering industry management	Location selection in catering Complete work manual of retail sales High quality human resources Image of chain system	Demand
2012	Schnitzer & Strickdorn	Key success factors for fan zones (public viewings) covering mega sport events - the case of UEFA EURO 2008™ in Austria	Comfort in fan zones Pre-match entertainment Atmosphere in the fan zones Feeling safe	Both
2012	Tung	Key success factors in implementing marketing strategies in tourism industry	Market definition Environmental analysis Marketing mix strategy Internal marketing	Supply
2012	Yeh & Lin	Identifying key success factors of e-learning in travel agents	Curriculum System Instruction Interaction	Supply
2013	Williams & Saayman	Key success factors of visitors at a Jazz Festival	Hospitality factors Quality venues Information dissemination Marketing & sales Value & quality	Demand

2013	Habibah, Hamzah, Er, Buang, Selvadurai & Mushrifah	City-city tourism collaboration in the Straits of Malacca development region: Key success factors	Governance level Leadership commitment Managerial talents Business entities Sharing of the possibilities in creating tourism businesses Community's regional entity Inclusiveness of the community Spatial development areas Optimising the consumers, resources, & physical proximity	Both
2013	Lucchetti & Font	Community based tourism: Critical success factors	Commercial viability CSFs Proximity to the tourism market Links with the private sector Attractive & competitive products Implementation Community's will to engage Planning Partnership Consideration of profitability Monitoring & evaluation process	Both
2013	Yang	Key success factors in medical tourism marketing	Marketing promotion Journey service Medical resource Horizontal cooperation	Supply
2013	Ho & Chang	Key success factor in service innovation of hotel enterprises in Taiwan	Market oriented Service Organisation Procedure	Supply
2013	Hung	The key success factors on the customer relationship management system in travel agencies	Organisational Technology Function	Demand
2014	Manners, Saayman & Kruger	Managing a live music performance: A supply-side analysis	Artist Audience expectation & satisfaction Marketing & media Technical aspects	Supply
2014	Engelbrecht, Kruger & Saayman	An analysis of critical success factors for managing the tourist experience at Kruger National Park	General management Wildlife experience Facilities Green management Leisure & hospitality facilities Interpretation Variety activities Accommodation facilities Luxuries	Demand
2014	Du Plessis, Saayman & Potgieter	Key success factors in managing a visitors' experience at a	Physical comfort Amenities Visitor facilities	Demand

		South African international airport	Passenger services Accessibility	
2014	Campiranon & Scott	Critical success factors for crisis recovery management: a case study of Phuket hotels	Crisis management plan Market segmentation Marketing promotion Collaboration Personnel management	Supply
2014	Freeman & Thomlinson	Mountain bike tourism and community development in British Columbia: critical success factors for the future	Contingent factors Community champions / stakeholders / political will Legislation / regulatory / frameworks Physical geography / terrain / trails Funding sources (Public / private / in-kind) Non-contingent factors Mountain bike clubs / schools / camps / programme Destination marketing / management Infrastructure / amenities / supporting services Mountain bike culture / lifestyle / events	Supply
2014	Campos, Mendes, Silva & do Valle	Critical success factors for total quality culture: A structural model	Leadership Empowerment Info / Communication Total quality culture	Supply
2014	De Witt, Van der Merwe & Saayman	Critical ecotourism factors applicable to national parks: a visitor perspective	Product development Local community involvement Environmentally friendly practices Food & activities Ethical behaviour Policies	Demand
2015	Jones, Singh & Hsiung	Determining the critical success factors of the wine tourism region of Napa from a supply perspective	Product Lifestyle Embracing tourism Branding Land protection Entrepreneurs/individual Partnerships Community involvement & support	Supply
2015	Mardani, Jusoh, Bagheri & Kazemilari	A combined hybrid fuzzy multiple criteria decision-making approach to evaluating of QM critical success factors in SME's hotels firms	Main factors Human Organisational factors Technological factors When including sub-factors Human factors Organisational factors Leadership Organisation culture Technological factors Employee empowerment Teamwork	Supply

2015	Ferreira & Fernandes	Identification of critical success factors that maximise customers' satisfaction: multivariate analysis	Pricing strategy & free services Loyalty Image Supply & stock Information Logistics Virtual channels	Demand
2015	Wang & Hung	Customer perceptions of critical success factors for guest houses	Home atmosphere Room facilities Location Cleanliness Value for money	Supply
2015	Mohamed	Exploring the critical success factors (CSF) and limitations of enterprise resource planning (ERP) systems: The case of Egyptian hotels	Appropriate ERP consultants Avoidance of software of changes Training & educating employees Confirmation of finalised solutions Teamwork for the ERP project	Supply

Source: Compiled by author

All of the previous studies have found that by acquiring knowledge of the CSFs, management can increase sustainability and success. CSFs differ from one tourism operation to another since the specific type and nature of the tourism operation exercises an influence on what is important (Erasmus, 2012:59). From looking at the CSFs identified through the previous studies (Table 2.1), it becomes clear that the CSFs do differ accordingly. A look at Table 2.1 will also indicate the sectors most often researched, thereby indicating the gaps still within this area. Considering that CSFs are prerequisites for success within the industry (Thompson & Strickland, 1999:96), identifying these factors will be to the benefit of South Africa's tourism industry.

2.6.1 The Benefits of Critical Success Factors

The identification of CSFs should lead to several advantages for both events and business tourism. These benefits include efficient allocation of resources (Freeman & Thomlinson, 2014:14), positioning (Jones *et al.*, 2015; Choon-Chiang, 1998), increased success (Ferreira & Fernandes, 2015:165; Li *et al.*, 2006:85; Finney & Corbett, 2007), quality management (Ferreira & Fernandes, 2015:165; Engelbrecht, 2011:5; Burger & Saayman, 2009:15; Finney & Corbett, 2007), satisfied customers (Ferreira & Fernandes, 2015:165), enhanced visitor experience (Caralli, Stevens, Willke, & Wilson, 2004:2; Freeman & Thomlinson, 2014; Manners, 2011; Erasmus, 2012; Marais & Saayman, 2011), increased revenues (Freeman & Thomlinson, 2014:14), increased opportunities (Freeman & Thomlinson, 2014:14), higher return on equity (Hua *et al.*, 2009:62), sustainability (Freeman & Thomlinson, 2014; Nieh & Pong, 2012), growth

& development (Witbooi *et al.*, 2011:1937; Lin & Fu, 2012:568), and competitive advantage (Nieh & Pong, 2012:424; Choon-Chiang, 1998:56; Marais & Saayman, 2011:149; Lin & Fu, 2012:566,568; Avcikurt *et al.*, 2011:153; Wang *et al.*, 2011).

The benefits of identifying CSFs are to the advantage of all the different stakeholders. From studying the literature it is evident that there is a greater emphasis on some of these benefits. These have a lasting effect on the organisation and industry and are discussed in the following section.

Effectiveness is defined as “the degree to which objectives are achieved and the extent to which targeted problems are solved” (Business Dictionary, 2015). When one considers the definition of CSFs – a few things that must go well or right in order to ensure success, for the business to flourish and attain the goals of management (Avcikurt *et al.*, 2011:153; Boynton & Zmud, 1984; Geller, 1985:77; Slabbert & Saayman, 2003:8; Van der Westhuizen, 2003:14; Brotherton, 2004b:20; O’Brien, 2002; Butler & Fitzgerald, 1999; Guynes & Vanecek, 1996; Khandelwal, 2001; Dubelaar *et al.*, 2005) – it can be noticed that by means of identifying CSFs, effectiveness increases since this identification helps attain the goals of management.

Growth and development: Thompson and Martin (2005:505) found that growth may take place organically by investing resources to develop new competencies and capabilities and open up new market opportunities, but this could take time. Focusing on those aspects critical to success contributes to growth and development (Witbooi *et al.*, 2011:1937; Lin & Fu, 2012:568).

A product possesses greater *quality* when consumers perceive that its attributes provide higher value than the attributes of similar products sold by competitors (Jones & Hill, 2009:81). CSFs are therefore identified so that quality can be increased (Engelbrecht, 2011:5; Burger & Saayman, 2009:15).

Positioning (Jones *et al.*, 2015; Choon-Chiang, 1998) includes a potential method of enhancing congruence between brand identity and brand image (Pike, 2008:218). According to Porter (1980), if positioning is performed effectively, it may be a source of competitive advantage. By knowing what the CSFs are, positioning can be carried out accordingly and thus be more accurate.

Sustainable (Freeman & Thomlinson, 2014; Nieh & Pong, 2012): By identifying the CSFs and controlling them, sustainability can be increased (Nieh & Pong, 2012:424).

By focusing on the CSFs, *visitors’ experience* can be enhanced, as was highlighted in Freeman & Thomlinson, 2014; Manners, 2011; Erasmus, 2012; Marais & Saayman, 2011. CSFs focus on

the factors which are important to success, often resulting in the factors that can enhance visitor's experience.

Competitiveness or competitive advantage is the benefit most often associated in literature with CSFs (Marais & Saayman, 2011:149; Lin & Fu, 2012:566,568; Avcikurt *et al.*, 2011:153; 37; Wang *et al.*, 2011: Nieh & Pong, 2012:424). Hitt *et al.* (2007:4) described a firm as gaining a competitive advantage as stemming from a situation where, when it implements a strategy, competitors are unable to duplicate it or find it too costly to imitate. In order to attain competitive advantage, attention has to be given to these four criteria/capabilities: is the product valuable, rare, costly to imitate, and non-substitutable? (Hitt *et al.*, 2007:86). Competitiveness or competitive advantage is dependent upon strategic planning (Thompson & Martin, 2005:205) and, as argued, the identification of CSFs will enhance competitiveness.

2.7 CONCLUSION

The aim of this chapter was to understand the literature of destinations, business tourism, and management and where these fit in the tourism industry. Business tourism is a developing sector; however, in order to reach this potential, effective management is needed. Previous studies revealed studies on CSFs and the importance of these factors in the tourism industry and in terms of event management. However, CSFs differ from one area to another since each has its own objectives, challenges, and needs. Thus it is important to establish the CSFs for individual areas within the tourism industry, such as business tourism.

In the light of the literature discussed in this chapter, two articles were written which follow in Chapters 3 and 4. The first is a review study focussing on the previous studies on CSFs which can be seen from a supply, demand, or mixed viewpoint. This is discussed in Chapter 3. The second article, in Chapter 4, used qualitative surveys to identify the CSFs from the supply side for South Africa as a business tourism destination.



WHO IDENTIFIED CRITICAL SUCCESS FACTORS IN THE TOURISM INDUSTRY AND WHY?

ABSTRACT

Critical success factors have supposedly been studied since the 1960s as part of the Information System (IS) field, and have been applied to the tourism industry since the 1990s. Critical success factors are those aspects that must be well managed in order to achieve success. The key findings of this review reveal that 1. Identifying critical success factors is indeed a popular field of study within the tourism industry; 2. Different methodologies lead to different results; 3. The majority of researchers approached their research from a supply-side; 4. The labelling of critical success factors in previous studies is complex and broad; and 5. Most research has focused on Asia from a geographical point of view. Further findings reveal that quality, finances, and human resources are the factors that appeared among the top 5 of factors identified through both statistical and descriptive analyses. The findings of this study are based on a total of 52 useable articles which were analysed to provide an overview on where and when these previous studies were published, analyses of the critical success factors most frequently identified in previous studies, and analyses of key aspects of the previous studies. These key aspects include analyses according to supply and demand, tourism sector, continent, research design, and methodology. By understanding the previous studies on critical success factors, future studies can be more effective and of greater benefit.

Keywords: critical success factors, key success factors, success factors, tourism

3.1 INTRODUCTION

The purpose of this research is to undertake a review of research conducted on critical success factors (hereafter referred to as CSFs) within the tourism industry, thereby contributing to a better understanding of the areas where it was applied, the approach, and the reason for undertaking this research. Tourism has grown to be a global activity (Cook *et al.*, 2010:5) and includes a cross-section of different industries that work together to meet the needs of tourists (Coltman, 1989:88; Cook *et al.*, 2010:4&14; Saayman, 2009:2). Along with the growth of tourism, this industry has become more competitive with more businesses and destinations competing with one another (Balakrishnan, 2009:611). In order for businesses to survive in a highly competitive market, good management is of great importance. Management is the process of utilising resources in a manner that would achieve the desired outcomes (Daft, 1991:5; Ghillyer, 2009:5; Page, 2003:249). Management can also be used to achieve a competitive advantage, amongst other benefits, that would contribute to the success of the business (Cook *et al.*, 2010:19). Throughout the years, many different management approaches have been developed and implemented, including the behavioural, contingency, systems, and classical approaches (Boddy & Paton, 1998; Cassidy & Kreitner, 2011; Certo & Certo, 2009; Donnelly *et al.*, 1995; Robbins & DeCenzo, 2005). One particular management approach that contributed to achieving success and a competitive advantage is the strategic management approach. One of the key drivers of strategic management is the identification of CSFs.

Research has found that the identification of CSFs can lead to many benefits. These benefits include the efficient allocation of resources (Freeman & Thomlinson, 2014:14), positioning (Choon-Chiang, 1998; Jones *et al.*, 2015), increased success (Ferreira & Fernandes, 2015:165; Finney & Corbett, 2007; Li *et al.*, 2006:85), quality management (Burger & Saayman, 2009:15; Engelbrecht, 2011:5; Ferreira & Fernandes, 2015:165; Finney & Corbett, 2007), satisfied customers (Ferreira & Fernandes, 2015:165), enhanced visitor experience (Caralli, *et al.*, 2004:2; Erasmus, Kruger, & Saayman, 2012; Freeman & Thomlinson, 2014; Manners, 2011; Marais & Saayman, 2011), increased revenue (Freeman & Thomlinson, 2014:14), increased opportunities (Freeman & Thomlinson, 2014:14), higher return on equity (Hua *et al.*, 2009:62), sustainability (Freeman & Thomlinson, 2014; Nieh & Pong, 2012), growth & development (Lin & Fu, 2012:568; Witbooi *et al.*, 2011:1937), and competitive advantage (Avcikurt *et al.*, 2011:153; Choon-Chiang, 1998:56; Lin & Fu, 2012:566, 568; Marais & Saayman, 2011:149; Nieh & Pong, 2012:424; Wang *et al.*, 2011)

3.2 LITERATURE STUDY

CSFs were originally used within the Information System (IS) field, but its use has extended to a more generic approach to management over the last two decades. Through literature studies, it

appears that Daniel (1961) was the first person to use the Critical Success Factor strategy as a means to classify critical information needs of managers (see Brotherton & Shaw, 1996:114; Griffin, 1995:326). The Critical Success Factor strategy is a top-down methodology employed for corporate strategic planning, which highlights the key information requirements by top management (Byers & Blume, 1994; Rockart, 1979a). The essence of this strategy is Focused Specialisation (concentration of resources and effort on those factors that can provide the greatest competitive leverage) (Boynton & Zmud, 1984; e Sa & Hambrick, 1989; Ferguson & Dickinson, 1982; Freund, 1988; Grunert & Ellegaard, 1993; Jenster, 1987; Leidecker & Bruno 1984; Munro & Wheeler, 1980; Ohmae, 1982; Rockart, 1979a:85). Daniel (1961) was the first person to indicate that there are usually three to six factors that determine success within each industry, and that these key factors should be applied exceedingly well in order for a company to be successful. Engelbrecht, *et al.* (2014: 239), in their research, said that the latter should be between three and ten factors.

Over the years, determining CSFs has become an important principle in strategic management (Black, 1990; e Sa, 1988; Devlin, 1989; Grunert & Ellegaard, 1993; Hardaker & Ward, 1987; Leidecker & Bruno, 1984; Nieh & Pong, 2012:424). Critical success factors are also known as CSFs, key success factors (KSF), key result areas (KRA), limited factors, strategic factors, or strategic variables (Engelbrecht *et al.*, 2014:239; Nieh & Pong, 2012:424). The simplest definition of CSFs is that they constitute a few things that must go well or right in order to ensure success, for the business to flourish, and attain the goals of management (Avcikurt *et al.*, 2011:153; Boynton & Zmud, 1984; Brotherton, 2004b:20; Butler & Fitzgerald, 1999; Dubelaar *et al.*, 2005; Geller, 1985:77; Guynes & Vanecek, 1996; Khandelwal, 2001; O'Brien, 2002; Slabbert & Saayman, 2003:8; Van der Westhuizen, 2003:14). CSFs are thus the limited areas, characteristics, circumstances, conditions, events, activities, strategic elements, or variables that require particular attention due to their importance, and when properly sustained, maintained, and managed, can exert a significant impact on the success of an event, individuals, department, organisation, or firm and could differentiate between profit and loss (Bullen & Rockart, 1986:385; Burger & Saayman, 2009:16; Dickinson, Ferguson, & Sircar, 1984; Leidecker & Bruno, 1987:333; Williams & Saayman, 2013:186).

