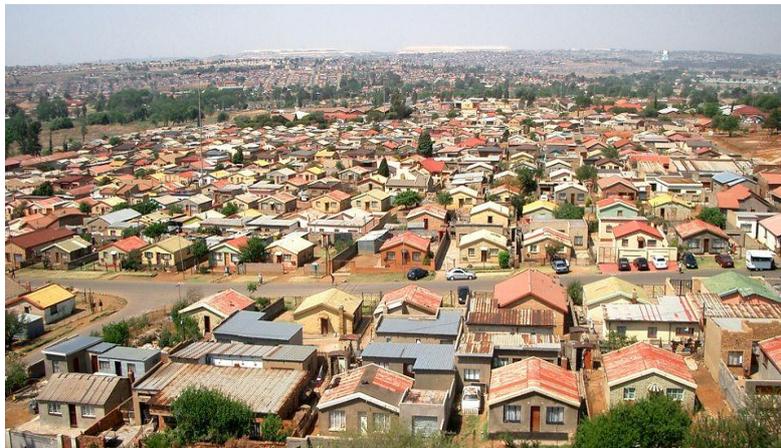# Stakeholders' participation in township tourism planning and development: the case of business managers in Soshanguve

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Abstract

Stakeholder theory advocates the inclusion and participation of relevant stakeholders in both community and business development. This necessitates a diligent planning process with the aim of working towards pre-determined objectives. Furthermore, the constructive participation of stakeholders in the development process can be said to depend on their understanding of the role they are expected to play. Therefore, the participation of business managers in tourism planning and development can be assessed based on their familiarity with both the general and personal business success factors in their operating environment.

This paper assesses the contribution of tourism business operators in Soshanguve Township to tourism development in their community. The study undertakes a quantitative survey of 29 managers of tourism businesses on their perceptions on general business success factors and personal business success factors in Soshanguve Township. The results reveal discrepancies between what the managers perceive to be general business success factors in the community and the factors they consider to have contributed to their personal business success. The inference from the above is that business managers are not optimising on the business potential in their community based on the margin of difference between what they percieve to be the best industry success factors and the implementation of the same in their personal businesses.

The study concludes with recommendations on how to breach the gap in order to maximise the contribution of businesses to tourism development in Soshanguve Township. Prime among these is the increase intervention by the local government in the coordination and training of businesses in the community.

Key words: Tourism development, community development, stakeholders, business development

Introduction

The City of Tshwane (COT) has progressively sought to use tourism as an instrument of community development in the townships (Setshedi, 2007; COT, 2009). The paper argues that the success of such laudable efforts will depend on the level of effective stakeholder participation in the tourism development process. However, the effective participation of stakeholders in the tourism development process also necessitates that such stakeholders understand and execute their roles with diligence.

Tourism businesses play a pivotal role in the tourism sector by providing services to tourists. Businesses also serve as the engive of community development as they create jobs for residents, generate incomes and stimulate the circle of consumption and production. Business success is therefore central to both community and tourism development. In the same vein, business success is dependent on the effective implementation by managers of the factors favourable to business development. It is in this regard that this paper analyses the general and personal business success perceptions of managers of tourism businesses in Soshanguve Township in order to ascertain their participation in tourism development in the community.

LITERATURE ANALYSIS

Stakeholder theory

The importance of stakeholder collaboration in tourism has long been acknowledged in literature (Arnaboldi & Spiller, 2011:644, Bramwell & Sharman, 1999:395). Hall (2008:164) contends that as early as the 1970s Western governments have progressively sought to diminish the role of the public sector in tourism planning and development in favour of collaborative partnerships with other tourism stakeholders. The imperative for a more stakeholder collaborative approach in tourism development is dictated not only by the composite nature of the tourism product but also by the need to deliver a quality product that can withstand the competitive nature of the tourism market (March & Wilkinson, 2009:458).

