

## **CHAPTER 5**

### **THE EMPIRICAL RESULTS**

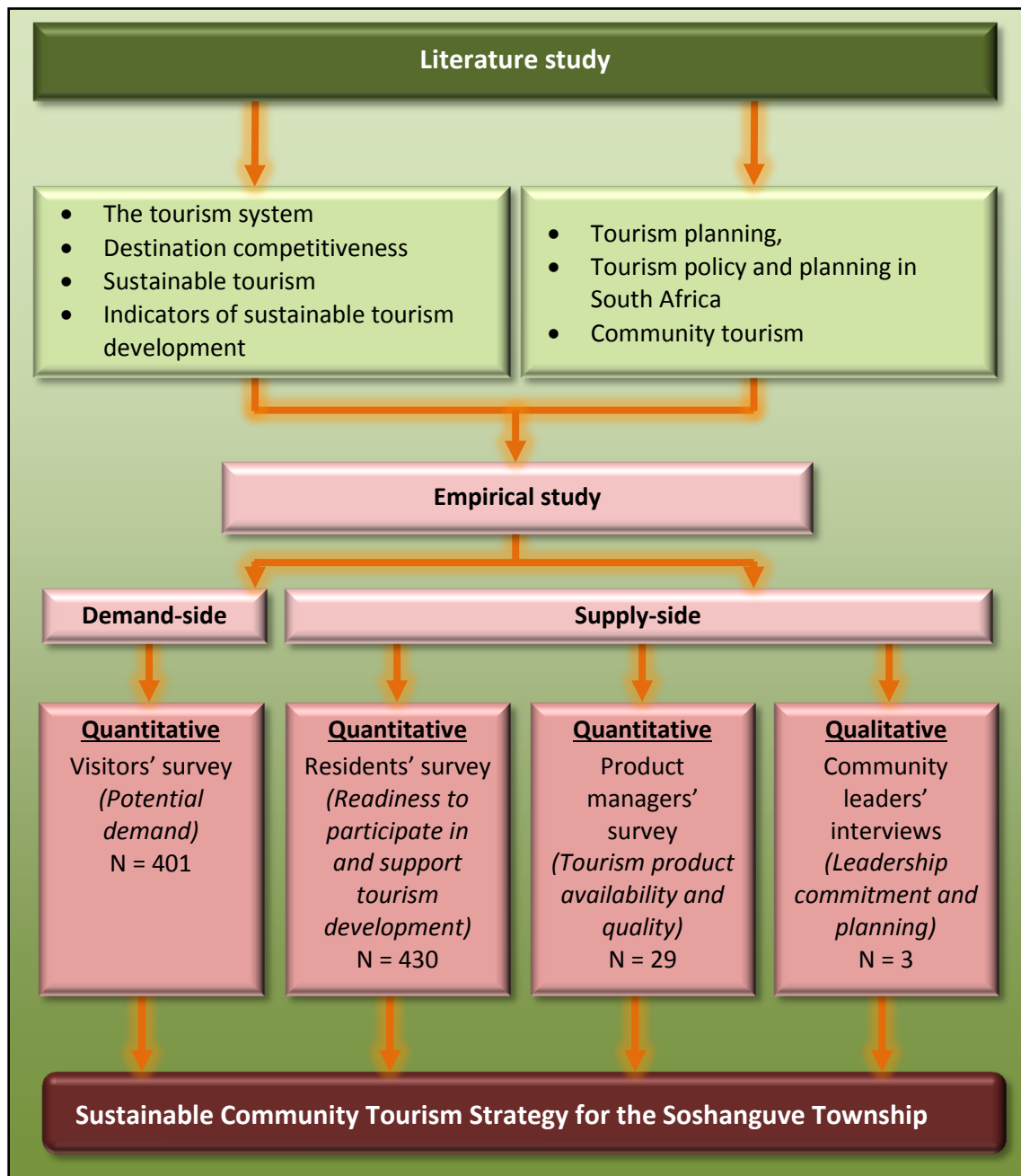
#### **5.1 INTRODUCTION**

The goal of this study is to develop a sustainable community tourism strategy for the Soshanguve township. The approach adopted to attain this goal has been summarised schematically in Figure 5.1 below. The purpose of this chapter is to present the detailed empirical results of the study.

The research was carried out in four phases, involving both quantitative and qualitative research methods. The first phase of the empirical study explored the demand-side of the tourism spectrum by using a questionnaire to test the potential for tourism demand in the Soshanguve community due to the opportunity presented by day visitors in the Pretoria Central Business District (CBD). Following this, a second questionnaire was developed to explore the perceptions and expectations of Soshanguve residents with regards to various impacts of tourism development within their community. A third questionnaire was further used to survey the existing tourism products in Soshanguve. Finally, interviews were conducted with local community leaders to explore in greater detail the tourism product offering of this community, the expected benefits (objectives) of tourism to the community, possible challenges to tourism development in the township and if there is currently a plan guiding tourism development within the Soshanguve township.

The data collected was analysed by the statistical consultation services of North-West University using the SPSS (Statistical Package for Social Sciences) software programme (SPSS Inc., 2009). Interpretation of the data made use of descriptive statistics, exploratory factor analysis, the Spearman's rank, t-tests and ANOVAs.

The purpose of the descriptive statistics was to highlight the degree of importance attached to the issues under consideration by the demand-side and key stakeholders on the supply-side. The frequency tables are instrumental in indicating the consistencies of the values for each aspect.



**Figure 5.1: Research strategy**

This chapter starts with a presentation of the descriptive statistics of the demand-side (visitors' survey), followed by the descriptive statistics of the supply-side beginning with the residents' survey, then the tourism product managers' survey and finally a presentation of salient issues featured in the local community leaders' interviews. Further interpretation of the empirical results is provided through the factor analysis, the correlation matrix factor analysis and a review of the group

analysis (t-test/ANOVA). All these then inform the strategy proposed at the end of this study to develop sustainable community tourism in Soshanguve township.

## **5.2 VISITORS' SURVEY (DEMAND-SIDE)**

The prime objective of this survey was to explore the existing tourism demand within the City of Tshwane Metropolitan Municipality (CTMM) by gaining insight into its demographic characteristics, travel patterns and investigate the potential for these tourists to visit the Soshanguve township. The motivation for this approach was informed by the fact that Soshanguve township is situated in close proximity (45 km) from the Pretoria Central Business District (CBD). Considering that Pretoria is not only the capital of the City of Tshwane Metropolitan Municipality (where Soshanguve is located), but also the political capital of the Republic of South Africa and an established tourist destination, this study regards Pretoria as the fertile ground on which demand for the Soshanguve tourism product can take root and grow. Hence the decision to survey the potential demand for the Soshanguve tourism product at attractions within the Pretoria CBD.

The following sections therefore present the empirical results from the survey of visitors to the City of Tshwane Metropolitan Municipality (CTMM), starting with the demographic profile, travel patterns and aspects of interest in townships such as Soshanguve.

### ***5.2.1 Demographic profile of visitors to the CTMM***

Section A of the questionnaire focussed on profiling visitors to the CTMM based on their demographic characteristics. The issues under consideration were: gender, age, home language, income, occupation and place of origin (Table 5.1).

**Table 5.1: Demographic characteristics of visitors to the City of Tshwane**

Demographic characteristic	Category	Frequency (N)	Percentage
Gender	Male	219	<b>55%</b>
	Female	182	45%
Age	< 20	34	9%
	21-30	201	<b>50%</b>
	31-40	81	20%
	41-50	49	13%
	50+	36	9%
Home language	English	93	<b>23%</b>
	Afrikaans	49	12%
	Tswana	74	19%
	Sepedi	30	8%
	Zulu	30	8%
	Swati	22	6%
	Others	103	26%
Province of permanent residence	Western Cape	40	10%
	Gauteng	120	<b>30%</b>
	Eastern Cape	17	4%
	Free State	12	3%
	KwaZulu Natal	21	5%
	Mpumalanga	36	9%
	Northern Cape	3	1%
	North West	13	3%
	Limpopo	39	10%
	Outside RSA	100	25%
Household income	<R25, 000	165	<b>44%</b>
	R25, 000-R75,000	61	16%
	R76,000-R150,000	35	9%
	R151,000-R250,000	38	10%
	R251,000-R350,000	25	7%
	R351,000-R500,000	15	4%
	>R500,000	36	10%
Occupation	Administration	68	17%
	Education	104	<b>26%</b>
	Entrepreneurs	40	10%
	Professionals	66	17%
	Technicians	77	19%
	Unemployed	46	12%

The demographic statistics reveal that 55% of the visitors who took part in this study were males, with 50% of all respondents aged between 21 and 30 years. Most of them indicated that English was their home language, followed by Setswana with 19%. The fact that 30% of the visitors originate from Gauteng province is hardly surprising, but the fact that 25% of them are international visitors

is a pleasant surprise. Also surprising is that the Western Cape province provides more visitors (10%) than many of the other provinces closer to Gauteng province.

However, most of the respondents (44%) earn less than R25, 000 per annum, probably explained by the fact that attractions such as the Union buildings, Church Square and Burgers Park have free entrance and thus attract low income earners. Nonetheless, there is a positive indicator in the fact that 16% earn between R25, 000 and R75, 000, 10% between R151, 000 – R250, 000, and another 10% earn more than R500, 000.

### **5.2.2 Travel behaviour of visitors to the CTMM**

The focus of this section of the questionnaire was to explore the travel behaviour of the visitors. The purpose was to get an understanding of the visitors' travel patterns, travel motivations, activities they engage in while on holiday and also find out their holiday destination-choice determinants. This will in turn inform the travel needs and tourism products proposed by this study for the Soshanguve township.

#### **5.2.2.1 Frequency of day trips**

The first question examined the number of times the visitors had taken days trips in a week, month or a year. The results obtained are presented in Table 5.2 below.

**Table 5.2: Frequency of day trips taken by visitors to the CTMM**

Number of day trips	Frequency (N)	Percentage
Never	70	18%
Once a week	113	28%
Once a month	116	<b>29%</b>
Once a year	101	25%
TOTAL	400	100%

Most of the respondents (29%) take one day trip a month and a close 28% participate in day trips once a week. These two groups represent a great potential for starting tourism in Soshanguve because as a developing tourism destination, it might be a good idea to start by targeting day visitors. However, it is quite striking that a large portion of the visitors surveyed (18%) indicated that this was actually

their first day outing in the City of Tshwane. This can be interpreted from two opposing perspectives: either most of the visitors were actually on holiday in the City of Tshwane (which is good from the economic stand point), or the city is attracting too few day visitors and more effort should be put into attracting this category of visitors. This perspective is nonetheless mitigated by the 25% of the respondents who reveal that they take at least one day trip a year.

### 5.2.2.2 Frequency of weekend trips

Apart from day trips or excursions, any other form of tourism demand necessitates the provision of more facilities and services such as accommodation, hospitality, and entertainment among others. This is why data relating to these over-night trips has been put together (Table 5.3) in order to get a better understanding of their travel needs.

**Table 5.3: Visitors' participation in weekend trips**

Rate of yearly participation	Frequency (N)	Percentage
Never	59	15%
1 – 2	108	26%
3 – 5	113	<b>28%</b>
6 – 10	62	16%
11+	59	15%
TOTAL	401	100%

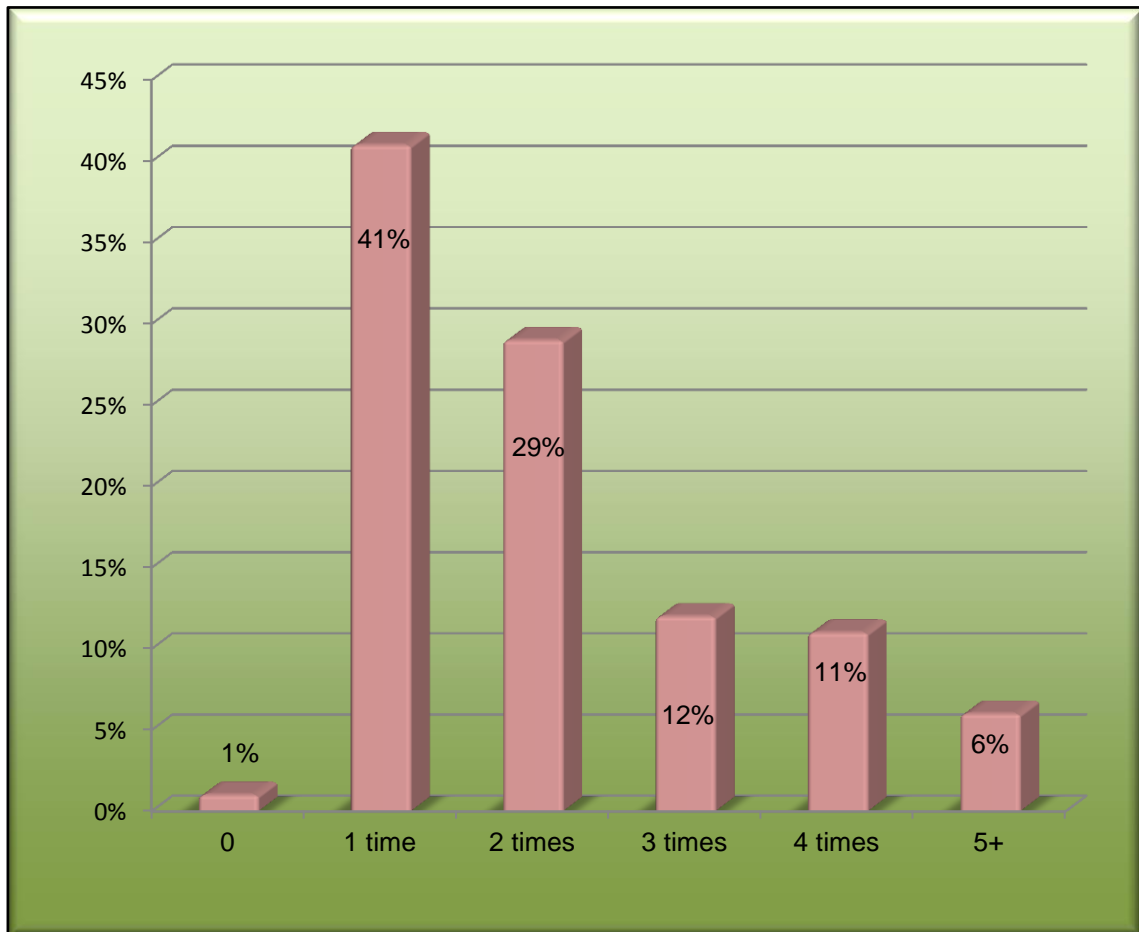
This data indicates that most of the visitors (28%) take between three and five weekend trips annually. This is followed by the group that takes part in one or two weekend trips each year. Furthermore, in general 85% of the respondents take at least one weekend trip a year. This means there is potential for this market segment that Soshanguve tourism can tap into.

