

**A CRITICAL ASSESSMENT OF TEAM BUILDING AS A TOURISM OFFERING IN  
THE EASTERN CAPE**

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## DECLARATION

I, Astrid Bluemel, hereby declare that:

This research represents original work by the author and has not been submitted in any form for any degree to any other university. Where use has been made of the work of others, it is duly acknowledged and sourced in the text.

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Port Elizabeth

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## **ABSTRACT**

This study researched team building as a tourism offering. Team building has particular potential to benefit tourism in the Western Region of the Eastern Cape. Team building has grown in popularity and is offered by several tourism operators in the Western Region of the Eastern Cape.

Team building can be practiced throughout the year by the use of numerous indoor and outdoor activities thereby attracting participants and tourists. The activity involves a wide range of tourism-related services and facilities which shows its potential value as tourism resource.

The research methodology for this study aimed to identify the link between team building and tourism. Additionally, the study draws attention to team buildings possible socio-economic value which is added to a tourism business's offering range and its effect on the host destination.

A survey was conducted among a randomly selected target population representing role-players involved in team building and tourism activities, for which a questionnaire was developed by adapting the SERVPERF model. This enabled the researcher to identify the team building participants' level of satisfaction with the team building operator, activity and host destination. Emerging from the gained insight into the dynamics between team building offerings and tourism businesses, recommendations have been formulated as to the relevance of team building for a tourism businesses' offering range and the impact on the host destination.

The research study identified numerous beneficial spin-off effects for the Western Region of the Eastern Cape driven from team building activities. These benefits were an increase in awareness of the destination, improved image of the Western Region of the Eastern Cape, and tourist engagement in other tourism offerings during their stay at the destination, among others.

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## ABBREVIATIONS

BMI	The Business Monitor International
DMO	Destination marketing organisations
ECTMP	Eastern Cape Tourism Master Plan
eWOM	World Wide Web-based WOM
MICE	Meetings, Incentives, Conferencing, Events
NTSS	National Tourism Sector Strategy Executive Summary
NMBTSP	Nelson Mandela Bay Tourism Strategic Plan
SERVPERF	Service Performance
SERVQUAL	Service Quality
STS	Systems Theory
UNWTO	The United Nations Organisation
UNEP	The United Nations Environment Program
WOM	Word-of-Mouth
WTO	World Tourism Organization

## **GLOSSARY**

### **Business Tourism**

The National Tourism Sector Strategy (National Tourism Sector Strategy, XIII: n.d) defines business tourism as “a trip which is undertaken with the purpose of attending a conference, meeting, exhibition, event or as part of an incentive (MICE)”. Recreational purposes are of secondary significance for business tourism (Tureac & Turtureanu, 2010: 173). Business tourism can be differentiated into business travel and business events (Morrison, 2013: 518).

### **Business Events**

Morrison (2013: 519) defines business tourism as an event if the occasion includes ten or more people, lasts at least four hours and a contract between the provider and consumer exists.

Business events cover the following categories (Morrison, 2013: 519):

- Conferences and conventions;
- Trade shows and exhibitions; and
- Incentives and rewards.

### **Hierarchical command-and-control approach**

A hierarchical command-and-control approach takes place when employees work under a supervisor and perform simple and repetitive tasks. Work assignments usually do not require expert knowledge (Lawler III, 2000: 12).

### **Incentive Travel**

Jeffery (2014: 122) defines incentive travel as a tool to motivate or recognise exceptional work performance through offering a remarkable travel experience. The incentive is financed by the company in order to reward the employee. Morrison (2013: 536) states that incentive travel combines business and pleasure travel.

### **Interdependence**

For the purpose of the study, interdependence is defined as the mutual reliance of team members on each other.

### **Motivational Meetings**

Tassiopoulos (2010: 491) identifies a motivational meeting as having a motivational element which includes “recreation, motivational speeches, awards and team-building activities”.

### **Seasonality**

Keyser (2010: 409) describes seasonality as the “fluctuation in demand for destinations and tourism offerings during a specific time period”. This means that a destination will experience different demand cycles for its offerings throughout the year. Such demand fluctuations are in relation to a specific time period of the year.

### **Specialisation**

For the purpose of this study, specialisation is defined as the act of specialising teams to pursue particular tasks. Team member skills are developed to achieve specific aims.

### **Sustainable tourism**

Ramgulam, Raghunandan-Mohammed and Raghunandan (2012: 71) define sustainable tourism as tourism which is built on sustainability. Three pillars need to be satisfied in order to be sustainable. These pillars are “natural environment (eco-friendly), the economy (financial benefits) and socio-cultural benefits (create employment opportunities and preserve culture)” (Ramgulam et al, 2012: 71).

### **Team building activities**

These can be described as activities which are executed to facilitate team building. Such activities can include canoeing, mountain biking and team challenges.

### **Team building**

For this study, team building will be defined as processes that enable people to work together towards achieving common goals (Diego, 2006: 26).

## **Tourism business**

In this context, a tourism business is an establishment or association involved in promoting and organising a selection of tourism activities (Rodgers, 2004: 2).

## **Tourism characteristic products**

These products “derive their income mainly from tourists” (Keyser, 2010: 410). Without visitors, these products would only exist in limited quantities.

## **Tourism Offering**

Van Eyk (2010:19) emphasises that in tourism there is not always a clear differentiation between a product, which tends to be tangible, and a service, which tends to be intangible. The experience a participant gains can include both tangible and intangible components. George (2001), cited in Van Eyk (2010: 21), states that using the term *offering* describes the nature of both product and service elements.

## **Western Region of the Eastern Cape**

The Western Region is located in the Eastern Cape of South Africa. The region, of which the main city is Port Elizabeth, includes 34 towns/cities and well-known areas, namely:

Table 1: Towns and cities of the Western Region of Eastern Cape

Aberdeen	Grahamstown	Paterson
Addo	Hankey	Port Alfred
Adelaide	Humansdorp	Port Elizabeth
Alexandria	Jansenville	Riebeek East
Alicedale	Jeffereys Bay	Somerset East
Bathurst	Joubertina	Steynsburg
Bedford	Kareedouw	Steytlerville
Colchester	Kenton on Sea	Sunland
Cookhouse	Kirkwood	Uitenhage
Cradock	Middelburg	Willowmore
Despatch	Nieu Bethesda	
Graaff Reinet	Patensie	

Source: Adapted from Rooms for Africa (<http://www.roomsforafrica.com/dest/south-africa/eastern-cape/regions/western-region.jsp>)



Figure 1: Map of the Western Region of Eastern Cape (source: <http://www.roomsforafrica.com/dest/south-africa/eastern-cape/regions/western-region.jsp>)

Karoo, Baviaanskloof, Addo, Tsitsikamma, Jefferys Bay, the Sunshine Coast as well as Grahamstown are part of the area (*Sarah Baartman District Municipality (DC10)*, n.d.). Nelson Mandela Bay Tourism (*Cacadu Tourism*, n.d.) claims these areas are diverse tourism destinations which offer tourists fun, relaxation and adventure.

# CHAPTER 1

## INTRODUCTION AND BACKGROUND TO THE STUDY

### 1.1 INTRODUCTION

Team building has particular potential to benefit tourism in the Western Region of the Eastern Cape. Team building is an activity that can take place throughout the year, thereby attracting participants and tourists. Within a relatively short time period, the term 'team building' developed from a vernacular expression into an activity that is utilised by tourism businesses (Raue, Tang, Weiland & Wenzlik, 2013: 3). This involves a wide range of tourism-related services and facilities (Tureac & Turtureanu, 2010: 172; Rusu, Isac & Cureteanu, 2010: 479). Diego (2006: 15) asserts that this activity can be an accelerator for attracting visitors, increasing overall spending as well as creating destination image, awareness and more. Stredwick (2005: 384) found that outdoor training is the fastest growing area in team building. The Western Region of the Eastern Cape offers a suitable environment for such undertakings. This region is marketed for its natural and geological environment (*The Cacadu Region: Eastern Cape*, n.d.). It offers a variety of outdoor leisure and adventure tourism activities (*Cacadu Tourism*, n.d.). Several suppliers of team building activities, who will be described at a later stage, are found in the research area.

Nickson (2007: 163) emphasises the popularity of team building. Well-known hotels and amusement parks, amongst others, offer and make use of the popular trend of team building. In this context it can be inferred that team building has begun to be associated with tourism in South Africa. Kriek and Venter (2009: 113) consider the training offered by team building as one of the most popular intervention techniques and is widely used in South Africa (2009: 124).

Chapter one explains the outline and background of the study in the set research area. Sub-problems, objectives and key questions are elaborated. The significance of the study and its limitations are emphasised and the chosen methodology explained.



## **1.2 PROBLEM STATEMENT**

For the purpose of this study, the main problem statement is expressed as follows:

Team building is not fully/optimally exploited in the Western Region of the Eastern Cape by tourism businesses that offer team building activities.

From the above problem statement a number of sub-problems emanate. These are explained in the paragraphs below.

### **1.2.1 Sub-problem one**

As a result of the under-utilisation of existing team building opportunities at tourism establishments, the relationship between team building and tourism needs to be further researched (Diego, 2006: 9). According to Hui and Cheung (2004: 76), there is no meaningful research on participants' experiences. There is a need for statistics which could give businesses an advantage in the development of their offerings (Kozul & Brozovic, 2012: 14).