Another approach is to state that CSFs are the aspects that if removed or not carried out, would inhibit the success of the organisation's achievement of the vision (Howe, 2002:30). Identification of CSFs has been used to identify information needs, to list and describe elements critical to system success, and to help define and focus management's responsibilities and efforts (Meadors & Mezger, 1984; Munro & Wheeler, 1980; Park, 1990; Raymond, 1985; Rockart & Scott-Morton, 1984; Shank, Boynton, & Zmud, 1985). Even though literature states that CSFs should be attained in order for goals to be met, there should be a distinction between the goals and the

CSFs: CSFs are combinations of activities and processes which are designed to support the achievement of the goals (Brotherton & Shaw, 1996:114). Furthermore, CSFs are actionable, controllable by management to a variable extent, and potentially measurable (Brotherton & Shaw, 1996:114).

Considering that the purpose and goals differ from industry to industry, each market and industry will have its own relevant CSFs (Choon-Chiang, 1998:56; Geller, 1985:77). The nature of the external environment within which an organisation operates determines the CSFs to some extent (Brotherton, 2004b:20; Boardman & Vining, 1996). Within the tourism industry, there are different sectors, which are summarised in Figure 3.1.

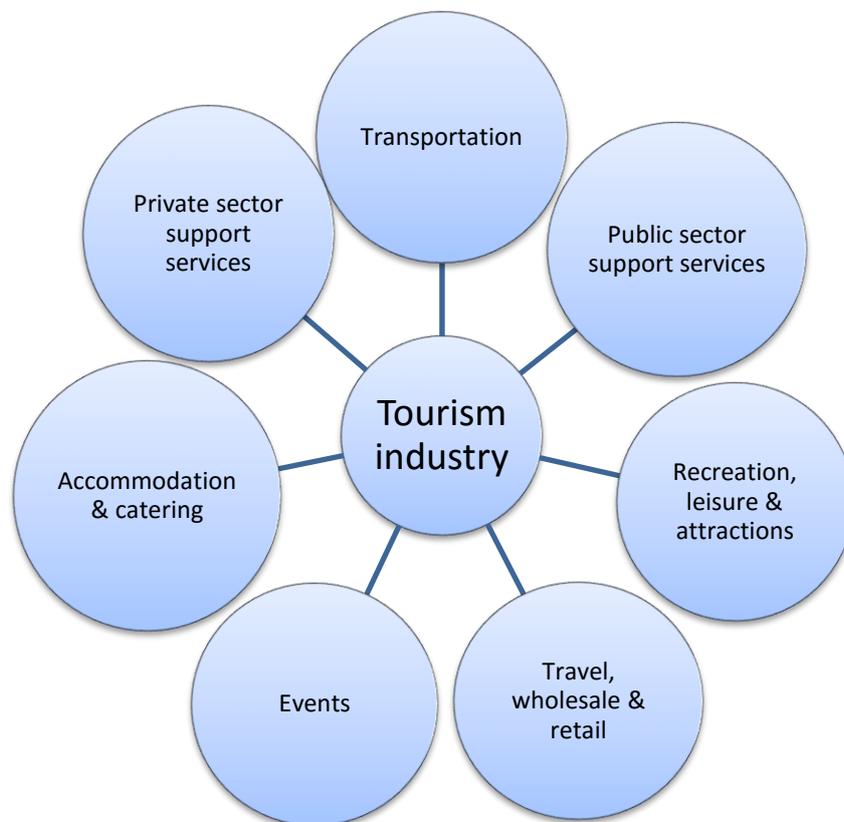


Figure 3.1: Areas within the tourism industry

Source: Jordaan, 1994; Cooper et al., 1999

The sectors within the tourism industry include transportation; public sector support services; recreation, leisure, and attractions; travel, wholesale, and retail; events; accommodation and catering; private sector support services (see Figure 3.1). The sectors within the tourism industry also differ in nature, operations, and external environment, and thus the CSFs within each sector and type of operation could also differ (Manners, 2011:7). Furthermore, CSFs can be related to tangible physical elements or intangible service elements (Wang & Hung, 2015:93). Other main classifications include:

- Situation or context specific (Geller, 1985);
- Generic to a given combination of industrial/market/broader environmental conditions (Geller, 1985);
- Short-term (monitoring) and longer-term (building) activities (Rockart, 1979a);
- Conjunctive / compensatory and perceived / actual CSFs (Grunert & Ellegaard, 1993);
- Industry / strategic and operational CSFs (Ketelhohn, 1998); and
- Viewpoints: organisation perspective and user perspective (Lee, 1989, as cited by Griffin, 1995:327); this is similar to supply and demand approaches often referred to more recent studies.

By studying literature, it is evident that similar classifications were used but with different terminology. One additional classification used by various authors in literature is classifying CSFs according to the internal and external environment, which relates to whether the organisation has control over the CSFs or not (Zahedi, 1987). Internal CSFs can be derived from the features of a company's internal environment (products, processes, people, structure, and services) and will reflect the company's specific core capabilities and competencies critical for its competitive advantage (Berry, Seiders, & Greshan, 1997; Brotherton & Shaw, 1996:114; Duchessi, Schaninger, & Hobbs, 1989; Van der Meer & Calori, 1989). External CSFs are less controllable than internal CSFs (Brotherton & Shaw, 1996:115).

The many sectors within the tourism industry along with the differing viewpoints and techniques available allows opportunity for many studies to be conducted on CSFs within the tourism industry. By means of an extensive literature study, it has been found that this is indeed the case. Studies on CSFs within the tourism industry date as far back as the early 1990s and in management sciences in the 1960s, if not earlier, and have been conducted on several of the above-mentioned sectors and many different destinations as case studies. However, only one review has been found, authored by Baker and Cameron (2008), who focused on CSFs in destination marketing. The latter did not address the different methodologies employed, where this paper will include CSFs in different sectors of the tourism industry, and the different methodological approaches.

3.3 EMPIRICAL LITERATURE ANALYSIS

Since this is a review paper, a literature search was conducted to find publications on CSFs within the tourism industry. To find these publications, Google Scholar was used as well as the following databases of EbscoHost: Academic Search Premier, Africa-Wide Information, Business Source Premier, CAB Abstracts, EconLit, E-Journals, and Hospitality and Tourism Complete.

The key words included in the search were 'critical success factors', 'key success factors', 'key factors' or 'success factors', which had to appear in the title or abstract, and the key word 'tourism' had to appear somewhere within the text of the publication. Articles to which access could not be gained, which were only available in foreign languages, which appear to be research notes, or which did not explain the methodology applied, were excluded. Only publications in main stream journals were used. The searches identified a total of 52 relevant publications published between the years 1985 and 2015 (listed in Chapter Two) that were used for the purpose of the analysis. Analyses were done of the key aspects of the previous studies, as discussed in the results.

3.4 RESULTS

The results were portrayed in terms of the details regarding distribution of articles among journals, distribution of articles over time, and distribution of articles according to demand or supply approach, according to sector, according to continent, according to research method, according to analyses, and according to the CSFs identified.

3.4.1 Distribution of Articles among Journals and Over Time

Firstly, the analyses looked at the details regarding the publishing of each article, including the distribution of articles according to journals and the distribution of articles over time.

3.4.1.1 Distribution of articles among journals

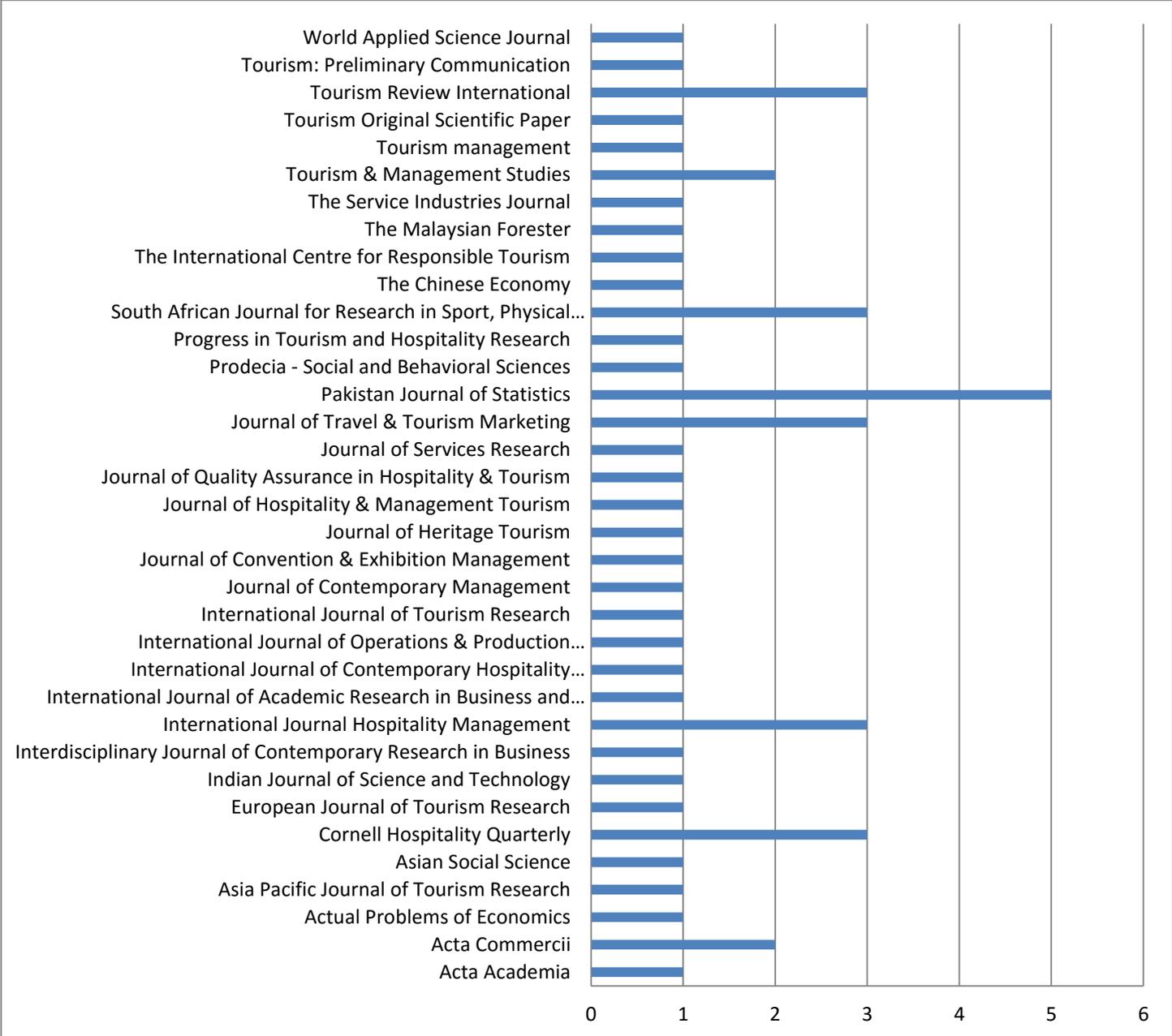


Figure 3.2: Distribution of articles among journals

When looking at the distribution of articles among journals (see Figure 3.2), it is clear that the journal that published the most articles found on CSFs is the Pakistan Journal of Statistics (five articles). Tourism Review International, South African Journal for Research in Sport, Physical Education and Recreation, Cornell Hospitality Quarterly, International Journal Hospitality Management, and Journal of Travel & Tourism Marketing each included three of the articles on CSFs. Two articles were published in Acta Commercii and Tourism & Management Studies. The remainder of journals each published only one of the articles. In other words, articles were

published in a wide variety of journals which include those in the fields of management, statistics, and tourism.

3.4.1.2 Distribution of articles over time

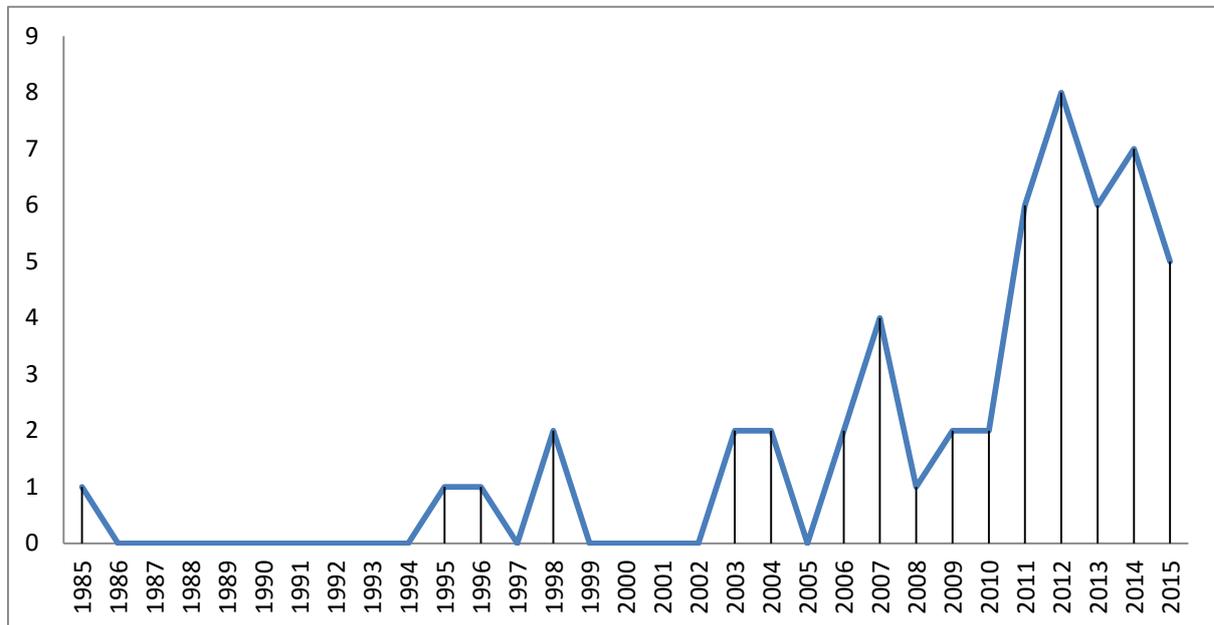


Figure 3.3: *Distribution of articles over time*

The first article in the sample was published in 1985 with the rest spanning the years to date and the most current one published in 2015 (see Figure 3.3). Through the years 1986-1994 and 1999-2002 no articles were published, and since 2002 the number of published articles increased significantly, reaching a high point in 2012 when eight CSFs articles were published. It is evident that there has been a growth in this type of research since 2010 / 2011. Possible reasons for this increase include, firstly, that academics are under pressure to publish more work, and secondly, that the demand for this type of research has increased.

3.4.2 A Review of the Key Aspects of the Articles

The next section of analyses looks at the key aspects of the publications. This includes analyses according to supply and demand, tourism sector, continent, research design, and methodology.

3.4.2.1 Distribution of articles according to demand or supply approach

Within the tourism industry, demand refers to the measure of tourists' use of a good or service (Frechtling, 2001:4). Other measures of tourism demand include the main purpose of visits, duration of trip, origin and destination of trip, area of residence or destination within countries, means of transportation, and tourism accommodation (Theobald, 2004:19-21). Thus the demand-viewpoint looks at what tourists want and need. This has to be met by tourism suppliers,

who 'manufacture' and 'distribute' the products and different aspects of tourism offered (Fridgen, 1996:260). Supply can include transportation, lodging, attractions, food and beverages, tourism intermediaries, services, tourism marketing organisations, promotion, and information (Fridgen, 1996:260; Gunn, 1994:57-74). The supply-viewpoint looks at what the industry, that is, the people supplying the services, say. When looking at the distribution of articles according to the viewpoint, it could be either just demand or supply, or it could encompass both approaches. The distribution of articles according to approach is illustrated in Figure 3.4.

