

- ❑ The leadership feels it necessary to have an independent facilitator.
- ❑ If there is any controversy or too many strong competing ideas about the likely strategy amongst the potential participants whether from within the organisation or from business or the local community.

The planning facilitator should be someone who is experienced with tourism strategic planning and has worked previously with local governments. He/she should preferably be someone who is innovative about planning processes and has meaningful ideas for successful tourism planning.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- London Development Agency; A Toolkit to help your visitor management planning

5.7 Toolbox 5: Apart from the information in the Situation Analysis Toolbox, is there a need to do more research and analysis?

5.7.1 SWOT and PEST analysis

Strategic planning need not be an expensive process. Here you will learn planning tools that are easy-to-use and practical. In this section you will:

- Learn how to do a PEST analysis
- Learn how to do a SWOT analysis
- Basic analysis of PEST & SWOT

SWOT and PEST are tools that aid strategic planning. It makes us aware of all the forces acting upon the organisation within the internal and external environments. This environment consists of:

- i) The internal environment e.g. staff (or internal customers), office technology, wages and finance, etc.
- ii) The micro-environment e.g. our external customers, agents and distributors, suppliers, our competitors, etc.
- iii) The macro-environment e.g. Political (and legal) forces, Economic forces, Socio-cultural forces, and Technological forces

PEST and SWOT are both easy-to-use tools that work best in group and brainstorming discussions.

NOTE: These analyses are both subjective – the result will depend on the people who are present and two groups can have two different outcomes. These analyses should therefore be used as a guide and not out-and-out prescriptions.

5.7.2 PEST Analysis

PEST is an acronym with each letter representing a subject in a table. PEST analysis allows the organisation to gauge the external environment. These are issues concerning the Political (including legal factors), Economic, Social and Technology factors affecting your organisation.

First, a table is drawn up with each factor used as a heading per table box:

Political (Including Legal) Factors	Economic Factors

Socio-cultural Factors	Technological Factors

The organisation then fills in the table by listing all the factors that affects the organisation within the relevant issue. For example, the organisation merely fills in all the Political factors influencing the organisation and its target markets (businesses, visitors, local residents, environment, communities, etc) in the appropriate block. Basically these should be all political factors affecting the strategic decisions made by the organisation. This continues for the other blocks. Below is an example:

Political (Including Legal) Factors	Economic Factors
Environmental regulations and protection System of tax International trade regulations & restrictions Law of contract Employment laws Political stability Government policies and programmes	Economic growth Interest rates & monetary policies Government spending Taxation Exchange rates Inflation rates Visitor confidence
Socio-cultural Factors	Technological Factors
Income distribution Demographics, Population growth rates, Age distribution Labour/social mobility Lifestyle changes Work/career and leisure attitudes Entrepreneurial spirit Education Fashion, hypes Health consciousness Feelings on safety	Government research spending New inventions and development Life cycle and speed of technological obsolescence Energy use and costs Changes in Information Technology Changes in Internet Changes in Mobile Technology

To prompt discussion regarding the furnishing of the table the questions below may prove useful:

i) Political (Including Legal) Factors

The political arena has a huge influence upon the regulation of businesses, and the spending power of consumers and businesses. You must consider issues such as:

- 1. How stable is the political environment?
- 2. How will government policy influence laws that regulate or tax on business affect spending within the industry?
- 3. Is the government involved in trading agreements?
- 4. How do government employment legislation and policies affect the industry?
- 5. How do tax policies affect industry spending and development?

ii) Economic Factors

Also to consider is the state of a trading economy in the short and long-term. This is especially true when planning for visitor experience and visitor spend. You need to look at:

- 1. Interest rates forecasts
- 2. Current and projected economic growth
- 3. How expensive is your region vs. competitor regions
- 4. What is the rate of business investment into the industry? Can this be better directed/increased/aided by your organisation?

iii) **Socio-cultural Factors**

The social and cultural influences on business vary from country to country. It is very important that such factors are considered.

- 1. What are attitudes to foreigners?
- 2. What is the opinion of foreigners toward your region?
- 3. How does language impact upon the visitor experience?
- 4. Do visitors have a strong/weak opinion on green issues?

iv) **Technological Factors**

Technology is vital for competitive advantage, and is a major driver of globalisation. Consider the following points:

- 1. Do the technologies offer consumers and businesses more innovative products and services?
- 2. How is distribution changed by new technologies?
- 3. Does technology offer new ways to communicate with visitors and businesses?
- 4. Can you better manage visitor/business relations with your organisation, e.g. Stakeholder Relationship Management Software etc?
- 5. Are there any innovative ways that technology can improve your service offering?

5.7.3 **SWOT Analysis**

SWOT analysis works in exactly the same way, but with different factors. Here we consider the organisations **Strengths**, **Weaknesses**, **Opportunities** and **Threats**. While PEST considered external factors, SWOT relates to a more balanced internal and external focus.

Strengths and Weaknesses are internally focussed, while Opportunities and Threats come from outside the organisation. Strengths and Weaknesses are generally within the organisations ability to control, while the external environment thrusts Threats and Opportunities upon us. An example appears below:

Strengths	Weaknesses
Good management staff Good relationship with business in industry Nationally strong brand	Missing skills within organisation Reputation for poor delivery Internationally poor brand Budget No new planned destination development No regional statistics gathering
Opportunities	Threats
New technology for visitor communications New methods of stakeholder management Stable economic and political environment 2010 World Cup event Partnerships with other destinations National push for tourism International want for 'green' tourism products and services Recent refurbishment of existing destinations Large-scale events to be taking place	Global credit crunch Competitor regions Crime Energy supply inefficiency Not enough skill transfer within industry Statistics gathering at national level

New investment into industry	
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Questions you may ask when furnishing the SWOT table are:

STRENGTHS: What are the organisations internal strengths?

- Examples are a highly capable work force, strong organisational culture, good management team, highly recognisable brand, compliancy with national employment legislation, etc.

WEAKNESSES: What are the organisations internal weaknesses?

- Examples are poor record of delivery, lack of strategic planning, poor internal role/job definitions, low IT capabilities, low budget, etc

OPPORTUNITIES: What opportunities are there in the external environment?

- Examples are 2010 World Cup event, easily acquirable open-source software, New proposed national laws, regulations, incentives or funds, local or foreign co-branding opportunities, lower oil prices, etc.

THREATS: What threats does the external environment hold for us?

- Examples are new local or international destinations that appeal to our target market, the global credit crunch, national crime reputation within the target audience, etc.

5.7.4 Analysis of PEST and SWOT

After PEST and SWOT, the organisation can step back to look at which factors are most important or urgent. This can help the organisation prioritise actions by urgency and whether it is a short- or long-term task. By performing PEST and SWOT the organisation can define and develop co-ordinated, goal-directed actions, which would certainly go a long way toward completing a full strategic plan.

In light of PEST analysis, the organisation should come up with responses to each factor, or at least the most important factors if all can't be dealt with. The organisation should try to see how to better use helpful factors and how to counter or nullify disabling factors. One can see that this will already start the organisation strategic planning process.

The importance of SWOT is the response the organisation has to the various identified factors. This response should be based around these actions:

- Maintain, build and leverage strengths
- Prioritise and optimise opportunities
- Remedy or exit weaknesses situations
- Counter threats

It helps the organisation see the situation as it affects things now and into the future, and allows the organisation to plan how to manage all the issues raised.