### **1.2.2 Sub-problem two**

It is not fully comprehended whether team building can improve and increase the image and awareness of destinations in the Western Region of the Eastern Cape.

### **1.2.3 Sub-problem three**

It is uncertain whether team building participants are also willing to engage in other tourism offerings which do not focus on team building.

## **1.3 KEY QUESTIONS PERTAINING TO THE RESEARCH**

In relation to the problem statement and the sub-problems, a number of key questions have been formulated. Those are set out below.

### **1.3.1 Key question one**

What is the potential benefit of team building provided by tourism businesses for their offering range?

### **1.3.2 Key question two**

Has team building been identified as an effective tourism offering?

### **1.3.3 Key question three**

Does team building encourage tourism?

### **1.3.4 Key question four**

What benefits can tourism businesses and participants in team building offerings gain in a tourism context?

## **1.4 RESEARCH OBJECTIVES**

The objectives of this study are explained in the paragraphs below.

### **1.4.1 Research objective one**

To assess the potential benefit of team building provided by tourism businesses for their offering range;

### **1.4.2 Research objective two**

To present factors in terms of which team building can be identified as an effective tourism offering;

#### **1.4.3 Research objective three**

To evaluate whether team building encourages tourism;

#### **1.4.4 Research objective four**

To investigate the benefits gained for tourism businesses and participants of team building offerings in a tourism context;

#### **1.4.5 Research objective five**

To conduct a literature review regarding team building as a tourism offering;

#### **1.4.6 Research objective six**

To conduct an empirical survey in order to ascertain current views and perceptions of the value of team building as a tourism offering;

#### **1.4.7 Research objective seven**

To compare the findings of the empirical study with theoretical guidelines from existing literature; and

#### **1.4.8 Research objective eight**

Based on the findings, to make recommendations for tourism businesses which offer team building in the Western Region of the Eastern Cape

### **1.5 DELIMITATION OF RESEARCH AREA AND EXTENT OF THE STUDY**

Although team building events are offered all over South Africa, this research is limited to selected tourism businesses in the Western Region of the Eastern Cape. The nature of outdoor team building offerings, adventure tourism-related activities and the relative density of tourism businesses in the Western Region of the Eastern Cape make it a

suitable geographic area for this study. For practical purposes, the study limited the sampling to specific team building businesses and team building participants who were willing to participate and formed a representative target population. The gained data provides applicable findings and recommendations for the selected area. The study provides indications of the potential of team building as a tourism offering.

## **1.6 REVIEW OF EXISTING THEORY AND RELATED RESEARCH**

For the purpose of this study relevant books, journal articles, academic papers, official reports, government policy, official publications and other policy documents, newspaper articles, unpublished research and other applicable published and unpublished material have been taken into consideration for the secondary data collection.

Existing theory regarding the concept of team building and team building as a form of business tourism was evaluated. A conceptual/theoretical model from Ramgulam et al (2012: 76) was adapted to identify the potential impact of tourists' satisfaction with the team building offering. Further potential effects of team building as a business tourism offering were evaluated in terms of Rogerson's (2005: 179) model for business tourism impacts.

## **1.7 SIGNIFICANCE OF THE RESEARCH**

The results of this research will make a contribution to the existing body of knowledge of team building in a tourism context. Team building is a rising trend in South Africa's business tourism. Segments of team building are incorporated in companies' incentives which form part of the MICE market (Team building and meetings, n.d.). Tourism businesses in the Western Region of the Eastern Cape practise team building without being able to draw on current research from the South African context. This study explores the potential of team building to add value to tourism as a whole. The aim of this investigation is to gain a better understanding of the relationship between team building as an offering and the tourism industry. The nature of such a relationship is investigated during this study. The outcome of the study will assist tourism businesses that provide, or have the opportunity to provide, team building offerings. Understanding the potential of team building and its relationship to tourism can assist the innovative

development of an offering that broadens businesses' offering ranges. In addition, it possesses the potential to promote the Western Region of the Eastern Cape for increased tourism, such as business tourism, while simultaneously counteracting tourism seasonality.

## **1.8 JUSTIFICATION OF THE RESEARCH METHODOLOGY**

The empirical phase of the study is quantitative. The research strategy is a survey in the form of a quantitative self-administered questionnaire with an open-ended section. The research instrument followed an adapted Service Performance (SERVPERF) model. The survey was conducted among a randomly selected target population representing role-players involved in team building and tourism activities. This strategy was identified as suitable for investigating the team building participants' perceptions of and attitudes towards team building at a tourism business. Additionally, the study enabled the researcher to identify possible socio-economic values which are added to a tourism business's offering range and its effect on the host destination.

## **1.9 SUMMARY**

This chapter provided a description of the research study, its background and research problem. This was followed by sub-problems, objectives and key questions. The chosen methodology and research area of the study were explained. Additionally, the existing theories and related research were briefly explained and the significance of the study highlighted.

This study can add to the existing body of knowledge of tourism in the region. Team building is an emerging trend which has not been sufficiently researched in the Western Region of the Eastern Cape. The area is a suitable territory for this type of activity and comprises several team building operators.

Chapter two provides information regarding the concept of team building. A common understanding of teams and their development, different approaches and purposes of team building will be examined.

## **CHAPTER 2**

### **THE RELATIONSHIP BETWEEN TOURISM AND TEAM BUILDING**

#### **2.1 INTRODUCTION**

Gilley, Morris, Waite, Coates and Veliquette (2010: 10) emphasise the significance of understanding the concept of team building. To develop appropriate team building activities, it is essential to have knowledge of different types of teams, team development, team building approaches and its objectives. Once this knowledge is acquired one can develop appropriate team building offerings which fulfil the clients' needs.

There is a lack of a standardised definition for the offering. This chapter explains the concept of team building and teams. As team building occurred out of the need to develop teams, this chapter establishes a basic understanding of teams. A common understanding for the investigated tourism offering and its development over the years is established.

#### **2.2 DEFINITION OF TEAM BUILDING**

There are numerous definitions of teams (Gilley, Morris, Waite, Coates & Veliquette, 2010: 9). Diego (2006: 26) defines team building as a means of enabling people to work together towards achieving common goals. Grove (2008: 20) asserts that teams can be defined depending on theoretical frameworks and philosophies. In the context of teams in companies, a team is a unit of two or more, whose members work interdependently and collaboratively towards common goals (Dube, Tremblay, Banbury & Rousseau, 2010: 1610). The individual team member is not able to achieve goals as effectively as the team and its created synergy effect does (Zoltan & Vancea, 2015: 97). The priority of team members is to achieve team goals successfully (Gilley et al, 2010: 10). Katzenbach and Smith (in Grove, 2008: 22) emphasise that a team is initiated when members have the same commitment and aim for synergy within the team.

It is necessary to gain a better understanding about teams when defining team building. Team building is less significant if an organisation follows a hierarchical command-and-

control approach which leaves no room for developing teams. The activity can only be performed when there is a team participating in it. It is necessary to know what a team is and how team building can transform a team into a more effective unit.

Katzenbach and Smith, as cited in Gilley et al (2010: 9), and Fapohunda (2013: 4) state six characteristics of effective teams. According to them, such teams "...consist of a small number of people with complementary skills who are committed to a common purpose, established performance goals, and approach that holds themselves mutually accountable" (Gilley et al, 2010: 9).

Each team is unique in its composition and team members' skills. Knowing what team building entails enables teams or organisations to decide whether a team building intervention is necessary.

Team building is an activity which is commonly used in organisations to develop teams (Klein, Diaz Grandos, Salas, Le, Burke, Lyons & Goodwin, 2009: 182). The activity can take place in different settings such as outdoors and indoors (Klein et al, 2009: 182). For the purpose of this study, team building refers to activities which certain tourism facilitators offer and which primarily take place outdoors.

For the purpose of this study, team building is seen as informal as it takes place outside of the team members' work environment. The activity concentrates on social relations, clarifying roles, and solving team related problems (Klein et al, 2009: 182). Fapohunda (2013: 2) asserts that team building enables team members to achieve their goals. This means that the team managed to work effectively together and fulfils its purpose. For a company, reaching those goals could mean that a specific work process was successfully implemented by a team and profits are gained.

Kriek (2007: 558) describes team building as an activity which increases team performance and is conducted to establish work efficiency. He indicates that team building activities influence the characteristics of teams as those activities enable teams to be more effective (Kriek, 2007: 558). If a teams' social behaviour for example is negative and hostile towards each other or higher instances and lacks participation, a team building activity can aim to alter these characteristics (Fapohunda, 2013: 3).

Research conducted by Kriek (2006: 536) revealed that team building activities enable participants to set norms, clarify roles and strengthen boundaries while increasing a feeling of security and developing and implementing operational plans. During team building activities, team members get the opportunity to communicate and address uncertainties such as norms and members' roles while enhancing positive interaction between individual team members. Team members might not have the skills or knowledge to overcome those obstacles by themselves. Team building activities, led by team building facilitators, can assist in developing successful teams.

Team building is not solely used by corporate businesses to develop work teams. People get together to strengthen their bond with team building activities (Tureac & Turtureanu, 2010: 170). Tureac and Turtureanu (2010: 170) emphasise that team building is also relevant for institutions such as self-help groups and social organisations. The bond among team building participants gets strengthened (Tureac & Turtureanu, 2010: 170). For the purpose of this study, it can be assumed that individuals from self-help groups and institutions, who partake in team building, profit from this group cohesion and gain emotional strength from it. This can enable them to overcome obstacles by themselves or with the support of their team.