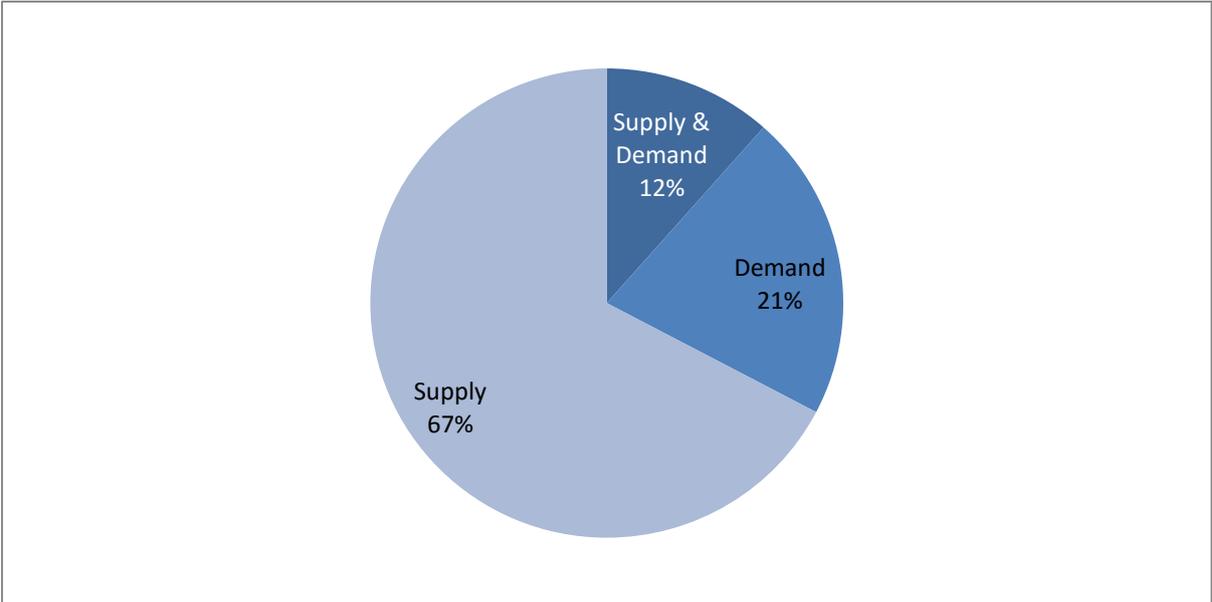


Figure 3.4: *Distribution of articles according to approach*

The articles focused either on the approaches from a supply-side (see Figure 3.4), demand-side, or a combination of both. The majority of articles looked at the supply-side (67%), 21% of articles looked at the demand-side, and 12% of the articles looked at the approach of both supply and demand.

3.4.2.2 Distribution of articles according to sector

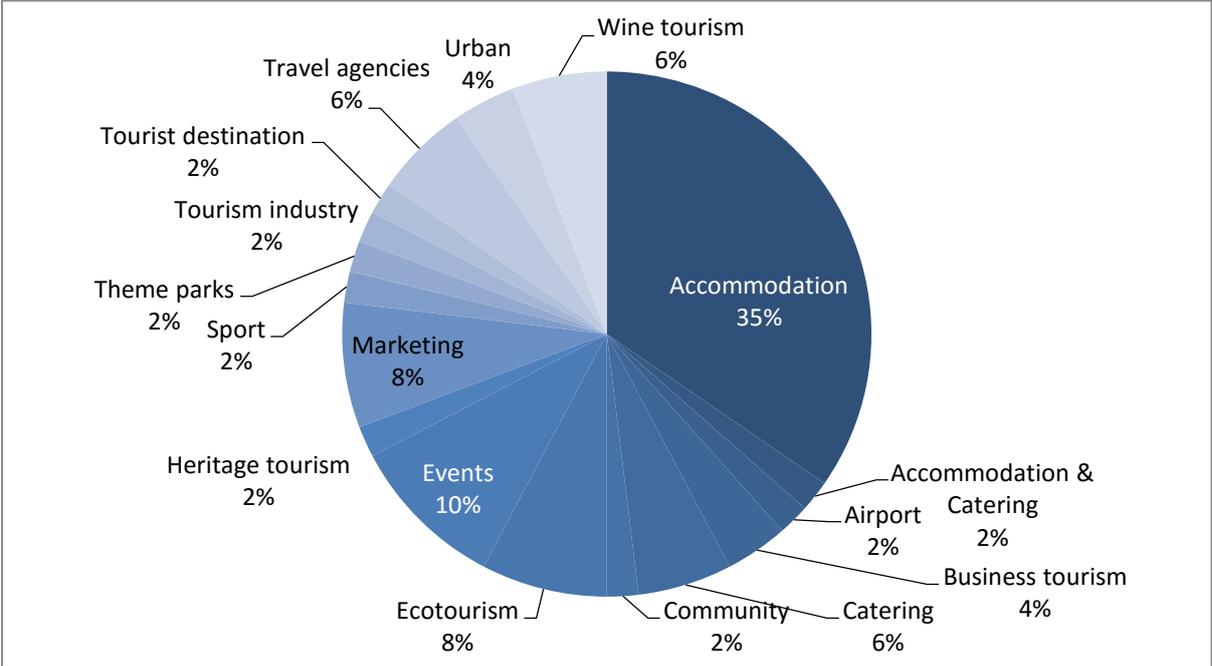


Figure 3.5: Distribution of articles according to sector

When looking at the distribution of articles according to different sectors (see Figure 3.5), it is clear that the majority of research focused on the accommodation sector (35%). Of the 35%, the majority focused on hotels, while the remaining articles focus on chalets, guest houses, lodging, and yield management. Furthermore, Events (10%), Ecotourism (8%), Marketing (8%), Catering (6%), Travel agencies (6%), Wine tourism (6%), Business tourism (4%), and Urban (4%) are all sectors where more than one study was conducted.

3.4.2.3 Distribution of articles according to continent

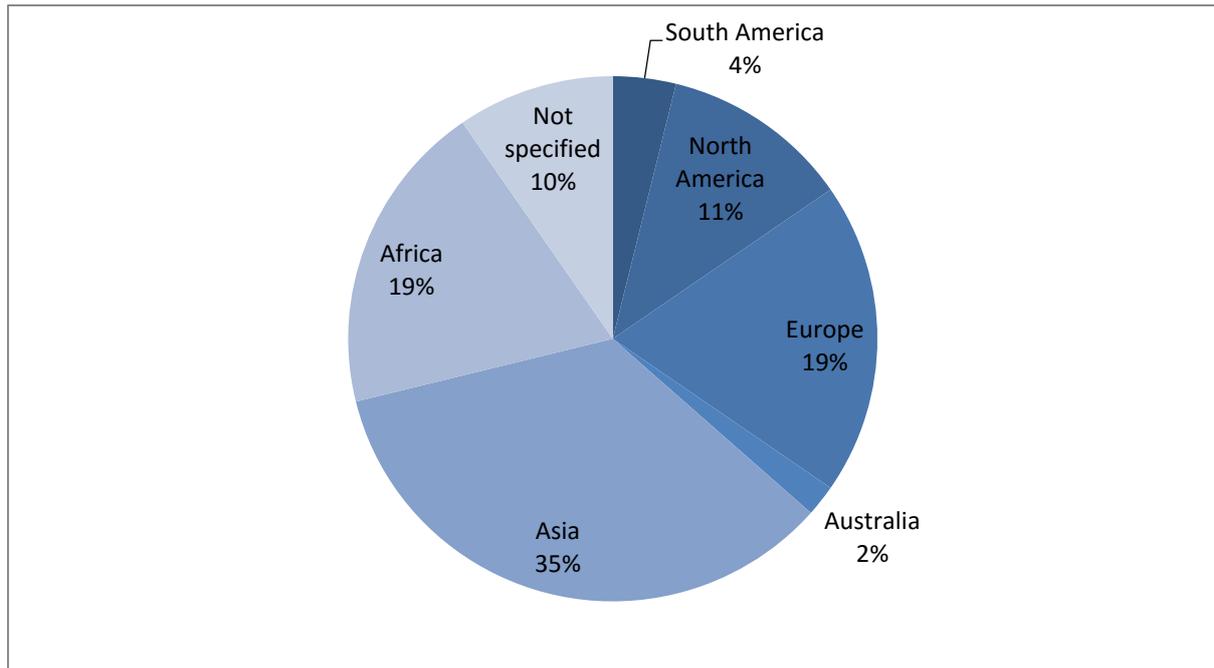


Figure 3.6: *Distribution of articles according to continent*

Destinations were generalised to the related country, and then classified according to the continent (see Figure 3.6). The majority of case studies focused on Asia (35%). Within Asia, four articles focused on China and four on Malaysia, while five articles focused on Taiwan. Africa and Europe were each the case study for 19% of case studies. North America (11%) followed, and South America (4%) and Australia (2%) not selected as case studies as frequently. However, 10% of the articles did not specify a specific destination.

3.4.2.4 Distribution of articles according to research method

The research design is a master plan that researchers have to follow to ensure the attainment of research objectives (Berndt & Petzer, 2011:31). Part of the research design is either a quantitative, qualitative, or mixed research method. Quantitative research involves the administration of a set of structured questions with predetermined response options to a large number of respondents, whilst qualitative research includes collecting, analysing, and interpreting data by observing what is said and done by people and is considered a softer approach (Berndt & Petzer, 2011:146). The distribution of articles according to the research method used is illustrated in Figure 3.7.

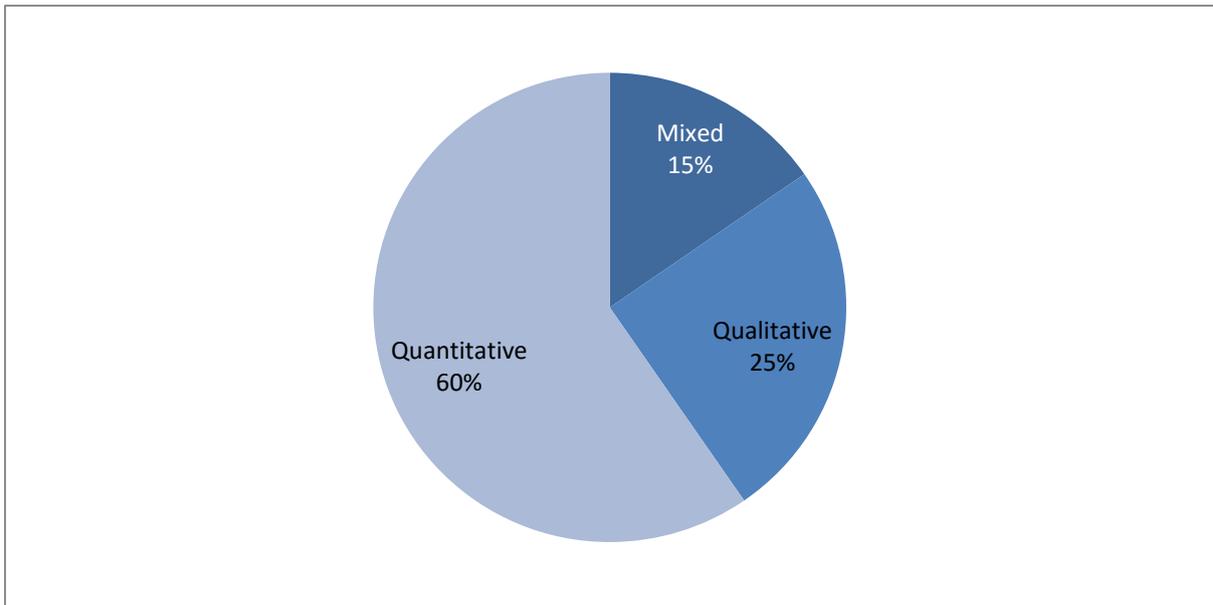


Figure 3.7: *Distribution of articles according to research method*

Figure 3.7 shows that the majority (60%) of studies followed a quantitative research method and 25% followed a qualitative research method. Some studies followed a mixed research method (15%), making use of both quantitative and qualitative research methods.

3.4.2.5 Distribution of articles according to analyses

After the data of a study has been collected, analyses have to be performed in order to achieve the objectives of the study. The analyses can be either statistical or descriptive. Descriptive analyses summarise the basic findings for the sample and include concepts such as mean, median, mode frequency distribution, range, and standard deviation (Burns & Bush, 2014:317). For this study, statistical analyses include SEM, Analytical Hierarchy Process, regression, Delphi, Fuzzy maps, reliability analysis, and Factor analyses. The distribution of articles according to the methodology used is illustrated in Figure 3.8.

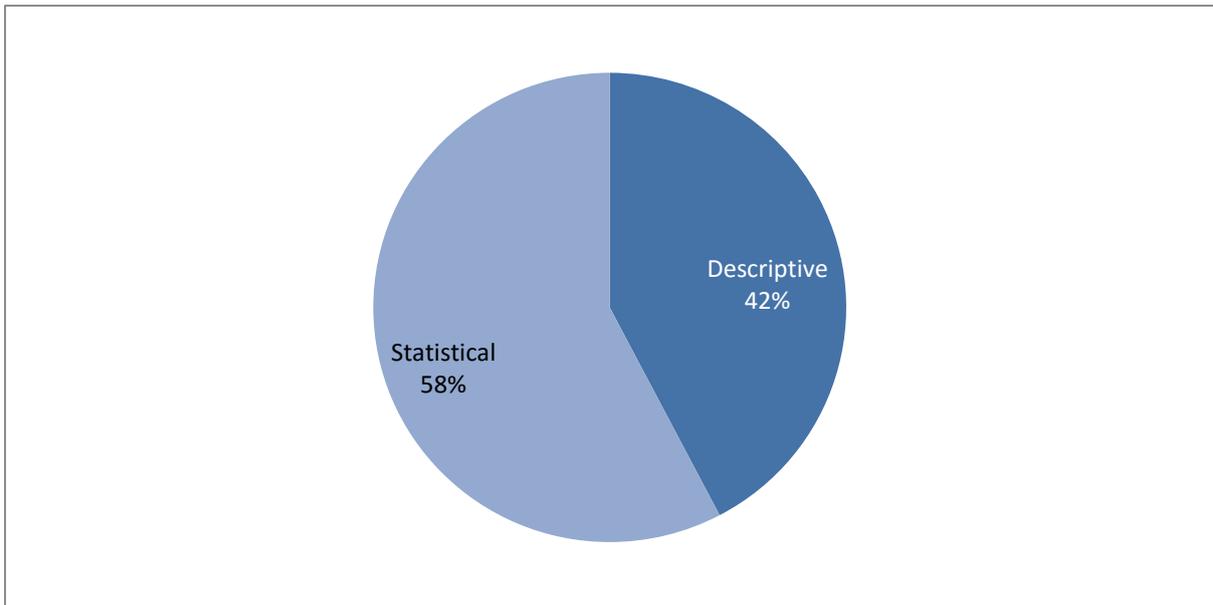


Figure 3.8: *Distribution of articles according to methodology*

When looking at the analyses of the studies in the sample (see Figure 3.8), 42% analysed the data in a descriptive manner, while 58% of the articles used statistical analyses indicating that it was the most important method. Of the 58% that applied statistically analyses, the following analyses were used: SEM (3%), Analytical Hierarchy Process (3%), regression (7%), Delphi (10%), Fuzzy maps (10%), reliability analyses (17%), and Factor analyses (50%) were the most popular.

3.4.3 A Review of Critical Success Factors

The last section of analyses aimed at identifying the most common CSFs according to the results of the articles used for this study. The identified CSFs were categorised into groups according to the concepts mentioned in each factor; thus one identified factor could be categorised into more than one group. The counts for each category (referred to as factors) were counted, and the graphs were drawn accordingly. Some CSFs were identified by means of statistical methods while others were identified by means of descriptive data. Therefore, a distinction was drawn between statistical vs descriptive methods when referring to the CSFs. Furthermore, a distinction was drawn between the factors identified by using a supply vs demand vs mixed approach.

3.4.3.1 Critical success factors identified through statistical analyses

The analysis of CSFs was performed by counting the number of times each factor or theme of that factor appeared in previous studies. Some related factors were grouped together to gain a more comprehensive understanding. Figure 3.9 shows the factors that were most frequently identified through statistical analyses.