### 5.2.2.3: Holidays longer than a weekend

#### a. Holiday frequency

Statistics from Figure 5.2 below indicate that 41% of the respondents take one holiday longer than a weekend a year. Moreover, 29% of the respondents take two holidays longer than a weekend each year. When the 12% who take three long

holidays a year, the 11% who take four holidays and 6% who take more than five long holidays a year are added to the 41% and the 29%, it becomes clear that this is the potential demand that could stabilize the tourism situation in Soshanguve by spending more nights, thereby spending more money in accommodation and other services.



**Figure 5.2: Visitors' participation in holidays longer than a weekend**

There is even a better market situation with regards to demand for holidays longer than a weekend as statistics reveal that 99% of the respondents participate in such long holidays.

#### **b. Holiday duration**

The next three questions were aimed at getting greater insight into the visitors' travel patterns and subsequently their travel needs by enquiring about their holiday

duration, the group composition and the relationship among the group members. The results obtained are presented in Table 5.4 below.

**Table 5.4: Holiday duration**

Number of days	Frequency (N)	Percentage
0	9	2%
1-2	105	27%
3-4	141	<b>35%</b>
5-6	73	18%
7+	73	18%
TOTAL	401	100%

Thirty five percent of the visitors stay between three and four days, while 27% stay for between one and two days whilst on holiday. It is also important to realise the great potential for tourism development presented by the 18% of respondents who stay for more than seven days. Considering that a total of 71% of the respondents indicated that they stay for more than three days, this could impact quite positively on the hospitality industry and the tourism sector as a whole, given the spend on accommodation and catering among others.

**c. Group composition of the visitors**

The next section investigated whether the visitors were alone or had travelled in a group. If they had arrived as a group, how many people were in the group? This is important as it influences the type of facilities required by the visitors. Table 5.5 illustrates the visitors' responses.

**Table 5.5: Group composition**

Number of persons in a group	Frequency (N)	Percentage
0	3	1%
1-2	116	<b>30%</b>
3-4	112	29%
5-6	68	17%
7-8	32	8%
9-10	33	8%
11+	27	7%
TOTAL	391	100%

The largest percentage of tourists (30%) travel in groups of between one and two people, followed by parties of between three and four persons (29%). It is also important to note that a considerable proportion of visitors travel in groups of 7-8 and 9-10, constituting 8% each. The importance of these statistics can be related to the type of facilities and services that the groups will require.

**d. Relationship among holiday participants**

The focus of this question on the composition of group party was to get more insight into how well the people in each group fit together. This also informs how many of the facilities and services can be shared by the group without impacting negatively on the quality of their holiday experience. The responses are presented in Table 5.6 below.

**Table 5.6: Relationship among holiday participants**

Type of relationship	Frequency (N)	Percentage
Family	208	<b>52%</b>
Friends	156	39%
Others	37	9%
TOTAL	401	100%

More than half of the respondents (52%) in the travel groups are family members while 39% are friends. The others are either school groups or people working together. Again, this sheds more light on the market segment that will be most suitable for the group, considering for instance that a family group will be more likely to share facilities than a group of friends.

**5.2.2.4 Visitors’ length of stay in the CTMM**

The enquiry on the visitors’ length of stay in the City of Tshwane was also considered important because of its impacts, both on the visitors’ spend and other socio-cultural, environmental and economic impacts. Table 5.7 indicates their responses.

**Table 5.7: Length of stay in the CTMM**

Number of days	Frequency (N)	Percentage
1	114	28%
2-3	125	<b>31%</b>
4-5	82	21%
6+	80	20%
	401	100%

With regards to the visitors' length of stay in the City of Tshwane Metropolitan Municipality (CTMM), statistics reveal that 31% of them stay for between two and three nights but 28% stay for only one night. However, 21% of the visitors stay for four to five nights and 20% stay for six nights or more. An interesting observation is the fact that there is almost an even distribution of visitors spending between one night and six nights or more as the range is only between 20% and 31%.

#### **5.2.2.5 Tourism facilities used by the visitors**

The purpose of the following two questions was to find out the facilities most used by the visitors, in terms of transport and accommodation. Both of these facilities require long term planning to put in place and so appropriate forecasting is essential to ensure that demand requirements are adequately met.

##### **a. Type of accommodation**

The type of accommodation used by the respondents is presented in Table 5.8.

**Table 5.8: Type of accommodation used while on holiday**

Type of accommodation	Frequency (N)	Percentage
Friends	65	16%
Guesthouse/B & B	91	23%
Relatives	67	17%
Hotel	102	<b>25%</b>
Camping	25	6%
Self-catering facilities	34	9%
Hostel/Backpackers	11	3%
Others	2	1%
Total	397	100%

The data above indicates that the greatest demand is for hotel accommodation at 25%, followed by guest houses and bed and breakfasts with 23%. However, a

significant portion of visitors stay with friends and relatives at 16% and 17% respectively.

**b) Mode of transport**

The mode of transport used by the visitors is important as it gives an indication of how easy it would be for them to move from the Pretoria Central Business District where this study took place to the Soshanguve township on the outskirts of Pretoria. The results obtained are presented in Table 5.9

**Table 5.9: Mode of transport used when going on holiday**

Mode of transport	Frequency (N)	Percentage
Car	175	44%
Bus	77	19%
Taxi	47	12%
Motorcycle	3	1%
Aeroplane	88	22%
Train	11	2%
Total	401	100

A great majority of the respondents go on holiday by car (44%), while 22% travel by air. Only 1% arrive on holiday on a motorcycle. Similarly, only 2% use a train. Bus transport also has a significant portion of the market share with 19%.

In sum, this section has revealed that most of the visitors surveyed travelled by car, stayed for more than a day and used either hotel accommodation or bed and breakfast establishments.

The next three sets of questions were aimed at exploring the holiday motivation of the visitors, the activities engaged in during holiday and factors that influence the choice of a holiday destination.

**5.2.2.6 Visitors’ motivations for taking a holiday**

These questions were aimed at providing a proper understanding of the reasons why the respondents take a holiday. This is important as the motives for taking a holiday determine the needs to make that holiday successful or not. The needs

also influence the travelers' mode of transportation and therefore knowledge thereof is important. The results obtained are presented in Table 5.10 below.

**Table 5.10: Summary of visitors' motivations for taking a holiday**

	MOTIVATION	VISITOR RESPONSE				
		STRONGLY DISAGREE	DISAGREE SOMEWHAT	AGREE	AGREE SOMEWHAT	FULLY AGREE
1	To relax	4%	4%	34%	18%	<b>40%</b>
2	To share a familiar/unfamiliar place with someone	6%	12%	26%	<b>33%</b>	23%
3	To do exciting things	4%	6%	28%	<b>31%</b>	<b>31%</b>
4	To explore new destinations	4%	8%	29%	<b>31%</b>	28%
5	To relax from daily tension	5%	5%	26%	<b>39%</b>	25%
6	To meet people with similar interests	5%	14%	28%	<b>31%</b>	22%
7	To experience different lifestyles	5%	9%	32%	<b>29%</b>	25%
8	To have fun	8%	6%	25%	28%	<b>33%</b>
9	To get refreshed	6%	5%	29%	28%	<b>32%</b>
10	To be together as a family	7%	8%	23%	29%	<b>33%</b>
11	To learn new things	5%	10%	<b>32%</b>	28%	25%
12	To participate in entertainment	9%	12%	<b>27%</b>	26%	26%
13	To escape from a busy environment	16%	13%	20%	<b>27%</b>	24%
14	To be together as a group of friends	12%	11%	<b>28%</b>	27%	22%
15	To study	<b>35%</b>	15%	18%	17%	15%
16	To participate in recreation activities	10%	17%	<b>29%</b>	23%	21%
17	To rest physically	8%	7%	29%	<b>32%</b>	24%
18	To spend time with friends	9%	10%	25%	<b>28%</b>	<b>28%</b>
19	To learn more about my/other countries	3%	8%	28%	29%	<b>32%</b>
20	To do something out of the ordinary	9%	7%	25%	28%	<b>31%</b>

The top five motivations for taking a holiday, with the respondents "agreeing somewhat" to "fully agreeing" can be summarized as follows:

- ✚ To do exciting things (62%)
- ✚ To be together as a family (62%)
- ✚ To have fun (61%)
- ✚ To learn more about my/other countries (61%)
- ✚ To relax (58%)

However, the statistics reveal that the strongest motivation among the respondents for taking a holiday, as indicated by the “fully agree” response, is “to relax” with a favourable rating of 40% and the most unlikely reason for the visitors taking a holiday is “to study” with a disapproval rating “fully disagree” of 35%. In fact, this is far above the second least favoured activity “to escape from a busy environment” which has 16% of the respondents opting to “strongly disagree” The implication of these statistics is that if Soshanguve is to successfully attract visitors from the City of Tshwane, products emphasising these themes should be developed in the township.

The factor analysis below helps to give further perspective on the visitors’ motivation for taking a holiday.

#### 5.2.2.7 Factor analysis

The factor analysis serves to give a more comprehensive perspective by reducing a large set of data into a set of fewer but more meaningful variables. This is achieved through the clustering of variables with overlapping measurement characteristics resulting in easier interpretation (Cooper & Schindler, 2001:591; Sekaran, 2003:408).

The exploratory factor analysis was conducted using the pattern matrix with the principal axis factoring method.

#### 5.2.2.8 Results of factor analysis of travel motivations of visitors

**Table 5.11: Results of factor analysis of travel motivations of visitors**

Visitor travel motivators	Impact loadings				
Factor label	Socio-cultural motivators	Interpersonal motivators	Escape motivators	Educational motivators	Rest and recovery motivators
<b>1. Socio-cultural motivators</b>					
Experience different lifestyles	.570				
Learn more about other countries	.491				
Meet people with similar interests	.478				

Visitor travel motivators	Impact loadings				
Factor label	Socio-cultural motivators	Interpersonal motivators	Escape motivators	Educational motivators	Rest and recovery motivators
Share familiar/unfamiliar place with someone	.407				
Explore new destinations	.309				
<b>2. Interpersonal motivators</b>					
Be together as a group of friends		.665			
Spend time with friends		.578			
Share a familiar/unfamiliar place with someone		.294			
<b>3. Escape motivators</b>					
Get refreshed			-.619		
Have fun			-.535		
Participate in entertainment			-.419		
Do exciting things			-.376		
Learn new things			-.355		
Escape from a busy environment			-.296		
<b>4. Educational motivators</b>					
Study				.525	
Participate in recreation activities				.483	
<b>5. Rest and recovery motivators</b>					
Relax from daily tension					.839
Relax					.354
Rest physically					.290
<b>Cronbach's Alpha</b>	0.619	0.524	0.741	0.556	0.639
<b>Inter-item correlations</b>	0.288	0.260	0.295	0.390	0.374
<b>Mean values of travel motivators</b>	<b>3.65</b>	<b>3.49</b>	<b>3.62</b>	<b>2.94</b>	<b>3.72</b>

The pattern matrix factor analysis (Table 5.11) revealed five factors which indicate the travel motivators of the respondents. These factors were labelled as follows: socio-cultural motivators, interpersonal motivators, escape motivators, educational motivators and rest and recovery motivators. In other words, these are the key push factors of tourism demand among visitors to the CTMM. Among the socio-cultural motivators are: the desire to experience different lifestyles, learn more about my/other countries, meet people with similar interests, share familiar/unfamiliar place with someone and explore new destinations. Interpersonal motivators indicate the desire to relate to other people, hence the respondents' desire to be together as a group of friends, spend time with friends and share the same space with someone. On the other hand, escape motivators express the

longing to refresh the body and mind such as having fun, relaxing, participating in entertainment, doing exciting things and escaping from a busy environment. Respondents who travel to study and/or participate in recreational activities are described as expressing the desire to improve their status. The final category of travel motivators has to do with recovery or regaining lost energy. This is expressed in wanting to relax from daily tension, relaxing or resting physically.