Team building is a popular exercise for schools and sport teams. These activities often yield positive effect in the students' development. Examples are the improvement of children's perceived self-conception and positive social behaviour such as the ability to solve problems (Gruno & Gibbons, 2014: 7; Gibbons & Ebbeck, 2011: 72; Schmidt & Smith, 2011: 95). For example, the positive impact of team building can improve the performance of sport teams as it has the potential to increase the teams and individual players' performance and their sense of commitment (Schmidt & Smith, 2011: 89).

### **2.3 TYPES OF TEAMS**

Looking at the definition of teams, it can be concluded that there are several types of teams. Not only organisations fulfil the requirements of having units which can be categorised as teams. Other institutions such as sport teams, youth groups, schools, church members, families, self-help groups and social organisations make use of team building activity (Tureac & Turtureanu, 2010: 170). Zoltan and Vancea (2015: 94)



indicate that teams often engage in sporting or profitable activities. Being aware of the different types of teams can be an asset for a team building provider. Different types of teams will require different team building offerings. The customers' interests in team building vary as business organisations might have different needs and have to be approached differently than teams of sport clubs. A successful team building offering has knowledge of customers and the type of team it is dealing with. Teams of organisations can further classify and distinguish among different work teams.

Devine, Clayton, Philips, Dunford and Melner as cited in Levi (2011: 6) state that there is a lack of a specific classification system for work teams. Teams can be classified regardless of their tasks. According to Levi (2011: 6), teams are often categorised according to their life span if specialisation or interdependence is required, their integration and coordination within the organisation, and their authority of power. McGrath, cited in Levi (2011: 7), differentiates between traditional work groups, traditional teams and self-managing teams.

Traditional work groups follow a hierarchical approach, where employees follow a supervisor or manager who makes the decisions. Their tasks are independent (Levi, 2011: 7). Workers at an assembly line often fulfil their tasks independently and receive their orders from a supervisor or manager.

Traditional teams function in a democratic environment. Leaders are allocated by the organisation and individual work tasks are interdependent yet co-ordinated by the leader (Levi, 2011: 7). A company's allocated manager supervises certain departments to give guidance to employees who work together interdependently. In a hospital, the senior physician will consult with several medical practitioners at a time.

Self-managing teams possess significant power and authority. Team leaders are chosen democratically. Team members must give their consensus for decisions making as team leaders cannot force their interest upon the team (Levi, 2011: 8). A team of doctors and nurses in an emergency-room are a self-managed team. They often depend on each other's performance and make their own decisions about the treatment of a patient.

In addition to the above, teams can be categorised into parallel teams, process teams and project teams according to their life span (Levi, 2011: 283). Parallel teams are initiated for a short period of time and therefore are temporary in order to give recommendations, solve problems or improve organisations' success. Team members of parallel teams have other primary work tasks. The commitment to their primary job and role as team member can cause conflicts (Levi, 2011: 283).

In contrast to parallel teams and process teams, project teams are established temporarily, requiring the full commitment of each team member. Teams are created to develop new products and services (Levi, 2011: 283). The building of a new mall requires a project team of several companies such as architects and quantity surveyors. Measuring individuals' efficiency is problematic and often team members possess a variety of expertise and can apply their knowledge and skills cross-functionally (Levi, 2011: 284).

Certain teams are initiated over a long period of time. Process teams are permanent teams. Team members work solely for the team. Their job purpose focuses on tasks which have to be done as a team, not individually. The teams work interdependently in producing products or services. They are responsible for the performance of the work task. It is challenging to identify individuals' performances and behaviour (Levi, 2011: 284). A customer might be dissatisfied with his/her overall experience at a restaurant owing to one negative experience. If one of the kitchen employees performed poorly in preparing one part of the dish, it can reflect negatively on the team as a whole.

As a tourism operator providing team building activities, it will be useful to know which type of team is facilitated during activities. A sports team will have set different goal than a family or a work team. Focusing on the different types of work teams can play a significant role in providing successful team building activities. Team dynamics are likely to be different for parallel teams than for project teams. Project teams might experience higher pressure to turn into efficient teams within a short time frame in order to develop their product successfully. Team building activities are likely to be tailored depending to the type of team they cater for.

## 2.4 HISTORICAL OVERVIEW OF TEAM BUILDING AS AN ACTIVITY

A historical overview of the development of teams and their increase in popularity explains the necessity of offering team building activities which create successful teams. It is necessary to understand what teams are and how they have developed over time. Having fundamental knowledge about teams and what they can achieve in comparison to individuals enables teams and team building facilitators to work towards achieving their best performance. Knowing someone's motives for implementing teams in work and social environments fosters an understanding of the significance of team building activities.

Using teams instead of individuals became particularly common for businesses over the previous century. Levi (2011: 11) points out that there are two main approaches to developing employees. The one approach focuses on small groups or families as traditionally found in farming and the manufacturing guild system (Levi, 2011: 11). As farmers and guilds need to work together to be successful this can be seen as a form of teamwork. The other approach is a structured hierarchy which builds on a model developed by the military.

This hierarchical approach was used by most work organisations during the Industrial Revolution of the early 1900s. Employees worked under a command-and-control system where they performed single tasks, supervised by a supervisor. Problems arose as employees became less motivated, goals were not met and changes were difficult to implement (Levi, 2011: 12). In contrast to working in a team, individuals received orders from superiors which they had to follow.

The above obstacles in the work environment led to the development of the Human Relations Movement in the 1920s and 1930s (Levi, 2011: 12). Mayo revealed the significance of social factors on work performance. Mayo and his colleagues conducted the Hawthorne studies between 1924 and 1932 at the Western Electric company's factory in Illinois USA (Kiechel, 2012: 65, Stamatov, 2014).

The original Hawthorne study intended to identify whether altering employees' work environment influences their work performance (Stamatov, 2014). Initially the research

team focused on changing conditions, such as increasing the lighting at the work place. At a later stage the experiment included reduced working hours and increased breaks, which led to an increase of productivity (Stamatov, 2014).

Mayo secluded a small group of women from the rest of the employees during the time of the experiment (Stamatov, 2014). Those women worked in a separate room. After the initial research ended and the women were sent back to their initial workplace, their productivity remained high in comparison to that of the other employees (Stamatov, 2014). Mayo concluded that the women must have developed a team spirit while working in a small group (Spoolman, 2000: 5). The women became part of a team and developed a sense of belonging and friendships (Stamatov, 2014). They did not want to make a bad impression in the eyes of others (Stamatov, 2014).

The Hawthorne Effect describes the productivity increase when supervisors show satisfaction to employees about their work and provide feedback, allow groups to establish their own conditions and include the group in decision-making regarding their work environment (Spoolman, 2000: 5). Bruce and Nyland (2011: 385) concluded that the Hawthorne studies demonstrated the significance of individual social needs and their relevance to increase employees' work performance.

The Hawthorne studies became a milestone in the fields of human relations, organisational research and the development of team building activities (Stamatov, 2014; Hassard, 2012: 65). Spoolman (2000: 5) claims that the Hawthorne studies were the beginning of team building activities.

During World War II researchers recognised that, despite earlier beliefs, military troops operated more as teams than as a hierarchical system. Subsequent research emphasised that people's achievements, such as productivity, increased when they were placed in teams (Levi, 2011: 12).

The sociotechnical systems theory (STS) was used during the 1960s and 1970s to redefine the use of work teams. This theory focused on establishing work teams for tasks which depend on flexibility, are interdependent, technically uncertain and operate in an unstable environment (Levi, 2011: 12).

The use of teams in companies increased widely in the 1970s and 1980s (Spoolman, 2000: 5). Japan started using quality circles during the 1970s. These quality circles are "...parallel teams of production workers and supervisors who meet to analyse problems and develop solutions of quality problems in the manufacturing process" (Levi, 2011: 13). This approach of working together enabled Japan to rise as a global competitor in manufacturing inexpensive goods of high quality.

European and American organisations implemented quality circles during the 1980s with mixed success. According to Levi (2011: 13), cultural differences were the reason for the different outcomes of success in comparison to the situation in Japan. Nevertheless different approaches and concepts of teamwork were developed and implemented by the late 1980s and expand continuously. Team developmental activities are perceived as significant tools for establishing successful teams (Shuffler, Diaz Grandos & Salas, 2011: 365).

The impact of globalisation makes effective teams essential for today's organisations (Shuffler et al, 2011: 366). According to Shuffler et al (2011: 336), teams are more likely to experience positive outcomes when team development activities such as team building and team training are introduced.

For the purpose of this study, it can be assumed that the evidence of increased work performance of teams in comparison to individual workers will lead companies towards implementing work units. Globalisation and a fast-changing environment put pressure on companies. Organisations need to perform as well as possible in order to remain competitive. Using work teams is one way of making use of individuals' strength and creating a synergy effect. However, teams need to be developed and guided. Team-building activities can be a tool to foster effective and successful teams.

## **2.5 THE PURPOSE OF TEAM BUILDING**

The purpose of team building activities can be twofold. The first purpose is that team building operators will offer team building activities as part of their offering range to gain profit. The second purpose is that team building participants are usually sent by their

employers to find solutions to overcome obstacles or to strengthen the bond between members.