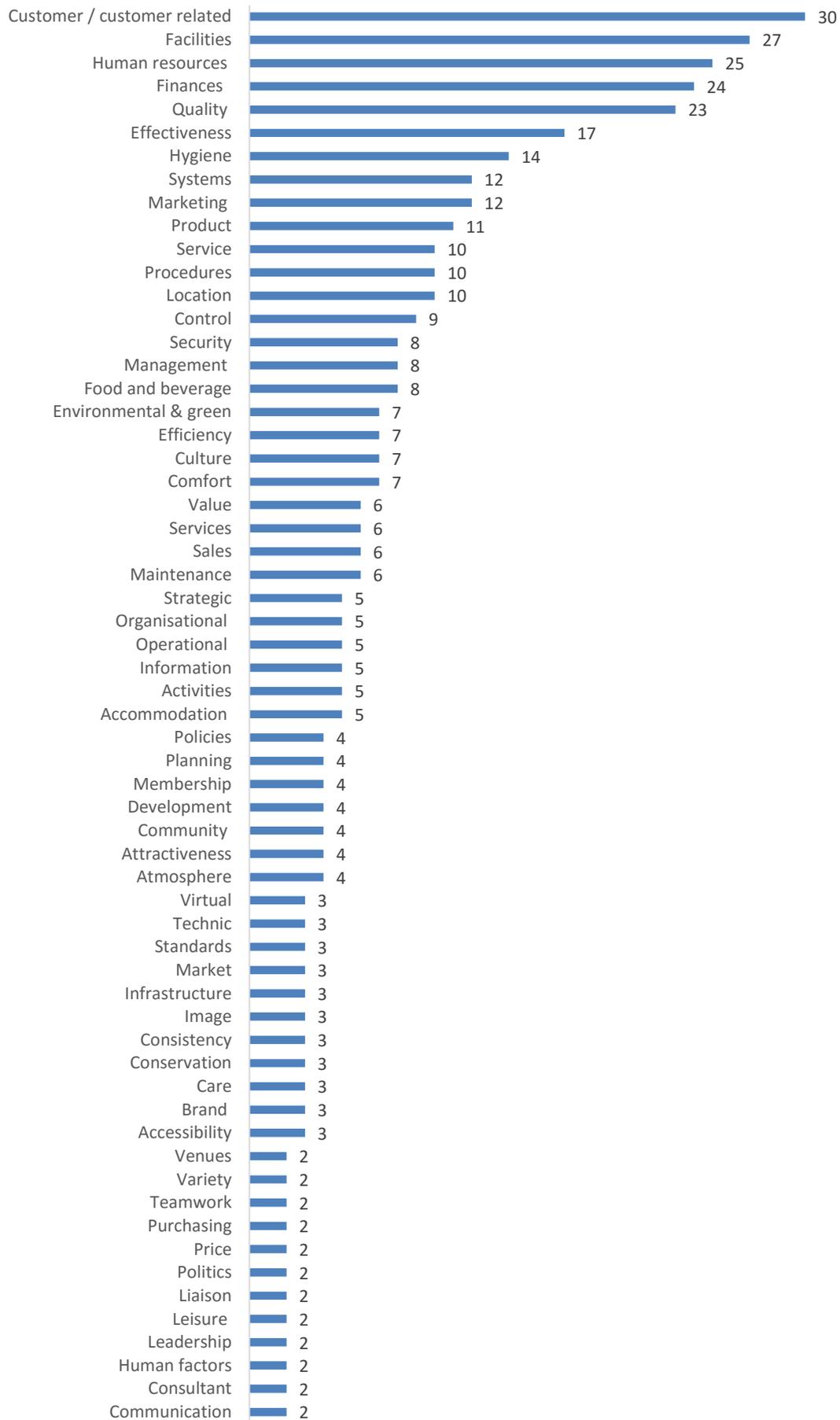


Figure 3.9: Critical success factors most frequently found in results obtained statistically

When looking at the factors identified through statistical analyses (see Figure 3.9), it is evident that a wide variety of factors have been identified, and the frequency of these factors is varied. Based on Figure 3.9, the following factors appear to be important throughout the tourism industry, as it was identified multiple times in various studies:

Factors relating to *customers*, guests, tourists, and visitors were identified 30 times and include factors such as attention to detail & customer requirements, customer care, efficiency of guest service, guest bedroom comfort level, guests welcomed in a personal manner upon arrival, passenger services, and tourist-oriented. The second most frequently identified factor is *facilities* which were identified 27 times; this includes factors relating to accommodation facilities, amenities, attractiveness of the facilities, leisure and hospitality facilities, providing a sufficient variety of rooms, and parking and restaurants. *Human resources* and related factors (this includes all factors relating to staff, personnel, and employees, and their skills; morale; recruitment; and training) were identified 25 times and factors relating to *finances* (accurate financial reporting, appropriate budgetary control procedures, financial performance, payment model, accounting & control, and any other factor relating to finances) were identified 24 times. The fifth most often identified factor relates to *quality*; these were identified 23 times and consists of factors in which quality was mentioned such as service quality, quality venues, providing consistent quality, quality of food and drink presentation, and total quality culture.

3.4.3.2 Critical success factors identified through descriptive analysis

Figure 3.10 depicts the factors found most frequently in the descriptive analysis.

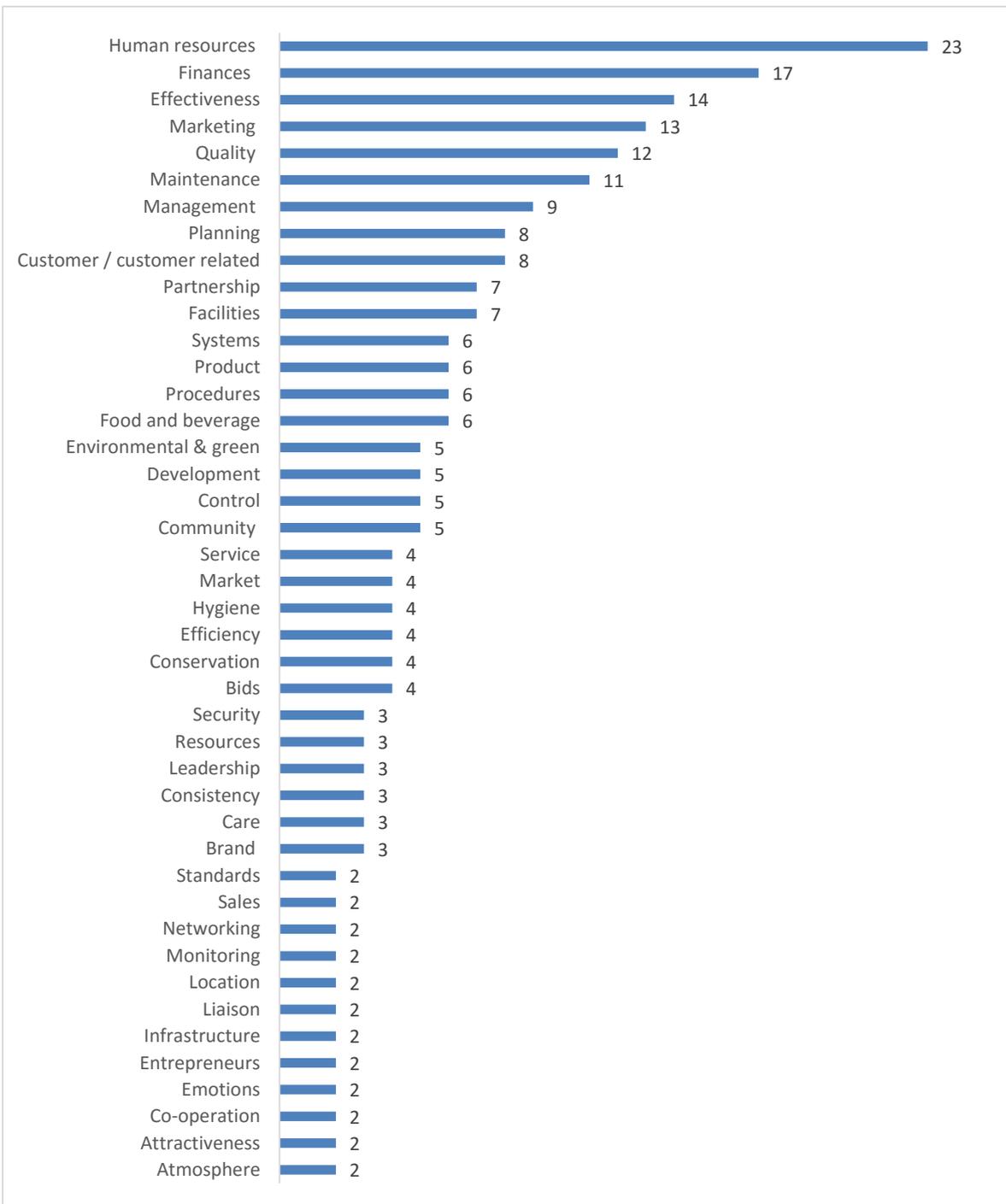


Figure 3.10: Critical success factors most frequently found in descriptive analysis

Figure 3.10 indicates that factors relating to *human resources* were frequently (23 times) found in these articles; this includes personnel management, effective staff sales skills, manage employee turnover, and other factors relating to staff, personnel, and employees and their skills, morale, recruitment, and training. This is followed by factors relating to *finances* (including revenue, costs, budget, bills, and yield management) identified 17 times. *Effectiveness* and factors referring to being effective (such as effective staff sales skills, maintaining efficient purchasing practices and effective liaison, and provision of effective advertising) were found 14 times. *Marketing* (including

advertising, promotion, market segmentation, and factors related to marketing) was identified 13 times. Factors relating to *quality* were identified 12 times and include all the factors identified as referring to quality of any kind.

3.4.3.3 Top 10 critical success factors most frequently found

When comparing the findings from the statistical and descriptive analyses, human resources finances, and quality, are the top five factors that were identified. Regarding the factors obtained by means of statistical analyses, the remaining factors of the top five are customer-related and facilities. In the factors obtained by means descriptive analyses, the remaining factors of the top five are effectiveness and marketing. This is also reflected in Figure 3.11, indicating the top ten CSFs identified through this study:

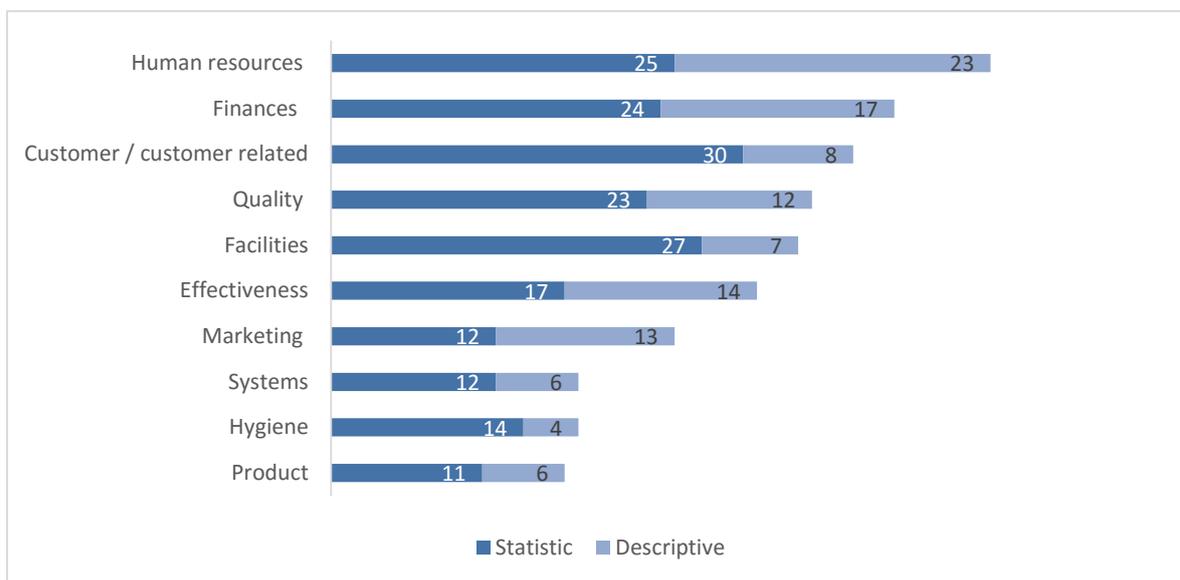


Figure 3.11: Top 10 critical success factors most frequently found

The Top 10 CSFs most frequently found (Figure 3.11) was compiled by looking at the top items identified through both statistical and descriptive analyses. The top five factors can be classified in the management areas of *Human resources*, *Finances*, *Customer-related*, *Quality*, and *Facilities*.

3.4.3.4 Critical success factors identified from different approaches

A further analysis was performed to compare the factors most frequently found in studies in terms of supply, demand, and mixed approaches. A review of the approach used indicates that most of the studies used a supply approach, followed by a demand approach, and the fewest studies used a mixed approach. Figures 3.12, 3.13, and 3.14 respectively show the top ten factors identified in the studies in terms of the supply, demand, and mixed approaches.

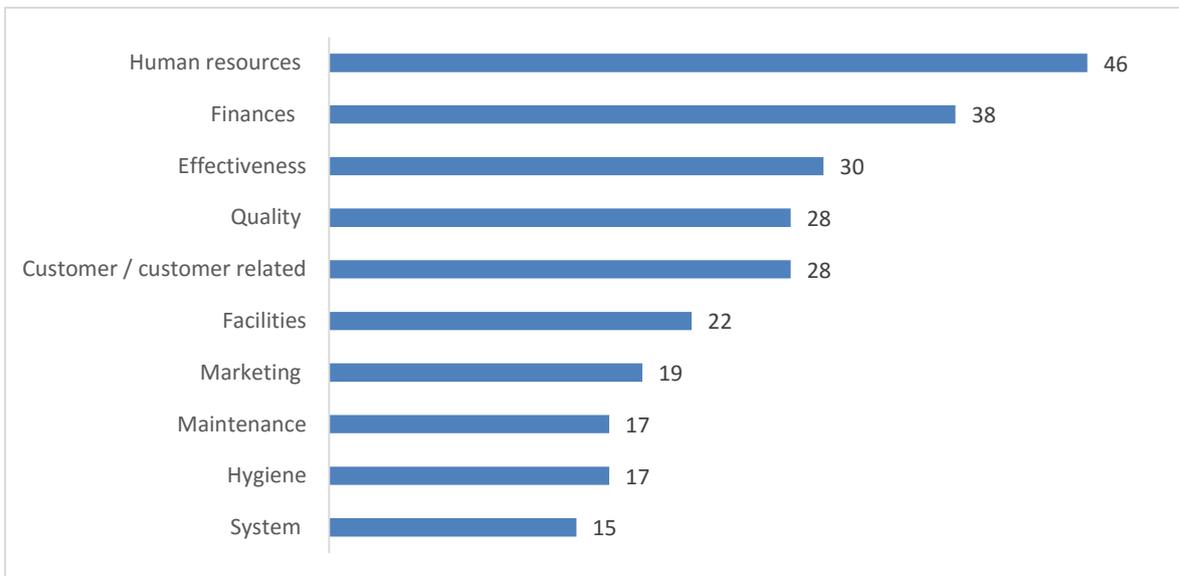


Figure 3.12: Top ten critical success factors identified from supply approach

Figure 3.12 presents the top ten factors identified in studies from a supply-side approach. *Human resources* was identified 46 times and includes factors such as personnel management, effective staff sales skills, manage employee turnover, and other factors relating to staff, personnel, and employees and their skills, morale, recruitment, and training. *Finances* were identified 38 times and include factors relating to revenue, costs, budget, bills, yield management, and other factors relating to finances. Following is *effectiveness*, identified 30 times and includes all factors identified that refer to being effective (such as effective inter-departmental liaison, effective revenue control procedures, operation of effective recruitment and selection procedures, and provision of effective security systems). *Quality* (refers to all factors relating to quality of any kind, such as providing consistent quality, service quality, and providing quality of ambience and environment) and *Customer / customer-related* (refers to factors relating to customers, visitors, tourists, and guests such as guest security, enhancing customer care, and prompt issue of customer bills) were both identified 28 times, while *Facilities* were identified 22 times and includes factors such as operating an appropriate range of facilities, room facilities, and maintenance of an effective laundry system.