Case Study – You can find the following file in the attached References Folder:

- Case Study Wiltshire
Using the findings of a SWOT analysis to develop new markets and promotional activities

For further information you can refer to the following documents either on the web or in the attached References Folder:

- Value Based Management.net; PEST Analysis;
http://www.valuebasedmanagement.net/methods_PEST_analysis.html
- Marketing Teacher; Pest Analysis;
http://www.marketingteacher.com/Lessons/lesson_PEST.htm
- Marketing Teacher; SWOT Analysis;

- http://www.marketingteacher.com/Lessons/lesson_swot.htm
- Chapman, A; SWOT Analysis;
<http://www.businessballs.com/swotanalysisfreetemplate.htm>
- Tutor2u; SWOT Analysis;
http://www.tutor2u.net/business/strategy/SWOT_analysis.htm

5.8 Toolbox 6: What model should be used to do the planning?

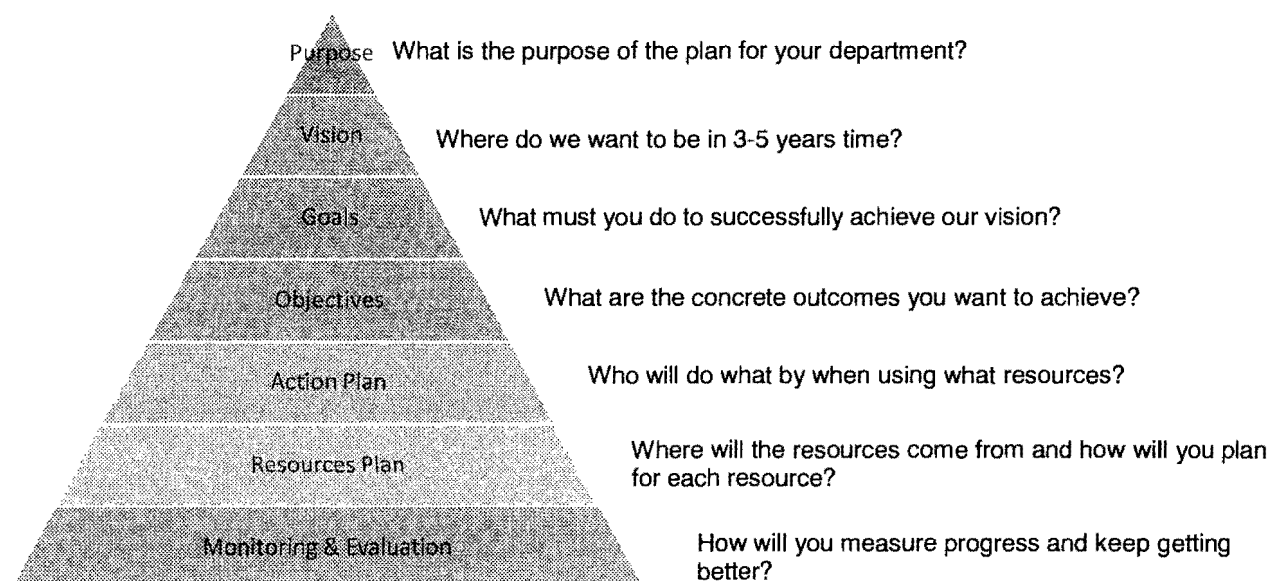
By the time you reach this stage of the process, you would have:

- ☐ Understood why you need to do planning for the tourism function in your locality.
- ☐ Won the support of your leadership to undertake a strategic plan to enhance the tourism prospects in your local government.
- ☐ Developed a planning schedule of meetings and dates to undertake the planning process.
- ☐ Determined who will be participating in the planning process.
- ☐ Undertaken a situation analysis
- ☐ Undertaken resource mapping and the SWOT analysis.

The easiest way to do strategic planning is to work out at where you are. This is done through the situation analysis and the SWOT analysis. Then work through where you want to be in, say, three to five years time – the vision. Once you have worked out these two components you will then be able to find the gap between your current situation and the one you want to achieve. This gap then becomes the basis of putting a strategic plan together to get to your desired vision.

In filling the gap, there are different models that can be used. Without attempting to be too complicated about the planning process, we propose the use of what we have called the Planning Pyramid. This notes the major components and steps you have to take to get to a basic strategic plan.

The Planning Pyramid



To draw up and implement an effective strategic plan you must have:

- ☐ **The right ideas** – this concerns itself with the green section of the Pyramid. If you have not done a strategic plan before or if you are setting up a dedicated tourism function in your local government for the first time, it will seem difficult to get to the right ideas. However, once you get involved in the planning and implementation, once you 'get your hands dirty' you will find

that it will all come naturally. Two additional things will help you get to the right ideas. Firstly, the better you understand your situation and know where you want to go to, the better you will understand what has to be done. Secondly, a very important part of getting to the right ideas is to consult with your stakeholders. This will provide you with a ready made source of ideas and will also help you understand what has to be done.

This section in green in the Planning Pyramid is detailed in this Toolkit on Strategic Planning.

- **Spot on actions** – this has to do with the blue section of the Pyramid. Everyone involved, that is people from your department, key people from your municipality, your leadership and the community and business sector, must all have a clear action plan. This will ensure that everyone is driving towards the same goal and that one action does not counter another. But it must be remembered: the best action plans and strategies can sit lying on a shelf collecting dust if there isn't the will to get it done. Only if there is absolute willingness and commitment to get the actions done, will the plan be successful. There is no substitute to commitment.

This section is detailed in Toolkit 4 on Implementation.

- **A learning attitude** – this involves the red section. Monitoring and evaluation will help you to understand if you are doing things according to your plan and if these actions are really helping you to achieve the vision of your department. By continually monitoring you will be able to know what is going well and take corrective action if something is not going too well. It is a process of continuous learning. Throughout the planning and implementation process you will be learning. The monitoring and evaluation process will help to make sure that you are always getting better. Mistakes are not a problem – the important thing is to learn from them and get better, get smarter.

This section is detailed in Toolkit 5 on Monitoring and Evaluation.

We will now go through each part of the Bonsai Pyramid and provide you with information on how to get each part of the Pyramid completed.

Getting to the right ideas

i) Mission statement

A mission statement explains the purpose of your tourism department or line function. If there is no line function responsible for tourism, then the statement should outline the purpose of the tourism function that you want to bring into being. The statement should capture the essence of what the department does or will be doing.

The mission statement is very important to drafting the strategy because without a clear purpose, you cannot draw up a strategy.

In drawing up your mission statement you should:

- Outline to all tourism stakeholders what the focus of your department is.
- What your department aims to do.
- Who you are targeting.
- How you are different from other departments.

Thus you could say:

We are a department of the local government of XXXXX. Our aim is to be a catalyst to promote tourism in our area by building strong partnerships amongst visitors to the area as well as the local businesses and the community, whilst managing our natural assets on a sustainable basis.

This is just an example. You should devise a statement that best suits your local area and your needs. The purpose could be:

- ☐ To promote a certain quality of visitor experience or
- ☐ To support SMMEs in the local tourist sector or
- ☐ To educate the public about the importance of tourism in the area or
- ☐ It could all of these or something entirely different dependent on your own situation.