Cronbach's Alpha was more than 0.5 in each case which is acceptable in exploratory research. The inter-item correlations were also acceptable.

The purpose of the mean values is to give a general perspective on the issues of utmost consideration to the respondents (Cooper & Schindler, 2001:442). In the context of the travel motivations of visitors to the City of Tshwane (Table 5.11), the strongest motivation/consideration for taking a holiday is the rest and recovery motivators (factor 5) with a mean value of 3.72. The implication of this to the proposed strategy for developing sustainable community tourism in Soshanguve is that in order to attract visitors from the City of Tshwane CBD attractions Soshanguve tourism must provide activities that provide the benefits of relaxation and resting physically. Hence the provision of nature-based and social activities in the Soshanguve tourism strategy.

The purpose of the correlation matrix is to give an indication of the correlation coefficient between a given factor and all the other factors (Tustin *et al.*, 2005:669). In this regard, Table 5.12 below explains the correlation between each of the key travel motivators and each of the other travel motivators.

**Table 5.12: Factor correlation matrix for travel motivations among visitors**

FACTOR	1	2	3	4	5
1. Socio-cultural motivators	1.000	.250	-.387	.238	.439
2. Interpersonal motivators	.250	1.000	-.215	.294	.186
3. Escape motivators	-.387	-.215	1.000	-.234	-.382
4. Educational motivators	.238	.294	-.234	1.000	.151
5. Rest and recovery	.439	.186	-.382	.151	1.000

Note:  $\leq 0.5$  indicates significant correlations; 0.3 indicates visible correlations; 0.1 indicates small correlations

## Factors with visible correlations

### ■ Socio-cultural motivators and rest and recovery motivators

It is evident that correlations exist between the socio-cultural motivations for taking a holiday and the desire to recover from tiredness and stress. With a value of .439, this is the only significant correlation among all the factors. Therefore, by experiencing lifestyles, learning more about other countries, meeting people with similar interests and exploring new destinations, the respondents feel relaxed to a certain extent.

### ■ Interpersonal motivators and educational motivators

Interpersonal motivators and status motivators also show visible correlations. This suggests that the respondents feel good about themselves when they are with friends.

In conclusion to the visitors' motivations for taking a holiday, it can be said that the motivations to relax and have fun are among the top push factors among the respondents. It has further been established that the socio-cultural motivators for taking a holiday demonstrate correlations with the rest and recovery motivators. In the same vein, the factor correlation matrix also revealed visible correlations between the interpersonal motivators and educational motivators.

The following section analyses the preferred holiday activities of respondents.

#### **5.2.2.9 Preferred holiday activities of the visitors**

The focus of the following section was to explore the activities that the respondents would like to engage in during their holiday as seen in Table 5.13 below.

**Table 5.13: Summary of visitors' preferred holiday activities**

ACTIVITY	RATING			
	Not important	Less important	Important	Very important
Visit museums and galleries	9%	14%	32%	<b>45%</b>
Appreciate nature	6%	7%	42%	<b>45%</b>
Appreciate architecture	8%	17%	<b>40%</b>	35%
Visit historical places	6%	14%	31%	<b>49%</b>
Visit cultural attractions	8%	14%	35%	<b>43%</b>
Mountain climbing	22%	<b>29%</b>	26%	23%
Horse riding	26%	<b>33%</b>	21%	20%
Hiking	27%	<b>31%</b>	21%	21%
Cycling	26%	<b>31%</b>	24%	19%
Fishing	<b>27%</b>	<b>27%</b>	<b>27%</b>	19%
Hunting	<b>29%</b>	28%	24%	19%
Swimming	17%	20%	<b>36%</b>	27%
Sunbathing	19%	25%	<b>34%</b>	22%
Sightseeing	10%	18%	<b>36%</b>	<b>36%</b>
Dining	14%	20%	<b>37%</b>	29%
Dancing	22%	21%	<b>32%</b>	25%
Drinking	27%	21%	<b>29%</b>	23%

When the percentage of activities rated “important” and “very important” is added together to see the most preferred holiday activities, the statistics reveal the top five activities to be the following:

- ☒ Appreciate nature (87%)
- ☒ Visiting historical places (80%)
- ☒ Visiting cultural attractions (78%)
- ☒ Visiting museums and galleries (77%)
- ☒ Appreciate architecture (75%)

On the other hand, the statistics reveal that the most preferred activity as evident in the highest incidences of “very important” (49%) is visiting historical places. This is followed by “appreciating nature” at 45%, visiting museums and galleries at 45%, visiting cultural attractions at 43% and sightseeing at 36%. This concludes the list of the five most preferred attractions. On the other hand, the least preferred

activities, with the highest rating on the “not important” column are hunting (29%), hiking (28%), fishing (27%), drinking (26%) and cycling and horse riding at 25% each.

Once again, a factor analysis was done to shed more light on the significance of the foregoing statistics.

### 5.2.2.10 Results of the factor analysis: Activities of visitors to the CTMM

**Table 5.14: Results of the factor analysis for preferred holiday activities among visitors**

Visitor holiday activities	Impact loadings			
	Adventure activities	Cultural activities	Social activities	Outdoor activities
<b>Adventure activities</b>				
Cycling	.832			
Hiking	.823			
Horse riding	.802			
Fishing	.723			
Hunting	.719			
Mountain climbing	.646			
Swimming	.429			
<b>Cultural activities</b>				
Visiting historical places		.681		
Visiting museums and galleries		.665		
Appreciate architecture		.644		
Appreciate nature		.552		
Visit cultural attractions		.549		
<b>Social activities</b>				
Drinking			.783	
Dancing			.696	
<b>Outdoor activities</b>				
Sightseeing				-.660
Dining				-.554
Sunbathing				-.497
<b>Cronbach's Alpha</b>	<b>0.869</b>	<b>0.767</b>	<b>0.712</b>	<b>0.640</b>
<b>Inter-item correlations</b>	<b>0.525</b>	<b>0.397</b>	<b>0.553</b>	<b>0.373</b>
<b>Mean values for holiday activities</b>	<b>2.44</b>	<b>3.15</b>	<b>2.56</b>	<b>2.81</b>

The factor analysis (Table 5.14) reveals four patterns in the travel activities of the tourists. These have been labelled adventure activities, cultural activities, social activities and outdoor activities. Adventure activities are those characterised by some adrenalin rush or greater excitement. These include cycling, hiking, horse-riding, hunting, mountain climbing and swimming. Cultural activities lead to greater awareness and exposure to other peoples' way of life and derive from visiting historical places and museums and admiring architecture. Social activities tend to create greater interaction among people and outdoor activities are associated with being away from the house such as sightseeing, dining and sunbathing.

Once more, the Cronbach's Alpha is acceptable as all the coefficients are higher than 0.5. The inter-item correlation is even higher in this case and therefore acceptable.

The factor with the highest mean value was found to be cultural activities (3.15). This indicates that the greatest consideration among the respondents was given to cultural activities. This is quite favourable for the Soshanguve tourism strategy as the empirical results reveal a diversity of cultural attractions and the proposed strategy identifies cultural tourism as one of the unique selling points (USPs) for the community.

### **Factor correlation analysis: Activities of visitors to the CTMM**

The correlation between each of the holiday activities and all the other holiday activities is illustrated in Table 5.15 below.

**Table 5.15: Factor correlation analysis for preferred holiday activities among visitors**

Factor	1	2	3	4
1. Adventure activities	1.000	.384	.191	-.396
2. Cultural activities	.384	1.000	.027	-.310
3. Social activities	.191	.027	1.000	-.192
4. Outdoor activities	-.396	-.310	-.192	1.000

Note:  $\leq 0.5$  indicates significant correlations, 0.3 indicates visible correlations and 0.1 indicates small correlations.

Factor correlations observed:

- Adventure activities and cultural activities

The visible correlation (.384) between adventure activities and cultural activities in Table 5.15 above can be explained by the fact that both take place in relatively undisturbed environments. The correlation between the other factors was seen to be minimal.

In conclusion, the survey on visitors' preferred holiday activities has revealed that most of the respondents are inclined to visit historical places and they also appreciate natural environments. Four patterns were extracted from the factor analysis, with two of these indicating a visible correlation.

Following this, the study also delved into the aspects that influence the respondents' decision to visit a certain destination.

### 5.2.2.13 Aspects influencing holiday destination-choices

The next set of questions surveyed the factors that play a significant role in the respondents' choice of a holiday destination and the results obtained are presented in Table 5.16 below..

**Table 5.16: Summary of visitors' holiday destination-choice determinants**

Factors	Rating			
	Not important	Less important	Important	Very important
Finance	12%	11%	21%	<b>56%</b>
Distance to destination	8%	10%	<b>47%</b>	35%
Climate at destination	5%	15%	<b>46%</b>	34%
Popularity of destination	8%	18%	<b>43%</b>	31%
Scenic beauty	6%	14%	<b>44%</b>	36%
Sports facilities available at the destination	9%	25%	<b>38%</b>	28%
Availability of recreation facilities	7%	19%	<b>40%</b>	34%
Value for money	7%	11%	39%	<b>43%</b>
Type of accommodation	5%	18%	37%	<b>40%</b>
Availability of tours	11%	18%	<b>37%</b>	34%
Entertainment	6%	13%	40%	<b>41%</b>

Security	4%	10%	34%	<b>52%</b>
Transport	6%	12%	<b>41%</b>	<b>41%</b>
Previous visits	18%	25%	<b>34%</b>	23%
Season	12%	18%	<b>40%</b>	30%
Length of holiday	7%	21%	<b>40%</b>	32%
Purpose of holiday	7%	20%	<b>38%</b>	35%
Size of the traveling group	8%	26%	<b>38%</b>	28%
Availability of a holiday home	10%	26%	<b>38%</b>	26%
Availability of a timeshare	25%	22%	<b>34%</b>	19%

When grouped together in terms of the factors that the respondents consider “important” and “very important” when deciding to take a holiday, the top five considerations are:

- ✚ Security (86%)
- ✚ Value for money (82%)
- ✚ Distance (82%)
- ✚ Transport (82%)
- ✚ Entertainment (81%)

However, on the basis of the factor that the respondents consider “very important” the greatest influence on the visitors’ holiday destination choice is “finance” according to 56% of the respondents, closely followed by security at 52%. Other issues such as value for money, transport, entertainment and type of accommodation are also considered very important by the respondents receiving a rating of more than 40% each.

#### **5.2.2.14 Results of factor analysis: Aspects influencing holiday destination-choices**

To give further consideration to the holiday destination choice determinants of the visitors, a principal axis factor analysis with oblique rotation (direct oblmin) was conducted. The twenty factors influencing the choice of the visitors’ holiday destination yielded five factors (Table 5.17) with eigen-values greater than 1.0. These factors were labelled as: familiarity with the destination, physical well-being, economic considerations, safety and references from other vacations or tour operators and resulted in a total variance of 56%. The Kaiser-Meyer-Olkin (KMO)

measure of sampling adequacy was 0.836 and Bartlett's test of sphericity was significant (0.000).

**Table 5.17: Results of factor analysis: Holiday destination-choices**

Aspects influencing holiday destination choices	Impact loadings				
Factor label	Personal preferences	Amenities	Economic factors	Safety	Destination attributes
<b>Personal preferences</b>					
Holiday home	.755				
Purpose of holiday	.753				
Size of group	.676				
Length of holiday	.636				
Availability of timeshare	.552				
Season	.483				
Previous visits	.299				
<b>Amenities</b>					
Recreation facilities		.726			
Sports facilities		.701			
Entertainment		.334			
Scenic beauty		.251			
<b>Economic factors</b>					
Finance			-.566		
Value for money			-.558		
Accommodation			-.322		
Distance to destination			-.246		
<b>Safety</b>					
Security				-.734	
Transport				-.602	
<b>Destination attributes</b>					
Climate					-.677
Popularity of destination					-.446
Availability of tours					-.239
<b>Cronbach's Alpha</b>	<b>0.823</b>	<b>0.652</b>	<b>0.659</b>	<b>0.566</b>	
<b>Inter-item correlations</b>	<b>0.406</b>	<b>0.316</b>	<b>0.492</b>	<b>0.310</b>	
<b>Mean values for destination-choice</b>	<b>2.80</b>	<b>3.02</b>	<b>3.49</b>	<b>3.62</b>	<b>3.00</b>

Factor 1: Personal preferences

In factor 1 (personal preferences with the holiday destination), the decision of the respondents was influenced by the following constructs: availability of a holiday home, the purpose of the holiday, size of the group, the duration of the holiday,

availability of timeshare facilities, the season and previous visits. This group can be described as psychocentric travellers as they sought familiar destinations with established facilities.

Factor 2: Amenities at the holiday destination

Visitors in this category chose their holiday destination based on the availability of amenities that could help improve their physical well-being such as recreation facilities, sports facilities, entertainment and scenic beauty.

Factor 3: Economic considerations

Economic factors were considered crucial by respondents in this category. Their decision regarding where to spend their holiday was influenced more by constructs such as finance, and how much value they would get from the money spent during the vacation, for example, on accommodation and covering distance to the destination.

Factor 4: Safety concerns

Security and transportation at the destination were instrumental among these respondents as to where they choose to spend their vacation.