To offer team building activities successfully, suppliers of team building offerings have to understand their customers' interests. Their offering has to meet or exceed customers' needs and wants. As defined earlier, team building is supposed to develop a team with individuals who work together and follow a common goal. Teams which achieve this are most likely to be efficient and successful. One can say that the main purpose of team building is to develop efficient teams which increase the organisation's overall performance. It is significant for team building suppliers to understand the components of efficient teams in order to formulate team building objectives and offer activities which build successful teams. Team building operators who meet their customers' expectations and develop successful teams are likely to provide a valuable tourism offering. This makes it necessary for operators to be aware of the aims and objectives of team building.

Using team building as a vehicle to initiate successful teams has numerous benefits for social and business organisations. Gibson et al, as cited in Gilley et al (2010: 11), highlight the economic benefits of partaking in team building activities. They state that team building can foster a "...sense of belonging, and products/services can be produced [by team members] at the highest quality and lowest cost and most efficiently" (Gilley et al, 2010: 11). The activity has the potential to optimise the work process while saving costs which makes it a relevant activity for organisations.

Team building has several objectives depending on the type of team and the development stage of the unit. Most of team building objectives correlate with the different team building approaches which will be discussed in detail at a later stage. Adair (2004: 109) lists three broad issues which are tackled through team building activities. These issues are building and maintaining the team, achieving the task, and developing the individual. Similarly, Kriek and Venter (2009: 113) state that the exercise should improve team development, productivity, the relationship between staff and achieving organisational goals. More specifically, team building activities have benefits which improve coordination such as skills of planning and organising, active learning, fostering leadership, adaptability and creativity, problem solving and strategic thinking

(Tureac & Turtureanu, 2010: 168; Kozul & Brozovic, 2012: 1). Team building activities aim to increase team spirit (Tureac & Turtureanu, 2010: 168; Kozul & Brozovic, 2012: 1). Generalising these benefits it can be said that team building enables teams to run smoothly and achieve their goals while encouraging the individual team members.

Stredwick (2005: 384) identifies team building as a tool to develop individuals. According to him, "...time management, planning, delegation and evaluation and to retain a degree of confidence under adversity" are part of the team building process. Beech and Chadwick (2006: 104) state that Maslow's hierarchy of needs emphasises the importance of an individual's social needs. Team building can be used to satisfy such social needs (Beech & Chadwick, 2006: 104). The activity not only focuses on the team, but also on its individuals. An approach like this can encourage focusing on an individual's strength instead of pointing out his/her weaknesses. Focusing on the positive can give the individual members confidence in their skills.

Companies make use of team building activities when their objectives are not achieved, when the structure of a team changes or to motivate employees (Tureac & Turtureanu, 2010: 170). Team building enables people to identify factors that reduce their efficiency (Dyer, Dyer & Dyer, 2007: 91).

Kozul & Brozovic (2012: 1) add that team building activities can be seen as relaxation for employees. This shows that team building activities are used to improve teams' performance and as a reward. It is essential for team building operators to be aware of the customers' motives for participating in the activity.

Additional objectives for effective teams and consequently team building activities can be to:

- enhance the level of trust (Fapohunda, 2013: 4; Diego, 2006: 26);
- increase work performance (Fapohunda, 2013: 4; Gilley et al, 2010: 167);
- encourage self-development (Gilley et al, 2010: 167);
- establish effective communication (Fapohunda, 2013: 4; Diego, 2006: 26; Gilley et al, 2010: 167);
- foster effective leadership (Tureac & Turtureanu, 2010: 168; Gilley et al, 2010: 167);

- cultivate the ability to work in a team-centred way (Diego, 2006: 26; Gilley et al, 2010: 167);
- create positive work environment (Gilley et al, 2010: 167);
- motivate team members (Fapohunda, 2013: 4; Diego, 2006: 26; Gilley et al, 2010: 167);
- develop self-regulation techniques (Gilley et al, 2010: 167);
- identify and utilise individual members' strength (Peragine, 2007: 12; Gilley et al, 2010: 167);
- increase fast response and flexibility to changes in the work environment (Gilley et al, 2010: 167);
- successfully handle conflicts and problem solving (Peragine, 2007: 12; Fapohunda, 2013: 4; Diego, 2006: 26; Klein et al, 2009: 183; Tureac & Turturenau, 2010: 168; Gilley et al, 2010: 167);
- create a sense of belonging (Tureac & Turturenau, 2010: 168; Gilley et al, 2010: 167);
- foster work commitment (Fapohunda, 2013: 4; Diego, 2006: 26; Tureac & Turturenau, 2010: 168; Gilley et al, 2010: 167);
- improve teams' decision making (Tureac & Turturenau, 2010: 168; Gilley et al, 2010: 167);
- clarify roles (Peragine, 2007: 12; Diego, 2006: 26; Klein et al, 2009: 183; Gilley et al, 2010: 167);
- set goals (Peragine, 2007: 12; Fapohunda, 2013: 4; Peragine, 2007: 12; Gilley et al, 2010: 167);
- unify a team (Diego, 2006: 26; Gilley et al, 2010: 167);
- enhance cohesiveness (Gilley et al, 2010: 167; Gilley et al, 2010: 167);
- strengthen a team (Gilley et al, 2010: 167);
- teach procedures to manage human and material resources (Gilley et al, 2010: 167);
- promote active learning (Tureac & Turturenau, 2010: 168);
- increase creativity (Fapohunda, 2013: 4; Tureac & Turturenau, 2010: 168; Diego, 2006: 26);
- transit from formal to informal relations between employees (Tureac & Turturenau, 2010: 168);
- improve social relations (Peragine, 2007: 12; Klein et al, 2009: 183); and



- increase job satisfaction (Fapohunda, 2013: 4).

Once those objectives are met and a unit becomes a team, success is inevitable (Tureac & Turtureanu, 2010: 167). It is essential to be aware of the customers' objectives in team building. When objectives are clear and agreed upon, a team building provider can select the relevant activity for the team in question. It can be assumed that the appropriateness of the activity and its success in fulfilling the objectives will determine whether the team building operator succeeded in satisfying the customer. A team which takes part in the activity as a retreat might see the activity as a welcome getaway from the work environment and possibly will not appreciate the facilitator addressing work-related topics. If a team takes part in team building to solve problems, discussing the work environment will be unavoidable. Team building facilitators have to be aware of those factors.

## **2.6 TEAM BUILDING APPROACHES**

According to Beer, as cited in Klein, Diaz Grandos, Salas, Le, Burke, Lyons and Goodwin (2009: 185) and Sundstrom, De Meuse and Futrell (1990: 128), there are at least four approaches to team building activities, namely goal setting, interpersonal process, role definition and problem solving. Levi (2011: 300) concludes that building of cohesion can be part of a team building approach too. Kriek (2006: 541) highlights the fact that adventure-based team building activities need to be added as an additional approach. A team building operator has to decide on a team building approach in cooperation with the client or participants. Depending on the chosen approach, an appropriate activity can be used to utilise the offering. Failing to identify the right approach might lead to a negative experience for the team building participants which, in turn, can have a negative impact on the team building operator's business.

### **2.6.1 Goal setting**

Goal setting will enable the team to work successfully towards the same outcome. Once the goals are set, team members will have a clear vision about their purpose and objectives as a team (Levi, 2011: 300; Klein et al, 2009: 187; Sundstrom, 1990: 128). Developing detailed objectives which the team agrees upon will create commitment to

achieve the set outcomes (Levi, 2011: 300). Building consensus within the team and developing action plans and feedback systems are part of this approach (Levi, 2011: 300; Sundstrom et al, 1990: 128; Gilley et al, 2010: 15). Individual characteristics can be altered and a higher level of team member motivation can be gained (Klein et al, 2009: 187). According to Levi (2011: 300), a goal-setting approach can focus on the actual achievement of a team or the organisation's overall values and mission. This approach is effective for teams with members from diverse backgrounds. It will enable team members to clarify overall values as well as the mission of the team and organisation (Levi 2011: 300).

### **2.6.2 Interpersonal relations**

Efficient teamwork requires team members to have increased teamwork skills. Such skills are, for example, mutual trust, supportiveness, communication and sharing feelings (Klein et al, 2009: 187; Sundstrom et al, 1990: 128). These skills will lead to fewer interpersonal conflicts and enable teams to coordinate their work, successfully negotiate and solve problems (Levi, 2011: 301). This approach often requires a facilitator who supervises group exercises and gives feedback on team progress and ways of improving (Levi, 2011: 301; Klein et al, 2009: 187). Levi (2011: 301) emphasises the fact that the use of activities to simulate a scenario is the most effective way to improve interpersonal process skills. A team building facilitator can support a team in achieving their goals through choosing activities which require the team to communicate and overcome conflicts and issues while assisting them.

### **2.6.3 Role clarification**

Team members' roles need to be clarified in order to minimise stress and interference with work performance (Levi, 2011: 300). This team building approach emphasises fostering communication between team members regarding their own and other team members' roles (Levi, 2011: 300; Klein et al, 2009: 187; Sundstrom, 1990: 128). Roles, tasks and duties need to be clarified, standards set and responsibilities shared (Levi, 2011: 301). The approach can enable teams to reflect on their roles and leads to changes of certain behaviours in order to improve team efficiency (Levi 2011: 301; Klein, 2009: 187).