The statement should be easy to understand and convey the basic needs that you fulfil to all internal and external stakeholders. Importantly, the mission should be a subset of the national mission of government and the mission of your municipality. As a branch of Government, the mission of a local tourism function cannot be independent nor in conflict with the purpose of national, provincial and local government.

ii) Vision

This concerns itself with what your local tourism function should look like in the future. It puts out a compelling description that tells everyone in the industry what the tourism line function will look like once the strategic plan has been implemented. Normally, the description looks ahead three to five years and outlines what it will mean for the strategy to have been successful.

The vision will tell you where you as a department are going. This will act as a beacon for what the strategy will have to achieve.

The description, noted in a vision statement, motivates everyone involved to target the same vision and achieve the future that is captured in the statement. It guides visitors, the industry and the community to all move towards the same picture of a successful tourism industry and a sustainable resource base. It challenges everyone involved to reach for something significant.

The tourism function, being part of Government, has the responsibility to ensure that the interests of all stakeholders are well balanced and that it leads to local unity and cooperation.

As noted in the South Africa Tourism Toolkit, the vision should have both internal and external elements. Noted below are the examples given in the NZ Toolkit.

Examples of an **internal vision** include:

- ☐ XYZ city will provide the service and infrastructure requirements to meet the projected increase in visitor numbers over the next 10 years;
- ☐ XYZ city will support the tourism industry by actively working with key industry sectors to identify and resolve potential impediments to future growth.

An example of an **external vision** is:

- ☐ XYZ city commits to providing an easily accessible, safe and exciting visitor destination that provides an economic benefit for the city, while respecting the needs of communities and the environment.

In drawing up your own vision, remember:

- ☐ It must be a subset of Government's vision.
- ☐ It should be about what success will look like in three to five year's time.
- ☐ It should be compelling and motivational.
- ☐ It should balance the different local interest groups.
- ☐ It should have internal and external elements.

iii) Goals

Goals describe the outcomes that you want to achieve in support of your vision and mission. Goals include general aspirations and directions to enhance local tourism. They are not expressed in measurable terms as are objectives.

In devising goals, you need to look at a number of things:

- ❑ Firstly, what you have to do to achieve your vision and mission.
 - ❑ Secondly, look at the situation analysis and the SWOT analysis that you have done. Also look at past performance. Identify the gaps that exist. Write down the gaps as a statement. For example, if the public and private sectors are not working together to promote local tourism, then you could end up with a statement that says:
There is lack of cooperation between the public and private in the local tourism industry.
 - ❑ Now take this same statement and work out what you have to do to turn around the situation – so that the problem can be tackled. This will be your goal – to take away the problem. Thus the above problem could lead to the following goal:
Encourage closer relationships between the public and private sectors of the tourism industry.
 - ❑ List your goals according to the VICE model – visitors, industry, communities and the environment. Here is a list of possible goals to go with each element of the VICE model:
Visitors:
 - Increase the number of visitors to the region;
 - Enhance the level of visitor satisfaction within the local area.**Industry:**
 - Encourage closer relationships between the public and private sectors of the tourism industry.**Communities:**
 - Increase the support for tourism in the region from the local community.**Environment:**
 - Maintain the quality of the environment.
 - ❑ On each of the VICE elements you can ask the following questions to get the active involvement of everyone at workshops and planning sessions:
 - What are you trying to achieve
 - What are you trying to avoid
 - What are you trying to preserve
 - What are you trying to eliminate
- The answers to these questions will help you to confidently set up your goals.

You should not have more than five or six goals.

iv) Objectives

Once you have your goals, you should work out what actions need to be done to achieve these goals. These actions that you have to do become your objectives. Objectives directly support your goals and they propel your department into constructive actions.

Each goal may have more than one objective. Each objective should be:

- ❑ Measurable – the objectives must be drafted in such a way that it can be measured once the action is completed.
- ❑ Easily understandable.
- ❑ Realistic and achievable

As with the goals and the like, the objectives should focus on the VICE model. The following are some examples of objectives for each VICE element:

Visitors:

- At least 80% of all visitors to (name of local area) will recommend it to other visitors as a 'must see' destination.

Industry:

- 75% of tourism operators recognise XYZ city as a user friendly place to initiate, develop and operate tourism businesses.

Communities:

- At least 80% of residents are very supportive of XYZ's initiatives for managing the growth of the tourism industry in the city.

Environment:

- 75% of stakeholders (visitors, industry and communities) are supportive of how XYZ city manages and reports on the impact of tourism on the environment.

As noted, goals and objectives should be closely aligned. An example of this is noted below. Assuming your local area is not safe for visitors, then your goal and objective could be as follows:

Goal	Objective
To improve the safety of visitors to the area	By 2010, 95% of all visitors to the area will regard it as a safe place to visit.

In this way there will be direct correlation between goals and objectives.

5.9 Toolbox 7: Community Outcomes

In South Africa, an outcomes based approach has frequently been used when planning. The NZ Toolkit provides useful insights into this aspect of tourism activities and is quoted below.

An outcome is a desired result or state of affairs, that is, the things the community considers are important for its wellbeing (e.g. a vibrant tourism industry). In promoting that outcome the municipality undertakes activities that contribute to the achievement of the outcome.

Community outcomes are those things that the local community believes is in its interest and promotes its wellbeing. Outcomes therefore belong to the community – not to the municipality. The municipality does not have to adopt the outcomes and may not even agree with the outcomes. It has to adopt these outcomes as part of the Batho Pele principles of putting people first.

To promote these outcomes and local wellbeing, the local tourism function can:

- ❑ Facilitate the process;
- ❑ Monitor progress towards the achievement of community outcomes in conjunction with other parties;
- ❑ Consider what it should do to promote the achievement of community outcomes.

The municipality will be one of a range of agencies that is capable of promoting outcomes, and needs to consider its role alongside that of other agencies.

The community outcomes process can:

- ❑ Stimulate debate about local needs and priorities (*e.g. do we have/want a vibrant tourism industry*);
- ❑ Inform and guide the planning of local authorities and other agencies (identify the benefits);
- ❑ Get local authorities working with other agencies (e.g. RTOs and local tourism businesses);
- ❑ Encourage people to take part in local affairs (promote the benefits of the process to the tourism sector);
- ❑ Provide a basis for communities to measure their progress (to what degree has the outcome been achieved).

The only requirements for the community outcomes process are that local authorities must:

- ❑ Involve other organisations or groups that can assist in identifying and promoting community outcomes;
- ❑ Attempt to get the agreement of these groups to the process for identifying outcomes and for the relationship between these and any existing plans;
- ❑ Develop a process that encourages the public to participate;
- ❑ Get agreement of the groups to the processes for monitoring progress against community outcomes, if practicable.

The end game of tourism is to promote sound community outcomes – keeping close to and listening to the community and driving towards the community's desired results will enhance the sustainability of local tourism.

5.9 Toolbox 8: Communication and consultation

The primary purpose of consultation is to enable the municipality and its community to exchange information on decisions and issues of concern. Consultation involves seeking counsel or advice: it is a two-way process of exchanging information.