Factor 5: Destination attributes

Respondents in this group chose their holiday destinations based on the existing conditions at the destination, such as climate, popularity and recommendations of tour operators.

With all Cronbach's Alpha values measuring above 0.5, this can be said to be acceptable, together with the inter-item correlations.

The factor with the highest mean value for the destination-choice determinant among the visitors is safety (3.62). This means that safety considerations should be paramount in the Soshanguve tourism strategy, as the absence of this could deter potential visitors.

## Factor correlation analysis: Holiday destination-choice determinants of visitors to the CTMM

**Table 5.18: Factor correlation analysis for holiday destination-choice determinants among visitors**

FACTOR	1	2	3	4	5
1. Personal preferences	1.000	.281	-.197	-.248	-.340
2. Amenities	.281	1.000	-.172	-.248	-.405
3. Economic considerations	-.197	-.172	1.000	.155	.290
4. Safety	-.248	-.248	.155	1.000	.212
5. Destination attributes	-.340	-.405	.290	.212	1.000

Note:  $\leq 0.5$  indicates significant correlations, 0.3 indicates visible correlations and 0.1 indicates small correlations.

Visible correlations observed

### **Personal preferences and amenities**

It is evident from the factor analysis in Table 5.18 above that there are noticeable correlations between visitors who choose a destination because of their personal preferences for the place and those who choose to visit a destination because of the amenities at the destination.

### **Economic considerations and destination attributes**

The correlation between economic considerations and destination attributes, such as climate, popularity and availability of tours probably exist because popular destinations already have packaged tours and this will likely make them cheaper.

### **Safety and destination attributes**

The correlation between safety and destination attributes is more obvious than any other because psychocentric tourists are usually quite safety conscious and therefore prefer familiar and popular destinations to places they are not sure of.

It can be concluded that the strongest influence on the visitors' holiday destination choice is financial, followed by security and value for money. Furthermore, it has been established that the most significant correlation exists between visitors who make their holiday destination decisions based on cost and recommendations on conditions at the destination.

The next set of questions explored the extent to which the respondents know the townships in the CTMM, if they have visited any of the townships, what they enjoyed most in the township and the media form that influenced their decision to visit the township.

### **5.2.3 Township exposure**

The last section of the demand-side questionnaire was aimed at determining the respondents' knowledge of townships around the City of Tshwane, their preferred township activities and the media that influenced their visit to the township.

#### **a. Knowledge of townships in the CTMM**

Apart from Soshanguve, the City of Tshwane Metropolitan Municipality (CTMM) has many other townships such as Mabopane, Atteridgeville, Winterveldt, Centurion, Mamelodi, and Garankuwa. The purpose of this question was to find the percentage of respondents who are aware of this and the results were as seen in Table 5.19.

**Table 5.19: Knowledge of townships in the CTMM**

Awareness of the townships	Frequency	Percentage
Yes	188	47%
No	213	53%

More than half of the respondents (53%) do not know that the CTMM has more than ten townships. This is quite a significant number considering that the phenomenon of township tourism is relatively developed in South Africa.

## b. Visits to townships

Further to just knowing that townships exist, this question was aimed at determining the percentage of participants who have actually visited a township. Their responses were as seen in Table 5.20 below.

**Table 5.20: Visits to a township in the CTMM**

Visited any townships	Frequency (N)	Percentage
Yes	239	<b>60%</b>
No	162	40%

Significantly, 60 percent of the respondents have visited one or more of the townships in the CTMM.

### 5.2.4 Potential demand for township tourism

The purpose of this question was to assess the potential products that townships like Soshanguve could offer to current tourists to the CTMM.

## a. Motivations for visiting a township

It was also important to know what the visitors enjoyed most about the township and they responded as indicated in Table 5.21 below.

**Table 5.21: Motivations for visiting a township**

Attraction aspect	DEGREE OF MOTIVATION TO VISIT TOWNSHIP				
	Very small extent	Small extent	Fairly great extent	Great extent	Very great extent
Participate in a cultural performance	18%	16%	<b>23%</b>	22%	21%
Enjoy a traditional South African meal	11%	12%	23%	24%	<b>30%</b>
View and buy art and craft	16%	13%	22%	<b>28%</b>	21%
Experience traditional dance, drama and music	9%	13%	21%	24%	<b>33%</b>

While the above data reveals that there is a potential demand for all four products proposed, there is, however, no overwhelming favourite product among the four.

The demand for traditional dance, drama and music exceeds that of any of the other products at 33% and a very strong likelihood of demand. This is followed by the demand for a traditional South African meal at 30% and a very strong likelihood of demand, and cultural performance and demand for art and craft at 21% each.

### 5.2.5 Marketing tools for the CTMM

The focus of this last demand-side question was to explore effective marketing tools for conveying and exposing the community tourism product for the Soshanguve township. The approach was to find out the effectiveness of some of the tools already in use by the CTMM. The influence of various communication media on the respondents was as presented in Table 5.22.

**Table 5.22: Media influence on decision to visit the City of Tshwane**

MEDIA	INFLUENCE ON DECISION TO VISIT THE CTMM				
	Very small extent	Small extent	Fairly great extent	Great extent	Very great extent
TV	19%	11%	19%	20%	<b>31%</b>
Radio	<b>26%</b>	17%	20%	17%	20%
Social media	17%	12%	19%	20%	<b>32%</b>
Newspaper	14%	17%	20%	22%	<b>27%</b>
Magazines	14%	14%	15%	25%	<b>32%</b>
Word of mouth	8%	6%	14%	20%	<b>52%</b>

Among the four media types proposed to the visitors here, the most influential medium as evidenced in the data above is “word of mouth” at 52%. This is closely followed by “magazines” and “social media” at 32% each and television at 31%.

### 5.2.6. Correlation analysis

Finally, before concluding the demand-side analysis of this study, it was deemed necessary to explore possible correlations between some of the factors discussed above using Spearman's rank correlations and the t-test.

#### 5.2.6.1 Spearman's rank correlations

Spearman's rank correlations (Table 5.23) was performed to statistically establish if there are significant correlations between the visitors' age and their length of stay in the CTMM, their demand for day trips, and their propensity to take weekend trips.

**Table 5.23: Spearman's rank correlations on visitors' age and length of stay, demand for day trips and weekend trips propensity**

	Age	Stay in CTMM	Day trips	Weekend trips
Age	1.000	.080	.197**	-.178**
Stay in CTMM	.080	1.000	.199**	.057
Day trips	.197**	.199**	1.000	-.191**
Weekend trips	-.178**	.057	-.191**	1.000

It is evident from Spearman's rank correlations that there are significant correlations between age and the visitors' demand for day trips and weekend trips. The visitors tend to take more day trips as they grow older. However, the reverse is true of weekend trips.

#### 5.2.5.2 T-test for comparisons between travel motivators and previous visit to the township

A t-test was further conducted to ascertain if the tourists' previous visits or not to the township had any correlations with the factor motivations for taking a holiday. As evident in Table 5.24 below, there were no significant statistical differences ( $p < 0.05$ ) in the scores between respondents who had previously visited the townships and those who had not, with regards to the various motivation factors. It is therefore evident that previous visits to a township do not influence the holiday motivations of the visitors.

**Table 5.24: T-test indicating previous and no previous visits to townships in relation to travel motivators.**

Factor domains	Previously visited a township(N=239)	Not previously visited a township (N=161)	p-value
	Mean (SD)	Mean (SD)	
Socio-cultural motivators	3.62 (0.88)	3.72 (0.71)	.233
Interpersonal motivators	3.5 (0.83)	3.48 (0.94)	.777
Physical motivators	3.67 (0.73)	3.57 (0.77)	.215
Status motivators	2.95 (1.15)	2.92 (1.12)	.800
Recovery motivators	3.74 (0.81)	3.69 (0.91)	.616

In conclusion to the demand-side survey of this study, it has been established that most (55%) of the 401 (N) visitors to the CTMM who took part in this study were males and that 86% of the respondents were 45 years of age or younger. Domestic visitors accounted for 75% with 30% originating from Gauteng province, while the remaining 25% were international tourists. 52% of the groups of visitors were family, and 39% friends. Hotels and bed and breakfasts constituted the most used forms of accommodation and the greatest factors determining their choice of holiday destination was finance and security. The greatest motivation for taking a holiday was “to relax”, with the most preferred activities of the visitors being to visit historical places, followed by appreciating nature and exploring museums and galleries. Regarding their township exposure, the majority (60%) of the tourists had visited a township, even though they did not know that the City of Tshwane has more than ten townships. Most of the visitors learned about the CTMM from conversations with other people and their greatest interest in the township originated from the desire to experience local dance, drama and music and to enjoy traditional South African cuisine.

### **5.3 SUPPLY-SIDE SURVEY (SOSHANGUVE RESIDENTS)**

The supply-side of this study consisted of two questionnaires and interviews with three community leaders. The first questionnaire explored the perceptions of Soshanguve residents regarding various possible impacts of tourism development in their community. The second questionnaire on the supply-side assessed the tourism product in Soshanguve in terms of availability and quality. The interviews were used to explore details regarding tourism planning, objectives and monitoring

systems in Soshanguve. Considering that the community leaders are the custodians of the culture and history of the people, these interviews were designed to unearth further details regarding the man-made heritage (history, culture, etc) and natural attractions in Soshanguve. The following section analyses all these in detail starting with the Soshanguve resident survey.

### 5.3.1 Demographic characteristics of community respondents

The first part of the questionnaire sought to establish the gender, age, highest level of education and occupations of the respondents. The results were as presented in Table 5.25 below.

**Table 5.25: Demographic description of Soshanguve residents**

Demographic characteristic	Category	Frequency	Percentage
<b>Gender</b>	Male	217	<b>50%</b>
	Female	213	<b>50%</b>
<b>Age</b>	< 20	52	12%
	21-30	151	<b>36%</b>
	31-40	86	20%
	41-50	58	13%
	50+	83	19%
<b>Education</b>	None	76	17%
	Grade 1-11	154	<b>34%</b>
	Grade 12/Matric	77	17%
	Certificate	39	9%
	Diploma/degree	58	13%
	Post graduate	16	4%
	Professional	10	2%
<b>Occupation</b>	Unemployed	289	<b>69%</b>
	Self employed	54	13%
	Government employee	48	12%
	Private sector Employee	26	6%

It is evident from the above demographic statistics that the males and females were equally represented in this study and that the population is quite youthful, ranging from 15 to 30 years (46%) of age. Most of the respondents (87%) have acquired some education, but (34%) did not complete their matric examinations and the unemployment rate in the community stands at 69%.

### 5.3.2 Community attachment of the respondents

The purpose of this section was to assess the commitment of the respondents to their community. This is important because the amount of effort put in by residents to participate in the development of their community will likely be determined by their attachment to the community. Therefore this section examined issues such as the number of years residents have spent in Soshanguve, the ease with which they can leave the community, and the best things they can offer visitors to the community.

#### a. Number of years spent in Soshanguve

Statistics regarding the residents' length of stay in Soshanguve yielded the results presented in Figure 5.3 below.

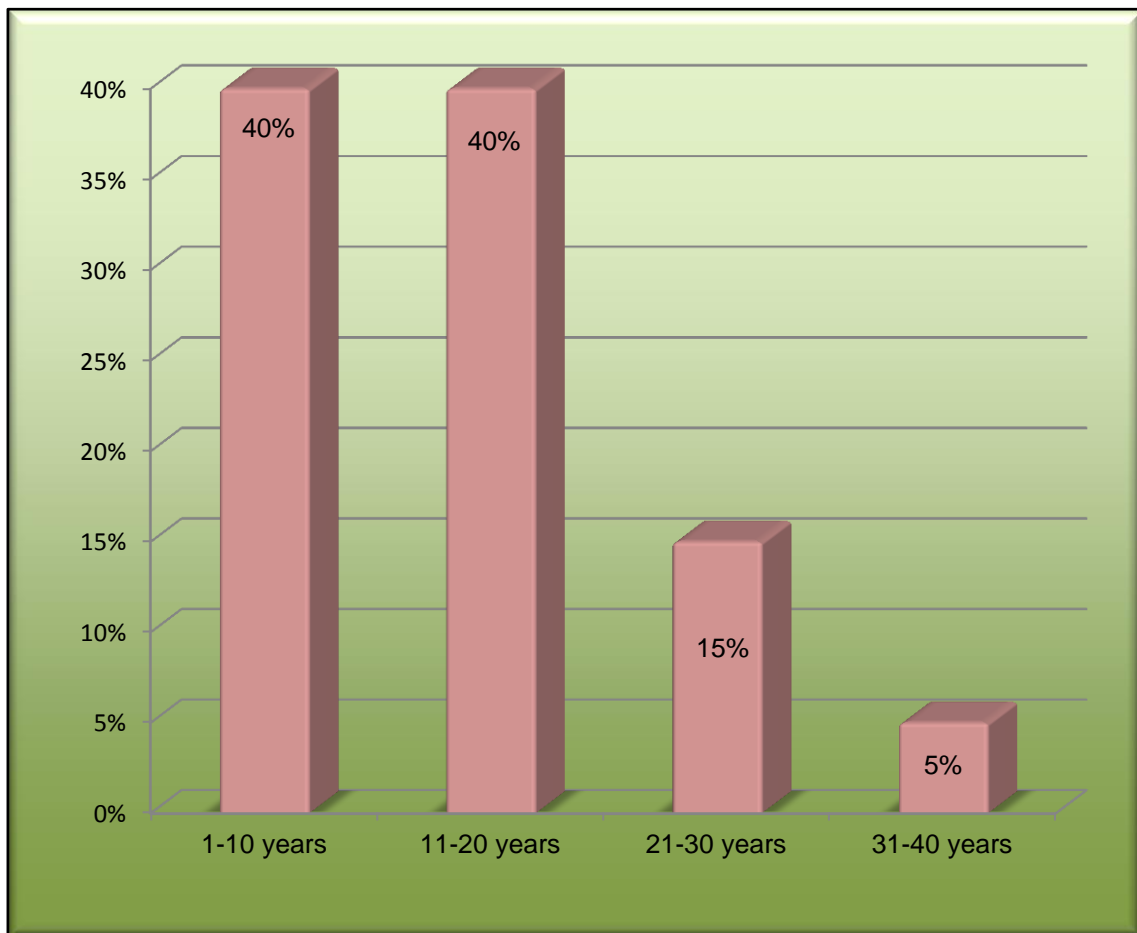


Figure 5.3: Number of years spent in Soshanguve

The statistics above indicate that 40% of the respondents have lived in Soshanguve for between 1 and 10 years, and the same percentage (40%) of the residents have stayed in Soshanguve between 11 -20 years.