#### **2.6.4 Problem solving**

The problem-solving approach of team building activities will discuss and determine conflicts and problems within the team (Levi, 2011: 302; Sundstrom, 1990: 128). Such issues can include underlying conflicts which hinders effective team work. A problem-solving approach will help the team to identify, analyse and work towards solving such problems. The problems are discussed openly with the team (Klein et al, 2009: 187). Further strengths and weaknesses of the unit will be analysed (Levi, 2009: 301). Once the team is aware of their problem, then alternatives, problem solutions and action plans can be set in place (Levi, 2011: 302; Gilley et al, 2010: 14). Solving the problem can be a challenging task for the team, depending on the depth of the issue. Often outside facilitators are used to identify obstacles and to negotiate acceptable alternatives and action plans (Levi, 2011: 302). Goal setting, establishment of better communication and relations as well as divining team roles can be part of this approach (Klein et al, 2009: 87).

#### **2.6.5 Cohesion building**

Team building can be used to strengthen the bond between team members (Schmidt & Smith, 2011: 89). Cohesion will increase a team's cooperation, commitment, morals and trust in each other (Levi, 2011: 302). Individual team members start feeling like a part of a team. Team identity is created by increasing team members' cohesion. It also fosters pride in being part of something unique. Levi (2011: 302) emphasises the fact that outdoor experiences are a successful way to develop cohesion in a team. Outdoor activities can achieve a sense of cohesion and achievement when teams master challenges together (Levi, 2011: 302).

#### **2.6.6 Adventure-based team building**

Kriek argues that little research has been done on adventure-based team building (2006: 542). Adventure-based team building activities are tailored to a specific team, team member or organisation (Kriek, 2002: 23). The activity is designed to take participants out of their comfort zone. This experience can foster new structural orders and changes in team members' behaviours (Kriek, 2002: 23).

Choosing the right activity for a team can provide the participants with a superior experience. This will not only lead to their achieving their goals but to reflecting positively on the team building provider. A provider who knows his/her customer's team and its aims well enough to choose a valuable activity will be more likely to be successful. Furthermore, the provider knows in which development stage his/her client's team is.

## **2.7 STAGES OF GROUP DEVELOPMENT**

Teams run through several stages of development. It can be assumed that a team's need varies with the different stages. Team building operators should be aware of those development stages and alter their activities to suit the team's stage of development.

A widely used model of team development was introduced by Tuckman and Jenson (West, 2012: 89; Gilley, Morris, Waite, Coates & Veliquette, 2010: 18; Grove, 2008: 37; Tierney, 2002: 24; Fapohunda, 2013: 4). The model identifies the effectiveness and development process of a team (Tierney, 2002: 23). Tuckman and Jenson's model is often used to rationalise team building activities depending on the stage in which a team is (Tierney, 2002: 23).

Their model of team development includes five stages. These stages are most commonly used to identify in which stage a team is (West, 2012: 89). Most teams can be categorised in a particular stage after observing the group members behaviour (Tierney, 2002: 23). However, each team is individual and their characteristics might not be distinct for one of the stages (West, 2012: 91). Some teams will return to a previous stage in order to deal with new situations (West, 2012: 89). Gilley et al (2010: 19) emphasise that it is essential for an efficient team to go through these stages. A team building facilitator might be consulted to assist a team with progressing through those stages. The five stages are forming, storming, norming, performing and adjourning (West, 2012: 89; Tierney, 2002: 24; Grove, 2008: 38).

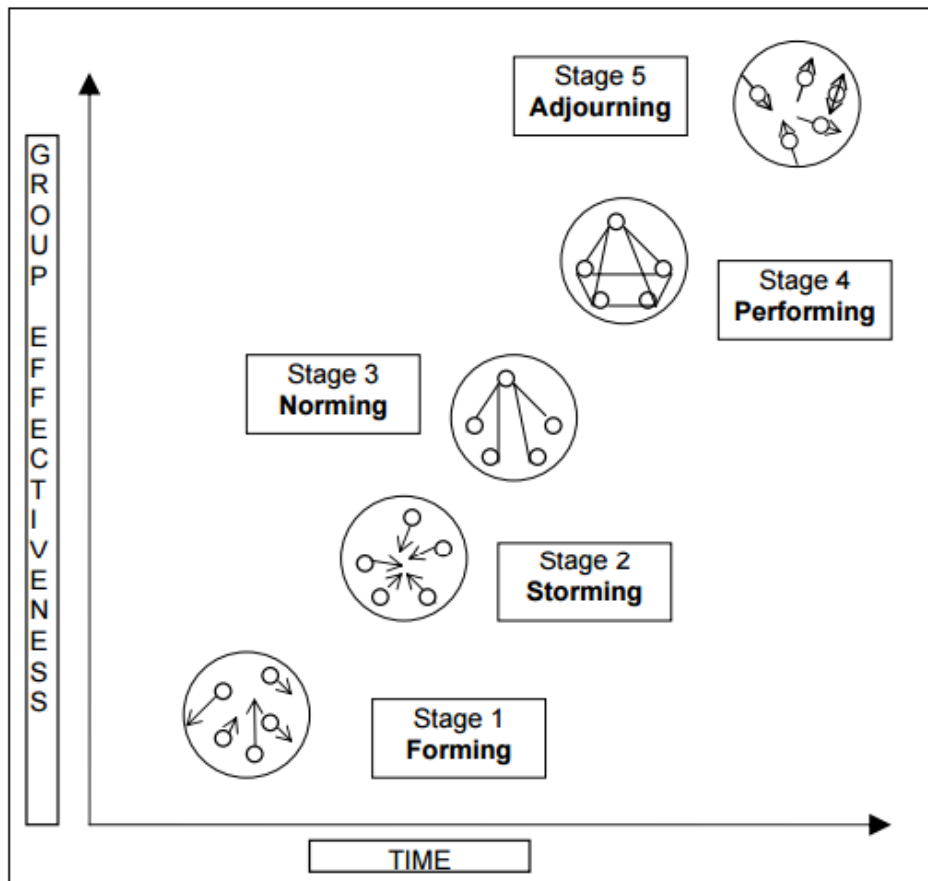


Figure 2.1: Tuckman's stages of group development (Tierney, 2002:24)

### 2.7.1 Forming

The first stage in developing a team is *forming*. When teams are newly formed, team members are often anxious and concerned about working in a team and their new tasks (West, 2012: 90; Gilley et al, 2010: 19). Roles of team members are not yet established, available resources are often uncertain, fellow team members unknown, and rules and regulations unclear (West, 2012: 90). Grove (2008: 28) stresses the issue of unfamiliarity among team members. During this stage team goals have to be communicated and agreed upon by team members (West, 2012: 90). West (2012: 90) emphasises that optimism during this stage can influence team outcomes. During *forming* it is assumed that a team building activity will enable team members to become acquainted. A team building activity can be used in order to establish common goals, rules or guidelines for the team members.

### **2.7.2 Storming**

After *forming*, teams transition to the next stage which is *storming*. In this stage teams will face conflicts relating to team tasks, identifying team members' roles and authorities and tension between individuals and groups (West, 2012: 90; Nazzaro & Strazzabosco, 2009: 6). Resentment and resistance of control is shown by members (Grove, 2008: 38). The teams have to work through those conflicts and define their roles, develop conflict resolution strategies, resolve tension and create trust and commitment to achieve set goals (West, 2012: 90).

This second stage of team development is filled with conflict. The use of team building activities may help solve problems and tension, define members' roles, improve communication and lead to a harmonic team which eventually will work efficient together.

### **2.7.3 Norming**

The third stage is *norming*. During this stage conflicts are addressed and team members become more cooperative (West, 2012: 90). Standards and rules are established for working together and team members are more willing to communicate their opinions and give support to one another (West, 2012: 90; Gilley et al, 2010: 12; Nazzaro & Strazzabosco, 2009: 6). A feeling of companionship and harmony is developed through working together (Grove, 2012: 38; Gilley et al, 2010: 12). The team leader has to foster constructive norms and encourage the team to take on responsibility (West, 2012: 90). Feedback and reflection on work outcomes must be provided by the team leader or supervisor (West, 2012: 90).

A team building activity can help to further address conflicts. It is also possible to use the activity in order to demonstrate how team members can take on more responsibility and execute decisions themselves without a supervisor.

#### **2.7.4 Performing**

A team reaches the *performing* stage when members start working together efficiently and successful outcomes emerge (West, 2012: 90; Grove, 2008: 38; Gilley et al, 2010: 12; Fapohunda, 2013: 4). During this stage team members feel satisfied and work together flexibly (West, 2012: 90; Gilley et al, 2010: 12). The team can take on more responsibilities and make decisions without direct supervision (West, 2012: 90; Gilley, 2010: 20). Teams should receive regular feedback on their performance in order to ensure continuously successful outcomes and identify environmental changes (West, 2012: 91).

Teams work effectively together during this stage. Team building can be used in order to maintain efficient teams and address any circumstances which might lead to tension or problems. It is also possible to use team building activities as a reward for effective team efforts.

#### **2.7.5 Adjourning**

When a team member leaves or the team has fulfilled its purpose and gets dissolved it goes through the final stage of team development (West, 2012: 91; Grove, 2008: 38; Gilley et al, 2010: 20). West (2012: 91) and Gilley et al (2010: 21) state that a team should acknowledge and celebrate those changes in their dynamics. According to West (2012: 91), not every team has to go through the final stage, *adjourning*. Recognising and celebrating such changes are emotionally significant for team members and enable them to have closure and move on (West, 2012: 91; Gilley et al, 2010: 21). A team might fall back into another stage after losing one of its members (West, 2012: 91). West (2012: 91) concludes that this depends on the impact of the change on the team and the team's maturity.