Consultation principles:

- ❑ Provision of information – a municipality should provide those who will be, or may be affected by, or interested in a decision, with information to help them present their views to the municipality (e.g. residents adjacent to a proposed new hotel, tourism businesses subjected to a proposed new tourism rate);
- ❑ Encourage parties to present views – a municipality should seek out and welcome the views of those who will or may be interested in a particular decision (e.g. hotel association, regional tourism organisation, residents);
- ❑ Explain the scope of consultation – potential submitters should be told the purpose and focus of the consultation (e.g. impact on the environment of a proposed new visitor activity);
- ❑ Give reasonable opportunities to present – anyone who wishes to put views before the municipality should be given a reasonable opportunity to present those views to the municipality in a way that is appropriate to the needs of the submitter (e.g. written, present in person, as part of a broader group);
- ❑ Keep an open mind – although local authorities may have working plans in mind, they must be prepared to listen to, and consider, all submissions with an open mind;
- ❑ Give reasons for decisions – local authorities should provide information to submitters on the decision taken, and the reasons for it (e.g. proposed tourism project declined);

In addition to these six principles, every municipality must have specific policies in place to consult with a view to incorporating local culture into the tourism offering and promoting the local culture as a local asset. We have included a Cultural Planning Toolkit in the references to assist you with incorporating and promoting local culture as a key objective of the tourism function.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- Creativecity.ca; Cultural Planning Toolkit www.kzn.org.za - for an article on *Responsible Tourism Planning*.
- www.qualityplanning.org.nz - which provides resources for use by practitioners especially in respect of the incorporation of Moari views and culture in the New Zealand context.
- www.sciencedirect.com - here you will find an article on Managing stakeholders a Tourism Planning Model.
- www.culture.developmentgateway.org – for various articles on cultural tourism.
- A book on Cultural Tourism by Greg Richards (SBN 0789031175, 9780789031174) which has information on township tourism.
- A book on Rural Tourism Development in South Africa by Johan Viljoen, Kholadi Tlabela (ISBN 10: 0-7969-2180-6; ISBN 13: 978-07969-2180-2)

5.10 Toolbox 9: Marketing and branding

In this section we will cover:

- Consumer orientation
- The importance of marketing research
- Branding for non-commercial organisations
- Marketing channels

5.10.1 Consumer Orientation

In tourism, it is easy to see that there is competition for destinations. You are trying to change the behaviour of the target market to better benefit regional and national tourism. At the end of the day, the consumer holds the power that decides the ultimate long-term success of your objectives.

Due to this power residing with consumers, their needs, wants and expectations must be considered first. After this, the organisation can manage how to deliver to these requirements within resource constraints. This affects everything the organisation does, from product/service development all the way through to advertising and communication.

This is certainly no easy task. The entire organisation must be educated around this orientation. Everybody must realise its importance and play their part accordingly. Of special importance is buy-in and implementation from all levels of management.

5.10.2 Market Research

An important aspect of consumer-orientation is consumer research. Non-commercial organisations tend to do very little research, usually due to budget constraints. Research helps managers by describing, explaining and predicting market characteristics. In cases where a budget is tight, market research should only be undertaken when it lead directly to a strategic decision.

Either primary or secondary research can be undertaken depending on organisation budget and strategic requirements.

Important macro-market research includes:

- Determination of market characteristics
- Short- and long-range forecasting
- Trend studies
- Competitive offering studies
- Measurements of market potentials
- Market share analysis
- Sales analysis

Important micro-market statistics includes:

- Tourist satisfaction surveys
- Tourism and Migration studies
- Arrivals statistics by visitor destination
- Arrival statistics by form of travel
- Arrivals growth projections
- Visitor spend data

- Seasonality index
- Visitor purpose (reason for travel)
- Average length of visitor stay
- Tourism industry growth and contribution to GDP
- Market segmentation reports

Such general statistics for the country can be acquired quite easily and cheaply. However, your organisation may have to undertake similar studies within your area/region if none exist or are out-of-date. However, one should always do a cost-benefit analysis before undertaking research to determine how useful it will be.

It is also recommended that research decisions have a backward focus. This means that the organisation first looks at what kind of decision will be made based on the research, and then a study is designed. Further, it should be taken into account what form of report the research will take to best inform managerial decisions. The report form will suggest what analysis is required, which will inform the design of the study.

5.10.3 Branding

Branding is the management of the associations that consumers have with your product, service or organisation. It is all the information people have to draw on when deciding how valuable your product, service or organisation is. Changing these associations will change the behaviour of people to better suit your brand.

Branding, therefore, concerns every point where a potential or existing consumer comes into contact with anything to do with the brand. This may take the form of advertising, word-of-mouth, competitor communications, calls into your organisation, public relations or independent communications such as newspaper articles.

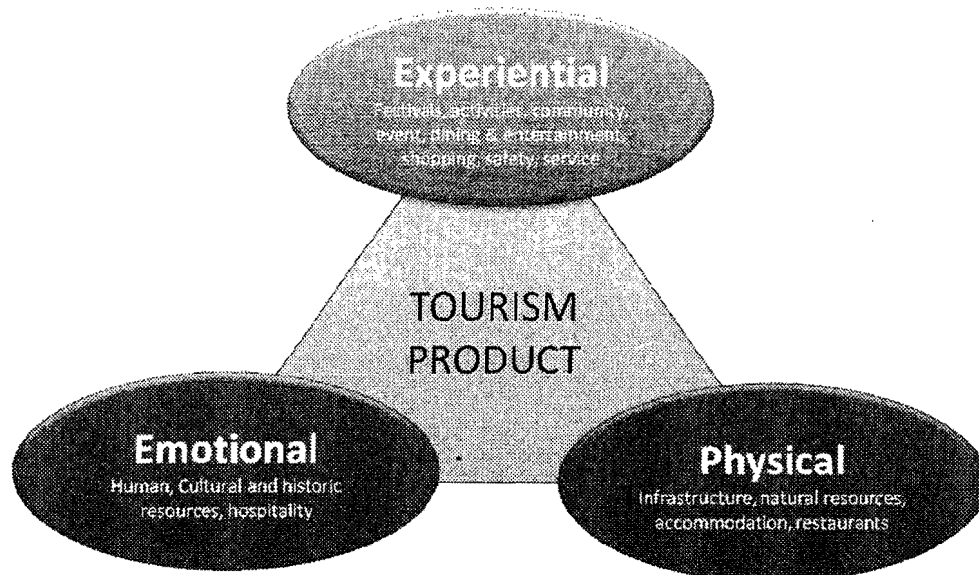
Branding, through the eyes of a government organisation is a two-way education in market and internal communications. Here is a step-by-step explanation:

- i) The organisation uses feedback from the consumer (market research) to develop a product/service offering/organisation brand
- ii) The organisation then sets out to inform the market about the brand. This takes the form of internal communication (with staff) and external communication (to consumers). We must also take note of what our competitors are communicating, as consumers use this communication to compare similar brand offerings.
- iii) Consumers use these communications to make brand associations and develop their favourability towards the brand. This would set the strength and uniqueness of the brand within their minds.
- iv) If the brand is something unique or one that can strongly identify with, they will form an emotional attachment to the message.
- v) If the emotional attachment is strong enough, the consumer will choose to experience the brand (buying the product, using the service, or supporting an organisation). This experience will change the attitude they have regarding the brand, which will add or detract from brand value depending on whether the experience was better or worse than previous communications. Of course, if the experience was exactly the same compared to expectations brand value remains the same.
- vi) The better the brand value, the more likely consumers will form brand loyalty. This is inevitably what the organisation wants. Loyal consumers are more likely to repeat purchasing from the brand and are easier to convince about new service offerings from the same brand. They are also more likely to spread good reports of the brand to potential consumers.