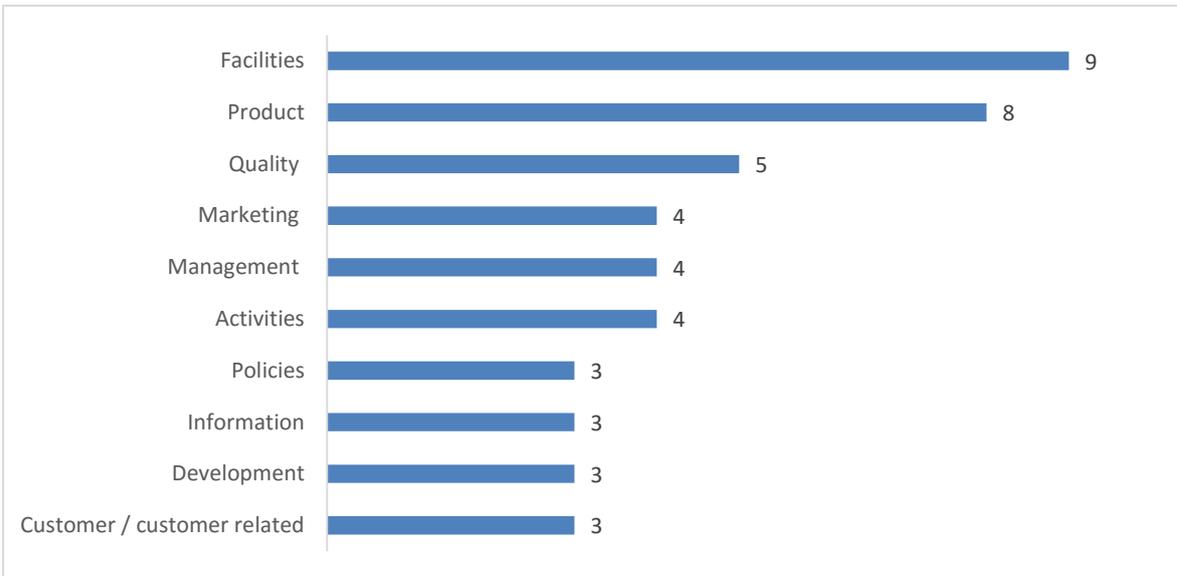


Figure 3.13: Top ten critical success factors identified from demand approach

As evident in Figure 3.13, a demand side approach revealed that *Facilities* was identified 9 times and includes factors such as accommodation facilities, amenities, parking and restaurants. *Product* and related factors were counted 8 times and include factors such as new product development, product content, and product variety. *Quality* (including high quality human resources, quality venues, and quality shows and stalls) was identified 5 times. Following this, factors related to *Marketing*, *Management*, and *Activities* were each counted 4 times respectively. Marketing includes factors related to marketing such as promotion plan and marketing and sales. Management includes any factor where the word management or managing was used, for example, quality and good management, general management, and green management. Lastly, Activities include entertainment activities, food and activities, variety activities, and activities and community. Although Product does not appear in the top 5 identified factors, neither by statistical nor descriptive analyses, facilities and quality fall into the top 5 identified factors by means of statistical analyses, while quality and marketing are among the top 5 identified factors by means of descriptive analyses.

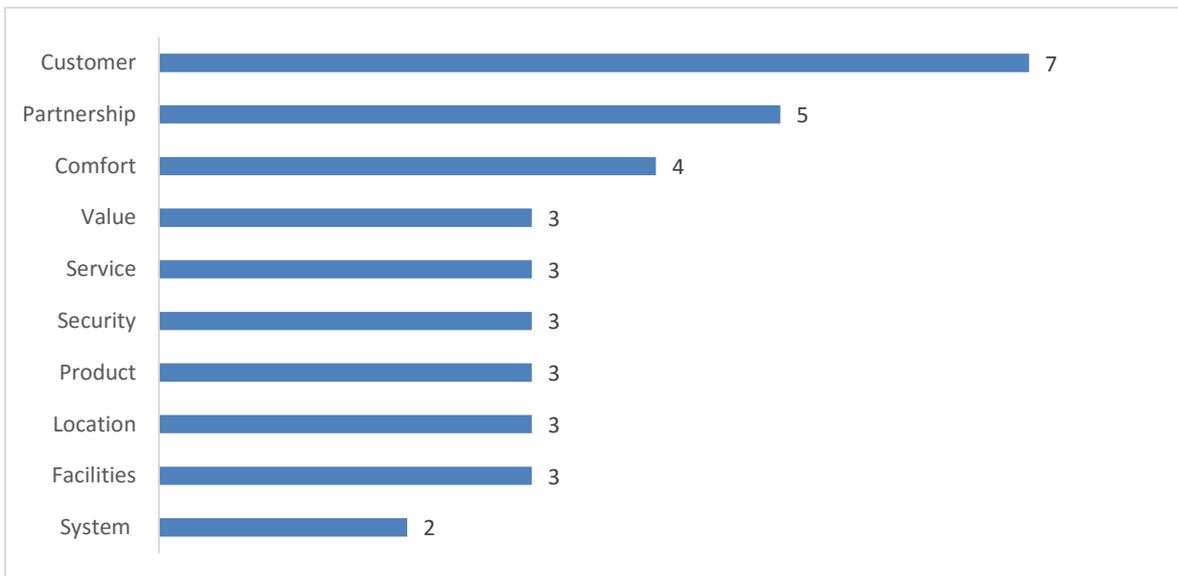


Figure 3.14: *Top ten critical success factors identified from mixed approach*

Customer-related factors had the most counts (7 times) when using a mixed approach, as evident in Figure 3.14. This includes any factor where reference was made to guests, for example, guest bedroom comfort level, speed of guest service, and guest safety and security. Partnership (including dynamic partnerships and partnership with NGOs, Sabah Forestry, and tour operators respectively) was counted 5 times. Comfort was identified 4 times and includes comfort in fan zones and guest bedroom comfort level. Location, product, security, service, facilities, and value all had 3 counts respectively. Location includes convenient locations and geographic coverage of hotel network. Product includes attractive and competitive products and physical products. Security includes guest safety and security and feeling safe. Service includes speed of guest service and service quality. Factors relating to facilities from a mixed approach refer to guest bedroom comfort level. Lastly, value refers to moving up the value chain or mainstream and value for money accommodation.

When comparing the top 5 factors identified through the three approaches, it is evident that Facilities is the only factor present throughout all three. Other correlations include: Quality in both supply and demand approaches; Customer / customer-related in both supply and mixed approaches; and Product in both demand and mixed approaches.

3.5 FINDINGS & IMPLICATIONS

The first finding reveals that identifying CSFs is a popular field of study within the tourism industry. To contribute to this implication, literature states that different sectors have different CSFs (Manners, 2011:7), thereby stressing the importance of research in other sectors. This review also shows that the abundance of the research was aimed towards the accommodation sector.

The implication of this finding is that there is still room for research on this topic, especially in the other sectors of the tourism industry.

The second finding showed that different methods lead to different results. Customers and Facilities were included in the top five factors identified through statistical analyses, while Effectiveness and Marketing were included in the top five factors identified through descriptive analyses. Human resources, Finances, and Quality were among the top five factors identified by means of both analyses. The implication of this finding it appears that the methodology used could lead to different outcomes and researchers must to be careful not to compare results without looking at the context; thus a mixed approach (using both statistical and descriptive analyses) might lead to more consistent results.

The third finding indicates that the majority of researchers approached their research from a supply-side and the approach used had different CSFs. Facilities is the only factor present in all three approaches (demand, supply, and mixed), and Quality, Customer / customer-related, and Product are the factors present in two of the three approaches. This implies that the results should be used with caution if one wants to compare findings, since the approach has different outcomes / results.

The fourth finding indicates that the labelling of CSFs in previous studies is complex and broad. In the 52 articles used for this study, 491 factors were identified and categorised into 143 factors. Of the 143 factors, 66 had only one count. The factors with only one count are those where the factor is too specific and cannot be categorised along with another factor. The most frequently identified factors are Human Resources, Finances, Customers/Customer-related, Quality, and Facilities. Thus, the implication is that more standard factors should be identified within each specific sector, making them unique yet accurate.

The fifth finding revealed that from a geographical point of view, most research focused on countries or products in Asia. The studies within Africa focus mainly on South Africa, and one on Egypt. It is clear that case studies directed towards unique destinations, especially in Africa, are scarce. Fewer studies were found with a focus on North America, South America, and Australia. However, it was not the objective of this study to determine the difference between the factors geographically. This is an area that could gain more attention in future research endeavours.

3.6 CONCLUSIONS

Literature showed that CSFs are important and that the CSFs can differ from sector to sector (Manners, 2011:7). Following this study, it is evident that there are different criteria and ways of determining CSFs. When studying previous findings, caution must be given to the sector, methodology (statistical vs descriptive), approach (supply vs demand), case studies

(geographical location), and research methods used to obtain those findings, since each of these variables could exert an impact on the results and findings. In addition, there are so many factors identified, that attention must be paid to what each factor includes and how it can be further standardised. In terms of the CSFs most frequently identified through this review, *Quality*, *Finances*, and *Human resources* were three of the factors that appeared among the top five of both statistical and descriptive analyses. *Quality* and *Facilities* were two factors that appeared among the top five in both the supply and demand approaches. One factor, namely *Quality* appeared as an important CSF across supply and demand approaches as well as through statistical and descriptive analyses.

It could be considered that one of the overall implications was that access could not be gained to all the articles, influencing the distributions across journals, years, sectors, and case study destinations. Yet, contributions have been made by this review paper through studying previous studies conducted on CSFs in the tourism industry. These contributions include an overview, or where and when these previous studies were published, and analyses of the key aspects of the previous studies. Furthermore, CSFs identified in previous studies were analysed in order to find the CSFs most frequently identified. By possessing knowledge of the CSFs, a better understanding can be gained regarding the findings to date and the methodology used, as well as the gaps within this topic. This could render future studies more effective and of greater benefit.



CRITICAL SUCCESS FACTORS FOR BUSINESS TOURISM IN SOUTH AFRICA

ABSTRACT

The purpose of this research was to identify the critical success factors (CSFs) for business tourism destinations in South Africa from a supply viewpoint. Globally, destinations offer various products and services to visitors featuring different attributes and characteristics, making each destination unique. The CSFs of each of these destinations may differ, making the management process more complex. Because of the importance of CSFs, many previous studies have attempted to identify such factors within the tourism industry, but few concentrated on business tourism, especially in South Africa, leaving a gap in terms of knowledge. By means of identifying and understanding what these factors are for South Africa, the country could further develop this tourism sector which could result in its being more competitive as a destination. To achieve this goal, a qualitative research approach was followed by interviewing 7 key business tourism coordinators in South Africa, to determine the key success factors of the business. The data gathered was transcribed and analysed using Creswell's 6 steps in data analysis and interpretation. *Finances, human resources, product, and customer-related aspects* were identified as the CSFs for business tourism in South Africa. Furthermore, educating the market and marketing value-add ons were identified as important for enhancing and making business tourism in South Africa more competitive.

Key words: South Africa; business tourism; critical success factors, supply side analysis

4.1 INTRODUCTION

Destinations are complex in nature (Howie, 2003:1; Thomas *et al.*, 2011:969) and can be defined as geographical areas containing a variety or amalgam of tourism products, facilities and services, which attract tourists to visit the destination and satisfy their demand by offering an integrated experience (Buhalis, 2000:97; Leiper, 1995:87; Kozak & Baloglu, 2011:9; Gunn, 1994:47; Durasevic, 2015:84). However, there are multiple agreed definitions of a destination (Pike & Page, 2014:202), illustrating the complex nature of this term.

Tourists differ in terms of their motivation and decision making when planning to visit a specific destination (Buhalis, 2000:100). By influencing the decision making process, destinations are in constant competition to attract these tourists (Balakrishnan, 2009:611; Buhalis, 2000:99). South Africa is part of this competitive environment, offering different products and services. If these products and services are managed correctly, competitive advantage can be gained in this situation. In the year 2015, 15 051 826 foreign travellers entered South Africa (Statistics South Africa, 2015: 7), each for different purposes and with varying needs and motivations. The most important reasons for tourists to travel to South Africa in 2015 were for holiday purposes (93.8%), followed by business and work purposes (4.8%) (Statistics South Africa, 2015:30). These tourists represent an essential source of income for South Africa and especially for the tourism industry, making it very important to keep tourists loyal to the destination and attract even more foreigners to the country. Since 2010, spending by tourists contributed an average of 5.8% to South Africa's GDP (Global Insight Southern Africa, 2015) and is an important economic activity for most countries around the world, including South Africa (World Travel & Tourism Council, 2014:2).

South Africa's business tourism sector forms part of and contributes to the wider economy of business tourism in Africa and should be exploited to gain more benefits of the growth in tourism potentially (Rogerson, 2015a:188). Amongst other advantages, such tourists spend more money than other tourists (Dwyer, 2002:25; Wan, 2011:130), leading to an increased economic impact. This alone is reason enough to ensure the growth of business tourism in South Africa. More and more destinations realise the opportunity which business travel and tourism offer in terms of being competitive as a destination, so that this sector has become an important part of what destinations have to offer (Smith & Garnham, 2006:3; Gustafson, 2012:276). Nearly twenty years ago it was noted that 'one of the most important aspects of travel in Africa is related to business purposes' (Dieke, 1998:39) and this is still the stance (Christie, Fernandes, Messerli & Twining-Ward., 2013:55, as cited in Rogerson, 2015a:184), yet this sector of tourism has not been researched to the extent that other tourism sectors have been (Celuch & Davidson, 2009; Stetic & Simicevic, 2010:99; Rogerson, 2015a:184). To capitalise on the growth of business tourism in South Africa it is also important to focus research approaches towards this sector.

The purpose of this research is consequently to investigate the critical success factors (hereafter referred to as CSFs) for business tourism destinations in South Africa from a supply viewpoint. Through identifying and understanding what these CSFs are, more business tourists might be attracted to South Africa which could impact on the competitiveness and sustainable business tourism sector of this country as a destination. Therefore, this article contributes to the existing literature on this sector by identifying the CSFs for business tourism destinations in South Africa from the supply side. To achieve this, the article is structured as follows: the introduction, followed by a literature study on business tourism and CSFs, the empirical literature analysis, the results of the research, the findings and implications; lastly, conclusions are drawn and recommendations are made to the industry.

4.2 LITERATURE STUDY

Business tourism is described by researchers as a cross-section of industries and businesses and an interaction between stakeholders to meet the needs and everyday requirements of business travellers (Faulconbridge *et al.*, 2009:296; Cook *et al.*, 2010:4, 14; Coltman, 1989:88; Saayman, 2009:2). Business tourism includes all trips related to a traveller's employment or business interests; frequently, the reason for business travel is to attend business events such as conferences and meetings, exhibitions and trade fairs, incentive travel and corporate hospitality events (BTP, 2005, as cited by Haven-Tang *et al.*, 2007:109; Mair, 2010:178). A further explanation of this industry also includes servicing the everyday requirements of those business travellers (Faulconbridge *et al.*, 2009:296). Many terms are used synonymously for business tourism and business events, including MICE (meetings, incentives, conferences, exhibitions) events, the meetings segment, MCE (meetings, convention, and exhibitions), and the convention or conference industry (Ismail *et al.*, 2014:2; Locke, 2010:210). There is also some ambiguity about the use of the word 'meetings', since it might refer to a type of business event but is sometimes used to represent the whole business tourism sector (e.g. meetings industry) (Craven & Golabowski, 2001:5; Sperstad & Cecil, 2011:315).

Growth in business tourism, both domestic and international, has been recorded over the last few decades to an extent where it accounts for 25% of all tourism in some destinations (Ladkin, 2006:62; Christie *et al.*, 2013:55, as cited in Rogerson, 2015a:183). Although tourism of this type (including business and work purposes) only represented 4.8% of journeys to South Africa in 2015, it has been identified as a growth area within the National Tourism Sector Strategy (Department of Tourism, 2011:viii; Statistics South Africa, 2015:30) and as vital for stimulating economic and social development in Africa (Christie *et al.*, 2013:123). Consequently it is evident that sustainable growth in South Africa's business tourism should be striven for.