During the last stage, team building activities can be used in order to reward a team for its good work during the project or to honour a team member who is leaving. Furthermore, the activity can be held in order to prevent the team from falling back into a previous stage. The team members might have to readjust and redefine their roles and responsibilities within the team.

## 2.8 SUMMARY

Chapter two describes the concept of team building and teams. A common understanding is cultivated about team building development, objectives, approaches, team development stages and the different types of teams. This chapter provides an understanding of what team building represents, and the outcomes organisations usually expect from partaking in team building offerings.

Team building is an ill-defined concept which is often misunderstood. Team building suppliers should have an in-depth knowledge about different types of teams, different stage of teams, their needs as well as different team building approaches to fulfil those needs and from effective teams.

Team building is used to improve team members' social relations, clarify team members' roles within the team, overcome team-related obstacles and achieve set goals. Considering the historical overview of team building, it can be concluded for this study that team building is an essential tool for competitive companies. Companies need efficient teams to compete on a global scale.

Teams differ in their lifespan which can influence their specific needs. Additionally, teams go through five stages during their lifespan, namely forming, storming, norming, performing and adjourning. Teams have particular needs depending on the stage they are in. However, usually team building has a similar purpose for every team, namely to build and maintain successful teams who achieve their tasks and support individuals in their development.

Team building approaches can vary or overlap between goal setting, improving interpersonal relations, clarifying team members' roles, solving problems and building cohesion. In certain cases this is achieved through an adventure-based approach which takes place outdoors. The variation in team building approaches ensures that a team receives an offering which is tailored to its circumstances.

Chapter three presents the relationship between team building and tourism and the present trend of team building within the context of South Africa.



## **CHAPTER 3**

### **THE RELATIONSHIP BETWEEN TOURISM AND TEAM BUILDING OFFERINGS**

#### **3.1 INTRODUCTION**

Team building activities can be tourism offerings. The characteristics of team building and business tourism are linked in certain circumstances, such as their desired outcomes for team building activities and incentive for travel.

This chapter explains tourism offerings and how team building activities can be part of these. Team building activities are described and examples are given to foster a general understanding. The aims of team building activities to either support the development of teams or to be a tool for incentive purpose are researched. Current trends for team building are explained and further linked to team building trends in South Africa. Additionally a common understanding of the link between tourism and team building offerings is cultivated.

#### **3.2 TOURISM OFFERINGS**

Tourism offerings are a compound of tourist products and services (Maunier & Camelis, 2013: 19). Van Eyk (2010: 19) states that it is difficult to distinguish between products and services in the tourism and hospitality industry. Using the term 'tourism product' can lead to the misunderstanding that services and goods are similar (Van Eyk, 2010: 19). George, as cited in Van Eyk (2010: 21), emphasises that tourism offerings include tangible and intangible components. Tourism services are intangible. They are experiences and cannot be "seen, touched or handled" (Keyser, 2010: 207). The physical components are often used to deliver the service. Team building is a combination of services and products which make it a tourism offering. A team building facilitator might use assets such as ropes, cars, or arrows which are used by the participants during the activity but are handed back once the activity is completed. Besides the physical components, team building activities include intangible aspects. These are, for example, the team building facilitators' skills to lead the activity, assist in developing the team and interact with the team members.

Products are standardised while services are heterogeneous (Van Eyk, 2010: 20). The satisfaction of a tourist who utilises a service depends on numerous factors, for example, interaction between the team building facilitator and participants. A product can usually be produced the same way for all customers which makes it standardised and with a constant level of quality every time. Van Eyk (2010: 20) states that service quality is dependent on uncontrollable circumstances. A team which has to do its outdoor team building activity during harsh weather conditions might not enjoy the service despite its actual quality. The activity also relies on the human interaction. A facilitator might not be able to provide a satisfying experience for every team building activity.

Keyser (2010: 207) further emphasises the inseparability of production and consumption, and the perishability of tourism services and products. A tourism offering is often first sold, then produced and utilised at the same time (Keyser, 2010: 207). A team building activity will not take place before the facilitator is hired for this service. The activity will be by the participants during the activity itself. Tourism offerings are of a perishable nature. The offering cannot be inventoried for sale at a later date (Keyser, 2010: 208). If the offering is not sold, it represents unrealised income for the team building provider.

### **3.3 TEAM BUILDING AS AN OFFERING**

Team building can be a tourism offering. The activities themselves are services performed by facilitators. The activity often uses products such as kayaks, bikes, or boats as vehicles to perform team building tasks.

#### **3.3.1 Team building activities**

The concept of 'team building' has numerous definitions. These activities are losing their original aim, namely, enabling people to work in a team and making maximum use of each person's skills (Schweiger, 2014: 27; Peragine, 2007: 25). According to Schweiger (2014: 28), recreation activities are given priority over the actual idea of team building. A team building operator should know whether the customer is looking for a team building activity in the real sense or if they merely want a retreat for their

team. The customers' motives might influence their expectations towards the team building activity.

Team building activities come in different forms, for example, outdoor activities, indoor group process discussions and incentives (Klein et al, 2009: 182; Diego, 2006: 42). Those activities are not bound to a specific environment. Klein et al (2009: 184) state that places such as indoor venues as well as the wilderness are all suitable for team building activities. The form of activity can vary as well and include activities such as games, exercises or adventures (Klein et al, 2009: 218). A team building activity offered by an operator in the Eastern Cape might include, for example, a zipline tour in Tsitiskamma with a debriefing session indoors after the actual activity.

Team building consists of specialised activities which can be tailored to customers' wants and needs. This ensures that team building activities assist in achieving outcomes tailored to individual customer requirements. For the purpose of this study team building activities have been categorised as reflected in the table below and include the following (Diego, 2006: 43; Kriek, 2007: 2; Kriek & Venter, 2009: 113; Swarbrooke & Horner, 2001: 364 and Team building and meetings, n.d):

Table 3.1: Team building activities: Adapted from various sources such as *Dynamic Vision Team Building Activities* (n.d)

Paintball	White water rafting	Archery
Quad biking	Drumming	Abseiling
Canoeing	Mountain biking	Amazing race
Rock climbing	Wine tasting	Pigeon clay shooting
Sailing	Treasure hunts	Kayaking

Tierney (2002: 15) emphasises the broad diversity of team building activities. Team building clients often choose an activity which they believe is appropriate for their course instead of consulting a team building facilitator (Tierney, 2002: 15). This might happen if clients specifically request a certain activity, e.g. kayaking, instead of consulting a team building operator and stating what they want to achieve with the activity. Kriek (2006: 50), on the one hand, recommends tailoring the chosen team building activity to address teams' issues and challenges best. Not every activity will

suit every team. It can be assumed that a team building operator will identify an appropriate activity for each team and its goals. An experienced and trained facilitator should be used instead of a non-professional agent for an efficient team building experience (Botha, 2013: 74; Kriek, 2007: 15). Peragine (2007: 25) states that team building is often “misapplied” to activities which focus on creating narrative history between participants or increasing their interactions with each other rather than building effective teams. To avoid ineffective team building, a client needs to choose a team building operator who specialises in team building and not in offering incentives for teams without focusing on the teams’ development. On the other hand, chosen activities are generally independent from the team building participants’ objectives. There is not a tendency for a specific activity to target a particular problem (Tierney, 2002: 15). The reason therefore might be that team building operators have to make use of the resources and activities which are available to them regardless of potentially more efficient activities.

Kriek (2006: 50) points out the most frequently used team building types. *Interpersonal, role clarification, task-based, and activity-based and unstructured*. *Interpersonal* team building can be used as ‘just for fun’ activities which bring team members closer to each other and create narratives for the team (Kriek, 2006: 50). This type will foster the development of a better understanding, communication and relationships among team members (Kriek, 2006: 50). Teams lacking in communication which can lead to problematic relationships within the team will profit from such activities.

*Role clarification* serves to define individual members’ roles, expectations and duties within the team (Kriek, 2006: 50). A team where team members are not certain about their role and work task cannot be as efficient as teams where members know their roles. An activity which can bring clarification of individuals’ roles will enhance the team’s work as time can be saved allocating responsibilities to appropriate individual members.

*Task-based* team building focuses on the achievement of an exercise and the contribution of participants towards reaching the desired outcomes. The focus is less on individuals and their relationship to each other than on achieving set tasks (Kriek, 2006: 50). The team building activity enables team members to allocate specific tasks to

appropriate team members who have the necessary skills to fulfil the work. Completing the job has priority over the relationship of the team. It can be assumed that this form of team building activity is used once a team has established positive relationships and communication.

*Unstructured* team building is a more in-depth approach focusing on interpersonal relations by means of utilising “group dynamics and/or psycho therapeutic techniques” (Kriek, 2006: 51). Unstructured team building activities are the opposite of task-based activities. It can be assumed that this type of activity is used for teams which struggle with their group dynamics and need assistance in solving issues regards this. It is advisable that a successful team first needs to establish positive relationships within the team before focusing on allocating tasks to individuals.