The Stakeholder concept (Freeman,1984:98) argues that the inclusion and participation of stakeholders in an organisation's operations is an imperative. This concept holds that each organisation has a network of relationships with interested parties who have diverse and sometimes conflicting interests (Neville, Bell & Menguc, 2005:1188). Sheehan, Ritchie & Hudson, (2007:67) emphasis that the support of all stakeholder groups is indispensable to the sustainability of the organisation. In essence, the stakeholder concept deviates from the traditional management school of thought which focussed on internal stakeholders at the expense of external stakeholders.

Stakeholder theory considers every person or group of people who can affect or be affected by the organisations' operations as a stakeholder (Matilainen & Lahdesmaki, 201474). However, Waligo, Clarke and Hawkins, (2013:344) identify two factors as instrumental in determining the extent to which a stakeholder can influence operations in an organisation: the legitimacy of the claim to the firm and the urgency of the claim. Consequently, Matilanen & Lahdesmaki (2014:76) conclude that the level of success achieved by a manager in any organisation is determined by their ability to create wealth, value and satisfaction for the organisations' stakeholders. In the light of the above, this paper considers tourism development stakeholders to be people or communities associated with tourism development and therefore have the potential to affect or be affected by tourism development activities. Prime among these will be the local community because tourism development takes place around them, the government responsible for the peoples' welfare, the visitors' who demand the tourism product and Non-

governmental Organisations (NGOs) who generally play a moderating role.

Despite the different motivations expressed by stakeholders for taking part in tourism development, a number of general benefits accrue from tourism such as the development or upgrade of infrastructure such as roads, water, and electricity which is shared by both tourists and local people. As a result of tourism planning and development local people are further motivated to make improvements to their property for tourists' use, thus benefiting from the increased value (Frey & George, 2010:623).

Township tourism

The phenomenon of township tourism is characteristic of post-apartheid South Africa following the emergence of the democratic dispensation in 1994 (Rogerson, 2004:250). Kim, Uysal and Sirgy (2013:528) assert that the arrival to power of the first black-led government ushered in a new era in tourism, one in which the notion of heritage was no longer limited to the exclusivity of the white culture, but included the legacy of other South African race groups as well. Hitherto, many black areas were infested with crime, filth and violence and therefore regarded as "no go" territories for people of other race groups. Herein lies the similarity between "slum tourism" and "township tourism".

However, the peaceful transition to democracy and the subsequent economic boom in South Africa triggered a new wave of increased tourist arrivals. With the rich political history and the anti-apartheid history, South Africa suddenly had a new tourism niche for attracting tourists. The bulk of these could be found naturally in the townships which were anti-apartheid "hot spots" or the breeding ground for anti-apartheid icons (Bak, 2008:256). Township tourism, in essence, is the visiting of legacies of the anti-apartheid struggle, heritage sites and poverty-stricken communities in the historically oppressed parts of South Africa (Murray, 2013:43; Rogerson, 2013:60)

The Soshanguve tourism situation

Soshanguve Township is situated approximately 40 kilometers to the north of the City of Tshwane central business district (Setshedi, 2007:4). The township shares shares a similar history with other South African townships by virtue of being the product of apartheid legislation enacted in the 1950s to effect racially discrimatory governance (Setswe, 2010:38).

However, the unique history attribute of Soshanguve Township lies in the fact that it was not designed to accommodate one, but four ethnic groups, hence its name, "So" for Sothos, "Sha" for Shangans, "Ngu" for Ngunis and "Ve" for Vendas. This offers Soshanguve the opportunity of developing a cultural tourism product that is diverse and unique (Figure 3).

Figure 3: **Cultural exhibition in Soshanguve**

In addition to this historical factor is the special natural advantage that Soshanguve enjoys by having the Tswaing crater (Figure 4) within its precincts.