- vii) This consumer reaction is, once again, recorded by the organisation and used as feedback to modify the existing service or new service offerings to better suit or surpass consumer expectations.

5.10.4 Product Development

Developing new tourism products or redesigning existing ones must be done with your branding and consumer orientation in mind. Every tourism product is made up of three factors:



Visitors will expect certain things regarding each classification of tourism products (wildlife parks, water-based attractions, retail, sport events, etc – see Mapping Tourism Resources). Government and the private sector must work together to ensure that these tourism products fulfil or surpass consumer expectations. Keep in mind that these expectations are also formed through comparisons between your products and competitor products.

This model of product development suggests the following actions:

- To define visitor needs and wants and to create new products, research must be undertaken, specifically visitor satisfaction surveys and competitor analysis.
- Research must be undertaken to spot gaps and trends in the market, where new and exciting products would find a profitable audience.
- Existing tourism products that promote unique experiences and create greater cultural bonds (such as community-based or cultural tourism products) should be encouraged and promoted.
- Education must be provided to the local tourism industry regarding product development and the specific strategic direction and branding values the local tourism department would like to promote.
- SMMEs and communities can be encouraged to produce such products.
- The creation of new and unique tourism products must be encouraged. Niche markets must be catered for.
- Tourism infrastructure, such as accommodation and transport facilities must be measured against this full tourism product definition.
- Undertake monitoring measures to ensure this quality and spirit is upheld into the future.

As a final note for product development, we must remember that many products exist where local residents live. Product development must take their well-being into account and all changes must either raise the quality of life for those areas, or at least not make it worse. A happy local resident body reinforces the experiential and services aspects of the tourism product.

5.10.5 Experience

Probably the most important factor in tourism branding is the experience. The visitor experience is made up of impressions along every step of their journey - arrival all the way through to departure. This means that every aspect of the visitor experienced must be monitored to ensure an acceptable level of service delivery and quality.

Government tourism departments should create a set of guidelines and/or values that stakeholders should adhere to thereby ensuring this quality. Service delivery and quality delivery can then be measured in terms of these guidelines and values, as well as through things such as visitor surveys.

Guidelines should be formed around what kind of feelings we want to leave visitors with. Some suggestions for guidelines:

- Safe and secure visit
- Good treatment – introduce them to South African warmth and hospitality
- Fair treatment – fair and standard rates in all purchases
- High level of service - make visitors feel special through exceptional service delivery and professionalism

5.10.6 Why Government Departments need Branding

All over the world, governments are branding and rebranding themselves. Increased competition in tourism has made it necessary to differentiate tourist destinations. Branding happens no matter what you do. Managing the process allows to control visitor and business perceptions creating opportunities.

Here are a few reasons why branding is important:

- A strong government brand is something that people inside and outside the country can look at as a symbol of dependability and delivery.
- South Africans will feel a sense of pride connected to the brand as it appeals both to patriotism and delivery. Delivery has been erratic from some government departments, and tourism is a very big positive in this respect.
- The tourism industry both locally and abroad can leverage your brand to market destinations associated with your brand. This makes their work easier and makes your objectives more achievable because visitors will have a unique image in their mind to differentiate from destination competitors.
- Your branding, together with a positive experience of other brands (tourist destinations, events, attractions), enhances the brand of the attraction, the department and South Africa as a whole, making brand loyalty and repeat visits more likely.
- Branding can make it easier to attract foreign investment into the tourism industry
- Having a strong brand makes it easier to break into new visitor markets

NOTE: Branding at regional government level must not detract from values and associations put forward by the national brand. This would cause confusion in the minds of potential visitors and investors, and make it harder for local businesses to market the destination.

5.10.7 Distribution and Marketing Channels

Channel marketing is the relationship between a supplier and intermediaries that sell its products. A marketing channel is a place where a potential consumer can find information relating to your product and purchase those products.

There are two ways to channel marketing promotion efforts: direct and indirect:

- Direct efforts should be used when the market is more mature and has some experience of the destination.
- Indirect marketing should be used in markets where no or little knowledge exists concerning the product.

5.10.8 Direct Contact

Database marketing

Databases hold records on various stakeholders in the tourism industry (visitors, tourism businesses, tourism service providers, communities) making them easier to manage. This allows easier relationship building between entities with the aim of creating favourable conditions for all.

Internet

Managing tourism information portals as well as government sites will direct stakeholders better. This will aid in branding, communications between stakeholders, and information gathering for visitors. It also provides an important market research channel.

Consumer events

Consumer events are a great channel for meeting and interacting directly with existing and potential visitors. It is also an opportunity to review competition promotions and offerings. Should no consumer event exist, government could create such an event in the interests of promoting and creating excitement within the industry.

5.10.9 Indirect Contact

i) Tour Operators

Tour operators are essential to the tourism industry as an interface between destinations, tourism infrastructure and visitors.

Tour operators and travel agents want to have open communication channels with government. This leaves the door open to form strong relationships between government and such enterprises at local level.

This relationship will allow you to disseminate your brand message and strategic plan through such agencies and it will allow you to gather information regarding the market and its needs, wants and expectations. Working with and supporting such bodies are very important to tourism departmental goals.

ii) Advertising

Government can decide to advertise itself. This can provide communication between government and stakeholders.

Government should also ensure that all advertising within the tourism industry complies with national, regional and local government branding goals and values.

iii) Public Relations

Public relations is not completely under your control. Press and news agencies can publish any news item and this can have positive or negative effects on people attitudes towards your products.

Standard tools for tourism public relations include press releases, press conferences and briefings, interviews, media and industry co-operations and press trips. More recent tools are online PR, blogs and podcasts

iv) New Marketing Channels

New market channels should be explored to reach new markets and niche markets. Where none exists, the department can move to create such channels. An example of this is exhibitions. For example, the department can host an art exhibition showing the natural beauty and community in the area specifically relating to tourism products.

5.10.10 Monitoring

Marketing efforts should be monitored to ensure that the organisation is getting full benefit from them. Research and internal consultations should be used to find out if branding efforts are working. Below are some questions that could be asked:

- Could you consider the organisation to be consumer-oriented towards its various markets (visitors, local residents, business, communities, environment, etc)? Are there open communication or information channels between these markets and your organisation?
- Are you taking up sufficient levels of market research? Are significant management decisions informed by such research? Is the budget set aside for research sufficient, and if not, how can this be increased? Do you know enough about the visitor, their expectations, their needs and wants, and their current impressions of the brand? Do you know enough about competitor offerings and what visitors think about them?
- Does the current brand position reflect the correct values, goals and objectives of the department? Are appropriate feedback mechanisms in place to evaluate this? Has it been properly disseminated throughout the target markets (visitors, local residents, business, communities, environment, etc)?
- Is new product development focused on the required consumer experience? Do new products fall within the strategic objectives of the department?
- Are marketing channels getting through to appropriate existing and potential visitor target markets? What messages are they receiving? How can this message be enhanced? How can the channel be enhanced? Do we need to look at new channels?