The last type, *activity-based* team building, follows a threefold process, namely reflection, generalisation and application of the experienced team building activity (Kriek, 2006: 50). These are the principles of experiential learning. The activities are physically and/or psychologically demanding and take place in a natural setting indoors as well as outdoors (Kriek, 2006: 50). The activities often rely on human interaction or nature, which makes the outcomes uncertain. This makes these activity-based team building activities as unpredictable as the real business world. Experiencing activities which are beyond the teams’ control can possibly improve the teams’ reaction to work environment scenarios (Kriek, 2007: 11). These activities usually influence participants on a holistic cognitive, behavioural and emotional level (Kriek, 2007: 11). A facilitator has to lead the team through this threefold process. He/she has to guide team members through an activity. Once the activity has been completed, the facilitator can debrief the team in order to discuss or reflect on the outcomes.

Debriefing is essential for an effective team building activity. The team has to be debriefed by the facilitator (Botha, 2013: 74; Gruno & Gibbons, 2014: 8). This will benefit the team in understanding the similarities between the team building exercise and their work environment (Botha, 2013: 74). Experiences gained at an obstacle course, for example, will be generalised in order for team members to realise how they can apply those experiences and profit from them as a team. An experience could be

that team members realise that they can rely on each other to delegate work amongst themselves.

The most popular way to achieve team building is by utilising outdoor physical activities (Swarbrooke & Horner, 2001: 199). According to Kriek and Venter (2009: 125), Stredwick (2005: 385) and Hui and Cheung (2004: 77), outdoor team building is more successful than an indoor context. Outdoor team building assists participants to engage more effectively in situations with uncertain outcomes (Hui & Cheung, 2004: 85). The reason for this could be that it is harder to predict the outcome of an outdoor activity in nature in comparison to an indoor activity where underlying conditions do not change suddenly. White water rafting, for example, is used as a team building activity. This activity requires the team to work together under circumstances such as wild currents which they cannot influence but need to overcome as a team. During outdoor team building activities teams are able to learn in a parallel work environment which is linked back to actual situations at work (Gass & Priest, 2006: 81). A team might realise its individual team members' potential while overcoming obstacles relating to outdoor team building activities together and link this realisation back to work- related scenarios.

Clevenger (2007: 24) emphasises that outdoor team building activities are a useful tool to create a change of scenery to the usual work place (Clevenger, 2007: 24). Such a change might be refreshing for a team and lets them approach the activity positively. As the activity is outdoors and seems less related to the usual work scenarios, team members might be more confident to engage and increase their interaction as they do not fear that failure will reflect negatively on their work skills.

Spring and autumn are preferable seasons for outdoor team building (Clevenger, 2007: 24). This is because these seasons are rather mild and usually do not create harsh weather conditions. Outdoor activities during cold winters or hot summers can lower the effectiveness of the team building session. Team members who do not feel physically comfortably might not focus on the actual activity and perceive it as a negative experience.

Clevenger (2007: 22) states that team building days should be structured but not be overloaded with activities. The activities should aim to be flexible and encourage active

involvement of participants. The activities have to create an atmosphere where participants can "...talk, learn, share, and generate unique bonding experiences" (Clevenger, 2007: 23). This atmosphere is essential to make the most of a team building activity. Keeping the activity structured, educational, flexible and entertaining will create a pleasant experience.

Botha (2013: 74) confirms a number of key factors of team building activities. She emphasises the importance of facilitators to explain the link between the exercise and the company's goals or reason for executing the activity (Botha, 2013: 74). Parallels need to be shown between the activity and the businesses reality. Outdoor activities should be challenging and facilitated (Botha, 2013: 74). An activity which is not guided and debriefed by the facilitator is likely to have little value for the development of a team. Team members need the guidance of a facilitator to recognise their potential and to realise the parallels between the activity and their work. Challenging activities will bring team members' potential to the fore as they might have to leave their comfort zone, and try new ways of working together in order to succeed in the activities.

The team building facilitator should keep team members motivated and engaged: this refers to all participants, including reserved or inexperienced members (Botha, 2013: 74). Gruno and Gibbons (2014: 6) state that all team members should interact, be interdependent and liable for their actions. This provides an opportunity to all participants to experience and show their skills in a pleasant environment. Individuals who did not get to show their full potential before will have the opportunity to do this during team building activities. Raising the team's awareness of each individual skill can lead to increased work performance.

Team building should be progressive in its development (Gruno & Gibbons, 2014: 8). The activities should start with the easiest exercise. Clevenger (2007: 23) suggests the use of so-called icebreakers to get the team members in the right mood for the activity. Subsequently, team building should build up to challenging tasks which include physical, emotional and intellectual obstacles (Gruno & Gibbons, 2014: 9). This provides an opportunity to all participants to adapt to situations and grow with the challenges as a team. Team building facilitators must ensure that safety is guaranteed and the activities match team members' physical fitness (Botha, 2013: 74). An activity

which requires a high level of fitness will not be suitable for teams with different fitness levels. Team members might feel discouraged and exhausted instead of focusing on the activity. It is necessary for a facilitator to choose activities which suit all members' physical fitness and keep them safe.

Fapohunda (2013: 12) emphasises the fact that team building is a continuous process over a period of time. It can be assumed that companies make use of team building offerings repeatedly if they aim to achieve development in their team.

### **3.3.2 General team building trends**

Organisations' interest in team building has risen since 1990 (Klein et al, 2009: 184). Over the past decades a prominent trend has emerged to use teams in businesses to increase effectiveness (Steyn & Steyn, 2009: 47; Kriek & Venter, 2009: 112). Schweiger (2014: 45) states further that there is a growing demand for team building. In 2002, for example, Sony used a major meeting in Stuttgart for team building activities in combination with a conventional meeting (Swarbrooke & Horner, 2001: 202). According to Gass and Priest (2006: 78), European banking institutions follow the trend as well. Having well-known companies invest in team building leads to the assumption that businesses do profit from these activities. Following the lead of those established companies might increase the interest of other companies to engage in team building. This can be led back to the effectiveness of outdoor activities in comparison to indoor team building as explained earlier.

Several authors have different perspectives on team building as an activity. Kriek (2007: 1) maintains that team building is common practice and a prominent international trend of modern organisations. According to Klein et al (2009: 182), team building as a group development activity is an activity most often preferred by organisations to promote teams' efficiency. Botha (2013: 74) emphasises the increased popularity of outdoor team building.

Tierney (2002: 17) states that team building is a growing market owing to organisations investing in achieving organisational development. However, the activity is often



misunderstood by team building participants and team building organisations (Tierney 2002: 17). Some potential clients might assume, for example, that outdoor team building activities such as quad biking only focus on employees' recreation and not the teams' development. Also tourism operators run the risk of labelling their activities as team building while actually catering solely for recreational retreats and activities with incentive purposes. According to Schweiger (2014: 45), team building needs to be marketed correctly in order to convince interested parties to invest in it. This will encourage potential clients to invest and avoid disappointment.

### **3.3.3 Team building trends in South Africa**

Team building is an emerging trend for both consumer and supplier of those activities in South Africa (Kriek & Venter, 2009: 113; Team building and meetings, n.d.). According to Grove (2008: 20), the focus on teams instead of individuals in organisations will be a fundamental ingredient for successful organisations in South Africa. It can be expected that organisations will incorporate team building interventions to develop efficient teams and therefore successful organisations.

Cillier, cited in Kriek (2007: 1), points out that the majority of large and numerous smaller organisations in South Africa are involved in team building. Research conducted by Kriek (2007: 3) concluded that team building is a wide-spread activity in the country. A majority of 93,1 per cent of his research sample had participated in some form of team building in the past. This shows that team building activities are not only of value for big companies but also assist businesses in general to perform well. A team building operator therefore has a diverse clientele of customers.

Despite the general wide use of teams in organisations and therefore participation in team building activities, not all businesses have caught on to the trend and are rather new to the concept (Steyn & Steyn, 2009: 51). Inexperienced managers of companies face challenges when trying to implement teams owing to their lack of knowledge regarding teams. Teams in South Africa further face cultural, linguistic, and ethnic challenges (Steyn & Steyn, 2009: 51). Berg and Holtbruegge (2010: 187) indicate that different cultures do not impact the productivity and creativity of team members. However, language barriers, intercultural training and communication media can have

an impact on team outcomes. Different cultural backgrounds can lead to an increase of conflict intensity (Berg & Holtbruegge, 2010: 192). Team building operators can support managers to implement teams in their companies. As team building activities can be tailored to meet each team's needs, it is possible to address a team's potentially diverse background, language and other barriers and focus on the emerging issues.

According to Steyn and Steyn (2009: 62), building teams and considering South Africa's overall diverse background, is a lengthy process. Once organisations manage to overcome these challenges they will have successful teams (Steyn & Steyn, 2009: 51). For team building operators this might lead to return customers as one team building activity is unlikely to solve all issues.

Considering the cultural nature of the country, facilitators of team building activities should consider contextualising the activities. According to Kriek (2006: 540), the demographic composition of the workforce, *ubuntu* and the African Renaissance may have an influence on teams. A generalised team building approach will not address the uniqueness of South Africa's businesses regarding their team members' diversity.

The majority of South Africa's work force consists of black Africans. The Affirmative Action policy and Black Economic Empowerment will lead to organisations representing the country's general population of ethnic groups in management positions (Kriek, 2006: 540). Kriek (2006: 540) contends that team building should take the African nature into consideration when designing a team building programme. Westernised standards might not be suitable within this context and need to be tailored for the ethnic majority.

*Ubuntu* is a South African philosophy and means "I am because we are" (Kriek, 2007: 10). This means that individuals and their relationships are interdependent on each other. Companies in South Africa can make use of this philosophy and make these principles fundamental to the organisation. Team building activities can emphasise *ubuntu* and show ways how to implement it in the work environment.