Figure 4: **Tswaing crater**

The historical and natural factors mentioned above offer the Soshanguve community a unique competitive advantage over other townships. Furthermore, the City of Tshwane recognises the potential for the development of other tourism products in Soshanguve in the areas of architecture,

arts, natural environment, culture and heritage, and shopping and entertainment (COT, 2005:6). Recent infrastructural developments especially in the road network, electricity supply to 97, 431 out of 106, 056 households, tap water provision to 62, 277 homes (Stas SA, 2013:76) and the opening of shopping centers such as the Soshanguve crossing and Soshanguve plaza only go to buttress the Soshanguve tourism prospects.

Unfortunately, most of the tourism potential of Soshanguve still lies untapped as evidenced in the fact that currently only a few tourists trickle to Soshanguve, mainly to see the Tswaing crater (Setshedi, 2007:12). Hence, prompting this study aimed at proposing a plan for developing sustainable township tourism in Soshanguve.

RESEARCH MOTHODOLOGY

This survey was aimed at exploring the views of tourism product managers in Soshanguve on the genral and personal business factors in their community. The analyses of this data will lead to an understanding of the issues to be addressed in developing sustainable township tourism in Soshanguve and then inform the tourism planning strategy for the township. This was considered important because the demand for Soshanguve tourism can only be stimulated by the availability of quality products.

Sampling frame
The sampling frame was considered to be every manager or person responsible for the supply of tourism goods and services in Soshanguve. Given the nascent stage of tourism development in the community, tourism business development is relatively new and so there are few tourism businesses. The sample frame consisted of all 29 tourism businesses found to be operating in the community.

Sampling method
The sampling method was purposive non-probability sampling as only managers of tourism products in Soshanguve were

targeted. There are few tourism businesses in the township so it was decided that all tourism businesses identified would be requested to take part in the study. The strategy adopted was to ask residents of any tourism businesses they knew of in the area.

Despite the challenges involved, a total of twenty-nine (29) tourism businesses were identified consisting of 9% accommodation, 25% art/souvenir trade, 5% conservation, 22% traditional dance, music and drama, 18% hospitality, 3% safety and security, 5% sports, 8% transport and tours and 5% traditional healers.

Development of questionnaire
Based on the supply-side indicators of tourism sustainability (Lozano-Oyola et al., 2012:662-665), a list of twenty aspects of relevance to the business success was presented to the managers. On a Likert scale from 1 to 5, (1 = not at all important, 2 = slightly important, 3 = important, 4 = very important and 5 = extremely important), the managers were asked to rate the importance of each aspect to the success of a tourism business in general and their business in particular. The aim was to gain an understanding of the managers' understanding of their business needs as opposed to the prevailing conditions in their specific business.

Data collection
Managers of the tourism businesses located were quite willing to participate in the survey as they saw it as an opportunity to give their business some exposure. The only difficulty was in locating the businesses. Most of the managers were comfortable with the questions and even took extra time to explain the challenges facing their businesses.

Data analysis
Data collected using the questionnaires was captured on Excel spreadsheets and sent to the statistical consultation services of the North West University where it was analysed using the SPSS (Statistical Package for Social Sciences) software

programme. Descriptive statistical methods were then used to portray a general perspective on the issues considered important by product managers.

FINDINGS
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 1) are an important indicator of how well the managers understand the needs of the tourism industry, in general and their specific business sector (Table 2) in particular.

Table 1: 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%	**59%**	31%	7%
Adequate signage	4%	0%	**69%**	24%	3%
Business location	0%	10%	**62%**	28%	0%
Telecommunications	3%	17%	**52%**	21%	7%
Running water	7%	3%	28%	**41%**	21%
Electricity	0%	6%	21%	**38%**	35%
Public transport	0%	20%	**35%**	35%	10%
Marketing	3%	0%	17%	**49%**	31%
Industry association	24%	24%	**32%**	17%	3%
Social media marketing	14%	27%	**35%**	21%	3%
Website	3%	28%	**31%**	31%	7%
Internet access	0%	14%	**41%**	31%	14%
Clients' recommendations	0%	0%	21%	31%	**48%**
Qualified management	0%	0%	24%	**55%**	21%
Qualified employees	0%	0%	35%	**41%**	24%
Service excellence	0%	3%	21%	21%	**55%**
Safety and security	3%	3%	17%	24%	**53%**
Insurance cover	21%	10%	**38%**	28%	3%
Attractive décor	0%	14%	**52%**	20%	14%
Adequate parking	10%	7%	**55%**	25%	3%