Literature relating to the history of this sector indicates that some of the initial limitations were politically-related, but that after South Africa's new democracy and re-integration into the international economy, tourist arrivals, particularly for business purposes, increased (Rogerson & Visser, 2006:201). Another limitation was the lack of adequate resources and facilities (Burger & Saayman, 2009:16; Lebuso 2001:10 (as cited in Burger & Saayman, 2009:16)). In earlier years, government did not recognise the contribution that business tourism could make to the country's economy and was therefore unwilling to invest in the development of related infrastructure (Rogers, 2003:14). However, South Africa has become an important destination, particularly for regional business travellers (Rogerson, 2014:394), so much so that in 2006, South Africa ranked as the eighteenth most popular meeting country in the world based on a forecast considering the number of events scheduled at that point to take place between 2005 and 2016 (Costa, 2006:60). In 2015 the Minister of Tourism confirmed this forecast by stating that South Africa has become an increasingly attractive business destination (Hanekom, 2015:2). This flourishing in the industry can be credited to several factors, such as: policy documents produced to support national government initiatives; improved accommodation; world-class infrastructure; improvements in air and land connectivity between South Africa and other destinations; the transformation of many South African companies into 'multinational' enterprises with operations in several African countries; Johannesburg's role as a linking global city hosting a cluster of headquarters offices or regional African offices for companies with operations spread across Africa; South Africa's infrastructure for hosting business events; enhanced telecommunication linkages and internet connectivity making travel bookings easier and accessibility of foreign exchange of other countries, which is even more favourable now than ever before (South African Tourism, 2007, as cited by Rogerson, 2015a:188). The business tourism sector in South Africa has developed to a point where it provides cost-competitive options and ample leisure, recreation and hospitality opportunities (Department of Tourism, 2015:9). South Africa also boasts an excellent track record in hosting international events such as COP17, the 5th BRICS Summit and the World Economic Forum, to name but a few (SANCB, 2016). Furthermore, studies indicate that the country's major metropolitan areas face growing competition to attract high-revenue-yielding tourists (Rogerson, 2013, as cited in Rogerson, 2015a:188).

The steady growth in South Africa's business tourism is beneficial to the country, considering that business tourists spend more money on average than leisure tourists – about twice as much per day as other tourists would spend (Dwyer, 2002:25; Wan, 2011:130; Swarbrooke & Horner, 2001, as cited by Rogers, 2013:30); they are not as bound to peak seasons as is the case with leisure tourists; business takes place throughout the year, so that business tourists can smooth out seasonality problems (Rogers, 2003:23; Rogers, 2013:76). These tourists firstly attend to business matters, as per the purpose of the trip, and secondly sometimes enjoy leisure time afterwards – thus acting as a catalyser for the short-break leisure market (Haven-Tang *et al.*,

2007:109). Given that business tourists often travel together, this minimises congestion and pollution, leading to business tourism being considered a lower impact tourism type (Locke, 2010:211). According to the literature, benefits for the host community and destination can be summarised as follows (Fenich, 2012:13; Dinovic, 2010:17, 22; Sperstad & Cecil, 2011:314; Haven-Tang *et al.*, 2007:109; Wan, 2011:130; Ramgulan, Raghunandan-Mohammed & Raghunandan., 2012:69):

- Decreased *seasonality* within a destination
- Increased *level of profitability* of a destination
- More rational *distribution of income*
- Increased *creation of jobs* in destination
- *Spending by visitors* is beneficial to the destination
- Businesses within the destination can receive *earnings in foreign currency*
- *Stimulation of locals in the community* may lead to developed interest in international trends
- *Cultural heritage* could be strengthened and promoted by the community
- Creation of a *sense of pride* within the community
- Enhanced *destination image*
- Business events may *catalyse short-break leisure*
- *Infrastructural and social development* is encouraged in the area.

Keeping all these benefits of business tourism in mind, it becomes apparent that it is important to undertake research in this sector in order to develop and manage this sector within the tourism industry. By doing so, South Africa as a destination has an opportunity to capitalise on all the related benefits.

Previous studies on business tourism have found that management is of importance for competitiveness and sustainability (Ramgulan *et al.*, 2012:71; Burger & Saayman, 2009:16). Furthermore, strategic management is about the management of the big picture, ensuring a more competitive fit between an organisation or, in this case, a sector and its changing environment (Cassidy & Kreitner, 2011:264). Identifying CSFs has become an important concept in strategic management (Nieh & Pong, 2012:424; Grunert & Ellegaard, 1993:246,249; Ketelhohn, 1998:339). Critical success factors, also referred to as CSFs, key success factors (KSF), key result areas (KRA), strategic factors, limited factors, or strategic variables (Engelbrecht *et al.*, 2014:239; Nieh & Pong, 2012:424), comprise three to ten aspects (combinations of activities and processes) that must perform or be performed well in order to ensure success, attain the goals of

management, and ensure competitive performance (Avcikurt *et al.*, 2011:153; Boynton & Zmud, 1984:17; Brotherton, 2004b:20; Geller, 1985:77; Guynes & Vanecek, 1996:202; Khandelwal, 2001:17; Slabbert & Saayman, 2003:8; Van der Westhuizen, 2003:14; Bullen & Rockart, 1986:385; Leidecker & Bruno, 1987:333; Rockart, 1979b:217; Engelbrecht, *et al.*, 2014:239; Brotherton & Shaw, 1996:114). These factors can be classified according to tangible physical elements or intangible service elements (Wang & Hung, 2015:93); as situation or context specific (Geller, 1985:78); generic to a given combination of industrial / market / broader environmental conditions (Geller, 1985:78; Rockart, 1979b:86); short-term (monitoring) and longer-term (building) activities (Rockart, 1979a:93); conjunctive / compensatory and perceived / actual CSFs (Grunert & Ellegaard, 1993:258); industry / strategic and operational CSFs (Ketelhohn, 1998:338,340); viewpoints: organisation perspective and user perspective (Lee, 1989, as cited by Griffin, 1995:327).

Another classification includes sectors: it has been found that the type and nature of the tourism operation influences the CSFs for effective management and that CSFs should be identified for each sector, since they may differ between sectors (Manners, 2011:7; De Witt, 2006:4; Burger & Saayman, 2009:26). Thus, regardless of the ample studies already carried out on CSFs in the tourism industry, specific research should be performed in the business tourism sector (Burger & Saayman, 2009:26; Coles & Mitchell, 2009:3). After an attempt to discover previous studies on CSFs relating to business tourism, only two were found. Haven-Tang *et al.* (2007) undertook a study on CSFs for business tourism destinations; Burger and Saayman (2009) focused on the CSFs for managing a conference centre. Only the latter study focused on South Africa. The lack of available literature and studies on CSFs for business tourism emphasised the gap and the necessity for further investigation / study. Furthermore, the literature makes it clear that even though Northern business tourism (referring to that in Northern America, Pacific Asia, and Europe (Celuch & Davidson, 2009, as cited by Rogerson, 2015a:187)) possesses some characteristics which are parallel to those in Southern business tourism, these two areas of tourism display differences too (Rogerson, 2015b, as cited in Rogerson 2015a:187); therefore research should be carried out specifically on Southern business tourism, including that in South Africa.

The growth and development within South Africa's business tourism sector is evident; therefore efforts should be made to cause the growth to be sustainable. As indicated in Chapter 3, the ten CSFs identified most frequently in previous studies on the tourism industry were *human resources, finances, customer-related aspects, quality, facilities, effectiveness, marketing, systems, hygiene, and product*. However, since CSFs might differ from sector to sector, more specific research is necessary. It is against this background that this study aims to identify the CSFs for South Africa as a business tourism destination. By doing so, more research will be made available on South Africa's business tourism sector, enabling this area of the industry to

grow and to become more competitive and sustainable, leading to South Africa capitalising on the benefits related to tourism of this nature.

4.3 METHODOLOGY

In order to identify the CSFs for South Africa as a business tourism destination, a qualitative survey comprising seven interviews was conducted between January and March 2016. In order to obtain inputs from all areas of the said sector, interviews were conducted with business tourism coordinators from different kinds of organisations including ICC (international convention centre), hotels with conference centres, PCOs (professional conference organisers) and event organising companies. Respondents also represented a variety of destinations across South Africa. The seven respondents were selected by contacting organisations who are listed as conference venues and/or conference organisers in the Meetings Guide 2014 of South Africa and were thereafter selected based on their willingness to participate. An attempt was made to schedule interviews with prospective respondents by sending e-mails. However, no responses were received. A second attempt included direct telephonic communication. Six interviews took place telephonically. A seventh interview was performed one-on-one with a representative from an organisation close enough to access. Data saturation was reached at this point, after similar answers were received from multiple respondents.

Structured interviews were utilised to collect the data for this study. Such interviews, within the qualitative research method, are usually employed in multiple case studies to ensure structure and also to make sure that the questions are detailed and developed in advance as, for example, in survey research (Nieuwenhuis, 2008:87). The first four questions were designed to obtain a general but basic profile of each respondent, followed by questions designed to establish the respondents' opinions on South Africa's business tourism sector as well as the related CSFs. Based on the responses, follow-up questions were formulated respectively. Interviews were audiotaped, transcribed and subsequently further studied by the researcher.

Results from Article 1 (Chapter 3) as well as the benefits of CSFs as discussed in Chapter 2 (Witbooi *et al.*, 2011:1937; Nieh & Pong, 2012:424; Marais & Saayman, 2011:149) were utilised to compile the interview guideline. This consisted of three sections:

- Section A comprised the demographic profile, which focused mainly on the respondent and his/her organisation. This was to determine the respondent's job title, location of the organisation, type of organisation and the average size of a typical event planned by the relevant organisation.

- Section B was structured to obtain the respondent's opinion on South Africa as a business tourism destination. Questions referred to enhancing South Africa as such a destination and making the industry more competitive and sustainable.
- Section C focused on CSFs and determining the respondents' opinions on those CSFs applicable for their organisation.

Collected data were transcribed into text and presented in narrative form, after which the material was analysed using Creswell's six steps in data analysis and interpretation (Creswell, 2009:185-189):

1. *Organise and prepare the data.* This included organising the data and preparing it for analysis (including the transcription of the recorded interviews)
2. *Read through all the data.* During this step, the data was read through several times in order to obtain a general sense of the information
3. *Begin a detailed analysis with a coding process.* The data with regard to South Africa's business tourism sector as well as the CSFs identified were coded in order to identify the important aspects. Thereafter, a recoding process was followed by the consulting academics familiar with research on CSFs in order to ensure trustworthiness. The results were then compared to one another in order to derive an overall perspective
4. *Use the coding process to generate a description of the setting or people as well as categories or themes for analysis.* The various codes were then divided into categories, where after themes were allocated to each category. The allocated themes appear as one of the major findings in the results
5. *Represent the data (description and themes) in the research report.* This step conveyed descriptive information about each given theme, how it contradicts or supports literature, and the information identified by each of the respondent
6. *A final step in data analysis involves arriving at an interpretation, or meaning of, the data.* Lastly, personal interpretation and understanding were formulated with regard to the results gained from this research.

Trustworthiness is an indication of methodological soundness and adequacy (Holloway & Wheeler, 2002:254). For this research, trustworthiness was accomplished by means of coding and recoding the data.

4.4 RESULTS

Based on the survey, the following results were found.

4.4.1 Demographic Profiles

Section A focused on the demographic profile of the respondent and his/her organisation. Four questions were asked to obtain this profile. The findings of Section A are summarised in Table 4.1.

Table 4.1: Demographic profiles of respondents and their organisations

	Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G
Job title	Food & beverage manager	Corporate sales & marketing manager	Director of the company	Destinations management consultant	Event coordinator	Sales & marketing manager	Owner of the company
Location of organisation	Free State	Gauteng	Gauteng	KwaZulu-Natal	Western Cape	KwaZulu-Natal	Eastern Cape
Type of organisation	Hotel, Conference Centre & Spa	Hotel & Conference Centre	Events management company (government & corporate)	Professional conference organiser (PCO)	Professional conference organiser (PCO)	Convention centre	Conference management company
Average attendees at a typical event	60-80	50-100	200-800	Up to 1 000	200-1000	1600	250-1200

Table 4.1 lists the different job titles of each respondent; even though their titles differ, all of them are involved in the coordinating of business tourism. All respondents have been employed within the organisation for a significant period of time (more than 5 years) which indicates a degree of experience and knowledgeableness about the industry. Businesses were predominantly located in the Free State, Gauteng, KwaZulu-Natal, Western Cape and Eastern Cape. Respondents are employed at different kinds of organisations such as hotels, conference centre and spas, hotel and conference centres, events management companies, professional conference organisers (PCOs) and convention centres. The sizes of the events that the respondents are associated with vary from as few as 50 attendees to as many as 1200.

4.4.2 Enhancing South Africa as a Business Tourism Destination and Making It More Competitive

Respondents were asked what could be done to enhance business tourism and make South Africa more competitive as a destination. Two aspects were frequently mentioned. One of the activities most respondents (B, C, D, F) referred to was: educating the market and providing sufficient information that could aid in decision making when choosing a business destination product. This was motivated by Respondent C who said that one should “provide more information so that potential clients and visitors have sufficient information. This will help them make decisions on where to go and what to do.” A second aspect that was frequently mentioned was offering value add-on products and services (A, B, D). Respondent B explained it in this way, “...if they’re going to be coming all this way for a conference, then they’re going to be doing add-ons as well...”. From the interviews, aspects such as the flights being more numerous and more competitive (E, F, G), security/safety/corruption issues (C, E, G), sorting out of visa matters (G), offering good rates to tourists (B) and improving client service (A) emerged. Respondent A sounded very positive in stating that “...we will have to focus on what we have, expand on that and make it the best we can...we have to focus on what we can add to that experience and the total package.” From this it could be deduced that the respondents feel strongly about educating the market about the uniqueness of South Africa as well as all of the add-ons available here that could enhance business tourism in this country.

4.4.3 Critical Success Factors for Business Tourism in South Africa

Respondents were asked what they would list as CSFs relevant for their organisations; this was posed as an open question. After this, a list of the top 10 factors found in the literature review, as summarised in Chapter 3, was read, and respondents were asked to indicate what, according to their perception, the five most important ones are. These two questions were aimed to identify which CSFs they regarded as important for business tourism in South Africa.

In the open question, several different factors were named. From the data gathered, four themes were identified that represented the CSFs. Supporting literature is mentioned following each theme/factor. The four themes/factors [not presented in order of importance] are: **finances** (DiPietro *et al.*, 2007; Brotherton, 2004a; Jaafar, 2011; Brotherton *et al.*, 2003; Brotherton & Shaw, 1996; Geller, 1985; Hughes & Carlsen, 2010; Avcikurt *et al.*, 2011), **human resources** (Burger & Saayman, 2009; Campiranon & Scott, 2014; Hughes & Carlsen, 2010; Brotherton *et al.*, 2003; Nieh & Pong, 2012; Geller, 1985; Brotherton & Shaw, 1996; Choon-Chiang, 1998), **product** (Geller, 1985; Getz & Brown, 2006; Alhroot & Alalak., 2010; Lucchetti & Font, 2013; Brotherton & Shaw, 1996; Jones *et al.*, 2015; Lin & Fu, 2012), and **customer-related aspects** (Geller, 1985; Brotherton, 2004a; Van der Westhuizen & Saayman, 2007; Lin & Fu, 2012; Brotherton *et al.*,

2003; Brotherton, 2004b; Jaafar, 2011; Brotherton & Shaw, 1996; Van der Westhuizen & Saayman, 2007; Du Plessis *et al.*, 2014).

Theme 1: Finances

The first theme or factor related to finances and included constructs such as sound financial management, maintaining costs and prices, and absorbing increased costs. Respondent G described sound financial management as crucial. Furthermore, Respondent G explained that when planning a business event, large amounts of money are involved and mistakes cannot be made. Respondent B indicated that costs have to be maintained in order to make a profit and that in the case of an increase in them, they have to be absorbed. Respondent C added that with the unstable Rand, it is important to be able to hold a quoted price. Many researchers have found that finances, or an aspect of finances, is a vital CSF. The issue of finance may differ from one case to the next (accurate financial reporting [Jaafar, 2011; Brotherton *et al.*, 2003]; achieving accurate costing [Brotherton *et al.*, 2003]; charging competitive prices [Brotherton & Shaw, 1996]; consideration of profit [Lucchetti & Font, 2013]; cost control [Geller, 1985]; cost of air travel [Ortigueira & Gomez-Selemeneva, 2011]; effective bad debt control procedures and effective revenue/yield management procedures [Brotherton *et al.*, 2003]; financial performance [Avcikurt *et al.*, 2011]; financial planning [Hughes & Carlsen, 2010]; financial support [Li *et al.*, 2006]; payment models [Lin & Fu, 2012]; pricing [Brotherton, 2004a]). The results from this current study differ in identifying different financial aspects such as not altering a quotation, absorbing costs and making a profit amidst an unstable currency. The response of Respondent G, however, includes almost all of the aforementioned aspects within finance as indicated in the literature. Business tourism coordinators should be aware of and understand finances and financial management. It is also important to comprehend the market and the economy and how it functions, how to absorb costs, and how to manage large amounts of money as these can all contribute to making a profit.