**b. Commitment to Soshanguve community**

The following table (Table 5.25) indicates the sentiments that the respondents have towards their community (Soshanguve).

**Table 5.26: Feelings about living in Soshanguve**

Sentiment	Frequency (N)	Percentage
Love it, can't live anywhere else	165	39%
Enjoy it, but can live elsewhere	189	<b>44%</b>
Stay only because there is no alternative	75	17%
<b>TOTAL</b>	<b>429</b>	<b>100</b>

Even though most of the respondents (44%) enjoy living in Soshanguve, they can afford to live in some other place. However, for 39% of the residents, they love the township and would not consider living elsewhere. This is quite significant considering that only 17% of the respondents stay in Soshanguve because they do not have any alternative.

**c. Most attractive things in Soshanguve**

In order to obtain further insight into the sense of community attachment of the respondents, they were asked to mention the thing they consider most attractive in Soshanguve. Table 5.27 summarises the views of the respondents.

**Table 5.27: Summary of most attractive things in Soshanguve**

ATTRACTION ELEMENT	FREQUENCY (N)	PERCENTAGE
Natural environment	76	18%
Lifestyle and people	74	17%
Art and craft	6	1%
Cultural diversity	119	<b>28%</b>
History	73	17%
University	43	10%
Infrastructure	39	9%
<b>TOTAL</b>	<b>430</b>	<b>100.0</b>

According to 28% of the community members surveyed, what they would most like tourists to experience in Soshanguve is the cultural diversity. This ties in with the literature review which explained the origin of Soshanguve as being an amalgam of the Sothos (SO), Shangans (SHA), Ngunis (NGU) and Vendas (VE). Seventeen percent of the respondents expressed the view that the beautiful natural environment is the best thing that visitors should experience in Soshanguve. This is followed by the friendly people and township lifestyle (17%), the rich history of Soshanguve (17%), the University environment (10%), the beautiful infrastructure (9%) and the rich art and craft with 1%.

### **5.3.3 Involvement in tourism**

The next part of the questionnaire focused on exploring the tourism exposure of the residents. In particular, the questions asked the residents if they are either working or have taken part in any tourism development discussion, meeting or workshop. The results obtained are presented in Table 5.28.

#### **a. Participation in the tourism sector**

**Table 5.28: Respondents who own or work in a tourism establishment**

Involvement with tourism	Frequency (N)	Percentage
Yes	67	16%
No	363	84%

Most of the respondents (84%) have not worked in a tourism environment. Tourism development in the community can be seen as an opportunity to attract this large population to participate in the sector.

#### **b. Tourism sectors to which residents have been exposed**

The exposure of the residents to the tourism industry are presented in Table 5.29 below.

**Table 5.29: Sector of involvement of respondents**

Tourism sector	Frequency (N)	Percentage
Accommodation	6	9%
Art	16	25%

Conservation	3	5%
Dance, drama and music	14	22%
Hospitality	12	18%
Safety and security	2	3%
Sports	3	5%
Transport and tours	5	8%
Traditional healer	3	5%

Among those who own or work in a tourism establishment, 25% work in the field of art and 22% participate in traditional dance, drama or music. Eighteen percent are in the hospitality sector, while a further 9% serve in the accommodation sector.

### c. Residents' participation in tourism development initiatives

The purpose of this question was to find out what percentage of the respondents has participated in efforts to develop tourism in the community. Table 5.30 presents the rate of participation in tourism development initiatives among the residents.

**Table 5.30: Participation in tourism development initiatives**

Participation in tourism	Frequency (N)	Percentage
Yes	114	27%
No	313	73%

A further 27% of the residents have taken part in a tourism development initiative such as a meeting, discussion or workshop. This statistics are quite important as they provide the foundation on which tourism development in Soshanguve can be built.

#### **5.3.4 Tourism effects on personal life and community life**

Based on the social exchange theory (3.3), residents are more likely to support tourism development if they see how much they stand to benefit from it. Therefore it was necessary to explore the level of benefit that the locals perceive would accrue to them and the community from tourism development. The perceptions of residents regarding the potential impacts of tourism development in the Soshanguve community are presented in the form of effects on one's personal life (Table 5.32) and the community (Table 5.33).

**Table 5.32: Perceptions about the effects of tourism development on personal life**

Effects of tourism	Frequency (N)	Percentage
Extremely negative	4	1%
Very negative	3	1%
Negative	21	5%
No effect	52	12%
Positive	88	20%
Very positive	119	28%
Extremely positive	143	<b>33%</b>

**Table 5.33: Perceptions about effects of tourism development on community life**

Effects of tourism	Frequency (N)	Percentage
Extremely negative	7	2%
Very negative	2	1%
Negative	19	4%
No effect	49	11%
Positive	64	15%
Very positive	125	29%
Extremely positive	164	<b>38%</b>

Regarding the general effects that tourism development will have on their personal and community life, most of the respondents foresee a large positive impact in both domains, with 78% agreeing that there will be an improvement in their personal circumstances and 79% envisaging a positive change in the general community.

### **5.3.5 Perceptions on tourism impacts within the community**

As illustrated by literature on the social exchange theory (Lee, 2012:2; Styliadis & Terzidou, 2014:211; Weaver & Lawton, 2013:166), residents' support for community tourism will be guided by the perceived impacts that tourism development will bring to them and their community. Therefore, the aim of this part of the questionnaire was to assess the residents' perceptions of the specific economic, socio-cultural, environmental and other impacts that tourism development will have on their community and themselves.

**a. Economic impacts**

The economic impacts examined here relate to issues of job creation, income generation and support for small businesses. The residents’ perceptions of the economic impacts of tourism development in their community are reflected in Table 5.34.

**Table 5.34: Perceptions on economic impacts**

IMPACT AREA	RESIDENTS' PERCEPTION				
	Strongly disagree	Disagree somewhat	Agree somewhat	Agree	Fully agree
More jobs	8%	15%	20%	<b>33%</b>	<b>24%</b>
More income	5%	15%	25%	<b>36%</b>	19%
Financial support for SMMEs	4%	14%	28%	<b>34%</b>	20%
More training	7%	11%	<b>32%</b>	29%	21%
Less poverty	6%	15%	28%	<b>30%</b>	21%
More investment	6%	14%	<b>30%</b>	28%	22%
Increase value of land/property	6%	12%	<b>30%</b>	<b>30%</b>	22%
Tax benefit	6%	13%	<b>30%</b>	27%	<b>24%</b>

It is evident from the percentage of respondents who either agree, agree somewhat or fully agree that the vast majority of the residents surveyed perceive great economic benefits accruing to the Soshanguve community from tourism. However, 24% of those who “fully agree” think that government is going to benefit the most through tax income. Interestingly, another 24% “fully agree” that the community will benefit from tourism through job creation.

**b. Socio-cultural impacts of tourism**

This section sought to examine both positive and negative socio-cultural impacts that could result from tourism development. The perceived and mixed impacts ranged from cultural pride and peace among people to issues of crime, prostitution and sports facilities and the results are as presented in Table 5.35.

**Table 5.35: Summary of perceived socio-cultural impacts of tourism**

IMPACT AREA	RESIDENTS' PERCEPTION RATING				
	Strongly disagree	Disagree somewhat	Agree somewhat	Agree	Fully agree
Cultural pride	5%	14%	<b>22%</b>	<b>34%</b>	<b>25%</b>
Learn more about other cultures	4%	9%	32%	31%	24%
More peace among people	7%	13%	<b>29%</b>	<b>30%</b>	21%
More sports and recreation facilities	6%	12%	32%	30%	20%
More diseases	11%	26%	<b>22%</b>	<b>30%</b>	11%
Less crime	13%	23%	<b>19%</b>	<b>30%</b>	15%
Less prostitution	21%	22%	<b>21%</b>	<b>26%</b>	10%
Entertainment facilities	3%	12%	<b>29%</b>	<b>35%</b>	21%

The residents are quite positive about the fact that tourism will lead to an increase in pride in their culture. 25% of the respondents “fully agree” with this, while 24% “fully agree” that tourism development will provide an opportunity for them to learn more about other cultures. 21% of the respondents also fully agree with the assertion that tourism development will lead to better entertainment facilities in the Soshanguve township. Again, a good percentage of the respondents agree that tourism development will lead to the development of more sports and recreation facilities (18%), and 17% “fully agree” that it will lead to more peace among people.

**c. Perceptions of environmental impacts**

Environmental impacts that could result from tourism development include the protection of animals and plants, and general environmental awareness and protection. On the other hand, tourism development could result in negative impacts such as littering, waste of water and other resources, and pollution among others. The results of the respondents’ perceptions are indicated in Table 5.36.

**Table 5.36: Results of perceptions on environmental impacts**

IMPACT AREA	RESIDENTS' PERCEPTION RATING				
	Strongly disagree	Disagree somewhat	Agree somewhat	Agree	Fully agree
Animal protection	10%	15%	<b>26%</b>	<b>30%</b>	19%
Plant protection	7%	13%	31%	30%	19%
Increase pollution	9%	20%	<b>28%</b>	<b>31%</b>	12%
Increase littering	11%	18%	<b>29%</b>	<b>29%</b>	13%
More waste of water	12%	18%	31%	24%	13%
Greater environmental protection	6%	17%	28%	25%	<b>24%</b>

The above statistics (Table 5.36) reveal that most of the respondents are more convinced of the benefits of tourism to environmental protection than any of the other areas suggested to them. This is because 52% of the respondents either “agree somewhat” or “fully agree” that tourism development will lead to environmental protection, while only 23% “disagree somewhat” or “strongly disagree”. This is followed by the benefits of tourism for plant protection with 50% of the respondents “agreeing somewhat” or “fully agreeing” with this, and only 20% “disagreeing somewhat” or “strongly disagreeing”. Thirdly, 45% of the respondents either “agree somewhat” or “fully agree” that tourism will be of benefit to animal protection, while 25% “disagree somewhat” or “strongly disagree”.

**d. Perceptions on other impacts of tourism development**

These relate to issues such as shared facilities and services, security and health. Tourism development could either lead to an improvement in any of these areas, or cause deterioration due to factors such as exceeded carrying capacity. The results of the residents survey (Table 5.37) once more indicate a strong perception of tourism as being beneficial to the community.

**Table 5.37: Results of perceived impacts on other facilities and services**

IMPACT AREA	RESIDENTS' PERCEPTION RATING				
	Strongly disagree	Disagree somewhat	Agree somewhat	Agree	Fully agree
Improved roads	6%	12%	<b>30%</b>	<b>30%</b>	22%
Greater access to public transport	3%	14%	28%	26%	<b>29%</b>
Improved water provision	3%	14%	<b>28%</b>	<b>31%</b>	24%
Improved electricity services	6%	13%	<b>28%</b>	<b>30%</b>	23%
Improved safety and security	5%	15%	<b>25%</b>	<b>33%</b>	22%
Improved health facilities	8%	11%	<b>28%</b>	<b>28%</b>	25%

The great majority of respondents have a positive perception of the infrastructural developments that will ensue from tourism development. In total, 83% of the respondents either “agree”, “agree somewhat” or “fully agree” that tourism development will result in improved access to public transport, while only 17% “disagree somewhat” or “strongly disagree”. The same situation applies to improvements in water provision, with 83% envisaging a positive change and 17% disagreeing with this. Similarly, 82% of the respondents foresee improvements in road infrastructure.

A factor analysis was conducted to gain further clarity on the various impacts of tourism development on the Soshanguve township.

### ***5.3.6 Results of factor analysis: Impacts of tourism development on the Soshanguve community***

Considering that the over-riding objective of this study is to develop a sustainable community tourism strategy that would impact positively on the quality of life of Soshanguve residents, an exploratory factor analysis was conducted to ascertain the extent to which various factors would impact on this goal. Using the pattern matrix with the principal axis factoring extraction and oblimin rotation methods, five factors were extracted. With a Kaiser-Meyer-Olkin (KMO) sampling adequacy of .906 and a 60.098 percent of total variance, the results were deemed to be reliable (SPSS, Inc., 2009). Barlett’s test of sphericity yielded a significant (0.000).