Case Studies – You can find the following files in the attached References Folder:

- Case Study – London Tourist Board
Using market research to reposition London and develop a new marketing campaign
- Case Study – Islington
Marketing on a shoestring budget: the power of PR and the importance of niche markets

For further information you can refer to the following documents either on the web or in the attached References Folder

- DEAT Annual National Tourism Conference;
http://www.deat.gov.za/HotIssues/2008/ntc/new%20files/uploaded_13%20Nov/WEB/index.html
- City of Johannesburg Tourism Strategy;
<http://www.joburg.org.za/content/view/1116/114/>
- Hawai'i Strategic Tourism Plan Plan 2005 – 2015
- KZN Draft Action Plan 2004/2005
- Australian Experiences Industry Toolkit
- 2008; Tourism NT; Marketing campaign and activity;
<http://www.tourismnt.com.au/nt/nttc/marketing/campaigns.html>

- 1998; Jones, c; The Applications of Database Marketing in Tourism; <http://www.hotel-online.com/Trends/ERA/ERADatabaseTourism.html>
- Marketing Victoria; Strategic Plan 2002 – 2006; http://www.tourism.vic.gov.au/strategicplan/plan2002_2006/4_marketing_victoria/marketing_overview.htm

5.11 Toolbox 10: Specific infrastructure planning

a) Current Status of Tourism Infrastructure

The status of infrastructure should be gauged first. Such analysis can be gathered from site visits to tourism destinations and infrastructure, surveys (businesses, residents, visitors, etc), and trend analysis from past tourist visitor figures. Please see Section 4.1 Public Sector Infrastructure Toolbox for more on this.

b) Private Sector Investment into the Economy

Infrastructure development, along with fulfilling tourist needs, attracts foreign and local investment. This investment would certainly add to the profile of the area, and encouraging investment would have a positive spin-off in the form of increased or better tourist attractions and infrastructure. A lack of investment into tourism is a major issue for the growth of the tourism industry.

It is unlikely that private sector investment would occur without having at least basic infrastructure in place. Tourism Western Australia undertook an investor survey to determine which criteria were most important in the decision to invest or not. Established infrastructure came second behind the expected return on the investment.

Local government should try to make investment into the area as easy as possible. To attract such investment has great long-term benefits. When investment conditions are met, the private sector responds with significant contributions to tourism. Tourism authorities and the private sector should have open communication regarding this.

c) Overall Infrastructure Goals

Strategically, departments should have overall strategic goals for tourism infrastructure. These goals must aid the development of tourism, transport and infrastructure needs to benefit both local bodies and visitors. Examples of Tourism Infrastructure Strategic Goals:

- Must provide safe secure and cost effective modes of transport from arrival odes to attractions, business centres and tourism infrastructure such as accommodation. Intermodalism must be must be employed to this effect.
- Must be able to accommodate for the increase in visitors resulting from natural tourism and economic growth as well as from the 2010 event. Excess infrastructure needs from the 2010 event needs to be planned for.
- Must be within environmental constraints.
- Must aid local community transport needs
- Create an increased consultation within the tourism industry between service providers, travel agents, government bodies and private sector entities to upgrade and maintain infrastructure needs.
- Must aid economic growth within the region
- Must increase competitiveness of the region on local and international tourism fronts
- Investment must be prioritised for those areas where current and potential tourism spend are high and infrastructure requirements are not being met.

d) Strategic Infrastructure Goals

Each infrastructure element must be accompanied by specific strategic goals. This will guide current and future development. Below is an example of goals for individual infrastructure elements. Note that this will not be the same for every region, and strategic emphasis will differ between regions.

Figure 7: Strategic Infrastructure Goals

Infrastructure Element	Goals
Air Infrastructure	Increase volumes - x% of all tourists to arrive by air by 2012 Air travel to be easy, safe and secure coming into the area Air travel to be cost effective
Road Infrastructure	Have a comprehensive road network by 2013 Sufficient road maintenance measures Increase road capacity to deal with 2010 traffic Ensure road network between arrival nodes, business centres, tourist attractions and accommodation suppliers
Telecommunications	Ensure telephony at all arrival nodes, business centres, tourist attractions and accommodation suppliers Provide wireless hotspots at major tourist attractions
Rail Infrastructure	Cargo Based Ensure adequate level of service along supply routes for supply of tourism industry Tourism Based Ensure adequate transport and public transport services between arrival nodes, business centres, accommodation suppliers and rail nodes Ensure adequate supply of rail services from rail nodes to tourist attractions
Public Transport Facilities	Ensure public transport projections are met for 2010 for capacity between arrival nodes, business centres, tourist attractions and accommodation suppliers Ensure safe, secure and standardised public transport system by 2010
Marine Infrastructure	Transform existing marina facilities into high quality tourist attractions Upgrade water based tourist attractions Ensure adequate service provision amongst marine-based arrival nodes Upgrade port facilities
Accommodation	Ensure adequate information sources to visitors regarding accommodation services Ensure sufficient signage Ensure standardisation of services and pricing
Conferencing	Ensure adequate conferencing services Attract at least 1 major conferencing event every 6 months Attract at least one other conferencing event every month Provide sufficient public transport services to and from conferencing facilities
Tourist Services	Create at least 1 point for tourist information per 300 expected tourists Ensure adequate signage to direct tourists Ensure information regarding strategic tourist attractions and key tourism infrastructure is available Ensure adequate web-based tourist services
Electricity	Provide continuous, adequate and cost effective electricity supply to all

Infrastructure Element	Goals
	residents, communities and businesses within the area.
Water and Basic sanitary and sewerage services	Provide continuous, adequate and cost effective water related basic services supply to all residents, communities and businesses within the area.
Waste Removal	Provide continuous, adequate and cost effective waste removal basic services supply to all residents, communities and businesses within the area.
Signage	Increase and improve signage from major tourism destinations to and from business nodes and arrival nodes

Such goals are not always all immediately achievable by local tourism authorities due to budget, capacity and time constraints. A number of options are open to these authorities including various partnerships with private sectors, investment and tax incentives, etc.

These should be taken into account when translating goals into actions.

e) Tourism Infrastructure Actions

Once you have gauged all infrastructure elements goals you can begin putting actions into place. Below is an example taking the first two infrastructure elements from the table above.

Infrastructure Element	Goals	Actions	Responsibility	By When
Air Infrastructure	Increase volumes to x% of all tourists arrivals by 2012 Air travel to be easy, safe and secure coming into the area Air travel to be cost effective	Increase airport capacity Market more locally and internationally within our target market Attract low cost carriers to enter region Build new lost-cost airports		
Road Infrastructure	Have a comprehensive road network by 2013 Sufficient road maintenance measures Increase road capacity to deal with 2010 traffic Ensure road network between arrival nodes, business centres, tourist attractions and accommodation suppliers	Assess status of current road quality Assess coverage area of roads Assess road access between arrival nodes, business centres, tourist attractions and accommodation suppliers Report emergency road maintenance to Dept of Transport		

f) Prioritisation of Infrastructure Investment

These actions should then be prioritised according to strategic urgency.

Certain infrastructure would have to be upgraded as a matter of urgency as it is not able to handle current visitor figures. Other infrastructure will only have to be upgraded once tourist numbers increase.

Some attractions are more important to an area than others. This may be because it attracts a disproportionately large number of visitors, or perhaps it is of great strategic importance (e.g. a soccer stadium for use in the 2010 Event). These would be given priority over other upgrades, even if the other developments could be completed quicker.

The organisation would have to rank all these infrastructure requirements by strategic importance, time and budget.