Theme 2: Human resources

This theme includes all aspects relating to staff, managing staff, satisfaction of staff, staff knowledge, teamwork, working together, relying on each other, well trained staff, and being able to handle an event's attendees. Respondent B stated that it is important to manage one's staff well and ensure their happiness. Furthermore, the staff members must be knowledgeable about the product. This is supported by previous studies on CSFs (Campiranon & Scott, 2014; Hughes & Carlsen, 2010; Brotherton, 2004b). Respondent F added that the event's success is reliant on the staff and that these staff members should be well trained and able to handle attendees, which concurs with Mohamed's (2015) and Burger and Saayman's (2009) findings. Respondent E focussed more on teamwork and indicated that working together, relying on each other and working towards a common goal is important. In addition to those already mentioned, there are

many other literature sources that indicate human resources as a significant CSF (Brotherton *et al.*, 2003; Nieh & Pong, 2012; Geller, 1985; Brotherton & Shaw, 1996; Choon-Chiang, 1998) and point out that staff have to be well managed, well informed and able to work together. The importance of this theme was also evident in Section B. Firstly, role-players should strive to work together as a team in order to ensure success. Respondents agree that staff should be knowledgeable about the product, keep up with current trends and come forth with innovative ideas. Although there is considerable negativity associated with labour in South Africa, the country's situation is unique and staff should notice the opportunities provided by this growing sector.

Theme 3: Product

The literature indicates that product is an important CSF (Geller, 1985; Getz & Brown, 2006; Alhroot & Alalak, 2010; Lucchetti & Font, 2013; Brotherton & Shaw, 1996; Jones *et al.*, 2015; Lin & Fu, 2012). Most of the responses provided by the respondents relate back to the product itself. This theme includes constructs such as ensuring that arrangements are in place, attention to detail, the different phases of the event, set-ups according to plan and the availability of the product. Respondents A and B indicated that the product and its availability are vital. Respondent E noted that attention to the detail of the event or product is key and that this is important to ensure satisfaction. Brotherton *et al.* (2003) and Brotherton and Shaw (1996) also identified this specific construct in their respective studies. Respondent F mentioned various constructs, including being ready for the different phases of the event or product, set-ups being carried out according to plan, food according to expected standards and equipment that is working. Respondent G contributed to this theme by stating that it is important to ensure that timelines are sound and that all aspects are in place as they should be. From this study it is evident that the product, in this case the business events, must be available, well-planned, attention given to details, and that all aspects are in place.

Theme 4: Customer-related aspects

The literature reports that customer-related aspects are important (Brotherton *et al.*, 2003; Brotherton, 2004a; Van der Westhuizen & Saayman, 2007). Respondent C stated, "Good customer service is important" while Respondent A added that it is essential to keep to what has been offered and to be ready for the customers. Respondent F was more specific, declaring that delegates should have an easy experience finding their way around the event. Respondent E added a new term related to customer-related aspects: transparency. Respondent E stated, "...you have to be open with them in terms of not being able to make a deadline, getting something wrong, or if a venue is not able to provide the facilities that they wanted. It is better to be transparent with them than trying to hide it and fixing it yourself and then something goes wrong". However, this is not supported by the literature as it has not been mentioned in previous studies.

After this, respondents were asked to identify their top five CSFs after the following factors were read aloud to them: *human resources, finances, customer-related aspects, quality, facilities, effectiveness, marketing, systems, hygiene, and product*. These are the top ten factors identified through previous studies (see Chapter 3). The factors most frequently identified from answers to this question are:

- Human resources (identified by Respondents B, C, D, E, and G)
- Customer-related aspects (identified by Respondents A, D, E, F, and G)
- Finances (identified by Respondents B, C, D, E, and G)
- Product (identified by Respondents A, C, D, E, and F)
- Marketing (identified by Respondents A, C, E, F).

Four of the five factors confirm the results found in the previous open question. Upon considering these two questions collectively, it is evident that human resources, customer-related aspects, finances and product are CSFs for business tourism.

4.4.4 Ensuring Sustainable Growth for South Africa as a Business Tourism Destination

When the respondents were asked their opinion of what could be done to ensure sustainable growth for South Africa as a business tourism destination, their answers varied. Once again some respondents focused on external aspects: Respondent G said, “Everything comes down to making something affordable and accessible and safe. If these three things continue to improve, they will continue to give people the confidence to come to South Africa.” Respondent C stated that affordable accommodation is important while Respondent D averred that government could provide more education about the industry and make available more opportunities and jobs, which is what Respondent A suggested too. Looking at internal factors, Respondent B said, “We have to keep on being competitive and come up with innovative ideas and have that hook that will hook people to come here.” Respondent E remarked that they themselves need to keep up with the current trends and “if we keep ensuring that we do well in every conference we do, people are more likely to keep on returning.” Respondent F suggested that tourism coordinators try and attract recurring events such as African regional events which could rotate every 4 years.

Literature evidences that growth can take place organically by investing resources to develop new competencies and capabilities and opening up new market opportunities (Thompson & Martin, 2005:505). By managing the main CSFs, namely *finances, human resources, product, and customer-related aspects*, success can be achieved. The answers provided by Respondents B, E, and F, coming up with innovative ideas, keeping up with current trends, and focusing on recurring events such as African regional events, are all steps towards developing new

competencies and opening up new market opportunities. It is also clear that all the mentioned role-players should be working together to achieve goals and develop this industry.

4.5 FINDINGS & IMPLICATIONS

The first finding confirms literature in terms of CSFs for the tourism industry as *finances* (*et al.*, 2011), *human resources* (Brotherton *et al.*, 2003), *product* (Jones *et al.*, 2015), and *customer-related aspects* (Du Plessis *et al.*, 2014). Although the study did not indicate the order of importance of these factors, managers could use this as a guideline and successfully apply these CSFs within their organisations. In the future, these CSFs can also be further analysed within a business tourism context to identify specific constructs in order to make the industry even more competitive, because a construct in South Africa might differ from those in other destinations.

Secondly, this study confirms the importance of human resources as a CSF within the tourism industry (Brotherton *et al.*, 2003). Constructs such as teamwork, training and skills and working with attendees remain important as staff members within this industry constantly interact with the tourists and attendees. It is recommended that managers should ensure that their staff members are well-trained and informed and that they understand what leads to customer satisfaction and to success.

Although the literature considered marketing an aspect over which businesses have control, e.g. their internal environment (Saayman, 2009:127), finding three contradicts the general view since it seems as though managers consider marketing an external factor because they cannot manage its success. Money is spent on marketing, but managers do not have direct control over its effectiveness and how the efforts will be received. As a result of this, managers consider marketing, as a CSF, to be less important than those aspects that they exercise direct control over. The implication of this finding is that marketing does have an impact on success, as per the definition of CSFs, and that managers should still focus on marketing as a CSF even although they cannot control its results.

The fourth finding highlights that the emphasis on value add-ons in South Africa is greater than it appears in the literature and that organisations to an extent rely on value add-ons to sell their product. The implication is thus that conference organisers should inform potential clients of the value add-on options available and can even include these as part of the product – as though offering a menu of tourism products for tourists to choose from. These might include trips to nature reserves (such as National Parks), coastal resorts, museums, Soweto, mountain ranges, leading golf courses, and other exciting options. By doing so the uniqueness and attractiveness of South Africa should become more evident, which could enhance the motivation to travel here and contribute to the competitiveness of the country as a business tourism destination.

4.6 CONCLUSIONS

The goal of this study was to determine the CSFs for business tourism in South Africa. This sector is flourishing in South Africa, so that by identifying the related CSFs, the growth might be made sustainable along with the destination being more competitive. Firstly, from the data collected through the interviews it was evident that *finances, human resources, product, and customer-related aspects* are important for business tourism in South Africa. Secondly, human resources are important within this industry and sector where contact with tourists is essential. Thirdly, the interviews also found that in order to enhance and make South Africa's business tourism more competitive, focus should be placed on educating the market and on marketing the uniqueness of the country along with value add-on options available in South Africa. These could include any attraction and entertainment in South Africa such as national parks, cultural experiences, and coastal resorts. Lastly, in addition to the findings, this study also contributed by providing a basis for literature on business tourism in South Africa and could be used in the future to further investigate the gaps and similarities. One of the main implications was that individuals within the target population were not willing to conduct interviews. However, from the respondents who participated, findings were reached which can be used as a starting point for research on CSFs for business tourism in South Africa.



CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The aim of the study was to identify the CSFs for South Africa as a business tourism destination. By understanding which factors can lead to the success of business tourism within a destination, the quality thereof in South Africa can be improved. This can may lead not only to the success of individual tourism ventures within the destination, but also a boost in the development of South Africa as a business tourism destination. The following objectives were identified in Chapter 1 and were achieved in their respective chapters:

The first was to conduct a literature analysis of and conceptualise destinations, business tourism, and management, with specific reference to South Africa. This was achieved in Chapter 2. This section began with a literature review on destinations, analysing the types and characteristics of destinations. The focus then moved to the tourism industry, after which an analysis was undertaken of the literature focussing on business tourism and business events. It was evident from the literature review that to be successful, the management of CSFs is paramount, and it is therefore important to understand the management process and strategic management. One of the approaches of strategic management is to identify CSFs. Literature relating to these in the tourism industry was briefly discussed along with the advantages of identifying CSFs. More than fifty previous studies on CSFs within the tourism industry were found and are listed in Chapter 2. This chapter contributed by providing a literature background which can be used in future studies.

The second objective was to conduct a literature review on CSFs by analysing previous studies that identified CSFs within the tourism industry. This was achieved in Chapter 3 (Article 1) by writing a review paper. This provided an overview of where and when the previous studies were published, analyses of the CSFs most frequently identified in previous studies, and analyses of

key aspects from the previous studies. These key aspects include analyses according to supply and demand, tourism sector, continent, research design, and methodology. From understanding these previous studies on CSFs, future studies may be more effective and of greater benefit. This information can also serve as a reference and starting block for many studies still to be undertaken on CSFs.

The third objective was to conduct a qualitative survey in order to identify the CSFs of business tourism in South Africa from the supply side. This was achieved in Chapter 4 (Article 2) by means of conducting structured interviews. The results clearly indicated four themes: *finances, human resources, product, and customer-related aspects*. Identifying these CSFs may contribute to making South Africa more competitive as a business tourism destination.

The fourth objective, to draw conclusions and make recommendations with regard to South Africa's business tourism sector, is achieved in this chapter. Furthermore, future research opportunities will be identified. Accordingly, this chapter aims to underline the purpose of this study by looking at the goals and objectives that were revealed in Chapter 1. Following that, conclusions will be drawn concerning the literature studies as well as the results, limitations of the research will be noted, and recommendations for future study will be made.

5.2 CONCLUSIONS

For this section, conclusions are presented regarding the literature review and the results of the study (cf. 2-4). They are discussed with regard to the literature reviews in Chapters 2, 3, and 4. Following this, conclusions having regard to the surveys, as reported in Chapters 3 and 4, are discussed.

5.2.1 Conclusions With Regard To the Literature Study

The following conclusions were drawn from the literature reviews in Chapters 2, 3, and 4.

5.2.1.1 Destinations

- A destination is a geographical area which contains various tourism products, facilities and services. These attract tourists to visit the destination and satisfy their demand by offering an integrated experience (cf. 2.2 & cf. 4.1).
- The management of destinations plays a fundamental role in the analysis of the tourism industry (cf. 2.2).
- Destinations serve a variety of needs and include many different individual businesses, which make them complex in nature (cf. 2.2).

- Destinations can be classified according to type, coordination and sophistication. These different classifications can aid in understanding the destinations and their complexity (cf. 2.2.1).
- Various characteristics and extensive aspects may comprise and define a destination. Within a destination, attractions are also important and can be listed as the first of four necessities of any destination. The other three items include facilities and services to enable visitors to stay at the destination, infrastructure and services to make the destination accessible and information provision (cf. 2.2.2).
- There is rarely just one single owner or manager of and within a destination since the said destinations are so complex. Different businesses and organisations are required to cooperate for a destination to function (cf. 2.2.2).
- Tourists have different motivations when deciding to visit a specific destination. Destinations are always competing to attract more tourists, as is the case for South Africa (cf. 4.1).
- Competitive advantage can be gained by managing the products and services within a destination (cf. 4.1).

5.2.1.2 The tourism industry

- The tourism industry is a cross section of different industries, businesses, and stakeholders working together. It is concerned with the total experience that originates during the movement of people to destinations and thus strives to meet the needs of tourists (cf. 2.3).
- This industry hosts the interaction between tourists, job providers, government systems, and communities to provide attractions, entertainment, transport, and accommodation (cf. 2.3).
- This industry employs the most people, is the leading producer of new jobs worldwide, and has demonstrated constant and sustainable growth. The tourism industry is beneficial to local communities by contributing to the community's economy and to a better quality of life (cf. 2.3).
- Areas within the tourism industry include recreation, leisure, and attractions; entertainment; transport; accommodation and catering; public sector support services; travel, wholesale and retail; events; private sector support services (cf. 2.3).
- Tourism events have been present in society for years and are still an integral part of people's lives. Governments support and promote events as part of strategies for economic

development and destination marketing, while businesses embrace events as key elements in their marketing strategies to promote and strengthen their brands and products (cf. 2.3).

- Different kinds of events could help to distinguish sectors within tourism, for example music shows and entertainment, sport events, and business events (cf. 2.3).
- During 2014, 15 092 016 foreign travellers entered South Africa, each with their own purpose, need and motivation. The main reasons for travelling included holiday purposes (93%), for business purposes (2.4%), and for work purposes (2.2%). These tourists are important as they are a source of income for the country. Spending by tourists contributed an average of 5.8% to South Africa's GDP since 2010 (cf. 4.1).

5.2.1.3 Business tourism and business events

- Improved infrastructure, growing numbers of multi-unit companies, new organisational trends (networking, outsourcing and work in project teams), globalisation (boundaries dissolve, therefore opportunities, the need to travel, and the growth of international business all burgeon) and geographically expanded markets have contributed to a growth spurt in the business tourism sector (cf. 2.4).
- Such tourism is a cross-section of industries and businesses and an interaction between stakeholders in order to meet the needs of business travellers (cf. 4.2).
- Tourism of this type includes all trips related to a traveller's employment or business interests, such as attending business events (cf. 2.4 & cf. 4.2).
- The global value of business travel expenditure is immense, making this part of the industry an important part of what destinations have to offer. Business tourism has become vitally important to many countries' economies (cf. 2.4).
- Business tourism is considered a lower impact tourism type and has a lower negative impact, yet the related events are widespread and include a large variety. Business events include meetings, conferences, exhibitions, incentive travel, and corporate events – all which are planned to contribute in some way to the related business or organisation (cf. 2.4.1 & cf. 4.2).
- Other references to business events include MICE (meetings, incentives, conferences, exhibitions) events, the meetings segment, MCE (meetings, convention, and exhibitions), and convention industry. However, differences were found in literature with references to the classification of these events (cf. 2.4.1 & cf. 4.2).

- When planning business events, aspects to keep in mind are: paying attention to detail and to the customer and making sure one knows what the customer wants; staff must be well-trained, informed, helpful, and committed; communication is important, asking questions and furnishing accurate and complete information (cf. 2.4.1.1).
- Business tourists make use of the same physical infrastructure within a destination as leisure tourists, but the former have been established as more beneficial due to higher spending, decreased seasonality and minimised congestion and pollution (cf. 2.4.2).
- Literature concerning business tourism indicates that business events and business tourism includes numerous benefits for both the organisation / attendees and the destination / community. Benefits for the organisation / attendees include the opportunity to meet face-to-face, an exchange of ideas, education, training, and personal growth. Benefits for the host community / destination include decreased seasonality, rational distribution of income, creation of jobs, strengthened cultural heritage, and enhanced destination image. The business tourism sector in South Africa should also be utilised to the full to gain more benefits from this growing industry (cf. 2.4.3, cf. 4.1 & cf. 4.2).
- The challenges associated with business tourism might have a negative impact on the future development of such tourism. Swarbrooke and Horner (2001:223) identified twelve key challenges relevant to the management of business travel and tourism (cf. 2.4.4).
- Tourism of this type involves many stakeholders who work together to create an experience. These include associations, host locations, attendees, venues, transport, accommodation, restaurants, other attractions, ancillary services, exhibition organisers, meeting planners, incentive companies, suppliers / service providers, destination management companies, exhibitors, and sponsors (cf. 2.4.5).
- Business tourism was identified as an important aspect of travel in Africa, as early as 1998. However, South Africa's tourism industry was limited due to politically-related aspects and lack of adequate resources and facilities, amongst others (cf. 4.1 & cf. 4.2).
- However, growth has been recorded in such tourism over the last few decades, so much so that it accounts for 25% of all tourism in some destinations. Tourism of this kind has also been identified as a growth area within the National Tourism Sector Strategy and is vital for stimulating economic and social development in Africa (cf. 4.2).
- South Africa is now an increasingly attractive business destination and provides cost-competitive options and ample leisure, recreation and hospitality opportunities (cf. 4.2).