### 5.3.6.1 Results of the factor analysis

The five factors extracted from the analysis were labelled as follows: economic factors, social factors, infrastructure factors, environmental factors and recreation and entertainment factors. In other words, these factors have a propensity to influence the development of sustainable community tourism in the Soshanguve township.

The following table (Table 5.38) summarises the correlation coefficients (loadings) between the factor labels expressed in the vertical axis and variables indicated in the horizontal axis.

**Table 5.38: Results of the factor analysis on perceived impacts of tourism in the Soshanguve community**

Tourism impacts on the community	Impact loadings				
	Economic impacts	Environmental impacts	Infrastructure	Conservation impacts	Recreation and entertainment
<b>Factor label</b>					
<b>ECONOMIC IMPACTS</b>					
More finance for SMMEs	.871				
More income	.718				
More training	.714				
Less poverty	.681				
Tax benefit	.658				
<b>ENVIRONMENTAL IMPACTS</b>					
Waste of water		.740			
Increased pollution		.683			
More diseases		.658			
Improved electricity		.367			
<b>INFRASTRUCTURE</b>					
Water provision			-.853		
Access to transport			-.801		
Road network			-.715		
Health facilities			-.688		
Safety and security			-.661		
<b>CONSERVATION IMPACTS</b>					
Animal protection				-.722	
Environmental protection				-.266	

Tourism impacts on the community	Impact loadings				
Factor label	Economic impacts	Environmental impacts	Infrastructure	Conservation impacts	Recreation and entertainment
<b>RECREATION AND ENTERTAINMENT</b>					
Entertainment facilities					-0.688
Cultural performances					-0.318
Sports and recreation facilities					-0.309
<b>Cronbach's Alpha</b>	<b>0.836</b>	<b>0.687</b>	<b>0.852</b>	<b>0.800</b>	<b>0.695</b>
<b>Inter-item correlations</b>	<b>0.508</b>	<b>0.352</b>	<b>0.537</b>	<b>0.669</b>	<b>0.432</b>
<b>Mean values</b>	<b>3.43</b>	<b>3.23</b>	<b>3.59</b>	<b>3.29</b>	<b>3.50</b>

The economics factor consists of five constructs relating to more finance for small and medium size enterprises (SMMEs), more income for community members, more training opportunities for tourism sector employees, poverty reduction in the community of Soshanguve and tax benefits for the government. It is hardly surprising that the primary noticeable impact of tourism development from the community perspective is in the economic sphere in view of the pressures imposed by quality of life issues such as unemployment and poverty. This is also supported by literature on the social exchange theory which points to the fact that people are more likely to support a project if they foresee personal benefits accruing from it.

It is quite interesting to notice the awareness of community members with regard to the likely environmental costs of tourism development, despite the obvious economic benefits. This is expressed in terms of water that may be wasted, increased pollution and the spread of diseases. However, there seems to be a perception that electricity provision will be improved.

Greater water provision, better access to public transport, an improved road network, better health facilities and greater safety and security form the constructs of the infrastructural benefits that are likely to result from tourism development in the community of Soshanguve. This is followed by the conservation impacts from

better plant and animal protection and the recreational benefits from entertainment facilities, cultural performances and sports and recreation facilities.

The Cronbach's Alpha reliability test was conducted to check the internal consistency of the items in each category. The results were more than 0.5 in each case which is acceptable in exploratory research. The inter-item correlation was also acceptable.

Even though the mean values for all the five factors are quite close (3.23 – 3.59), the factor with the highest mean value is infrastructure. This encompasses water provision, access to transport, road network, health and safety and security. It indicates that the residents of Soshanguve township envisage the greatest impacts of tourism development accruing in this area. However, because the other mean values are quite close in range, a sustainable tourism strategy for Soshanguve should strive to spread the benefits across the all the factors.

### Factor correlation matrix

**Table 5.39: Factor correlation matrix on perceived tourism impacts in the Soshanguve community**

FACTOR	Economic impacts	Environmental impacts	Infrastructure	Conservation impacts	Recreation and entertainment
1. Economic impacts	1.000	-.081	-.431	<b>.231</b>	-.602
2. Environmental impacts	-.081	1.000	-.286	<b>.283</b>	-.044
3. Infrastructure	-.431	-.286	1.000	-.243	<b>.416</b>
4. Conservation impacts	.231	.283	-.243	1.000	-.237
5. Recreation and entertainment	-.602	-.044	.416	-.237	1.000

Note: ≤ 0.5 indicates significant correlations, 0.3 indicates visible correlations and 0.1 indicates small correlations.

### Factor correlations observed:

As previously stated, the purpose of the correlation matrix is to give an indication of the correlation between a specific factor and all the other factors (Tustin *et al.*,

2005:669), with a scale of  $\geq 0.5$  indicating significant correlations, 0.3 visible correlations and 0.1 indicates a small correlation. The results presented in Table 5.39 reveal the following:

- ✚ Infrastructure and recreation and entertainment: Significant correlations can be observed between infrastructure, recreation and entertainment. The most probable reason for this correlation is because the development of tourism in the community will necessitate infrastructural improvements as well as facilities for recreation and entertainment.
- ✚ Environmental and conservation impacts: There is also visible correlation between the social impacts and environmental impacts, particularly social impacts such as waste water disposal, increased pollution in the community and improved electricity which all impact on the environment.

### 5.3.6.3 ANOVA tests

An ANOVA test was conducted in order to determine if there is a correlation between the respondents' community attachment and their perceptions towards the different impact factors. The result is presented in Table 5.40 below:

**Table: 5.40: ANOVA for correlations between the community attachment of the residents and perceptions of various tourism impacts on the community.**

Identified factors	Love it, can't live anywhere else (N=165) Mean	Enjoy it, but can live elsewhere (N=189) Mean	Stay only because there is no alternative (N=75) Mean	F-value	P-value
Economic impacts	3.50	3.40	3.35	1.04	0.356
Social impacts	3.28	3.20	3.21	0.54	0.583
Infrastructure impacts	3.69	3.51	3.59	1.79	0.169
Environmental impacts	3.37	3.28	3.20	0.71	0.490
Recreation impacts	3.59	3.46	3.43	1.21	0.300

Again, no significant differences ( $<0.05$ ) were found between the respondents who love the community and can't live anywhere else, those who enjoy the community but can live elsewhere, and those who stay in the community only because there is no alternative, and their perceptions of various impacts of tourism development.

However, it can be observed that residents who have a stronger community attachment (love it and can't live anywhere else) have a slightly higher rating for all impact factors.

This part of the survey has dealt with the Soshanguve residents' perceptions on tourism development impacts within their community. It has been established that the residents perceive the key economic impact to be in the area of job creation as 24% of the respondents "fully agree" with this, while 25% see the major socio-cultural impact to be the enhancement of cultural pride, environmental protection (24%) and greater access to public transport (29%). The exploratory factor analysis extracted five factors, namely economic impacts, social impacts, impacts on infrastructure, environmental impacts and impacts on recreation and entertainment.

The next section discusses the respondents' perceptions of possible challenges to tourism development in the community.

### **5.3.7 Obstacles to tourism development in Soshanguve**

The last part of the residents' questionnaire focused on balancing the impacts discussed above with any challenges that the residents perceive as obstacles to tourism development. This was asked as an open-ended question in order to attract as many responses as possible and Table 5.41 presents a summary of the residents' perceptions.

**Table 5.41: Results of the greatest challenges facing Soshanguve**

<b>Summary of the greatest challenges facing Soshanguve</b>		
<b>Challenge</b>	<b>Frequency (N)</b>	<b>Percentage</b>
Crime	190	<b>45%</b>
Dirty environment	1	1%
Drugs	77	18%
Poor communication	4	1%
Poor facilities	7	2%
Illiteracy	47	11%
Poor investment	4	1%

Poverty	36	9%
Prostitution	2	1%
Unemployment	54	13%
<b>TOTAL</b>	<b>422</b>	<b>100</b>

It is evident from the statistics above (Table 5.41) that the greatest challenge in Soshanguve is crime according to 45% of the respondents. This is followed by drug abuse (18%), unemployment (13%), illiteracy (11%) and poverty (9%).

### **5.3.8 Conclusion to the residents' survey**

In conclusion, the residents' survey has revealed that there was equal gender participation, with most of the respondents (36%) aged between twenty one and thirty years. The educational level among the respondents is quite low, with 34% not having completed grade twelve. This is probably a contributing factor to the high unemployment rate of 69%. The community attachment among the respondents can be described as high as 60% have lived in Soshanguve for more than ten years and 83% enjoy living in the community. The best thing about Soshanguve is its cultural diversity according to 28% of the respondents. However, 84% have never worked in the tourism industry and 73% have not taken part in any tourism development initiative. Regarding the benefits from tourism development, 81% agree that it will lead to improvements in their personal quality of life, while 82% agree that it will benefit the community as a whole. The greatest challenge facing the community is crime as indicated by 45% of the community members who took part in the survey.

## **5.4 PRODUCT MANAGERS' SURVEY**

The objective here was to establish both the range and quality of existing tourism products in the Soshanguve community currently. Key information collected related to the nature of the business, the human resource component, the business performance and critical success factors of the business.

### 5.4.1 Nature of the tourism businesses in Soshanguve

Information collected in this section concerned the name of the business, the tourism business sector under which it is classified, the type of ownership, the nature of ownership and its duration in business.

#### 5.4.1.1 Tourism business sectors available

The tourism business sectors whose managers participated in the completion of the questionnaire included accommodation establishments, art and craft makers, cultural exhibitors, and tour operators among others. It is important to note that a few other tourism businesses were also mentioned in the qualitative study. A summary of the tourism business sectors identified in Soshanguve is presented in Table 5.42.

**Table 5.42: Tourism business sectors identified in Soshanguve**

Tourism business area	Frequency (N)	Percentage
Accommodation	5	17%
Art and craft	13	<b>45%</b>
Cultural exhibitions	2	7%
Natural attractions	1	4%
Tour operators	3	10%
Fashion and sports	5	17%
<b>TOTAL</b>	<b>29</b>	<b>100</b>

The above information (Table 5.42) reveals that 45% of tourism businesses that took part in this study are involved in art and craft or souvenir trade. The high prevalence of this business type is probably because of the relative ease and limited capital needed to start the business. Following this are the businesses involved in accommodation and fashion and sports with 17% each. The Soshanguve hotel and the Red Onion hotel, founded in 1987 and 1989 respectively, are the oldest commercial accommodation establishments existing in the Soshanguve township. The other accommodation establishments appear to be relatively new (between 2 and 6 years) in operation. Table 5.43 below discusses the length of time over which these businesses have been in operation

**Table 5.43: Duration of the businesses in operation**

Years in business	Frequency (N)	Percentage
2-4	15	52%
5-7	9	31%
8 >	5	17%
	29	100

The youthful nature of a great majority of the tourism businesses is not surprising considering that South Africa only recently emerged in the tourism limelight.

Of all the tourism sector businesses in the study area, only the Tswaing crater and the Giant stadium are public sector businesses. This constitutes 7% of all the businesses surveyed. The remaining 93% are private initiatives. 48% of these are owned by sole proprietors, while 52% are partnerships.

#### **5.4.1.2 Human capital description of tourism businesses in Soshanguve**

This section explored issues such as the number and gender composition of the directorship of the tourism businesses and their highest level of education. Furthermore, the number of employees, their level of education and regular training was also examined.

##### **a. Director description**

In general, there are twenty nine directors in the twenty nine tourism businesses surveyed in Soshanguve. Of these, seven are males and twenty one are females. A breakdown of the director characteristics is indicated in Table 5.44.

**Table 5.44: Director Characteristics of Tourism businesses in Soshanguve**

Director description			
	Number of Directors	Frequency	Percentage
<b>Gender</b>			
Male	0	9	31%
	1	14	48%
	2	4	14%
	4	2	7%
Female	0	7	25%
	1	13	45%
	2	6	21%
	4	1	3%

	6	1	3%
	8	1	3%
<b>Race</b>			
African	0	1	3%
	1	12	<b>42%</b>
	2	8	28%
	3	2	7%
	4	3	11%
	6	1	3%
	8	1	3%
	9	1	3%
White	0	28	97%
	2	1	3%
Coloured	0	27	93%
	1	2	7%
<b>Education</b>			
Grade 1-11	0	25	87%
	1	2	7%
	2	1	3%
	4	1	3%
Matric	0	17	59%
	1	3	11%
	2	5	17%
	4	2	7%
	6	1	3%
	8	1	3%
Certificate	0	20	69%
	1	3	10%
	2	4	14%
	3	2	7%
Diploma/degree	0	23	80%
	1	4	14%
	2	1	3%
	4	1	3%
Post-graduate	0	27	94%
	1	1	3%
	2	1	3%

The statistics above (Table 5.44) reveal that 31% of tourism businesses in Soshanguve do not have male directors and 24% of the businesses do not have any females in their board of directors. Interestingly, 45% of the businesses have one male as director while 45% of the businesses have one female director.

Ninety-four percent of the businesses have African directors while the rest are split equally between Whites and Coloureds with 3% each. The highest level of

education of four directors in 3% of the tourism businesses in Soshanguve is between grade 1 and 11. The same applies to 2 directors in 3% of the businesses. However, a general look at the educational level of the directors reveals that most of them (40%) have matric certificates and 31% of all directors have a certificate in one field of study or another.