1. For further information you can refer to the following documents either on the web or in the attached References Folder: Tourism Infrastructure Policy and Priorities, TTF Australia
2. Tourism WA, *Submission to State Infrastructure Strategy*, 2005
3. Tourism Strategy of Turkey – 2023



**The South African
Tourism Planning
Toolkit
for Local Government**

6.6. CAPACITY BUILDING TOOLKIT

6.1 Introduction

Municipalities across South Africa are facing serious capacity constraints. The capacity building toolbox is structured as a discussion of common issues around which tourism practitioners in local government need to build their capacity issues around. These issues may arise in using the Tourism Toolkit as well.

The capacity building benefits tourism practitioners in a municipality in understanding critical issues that can effect your preparations for tourism planning in local government and implementing in a local area.

Achieving effective agreements

When structuring agreements, everyone wants a process that runs smoothly, entails little expense, and results in an agreement with minimal risk.

Three of the major reasons why most agreements fail to meet the requirements are:

1) The roles in the process are unclear or unfilled.

Many companies lack the right staff to manage the agreement process.

The best solution is to make a qualified, objective person accountable for driving the process to a successful conclusion. The best choice is a trained negotiator who has a good basic understanding of the business under discussion, and who follows an efficient process for structuring strong agreements. If you do not have a person on staff who meets these qualifications and cannot justify the expense of hiring one, consider contracting with a specialist.

2) The work team begins at the wrong starting point.

In most cases the teams charged with structuring a complex agreement usually use an old contract as the starting point.

The best solution is to begin with an outline of all the relevant points, designed specifically for the type of arrangement under discussion. The key is to be thorough and be sure nothing, however minor it may seem, is omitted. Previous contracts may be used as guides, but the key issues need to be considered carefully with input from subject matter experts.

3) The negotiating team is not properly prepared.

At times management just instructs an unprepared negotiating team to "just go in there and do the best you can," rather than making sure the team is properly prepared.

The best solution is to ensure that the team prepares by first reading the entire agreement at least three times: once for general points, once to focus on completeness and omissions, and once to study the details such as liabilities and indemnifications. From these readings, the team, with management's buy-in, should prepare a detailed negotiating strategy. Every strategy should include a list of potential concessions, when the concessions may be offered, what must be gained in return, and the threshold for walking away from the deal.

Stakeholder Analysis

As you become more successful in your career, the actions you take and the projects you run will affect more and more people. The more people you affect, the more likely it is that your actions will impact people who have power and influence over your projects. These people could be strong supporters of your work – or they could block it.

Stakeholder Management is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail.

The benefits of using a stakeholder-based approach are that:

- By communicating with stakeholders early and often, you can ensure that they know what you are doing and fully understand the benefits of your project – this means they can support you actively when necessary.
- You can anticipate what people's reaction to your project may be, and build into your plan the actions that will win people's support.
- Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.
-

The three steps in stakeholder analysis are explained below:

1. Identifying Your Stakeholders:

The first step in your stakeholder analysis is to **brainstorm** who your stakeholders are. As part of this, think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.

2. Prioritize Your Stakeholders:

You may now have a long list of people and organizations that are affected by your work. Some of these may have the power either to block or advance it. Some may be interested in what you are doing, others may not care.

Using the Power/Interest Grid as shown below you can classify them by their power over your work and by their interest in your work.

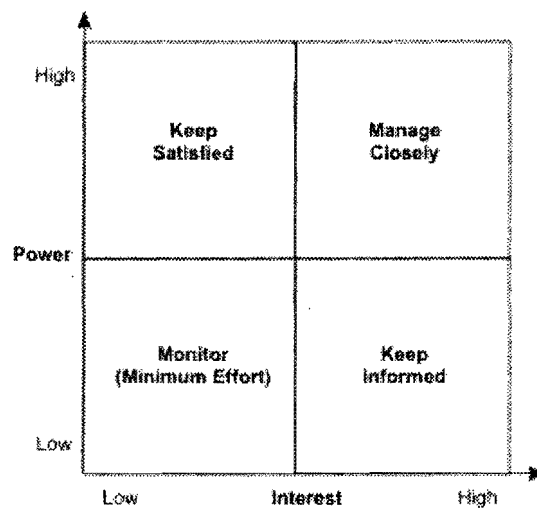


Figure 1: Power/Interest Grid for Stakeholder Prioritization

For example, your boss is likely to have high power and influence over your projects and high interest. Your family may have high interest, but are unlikely to have power over it.

Someone's position on the grid shows you the actions you have to take with them:

- High power, interested people: these are the people you must fully engage with, and make the greatest efforts to satisfy.
- High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

3. Understanding your key stakeholders:

You need to know more about your key stakeholders. You need to know how they are likely to feel about and react to your project. You also need to know how best to engage them in your project and how best to communicate with them. A very good way of answering these questions is to talk to your stakeholders directly – people are often quite open about their views, and asking people's opinions is often the first step in building a successful relationship with them.

Overall, managing stakeholder expectations may seem difficult to achieve; however, effective project managers will organize and adequately prepare themselves during the project's initiation in order to ensure that all stakeholders are satisfied not only with the project's end result, but with the measures taken to achieve those results. Always remember that managing stakeholders and their respective expectations increases the probability that your project will be completed on time, within budget, and free from conflicts that cause disruption.

Brainstorming

Brainstorming is simply listing all ideas put forth by a group in response to a given problem or question. Creativity is encouraged by not allowing ideas to be evaluated or discussed until everyone has run dry. Any and all ideas are considered legitimate and often the most far-fetched are the most fertile. Structured

brainstorming produces numerous creative ideas about any given "central question". Done right, it taps the human brain's capacity for lateral thinking and free association.

Brainstorms help answer specific questions such as:

- What opportunities face us this year?
- What factors are constraining performance in Department X?
- What could be causing problem Y?
- What can we do to solve problem Z?

A brainstorm starts with a clear question, and ends with a raw list of ideas. That's what it does well - give you a raw list of ideas. Some will be good, and some won't. But, if you try to analyze ideas in the brainstorming session, you will ruin the session. Wait. Later, you can analyze the results of a brainstorm with other quality improvement tools. To conduct a successful brainstorm:

1. Make sure everyone understands and is satisfied with the central question before you open up for ideas.
2. Begin by going around the table or room, giving everyone a chance to voice their ideas or pass. After a few rounds, open the floor.
3. More ideas are better. Encourage radical ideas and piggybacking.
4. Suspend judgment of all ideas.
5. Record exactly what is said. Clarify only after everyone is out of ideas.
6. Don't stop until ideas become sparse. Allow for late-coming ideas.

Goal Setting

If you want to succeed, you need to set goals. Without goals you lack focus and direction. Goal setting not only allows you to take control of your life's direction; it also provides you a benchmark for determining whether you are actually succeeding. To accomplish your goals, however, you need to know how to set them. You can't simply say, "I want." and expect it to happen. Goal setting is a process that starts with careful consideration of what you want to achieve, and ends with a lot of hard work to actually do it. In between there are some very well defined steps that transcend the specifics of each goal. Knowing these steps will allow you to formulate goals that you can accomplish.

Here are five steps of goal setting:

1: Set Goals that Motivate You

When you set goals for yourself, it is important that they motivate you. Set goals that relate to the high priorities in your life. This means making sure it is something that's important to you and there is value in achieving it. If you have little interest in the outcome, or it is irrelevant given the larger picture, then the chances of you putting in the work to make it happen are slim. Motivation is key to achieving goals. Goal achievement requires commitment, so to maximize the likelihood of success, you need to feel a sense of urgency and have an "I must do this" attitude.