5.2.1.4 Management

- Management is the process where a decision is made in order to attain organisational goals, whilst being effective and efficient and harnessing the organisation's resources. This is attained through planning, organising, leading, and controlling and is performed to create the necessary services, outcomes, and products to meet needs unconditionally. Other tasks related to management include decision-making, communicating, assigning work, delegating, planning, training and motivating employees, and appraising job performance (cf. 2.5).
- Management is important for competitiveness and sustainability, in the business tourism sector as well (cf. 4.2).
- Management is the common thread holding an organisation or activity together and keeping everyone moving in the same direction; hence it is central to continued success within organisations (cf. 2.5).
- The ideal for good management is to find a balance between a high degree of attainment of goals and doing so as efficiently as possible without wastage (cf. 2.5).
- Since no single model will offer a complete and perfect solution, various management models and/or approaches have been developed. Models help identify key variables, suggest possible relationships, and predict possible outcomes. Common approaches include the behavioural, the management, the contingency, the systems and the classical approaches (cf. 2.5.1).
- The functions of management, the general administrative duties that management has to perform in order for the organisation or event to be managed according to the aspects of the definition, include planning, organising, leading, controlling, decision making, staffing, communicating and motivating (cf. 2.5.2).
- The different levels of management are responsible for different types of planning: top management is responsible for strategic planning, determining the direction of the organisation; middle management uses the strategic planning to allocate resources; lower management uses all of the previous management plans and ensures that the tasks are done and objectives met with the available resources (cf. 2.5.3).
- Top management is also actively involved in strategic management, which is the management of the big picture, ensuring a more competitive fit between an organisation and its changing environment. Strategic management must manage the business on behalf of all the stakeholders; provide direction in the form of a mission or purpose; formulate and implement

changes to corporate strategies; monitor and control operations with special reference to financial results, productivity, quality, customer service, innovation, new products and services, as well as staff development, and provide policies and guidelines for other managers to facilitate both the management of operations and greater chances in competitive and functional strategies (cf. 2.5.3, cf. 2.5.4, & cf. 4.2).

5.2.1.5 Critical success factors

- Identifying CSFs has become an important concept in strategic management in various businesses (cf. 4.2).
- CSFs comprise three to ten aspects that visitors find most important in influencing their experiences and must go well or right in order to ensure success, for the business to flourish and attain the goals of management. Identifying these is a vital principle in strategic management because they aid in achieving competitive advantage, amongst other benefits (cf. 2.5.4, cf. 2.6, cf. 3.2, & cf. 4.2).
- CSFs were originally used within the Information System (IS) field; it appears that Daniel (1961) was the first person to use the CSF strategy as a means to classify the crucial information needs of managers. Over the last two decades, its application has extended to a more generic approach to management. The CSF strategy, with its essence being focused specialisation, is a top-down methodology employed for corporate strategic planning, which highlights the key information required by top management (cf. 3.2).
- CSFs can also be referred to as key success factors (KSF), key result areas (KRA), limited factors, strategic variables, or strategic factors, (cf. 2.6, cf. 3.2, & cf. 4.2).
- CSFs are actionable, controllable by management to a variable extent, and potentially measurable (cf. 3.2).
- Each market and industry will have its own relevant CSFs since the purpose and goals differ from industry to industry (cf. 3.2).
- CSFs can be classified according to: sector and type of operation; tangible physical element or intangible service element; situation or context specific; generic to a given combination of industrial/market/broader environmental conditions; short-term (monitoring) and longer-term (building) activities; conjunctive / compensatory and perceived / actual CSFs; industry / strategic and operational CSFs; viewpoints: organisation perspective and user perspective (cf. 3.2 & cf. 4.2).

- Many previous studies have focussed on CSFs within the tourism industry. However, CSFs differ from one tourism operation to another since the specific type and the nature of the tourism operation has an influence on what is important (cf. 2.6 & cf. 4.2).
- The benefits of identifying CSFs are to the advantage of the diverse stakeholders and include efficient allocation of resources, positioning, increased success, quality management, satisfied customers, enhanced visitor experience, increased revenues, increased opportunities, higher return on equity, sustainability, growth and development as well as competitive advantage (cf. 2.6.1 & cf. 3.2).

5.2.2 Conclusions With Regard To the Results

The following conclusions as regards the results were drawn from Chapter 3 and 4:

5.2.2.1 Results of Article 1 (Chapter 3)

The purpose of Article 1 was to conduct a review of previous studies on CSFs within the tourism industry. Fifty-two (52) usable articles were analysed, from which the following results were found:

- *Pakistan Journal of Statistics* published the most articles on CSFs within the sample (cf. 3.4.1.1).
- The first article in the sample was published in 1985. The year during which the most articles on CSFs were published was 2012 (8 articles) (cf. 3.4.1.2).
- Sixty-seven percent (67%) of articles in the sample focused on the supply-side, 21% focussed on the demand-side while 12% focused on both supply and demand (cf.3.4.2.1).
- Thirty-five percent (35%) of the articles in the sample investigated the accommodation sector. Other sectors included: Events (10%), Ecotourism (8%), Marketing (8%), Catering (6%), Travel agencies (6%), Wine tourism (6%), Business tourism (4%), and Urban (4%) (cf. 3.4.2.2).
- Thirty-five percent (35%) of the sample's articles included case studies that concentrated on Asia. Other case studies focused on Africa (19%), Europe (19%), North America (11%), South America (4%), and Australia (2%) (cf. 3.4.2.3).
- Sixty percent (60%) of studies in the sample employed a quantitative research method while 25% utilised a qualitative one; 15% followed a mixed method making use of both quantitative and qualitative research methods (cf. 3.4.2.4).

- Forty-two percent (42%) of the studies in the sample analysed the data descriptively while 58% did so statistically. The statistical analyses included SEM (3%), Analytical Hierarchy Process (3%), regression (7%), Delphi (10%), Fuzzy maps (10%), reliability analyses (17%), and Factor analyses (50%) (cf. 3.4.2.5).
- The CSFs most often identified through statistical methods in this sample were customer / customer-related aspects, facilities, human resources, finances, and quality (cf. 3.4.3.1).
- The CSFs most frequently identified through descriptive methods in this sample were human resources, finances, effectiveness, marketing, and quality (cf. 3.4.3.2).
- The top ten CSFs most commonly found when including both statistical and descriptive approaches were human resources, finances, customer / customer-related aspects, quality, facilities, effectiveness, marketing, systems, hygiene, and product (cf. 3.4.3.3).
- The top ten CSFs identified by means of a supply approach were human resources, finances, effectiveness, quality, customer / customer-related aspects, facilities, marketing, maintenance, hygiene, and system (cf. 3.4.3.4).
- The top ten CSFs identified in terms of a demand approach were facilities, product, quality, marketing, management, activities, policies, information, development, and customer / customer-related aspects (cf. 3.4.3.4).
- The top ten CSFs identified from a mixed approach were customer / customer-related aspects, partnership, comfort, value, service, security, product, location, facilities, and system (cf. 3.4.3.4).

5.2.2.2 Results of Article 2 (Chapter 4)

The results of Article 1 were used to design the interview guideline for Article 2, which investigated the CSFs for business tourism in South Africa. Questions aimed to determine the demographic profile, respondents' views on such tourism in South Africa, and the CSFs for this type of tourism in South Africa. The results from Article 2 can be summarised as follows:

- The demographic profile of respondents varied and can be described as follows: While respondents have different job titles and positions, all have been involved in the coordinating of business tourism in South Africa for a number of years. Businesses were predominantly based in the Free State, Gauteng, KwaZulu-Natal, Western Cape, and Eastern Cape. Respondents are employed at organisations such as hotels, conference centre and spas, hotel and conference centres, events management companies, professional conference

organisers (PCO) and convention centres. Sizes of the events that the respondents are associated with vary from 50 to 1200 attendees (cf. 4.4.1).

- In terms of enhancing South Africa as a business tourism destination and making it more competitive, the following can be done: (1) providing sufficient information in educating the market and (2) offering value add-ons (cf. 4.4.2).
- Four themes or CSFs were identified for business tourism in South Africa: *finances*, *human resources*, *product*, and *customer-related aspects*. The theme *finances* includes constructs such as sound financial management, absorbing increased costs and maintaining costs and prices. *Human resources* include managing staff, staff knowledge, working together, relying on each other, happiness of staff and well trained staff. The theme *product* includes ensuring that all aspects are in place, the different phases of the event, attention to detail, set-ups according to plan and the availability of the product. Aspects relating to customers such as good customer service, being ready for customers, offering an easy experience and transparency are all constructs of *customer-related aspects* (cf.4.4.3).
- External and internal factors are both important for ensuring sustainable growth for South Africa as a business tourism destination (cf. 4.4.4).

5.3 RECOMMENDATIONS FOR BUSINESS TOURISM

The following recommendations are made based on the results of the study:

- *Finances*, *human resources*, *product* and *customer-related aspects* are the four areas or factors that can be given attention to in order to ensure success and attain the goals of management. Managers can ensure success by focusing on these factors as well as aspects contributing to these factors, and by making sure that the right processes are in place.
- Consideration of an unstable currency, maintaining costs and prices and absorbing increased costs is important to ensure profit. With the unstable Rand, prices might change constantly and cannot be controlled. Therefore it is important to have a means of absorbing these fluctuations, such as buffers built into the selling price and efficient planning. Should this be the case, it has to occur without altering the standard of the product.
- In terms of the product, managers should ensure that attention is given to detail and that tasks are executed according to the plan and expected standards as agreed to by the client. This can be achieved by clear communication, well formulated contracts, determining needs – in order to lead to customer satisfaction.

- When dealing with clients, transparent communication can contribute to positive customer relations. This includes communicating when unable to make a deadline, when making a mistake or even when unable to obtain something specific requested by the client. This would afford the client the opportunity to give feedback and input into the problem at hand.
- Successful business events are reliant on staff executing their tasks effectively. Managers within business tourism organisations should ensure that their staff members are well-trained and well-informed in terms of customer relations as well as the specific areas that are associated with their tasks and the various products and services that their company offers. This can be achieved by arranging for on-going workshops where skills are taught and refreshed. Furthermore, managers should provide guidance showing staff that teamwork leads to greater success. Staff members should also understand what factors lead to customer satisfaction with respect to their services.
- Role-players within the business tourism environment should keep up to date with current trends and develop innovative ideas in order to compete with international business destinations. International business events (such as Meetings Africa, IMEX Frankfurt, other conferences and business events) could be attended to observe what the standards and expectations are, along with how these differ. Additionally, role-players within the business tourism environment should also stay up to date with research within the business tourism sector.
- Managers should focus more on marketing as a CSF. Determining the target market, conducting accurate market research, formulating appropriate marketing strategies, and monitoring the marketing efforts will contribute to effective marketing. Although the results of marketing cannot be controlled by the manager, they still have an effect on the success of business tourism in general.
- Managers and conference organisers should provide information about value add-on options available, for example a trip to the Kruger National Park. They could even consider including value add-on options as part of the product, almost as if offering a menu of tourism products for tourists to choose from. Managers and organisers should focus on highlighting the uniqueness and attractiveness of South Africa as a tourism destination, as this might enhance motivation for travelling.
- Better cooperation between government and the private sector should be accorded priority. Business tourism development relies on the relationships between role-players in the sector in terms of funding, marketing, development strategies and marketing campaigns. This can be achieved by attending local, provincial, and national events such as Indaba, SAACI, and

Meetings Africa where role-players exhibit their products and services. By being aware of the role-players and their functions, collaboration can take place which might be more effective than working individually.

5.4 RECOMMENDATIONS WITH REGARD TO FUTURE RESEARCH

From this study and specifically Article 1 (Chapter 3), the following recommendations are offered for future research:

- There is still room for research on CSFs within the different sectors of the tourism industry. Future research could include sectors such as sport tourism, heritage tourism, and community tourism.
- A mixed methods approach using both statistical and descriptive analyses is recommended as this might lead to more consistent results. Researchers must be careful when comparing results without looking at the context since the methodology used may lead to different outcomes.
- When comparing previous findings relating to CSFs, it is important to determine the approach used (demand, supply or mixed) as different approaches might result in different outcomes or results.
- Research in future could include identifying more standard factors within each sector of tourism. This will lead to factors within each sector being unique yet accurate to the nature and operations of that specific sector.
- Future research might focus on determining the difference between factors identified for different geographical areas because each area is unique.
- Further research could be undertaken focussing on specific areas within business tourism such as meetings, conferences, trade shows, and exhibitions. Although all of these areas are considered to be part of business tourism, each one might have specific CSFs.
- Other research could be carried out to determine CSFs for different destinations within South Africa.
- A similar research study focusing on the demand-side might add substantial value to current research. From an examination of the demand-side's viewpoint and preferences, more accurate planning and management could be undertaken.



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APPENDIXES



Faculty of Economics and Management Sciences
Tourism Research in Economic Environs and Society (TREES)

Dear Respondent

Re: Academic Research Questionnaire

My name is Milandrie Marais and I am studying for a *MCom* degree in Tourism Management at the Potchefstroom Campus of the North-West University. My research is entitled: **“Identifying the critical success factors for South Africa as a business tourism destination”**. The aim of this research is to identify the critical success factors in order to enhance and develop business tourism in South Africa. By understanding the factors that can lead to the success of business events within a destination, the quality of these events in South Africa can be improved, leading not only to the success of individual tourism ventures within the destination, but also a boost in the development of South Africa as a business tourism destination.

The following interview is an important survey designed to achieve the goals of the study. I would very much appreciate if you answer all the questions carefully. All information you provide will be strictly confidential.

Please note:

- Your participation is voluntary and you can withdraw at any time without penalty.
- The answers will only be used for academic research purposes.
- If you have any queries about the survey, please do not hesitate to contact my study leader (details below).

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Section A – Demographic Profile

The first section of the interview is the Demographic profile, and will focus mainly on you and your organisation. Please note that neither you nor your organisation's name will be mentioned in this study.

Question 1

What is your job title?

Question 2

Where is the location of your organisation?

Question 3

What type of organisation is this? (eg. Hotel, convention centre, convention bureau, etc.)

Question 4

What is the average size of a typical event that you plan/coordinate?

Section B – South Africa as a business tourism destination

This section focuses on South Africa as a business tourism destination. Due to the overlapping nature of this industry, it might feel as though you are repeating yourself when answering some of the questions.

Question 5

In your opinion, what can be done to enhance South Africa as a business tourism destination?

Question 6

What can be done to make business tourism in South Africa more competitive?

Question 7

How can we ensure sustainable growth for South Africa's business tourism sector?

Section C – Critical success factors for your organisation

This section focuses on your organisation and what you think is applicable for your organisation in terms of critical success factors. Critical success factors are 2 or 3 things that must go right or well in order to ensure success, for the business to flourish, and to attain the goals of management.

Question 8a

Within your environment and organisation, what are the critical success factors that should be managed?

Question 8b

To give more clarity and depth to your answers and keeping your answers to the previous question in mind, why did you say that they are important?

- The first factor you mentioned was management; what about management would you say is important?
- You mentioned finances; what about finances is important?
- Etc.

Question 9

Previous studies on critical success factors within the tourism industry has found the following top 10 factors; which of these would you list as your top 5, or which additional ones would you add?

- Human resources
- Finances
- Customer-related aspects
- Quality
- Facilities
- Effectiveness
- Marketing
- Systems
- Hygiene
- Product

Is there anything else that you can tell me that would help me from your point of view?

*****Thank you for your time and for participating in this study*****