**b. Employee description**

In total, 136 people were found to be employed by the tourism businesses in Soshanguve, yielding an average of five jobs per business. A detailed breakdown of the human resource component in the tourism sector is described in Table 5.45.

**Table 5.45: Employee distribution**

Number of employees	Frequency (N)	Percentage
1-3	6	21%
4-6	11	<b>38%</b>
7-9	5	17%
10 >	7	24%
	29	100

Most tourism businesses (38%) which took part in this study employ between 4 and 6 people, while 28% employ ten people or more. Twenty-one percent of the tourism businesses in Soshanguve employ between 1 and 3 people, and 17% employ between 7 and 9 persons. Considering the high unemployment rate in the community, this can be seen as a great window of opportunity.

**Employee education status**

This section sought to investigate the highest level of education that the employees had attained. This was considered important as the level of education invariably impacts on the quality of work that an employee is able to perform. The results are presented in Table 5.46 below.

**Table 5.46: Educational status of the employees**

Level of education	Number of employees	Frequency of businesses	Percentage
Grade 1-11	7	7	24%
Grade 12/matric	89	25	<b>86%</b>
Certificate	42	13	45%
Diploma/degree	13	5	17%
Post graduate	3	2	7%

The statistics above (Table 5.46) indicate that a large majority of the tourism businesses in Soshanguve (86%) have many workers with a matric qualification and 24% of the businesses have workers whose highest level of education is between grade 1 and 11. On the other hand, only 17% of the businesses currently employ someone with a degree. Again, this is important because it is indicative of the quality of output that is expected from these employees.

### Number of employees trained in the last six months

This question was deemed important because regular training can help uplift and empower employees with low educational qualifications, but also because in a fast changing world, even employees with high qualifications require regular training to keep track of new developments in the industry. The results obtained are presented in Table 5.47:

**Table 5.47: Results of number of employees trained in the last six months**

Number of employees trained	Frequency of businesses	Percentage
0	21	<b>72%</b>
2-7	3	11%
8 >	5	17%

**Table 5.48: Areas in which employees have received training**

Area of training	Frequency of businesses	Percentage
Bead work	1	3%
Cashier, waiters, stocking	1	3%
Customer care	3	<b>13%</b>
HR, management	1	3%
Management	1	3%
Tour guiding, health and safety	1	3%
Total	8	28

Seventy two percent of the businesses have not trained any of their employees in the past six months, while 17% have trained more than 8 of their workers. Customer care has received the greatest attention, while the general emphasis seems towards improving administration such as human resources, management and so on.

#### **5.4.2 Quality aspects of the tourism businesses in Soshanguve**

The last part of the product managers' questionnaire focussed on exploring quality issues in the businesses. The questions ranged from business performance and industry assessment to the availability of basic services and facilities.

##### **5.4.2.1 Business performance in the last twelve months**

The managers were asked to rate the performance of their business with regard to the number of clients they received, turnover and profitability in the last twelve months. The results obtained are as presented in Table 5.49.

**Table 5.49: Managers' assessment of business performance**

Area of assessment	Very poor	Poor	Good	Very good	Extremely good
Number of customers	3%	14%	62%	21%	0%
Business turnover	3%	14%	69%	14%	0%
Business profitability	3%	14%	69%	14%	0%

The information in Table 5.49 indicates that most managers are of the opinion that business has been "good" with regards to number of clients serviced (62%), turnover of the business (69%), and profits (69%). However, there is a slight difference between the percentage of managers who regard the number of clients serviced as being "good" (62%) and the percentage of managers who view the business turnover and profits as being "good" (69% each). On the other hand, 21% of the managers view the number of clients who have done business with them as "very good", but only 14% of these agree that turnover and profits have been "very good". Nonetheless, there is a constant assessment from the managers rating their business performance as "very poor" and "poor" with the value staying at 3% and 14% respectively.

### 5.4.2.2 Quality control and industry association

The purpose of this section was to identify quality control mechanisms in place among the tourism businesses in Soshanguve. It is in this light that the questions sought to investigate if the businesses belonged to any grading or peer review authority and if they belong to any industry association. The managers responded as presented in Table 5.50.

**Table 5.50: Industry/peer influence on quality**

Peer influence method	Yes	No
Grading of business	3%	97%
Belonging to an association	7%	93%

Only one of the surveyed businesses, the Tswaing Meteorite Crater (Appendix 5) belonging to the Ditsong museums of South Africa, is graded. Additionally, only the Tswaing Meteorite Crater and Jet A1 Tours company are part of an industry association, with Jet A1 Tours being part of the South African Bus Operators Association (SABOA).

### 5.4.3 Perceptions on general and personal business success factors

The aim of this part of the study was to assess the managers understanding of the needs of the tourism business and match these against their opinions on what obtains in their business. The results (Table 5.51) are an important indicator of how well the managers understand the nature of operations in the tourism industry, in general and their specific business sector (Table 5.52) in particular.

**Table 5.51: Perceptions on general tourism business success factors**

General business success factor	Not at all important	Slightly important	Important	Very important	Extremely important
Access roads	3%	0%	<b>59%</b>	31%	7%
Adequate signage	4%	0%	<b>69%</b>	24%	3%
Business location	0%	10%	<b>62%</b>	28%	0%
Telecommunications	3%	17%	<b>52%</b>	21%	7%
Running water	7%	3%	28%	<b>41%</b>	21%

Electricity	0%	6%	21%	<b>38%</b>	35%
Public transport	0%	20%	<b>35%</b>	<b>35%</b>	10%
Marketing	3%	0%	17%	<b>49%</b>	31%
Industry association	24%	24%	<b>32%</b>	17%	3%
Social media marketing	14%	27%	<b>35%</b>	21%	3%
Website	3%	28%	<b>31%</b>	<b>31%</b>	7%
Internet access	0%	14%	<b>41%</b>	31%	14%
Clients' recommendations	0%	0%	21%	31%	<b>48%</b>
Qualified management	0%	0%	24%	<b>55%</b>	21%
Qualified employees	0%	0%	35%	<b>41%</b>	24%
Service excellence	0%	3%	21%	21%	<b>55%</b>
Safety and security	3%	3%	17%	24%	<b>53%</b>
Insurance cover	21%	10%	<b>38%</b>	28%	3%
Attractive décor	0%	14%	<b>52%</b>	20%	14%
Adequate parking	10%	7%	<b>55%</b>	25%	3%

**Table 5.52: Perceptions on personal tourism business success factors**

General business success factor	Not at all important	Slightly important	Important	Very important	Extremely important
Access roads	7%	7%	<b>51%</b>	35%	0%
Adequate signage	10%	7%	<b>52%</b>	31%	0%
Business location	0%	7%	<b>48%</b>	38%	7%
Telecommunications	10%	4%	41%	<b>45%</b>	0%
Running water	10%	14%	21%	<b>41%</b>	14%
Electricity	7%	10%	<b>35%</b>	<b>35%</b>	13%
Public transport	17%	17%	24%	<b>42%</b>	0%
Marketing	3%	14%	35%	<b>41%</b>	7%
Industry association	<b>35%</b>	21%	24%	20%	0%
Social media marketing	21%	24%	<b>38%</b>	17%	0%
Website	14%	28%	<b>35%</b>	23%	0%
Internet access	7%	24%	<b>38%</b>	24%	7%
Clients' recommendations	3%	0%	28%	<b>59%</b>	10%
Qualified management	0%	7%	<b>45%</b>	<b>45%</b>	3%
Qualified employees	3%	7%	<b>48%</b>	38%	4%
Service excellence	0%	3%	31%	<b>45%</b>	21%
Safety and security	3%	7%	21%	<b>48%</b>	21%
Insurance cover	3%	7%	35%	<b>42%</b>	3%
Attractive décor	10%	28%	24%	<b>38%</b>	0%
Adequate parking	24%	17%	24%	<b>35%</b>	0%

In order to get a snapshot of the elements that the managers consider essential to their business success, this study decided to aggregate the totals of the top five factors described as “very important” and “extremely important”. The results

regarding the general business success and individual business success were as follows:

General business success contributors:

■	Marketing	(80%)
■	Clients' recommendations	(79%)
■	Safety and security	(77%)
■	Qualified management	(76%)
■	Qualified employees	(76%)

Personal business success contributors:

■	Clients' recommendations	(69%)
■	Safety and security	(69%)
■	Service excellence	(66%)
■	Running water	(55%)
■	Qualified management	(48%)

There are visible disparities between the elements that the managers consider as contributing to general industry success, and those contributing to personal business success. Marketing is rated as contributing quite highly (80%) to general tourism industry business success, but it does not feature among the top five factors that have contributed to personal business success. The same applies to having qualified employees. However, the importance of clients' recommendations, safety and security, and qualified management has been acknowledged in both categories. It is also important to note the recognition of service excellence (66%) and running water (55%) as personal business success contributors.

Furthermore, based on the requirements that the respondents consider "extremely important" to both general business success and personal business success, the statistics still reveal significant differences among the respondents regarding what the general industry success factors are and what their personal business success factors are. This is evidenced in the following statistics: safety and security (52% general, 21% personal), service excellence (55% general, 21% personal) and

favourable recommendations from clients (48% general, 10% personal). Adequate running water and electricity are also ranked highly among the “extremely important” needs of the industry. At the other end of the spectrum, among the least important requirements for success in the industry are “industry association” (24% general, 35% personal) and social media (14% general, 21% personal).

#### 5.4.4 Factor analysis of general business success factors

Further analysis of the general tourism business success factors was done using a principal axis factor analysis with Oblimin with Kaiser Normalization rotation. The 19 elements yielded six factors (Table 5.53) with eigen-values greater than 1.0. These factors were labelled as: facilities and services, communication tools, access, visibility, human resources and safety. The total variance of these factors yielded 79% with a Kaiser-Meyer-Olkin measure of sampling adequacy of 0.464. Bartlett’s test of sphericity was found to be significant at 0.000.

**Table 5.53: Factor analysis for tourism business success factors**

Factor domains and elements	Factor loadings					
	Factor 1: Facilities and services	Factor 2: Communi- cation tools	Factor 3: Access	Factor 4: Visibility	Factor 5: Human resources	Factor 6: Safety
Tourism business success is determined by:						
Electricity	.858					
Marketing	.725					
Client recommendations	.675					
Water	.599					
Internet		.796				
Telecommunications		.763				
Parking		.502				
Social media		.429				
Insurance		.407				
Signage			.798			
Roads			.761			
Industry association			-.507			
Décor				.810		
Location				.520		
Quality employees					-.939	
Quality management					-.729	



**Table 5.56: Maximum number of clients served per day**

Range of clients served in a day	Frequency (N)	Percentage
4-20	19	66%
21-40	6	21%
40 >	4	13%

In a single day in the past year 66% of the businesses served between 4 and 20 clients, while 21% of the businesses served between 21 and 40 people.

Further insight into the performance of the businesses yielded the results presented in Table 5.57 explaining the number of clients served in the past year.

**Table 5.57: Number of clients served in the last 12 months**

Number of clients	Frequency (N)	Percentage
48-150	5	17%
151 – 300	13	45%
301 >	11	38%

The majority of businesses (45%) served between 151 and 300 clients in the past twelve months, while 38% attended to more than 301 customers.

The percentage of repeat clients (Table 5.58) is a strong indicator of the satisfaction rate of clients with regard to service quality or value for money of the services received.

**Table 5.58: Percentage of repeat clients**

Percentage of repeat clients	Frequency of businesses (N)	Percentage
20 – 30	9	31%
31 – 49	7	24%
50 – 90	13	45%

All the tourism businesses indicated that they have received repeat clients, with 45% of the businesses welcoming more than 50% of repeat customers.

#### 5.4.6 Government support for tourism businesses

Due to the high unemployment rate in the community and the potential of tourism development to be used as a tool to combat this, it was deemed important to find out how much support tourism businesses were receiving from government. The results of various forms of government support are presented in Table 5.59.

**Table 5.59: Government support with regards to finance, training and enabling environment**

Nature of support	Support received	Frequency (N)	Percentage
Finance	Yes	4	14%
	No	25	<b>86%</b>
Training	Yes	3	10%
	No	26	<b>90%</b>
Tourism environment in Soshanguve	Yes	3	10%
	No	26	<b>90%</b>
Current environment in Soshanguve good for business?	Yes	8	28%
	No	21	<b>72%</b>

Ninety percent of the respondents have not received any financial support from government, while 14% agree that they have received support in the form of training and 10% also accept that government has done enough to provide an enabling environment for tourism to flourish in Soshanguve. However, more than 85 percent of the respondents have not received any financial or training support from government and 90 percent think government has not done enough to support the development of tourism in Soshanguve.

#### 5.4.7 Strengths, Weaknesses, Opportunities and Threats (SWOT) of tourism businesses in Soshanguve

Considering the importance of supplying an attractive product to the tourists in a conducive environment, the next set of questions were geared towards guiding the managers to do a SWOT analysis for their tourism business in Soshanguve. Table 5.60 presents an analysis of the strengths, weaknesses, opportunities and threats of tourism businesses in Soshanguve as indicated by the managers.