2: Set SMART Goals

For any goal to be achieved in the public sector it must be designed to be SMARTA. There are many variations on what SMARTA stands for, but the essence is this - Goals should be:

- Specific
- Measurable
- Attainable
- Relevant
- Time Bound
- Aligned

3: Set Goals in Writing

The physical act of writing down a goal makes it real and tangible. You have no excuse for forgetting about it. As you write, use the word "will" instead of "would like to" or "might". Frame your goal statement positively. For example, "I will reduce my operating expenses by 10% this year."
Post your goals in visible places to remind yourself everyday of what it is you intend to do.

4: Make an Action Plan

This step is often missed in the process of goal setting. You get so focused on the outcome that you forget to plan all of the steps that are needed along the way. By writing out the individual steps, and then crossing each one off as you complete it, you'll realize that you are making progress towards your ultimate goal. This is especially important if your goal is big and demanding, or long-term.

5: Stick With It!

Remember, goal setting is an ongoing activity not just a means to an end. Build in reminders to keep you on track and remember to review your goals continuously. Your end destination may remain quite similar over the long term but the action plan you set for yourself along the way can change significantly. Make sure the relevance, value, and necessity remain high.

Goal setting is much more than simply saying you want something to happen. Unless you clearly define exactly what you want and understand why you want it the first place, your odds of success are considerably reduced.

Running meetings***Designing a good agenda***

When designing the agenda some of the factors to consider when are:

- In what order should the topics be presented?
- How will participants get to know each other?
- How will they gain a common understanding of the objectives?
- If an event is to be broken into separate sessions, how much time should be allocated to each item?
- Will all participants be involved each session?
- Or will some be in smaller, break-out groups?
- How and when will break-out groups' feed back to the wider group?
- When will you recap and summarize?
- How will the outcomes of one session flow into the next?
- How will you achieve closure of the overall event?

By the end of the design and planning stage, you should have a solid agenda, which focuses on outcomes, and provides a good flow and structure for the event.

In addition to process and agenda, you should also consider the following:

- Information and materials - What do participants need to know before or at the event? How will this be provided and when?
- Room arrangements - What room set-up will best encourage participation? Are separate rooms needed for break out groups?

- Tourism Legislation

All local plans and activities should be done within the framework of the above documents.

- Supplies - What supplies and props do you need? Pens, flip charts, post-it notes are just the starters - make sure you have everything you need for the agenda and process you've planned. And make sure you have backups for things like data projectors, just in case these fail.

Controlling the meeting

With the agenda and group process in place, it's time to think about how you'll guide and control the proceedings.

To guide and control the meeting, you will need to:

- Set the ground rules - What rules should participants follow in the meeting? How will people interact? How will you ensure that people respect each others ideas? How will questions be handled? You'll prepare some ground rules in advance, and propose and seek agreement to these at the start of the event.
- Set the scene - Here, you'll run through the objectives and agenda. Make sure everyone understands their role, and what the group is seeking to achieve.
- Get things flowing - You'll make sure everyone introduces themselves, or perhaps use appropriate icebreakers to get the meeting off to a positive start.
- Keep up the momentum and energy - You might need to intervene as the proceedings and energy levels proceed. Make sure people remain focused and interested. (If energy levels are beginning to flag, perhaps it's time to take a break?)
- Listen, engage and include - This sets a good example for other participants, and also means you are always ready to intervene in facilitative ways. Is everyone engaged? If not, how can you bring them in? How can you get better participation?
- Monitor checkpoints, and summarize - Keep in control of the agenda, tell people what they've achieved and what's next; Summarize often.

To keep the event flowing and positive:

- Watch for and close any side conversations. These limit the ability of others to focus, and often people are exchanging ideas that should be brought to the group.
- Keep a close eye on the timing. Be flexible, and balance the need for participation with the need to keep things running efficiently.
- Learn what to do when a discussion isn't reaching a natural conclusion. Is more information needed? When and how will the discussion proceed? Park topics that cannot be concluded, and ensure that action time is scheduled to address these issues.
- Be on the lookout for people who aren't participating fully. Are they experiencing discomfort? What is the source of the discomfort? What can you do to bring them into the conversation?
- Pay attention to group behavior, both verbal and non-verbal. Some of the most damaging behavior is silent, so know how to spot it and stop it effectively.
- Step in and mediate immediately if there are obvious personal attacks. Effective facilitators look for the least intrusive intervention first, so reminding everyone of the ground rules is often a good place to start. Whatever the issue, you can't allow bad behavior to continue so be prepared to take the steps necessary to stop attacks.

Mentoring staff members

Mentoring is an essential leadership skill in that in addition to managing and motivating people, it's also important that you can help others learn, grow and become more effective in their jobs. You can do this through a mentoring partnership, which you can arrange within your organization or through a personal or professional network.

Mentoring can be a rewarding experience for you, both personally and professionally. You can improve your leadership and communication skills, learn new perspectives and ways of thinking, advance your career, and gain a great sense of personal satisfaction.

Is Mentoring Right for You?

- Even if you understand the benefits of mentoring and it sounds like a great idea, you have to decide whether it's right for you. Clarify your reasons and motivations for becoming a mentor. When you meet a prospective mentee, this will help you assess your compatibility.
- To explore your reasons for mentoring and whether you want to take this type of commitment further, ask yourself these questions:
- Do you want to share your knowledge and experience with others?
- Do you enjoy encouraging and motivating others?
- Are you comfortable asking challenging questions?
- Are you prepared to invest your time in mentoring on a regular basis?
- How will mentoring contribute toward your own career goals?
- In what areas are you willing to help? Are there any areas that you don't want to go near?

What You Should Consider

- Although you may want to jump right in with both feet, think about these practical considerations:
 - Frequency of contact - How much time can you commit to this relationship?
 - Can you "meet" weekly? Biweekly? Once a month?
 - How long can you spend in each meeting? Half an hour? An hour? More?
 - Do you want to be available between "formal" sessions?
- Method of contact - Would you prefer face-to-face meetings, phone calls, or emails? If you were to use phone calls, who places the call? Can you both use an Internet phone service such as Skype (giving high quality, free local and international calls)?
- Duration of partnership - Do you want to limit the length of the mentoring partnership? Do you want to set regular intervals to review whether you're both happy with the relationship, or do you just want to informally review progress on an ongoing basis?
- Skills, knowledge, and experience - What specific expertise can you offer to a mentee?
- Confidentiality - How will you approach confidential business information? Think of ways to speak about general concepts and situations while maintaining confidentiality.

Where to Draw the Line

- When developing a mentoring partnership, make sure you have clear boundaries of what you can and cannot do for the mentee. As a general guide, focus on your expertise and experience. If anything is beyond your skills and abilities, refer the mentee to another expert.
- As a mentor, you can become the mentee's confidante and adviser. You may be called upon to be a "sounding board" for all sorts of issues and concerns. So know in advance how you're going to deal with difficult situations and getting "off subject."

A mentoring partnership can be an enriching experience. Before you begin a mentoring partnership, it's important to think about your reasons for becoming a mentor and the practical considerations and logistics of such a relationship. If you decide that mentoring is right for you, the time and effort that you put into it can reap great rewards that far exceed your expectations.

How to Motivate Your Team

What do people want from their jobs?