Table 2: 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%	**51%**	35%	0%
Adequate signage	10%	7%	**52%**	31%	0%
Business location	0%	7%	**48%**	38%	7%
Telecommunications	10%	4%	41%	**45%**	0%

Running water	10%	14%	21%	**41%**	14%
Electricity	7%	10%	**35%**	**35%**	13%
Public transport	17%	17%	24%	**42%**	0%
Marketing	3%	14%	35%	**41%**	7%
Industry association	**35%**	21%	24%	20%	0%
Social media marketing	21%	24%	**38%**	17%	0%
Website	14%	28%	**35%**	23%	0%
Internet access	7%	24%	**38%**	24%	7%
Clients' recommendations	3%	0%	28%	**59%**	10%
Qualified management	0%	7%	**45%**	**45%**	3%
Qualified employees	3%	7%	**48%**	38%	4%
Service excellence	0%	3%	31%	**45%**	21%
Safety and security	3%	7%	21%	**48%**	21%
Insurance cover	3%	7%	35%	**42%**	3%
Attractive décor	10%	28%	24%	**38%**	0%
Adequate parking	24%	17%	24%	**35%**	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).

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 3) 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 3: Factor analysis for tourism business success factors

Factor domains and elements	Factor loadings					
Tourism business success is determined by:	Factor 1: Facilities and services	Factor 2: Communi-cation tools	Factor 3: Access	Factor 4: Visibility	Factor 5: Human resources	Factor 6: Safety
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	
Service excellence					-.665	
Public transport						-.748
Website						-.645
Security						-.641
Cronbach's Alpha	**0.867**	**0.699**	**0.638**	**0.723**	**0.822**	**0.893**
Inter-item correlations	**0.766**	**0.433**	**0.522**	**0.545**	**0.656**	**0.694**
Mean values	**3.86**	**3.41**	**3.22**	**3.35**	**3.15**	**3.55**

Table 4: Factor correlation matrix on tourism industry success factors

Factor	1	2	3	4	5	6
1. Facilities and services	1.000	.061	.151	.043	-.319	-.003

2. Communication tools	.061	1.000	.151	.106	.071	-.377
3. Access	.151	.151	1.000	.066	.056	.088
4. Visibility	.043	.106	.066	1.000	-.006	-.183
5. Human resources	-.319	.071	.056	-.006	1.000	.013
6. Safety	-.003	-.377	.088	-.183	.013	1.000

Conclusions and Recommendations

Based on the factor analysis above, planning for sustainable township tourism in Soshanguve should focus on developing the following aspects of the industry: facilities and services, communiation tools, access, visibility, human resources and safety.

The following specific actions are equally recommended in order to enhance the participation of tourism businesses in the development process in Soshanguve:

- The formation of an association of tourism business operators in Soshanguve township in order to harness business synergy in the community. This could be done through the revitalisation of the defunct "Soshanguve tourism forum" or a new association.
- The increased role of the local government in the coordination of tourism development activities.
- The initiation of training programmes for industry participants so as to elevate the level of service delivery to tourists. Training will further educate the managers on the industry needs and help breach the gap that is visible in the general industry needs and personal success factors.
- Additional government intervention should focus on providing the enabling environment for tourism businesses to florish. This should include increased safety and security measures, tourism awareness/education in the community and the organisation of community events to promote tourism.
- Finally, tourism businesses are encouraged to affiliate themselves with national and provincial industry associations. This will avail them to further quality standards, increased business profiling and attract a larger client base.

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