**Table 5.60: SWOT analysis of tourism businesses in Soshanguve**

Factor	Frequency (N)	Percentage
<b>Strengths</b>		
Cultural diversity	14	<b>48%</b>
Natural environment	4	14%
Entertainment	5	17%
Good infrastructure	1	03%
Shopping centers	3	11%
Struggle history	2	07%
<b>Weaknesses</b>		
Crime	22	<b>77%</b>
Lack of finance	5	17%
Poor perception	1	03%
Unemployment	1	03%
<b>Opportunities</b>		
Good marketing environment	11	<b>38%</b>
Events	4	14%
Expanding infrastructure	9	31%
Academic and social environment	1	03%
Natural environment	3	11%
Township menu	1	03%
<b>Threats</b>		
Fire	1	03%
Poor safety and security	21	<b>73%</b>
Poverty	2	07%
Poor management	5	17%

The above SWOT analysis (Table 5.60) proposed by the surveyed business leaders in Soshanguve reveals that the biggest strength of tourism businesses in the community is the cultural diversity of this township as indicated by 48% of the respondents. This is followed by the entertainment in the community (17%), and the natural environment (14%). On the other hand, 77% of the respondents point to crime as the weakest link of doing business in Soshanguve township. Lack of seed funding is also mentioned by 17% of the managers as one of the drawbacks for businesses in the area.

The favourable marketing environment is considered by 38% of the managers as a great opportunity for tourism businesses in Soshanguve. They point to the great client loyalty, ease of advertisements and the growing population as elements that help to increase their sales. The other opportunity identified by the respondents is the multiple events that are hosted in the township. Events such as funerals,

weddings and other ceremonies are a regular occurrence in the community and favourable to businesses in the area. Social groups and school events also add to the social ambiance.

Prime among the threats to doing business in the Soshanguve township is the never-ending issue of safety and security. The managers explain that the gains from many years of fruitful business could be whisked away in one incident of burglary. Hence 73% of the respondents see poor safety and security as the greatest threat to their business, followed by 17% who regard poor management as the greatest threat, and poverty considered by 7% as the greatest threat. The last group argues that the circle of poverty and joblessness in the township is a serious threat to their business because their clients can only continue to demand their products if they work and earn wages.

#### **5.4.8 Perceptions on tourism development and personal quality of life**

The purpose of the following two questions was to ascertain the overall impact that the respondents see tourism development having on their personal lives as well as on the community. The pertinence of the data collected from these questions is informed by literature on the social exchange theory which expounds that residents are more likely to support tourism development initiatives if they foresee benefits accruing from it. This is even more important in the case of businesses, considering that the essence of entrepreneurship is profit. The views of managers regarding the personal benefits from tourism development (Table 5.61) and community benefits (Table 5.62) and presented below.

**Table 5.61: Tourism development and personal quality of life**

<b>Personal life effect</b>	<b>Frequency (N)</b>	<b>Percentage</b>
Extremely negative	0	0%
Very negative	0	0%
Negative	0	0%
No effect	3	10%
Positive	3	10%
Very positive	17	<b>59%</b>
Extremely positive	6	21%

**Table 5.62: Tourism development and community life**

Personal life effect	Frequency (N)	Percentage
Extremely negative	0	0%
Very negative	0	0%
Negative	0	0%
No effect	0	0%
Positive	2	07%
Very positive	12	41%
Extremely positive	15	52%

An overwhelming majority (80%) of the respondents agree that tourism development will have a positive impact both on their personal lives and community well-being. Only 10% think that tourism development will have no effect on their lives. Ninety percent believe that tourism development will have a positive impact on their lives and 100% see tourism as contributing benefits to the community. In fact, 52% of the respondents think that tourism development will have an extremely positive effect on the community, as opposed to only 21% agreeing that tourism development will have an extremely positive effect in their personal lives.

## **5.5 CONCLUSIONS FROM THE QUANTITATIVE STUDY (SUPPLY-SIDE)**

The quantitative study of the Soshanguve residents revealed a 50% participation of both males and females with most of the respondents aged between twenty-one and thirty years. Less than half of the residents surveyed have completed the matric examinations and 69 percent are unemployed. The community attachment of the respondents is quite high as only 17 percent would like to move from the community if they had a choice. The residents are quite proud of their history, natural environment and cultural diversity. On the other hand, the few tourism products in Soshanguve are mostly in the arts and craft sector and accommodation. The human resource element is quite poor as many of the managers and employees do not have relevant training. Quality control is almost non-existent but the businesses seem to be doing well. Finally, a SWOT analysis of the tourism business environment in the study community indicates that the competitive strength factor is the cultural diversity, the weakest factor being the high rate of crime, the opportunity factor being the easy marketing environment

emanating from the large population and many events, and the major threat to businesses coming from the poor safety and security environment. In order to conclude the study of the supply environment for tourism development in the Soshanguve township a qualitative has also been conducted with community leader so as to explore in greater depth some salient issues raised in the quantitative study.

## **5.6 RESULTS OF THE QUALITATIVE STUDY (INTERVIEWS WITH COMMUNITY LEADERS)**

### ***5.6.1 Introduction***

This last section of the empirical study adopts the qualitative methodology through interviews with community leaders in Soshanguve to add more substance and detail to issues dealt with in the questionnaires with other tourism stakeholders. The rationale for this approach is that sustainable tourism development requires leadership, commitment and drive in order to deliver on set goals. Furthermore, planning, monitoring and constant fine-tuning are pre-requisites of sustainable tourism development, and this necessitates conscious direction from the top.

The selection of the three community leaders for this part of the study was based on recommendations from the governing political structure in Soshanguve following a presentation on the rationale for and objectives of the study by the researcher. Despite the initial unanimous commitment from the councilors who constitute the governing assembly to assist with this study, it took many weeks of persistent discussions to get a consensus on the final three candidates for the interviews. However, the diverse professional backgrounds, their long-time residency in Soshanguve and current participation in developmental issues attest to the wisdom of waiting patiently for guidance from the Soshanguve governing assembly.

Of the three interviewees, one is a fine artist and a renowned curator in the community, the other a retired political activist, and the third, one of the most prominent political leaders in Soshanguve and current Member of the Mayoral

Council (MMC) responsible for Health and Social Development in the City of Tshwane Metropolitan Municipality. The findings have been reported under the headings: tourism planning, tourist attractions, tourism development objectives, and possible challenges to tourism development.

### **5.6.2 Existing tourism plan for Soshanguve**

Although all the respondents agree that developing community tourism in the Soshanguve township is a good idea, none of them are aware of any existing tourism development plan for the township. This is somewhat puzzling considering the document obtained from the City of Tshwane tourism office titled “The Final Report: Product Development for Soshanguve as a unique tourism destination”. This report was produced in 2007 by GPS Architects for the City of Tshwane Metropolitan Municipality. When presented with this fact, the first interviewee responded:

I say consultation itself is an area of concern to me. Things might happen with little input from our side.

When asked for her reaction to the fact there is a tourism development report for Soshanguve that neither she nor any of the community leaders knew about, the MMS responded:

It is very disappointing. I believe there could be a document that was done, but people were not approached.

### **5.6.3 Tourism products in Soshanguve**

The focus here was to identify the unique selling points for the township. The discussions centered around four key unique attraction elements in Soshanguve: its history, the natural environment, the diverse cultures and the existing infrastructure.

### 5.6.3.1 The unique history of Soshanguve

The historical factor unfolded in two ways: the unique circumstances surrounding the creation and birth of Soshanguve thirty-nine years ago, and the particular contribution of activists in Soshanguve to the overall history of the democratic struggle in South Africa.

All the respondents traced the origin of the Soshanguve township to a decision of the apartheid government in 1974 to settle people of the “Sotho (SO), Shanghan (SHA), Nguni (NGU) and Venda (VE) cultural groups in the area. In line with the government policies of the day, these people were settled in different sections according to their ethnic groups. Despite this separatist agenda, designed to stir inter-ethnic conflicts and orchestrate divisions among the people, one community leader laments in amazement:

We managed to resist such agendas and build a united community where we all live together side by side, respecting each other in our differences.

Two of the interviewees expressed the desire to build a cultural village to exhibit the different cultures represented in Soshanguve.

The special contribution of “freedom fighters” in Soshanguve to the “struggle history” in South Africa was recounted by the respondents with great passion and clarity as if it all happened but yesterday. At the centre of this history is the blend between the churches and politics with the Roman Catholic Church, the Lutheran church and the Anglican churches at the forefront. Notable leaders of these Christian denominations like the Reverend Father Smangaliso Mkhashwa and Pastor Morutunang Mashia were mentioned several times during the discussions. Specific details such as the room number in the Roman Catholic Church in the Soshanguve community used as a refuge by activists, the names of heroes and heroines, dead and alive, are some of the vital pieces of information revealed during these interviews. The unique situation of the daughter and the grandfather finding themselves on opposing sides in this “struggle history” deserves special mention here. The MMC, under the guise of the Young Christian students (YCS) was fighting against the apartheid government, while her grandfather served the

same regime as a policeman. She recalls an incident where her father reported to the grandfather that she was a member of COSAS and the grandfather refuted, screaming:

Where is the evidence? This child is involved and participating in the church and you are complaining.

Again the focus here is to explore ways of turning this rich and unique history into a selling point for the community.

### **5.6.3.2 The natural environment**

The epitome of the exceptional natural environment in Soshanguve lies in the Tswaing Meteorite Crater. There was unanimity among the interviewees that the Tswaing Meteorite Crater is the ultimate flagship attraction in Soshanguve as it is not just home to the exceptional natural occurrence of the meteorite, but also embodies an almost two thousand hectare conservation area with an extensive wetland system, herds of kudu, impala, zebra and other animals (Ditsong, 2010). Apart from this, there are also patches of natural scenery almost everywhere in Soshanguve. However, there was great concern raised over the rate at which the plant and animal species in Tswaing are being harvested. It was observed that traditional healers regularly harvest certain indigenous herbs from the wetlands, and uncontrolled hunting is fast eliminating the animals. This situation is further worsened by the fact that an illegal informal settlement has suddenly sprung up opposite the Tswaing Nature Reserve.

### **5.6.3.3 The diverse cultural heritage of Soshanguve**

Two of the respondents indicated that out of the unfortunate circumstances of the creation of Soshanguve has emerged a unique and diversified cultural identity for the Soshanguve Township.

### **5.6.3.4 Developed infrastructure**

The discussions also revealed the extensive infrastructure network, both in existence and currently under development in Soshanguve. The close proximity of Pretoria (the political capital of South Africa) and a good connecting road (R80), as

well as tarred roads within Soshanguve bear testimony to this. This good transport infrastructure is further complemented by the rail network from Pretoria to Soshanguve. In addition to the two shopping malls in Soshanguve, a third mall (Soshanguve Crossing) is currently under construction. The “Giant Stadium” is also under construction but is already hosting football matches and other events.

#### **5.6.4 Objectives of tourism development in Soshanguve township**

One of the focal points in the interviews was to find out what the respondents would like to achieve through tourism development in the Soshanguve township. This is because the motivation for tourism development and the endurance of the sacrifices to be made will be dependent on the envisaged outcomes or benefits. To this end, all the respondents started by decrying the high unemployment rate in the township and the high incidences of crime and drug abuse, especially among young people. They hoped that with tourism development more jobs would be created and people would be gainfully employed and the crime rate would decline. However, for one of the interviewees, the first objective of tourism development in Soshanguve should be tourism education and raising awareness among the people about the importance of tourism. Without tourism education, he emphasized

The very structure you try to put up will be vandalized, so it must go with teaching and awareness.

Taking a different perspective, another community leader felt that tourism education should start with teaching the people about the leaders who

Sacrificed their youth, education and everything else for them to enjoy the freedom of today.

Still, one respondent felt that tourism development would accord the people of Soshanguve an opportunity to celebrate their history, their cultural identity and basically who they are as a people.

### **5.6.5 Challenges to developing sustainable community tourism in Soshanguve**

The purpose of this question was to identify possible obstacles to the development of sustainable community tourism in Soshanguve. The findings on this issue were quite diverse. The first respondent was of the view that there would be no challenges to tourism development in Soshanguve as tourism would be quite instrumental in developing the community. However, the second interviewee felt that the greatest challenge to tourism development can be traced to the inadequate education among the residents because

Tourism can bring bad things such as prostitution. We need consultation because this is democracy versus cultural behaviour.

Again the last respondent was of the view that the challenge to tourism development in Soshanguve lies with the disinterestedness of the local tourism authorities. She pointed to the fact that there is not even a tourism information desk in Soshanguve. The government should provide the organizing platform and the rest will follow.

## **5.7 CONCLUSIONS OF THE EMPIRICAL RESULTS**

This chapter has presented the views of key stakeholders with regards to the development of sustainable community tourism in the Soshanguve township. From the demand-side, the characteristics of potential visitors to Soshanguve, their travel patterns and exposure to township tourism were explored. The supply-side investigation examined the characteristics of Soshanguve residents, their exposure to the tourism industry and their understanding of various impacts resulting from tourism development. The tourism product managers in Soshanguve revealed the range and quality of tourism facilities and services in Soshanguve. Finally, the interviews with community leaders in Soshanguve revealed that even though there is a report on the development of tourism in the community, none of the leaders interviewed was aware of this plan. The community leaders also indicated that the unique selling points in Soshanguve

revolve around the community's history, the natural environment and the cultural diversity, facilitated by the fast expanding infrastructure. However, tourism development should be preceded by tourism education and awareness among the residents of Soshanguve. The benefits of tourism development will be job creation, cultural pride and the preservation of cultural heritage. The key challenges to tourism development were identified as lack of government leadership and poor planning.