According to Kriek (2007: 10), the African Renaissance is about rediscovering the meaning of being African and developing a sense of pride in it. This should be considered when developing team building activities (Kriek, 2007: 10). A team building

activity which evolves around the African Renaissance will most likely be more applicable to the South African context than a team building programme which is copied from Europe.

Contextualised team building might enhance the team building activity and participants can gain additional benefits as the activity can tackle teams which are diverse and complex (Kriek, 2006: 549). However, team building activities need to be tailored carefully to prevent participants from perceiving the activity negatively. An activity which addresses, for example, cultural customs might be seen as offensive (Kriek, 2006: 549). Team building operators have to be aware of the possible risks of contextualising team building activities. Being conscious of these circumstances will increase the operators' chances of delivering an appropriate team building activity.

South Africa has the potential to offer a diverse range of team building activities (Team building and meetings, n.d.). Kriek (2006: 535) highlights the fact that South Africa is increasingly following a common trend of using adventure-based activities as a vehicle for team building. South Africa's natural outdoor resources can be used to facilitate a diverse range of team building activities (Kriek, 2006: 548). Team building in the form of outdoor experiential training is extensively used by South African organisations (Kriek, 2007: 5). Several game lodges already offer team building activities which link the activity to their other services such as wildlife tracking (Team building and meetings, n.d). An operator's offering range can be expanded if he/she manages to incorporate or combine meaningful team building activities with their other tourism offerings. Catering for team building participants in addition to other tourists will extend the operator's business clientele.

### **3.4 THE LINK BETWEEN TOURISM AND TEAM BUILDING OFFERINGS**

Swarbrooke & Horner (2001: 364) emphasise the fact that team building can link leisure tourism and business tourism directly with each other; for example, sailing and mountain biking with a team of employees. This demonstrates the potential for including team building in the offering range of tourism businesses.

Business tourism is identified as a key and growing tourism market (Donaldson, 2013: 24; Mair & Jago, 2010: 77; Rogerson, 2014: V). Rogerson (2014: V) emphasises that this form of tourism is essential for contemporary Africa, while Donaldson (2013: 24) states that business tourism is a significant growth market for South Africa. Rusu et al (2010: 479), Kozul and Brozovic (2012: 7), Tureac and Turtureanu (2010: 171) as well as Swarbrooke and Horner (2001: 364) write of team building exclusively as a form of business tourism and focus on companies as consumers of team building activities. As business tourism is increasing in South Africa and team building is part of this niche, it can be assumed that there is an increasing demand for team building.

Business tourism includes meetings, incentives, conferences and event tourism, also known as MICE tourism (Donaldson, 2013: 24). The MICE industry is one of the fastest growing tourism sectors (Seebaluck, Naidoo & Ramseook-Munhurrin, 2013: 353; Chiang, King & Nguyen, 2012: 104). Getz (2008) as cited in Seebaluck et al (2013: 353) states that MICE tourism "...falls under the umbrella of the events industry". Team building is often categorised as a form of the MICE (meetings, incentives, conferencing, events) market (Diego, 2006: 48; n.a., 2012: 2; Kozul & Brozovic, 2012: 3; Rusu et al, 2010: 485). Kozul & Brozovic (2012: 3) and Rusu et al (2010: 485), for example, hold that team building is a special type of incentive travel.

Team building is identified as a form of meetings which have predominantly motivational elements (Tassiopoulus, 2010: 491; Van Dyke, 2007: 4). Team building benefits also overlap with those benefits of incentive travel. According to Celuch (2014: 22), incentive travel as a means of motivating staff will continue to gain in importance. Initially incentive travel revolved around managing human resources. Sikora and Wartecka-Wazynska (2010: 81) state that incentive tourism is an effective tool of human resource management. This indicates that incentive travel is not necessarily for employees' leisure, but rather as a tool to develop motivated, effective and efficient employees.

Celuch (2014: 27) points out a trend towards incentive travel programmes which have physical activities and eliminate negative emotions. He emphasises that this form of travel can contribute to self-development, improved work performance and minimising conflicts. The aims are to motivate employees to work actively, achieve common

objectives, form relationships and establish a new identity for a team (Celuch, 2014: 27). Sikora and Wartecka-Wazynska (2010: 81) highlight the fact that incentive tourism can contribute to the communication among employees and the employer of a company. This form of tourism can increase employees' loyalty towards the company, increase motivation and foster relationships among staff.

According to Sikora and Wartecka-Wazynska (2010: 81), certain social needs of employees can be met through incentive programmes such as personal recognition, acceptance and socio-professional prestige. Employers might improve their image among employees through providing incentives (Celuch, 2014: 27). Team building is an opportunity to combine incentive travel with training, create camaraderie and create an environment where the staff is open to new ideas and innovations from management (Celuch, 2014: 29; Sikora & Wartecka-Wazynska, 2010: 81). A team building activity might be incorporated in a training session so that it combines the necessary training with an incentive.

The listed benefits and goals of incentive travel show that team building often has the same focus and therefore can be incorporated in an incentive programme to achieve those goals. Team building activities have been identified as form of tourism by several researchers (Rusu et al, 2010: 479; Kozul & Brozovic, 2012: 7; Tureac & Turtureanu, 2010: 171; Swarbrooke & Horner; 2001: 364; Diego, 2006: 48).

Diego (2006: 8) holds that team building receives inadequate attention as a potential tourism attraction and as a tourism offering. Several studies indicate that team building can be an asset for tourism (Diego, 2006: 21; Tureac & Turtureanu, 2010: 170; Rusu et al, 2010: 479). This shows that team building should be considered by tourism operators as an additional offering. Team building can develop into a promising offering for operators when developed appropriately.

Kulkarni (National Institute of Open Schooling, 2013) developed the following diagram to illustrate the different types and forms of tourism. Kulkarni uses the term 'exhibition' instead of 'event' for one of the MICE market elements. As displayed in Figure 3.1, incentive travel and incentive tourism fall under the MICE market which is part of business tourism.

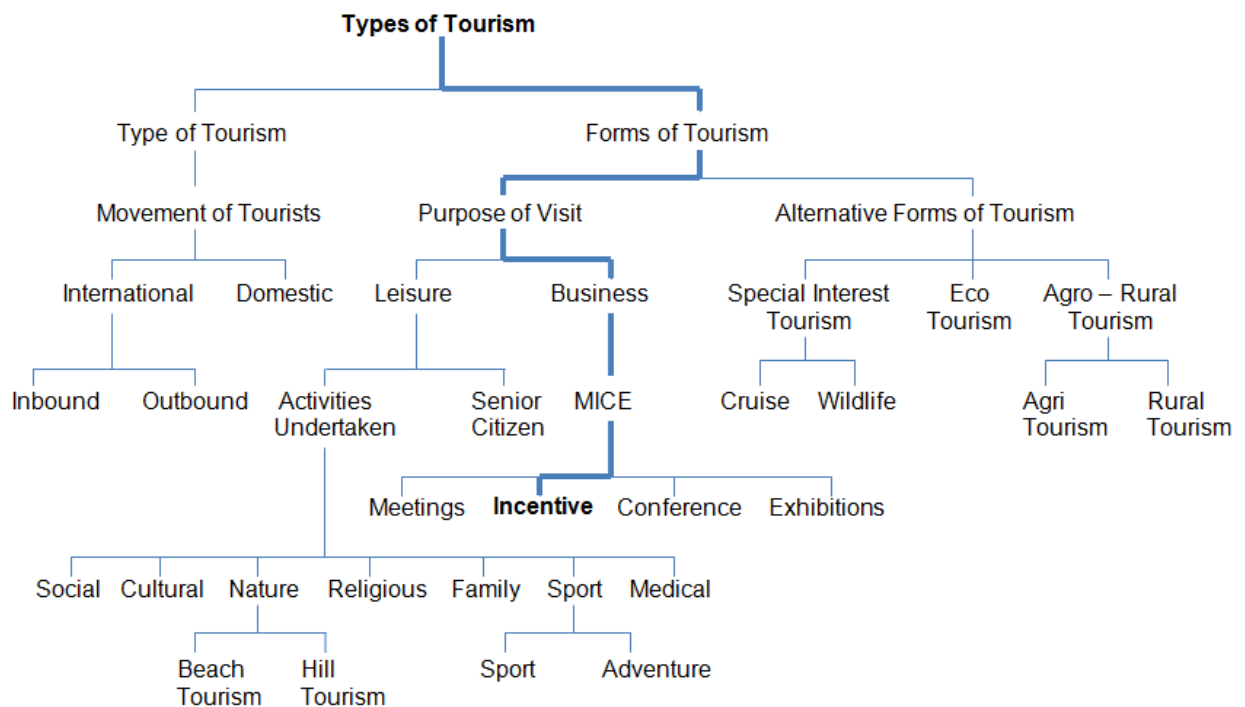


Figure 3.1: Types and forms of tourism; Adapted from Kulkarni (source: [http://oer.nios.ac.in/wiki/index.php/Forms\\_of\\_Tourism](http://oer.nios.ac.in/wiki/index.php/Forms_of_Tourism))

The demand for team building led to the development of specialised agencies and travel agencies which provide these activities (Tureac & Turtureau, 2010: 172). Not only have tourism businesses grown because of the demand for team building but so also have hospitality organisations, including Hilton and Thomas Cook who offer team building activities (Nickson, 2007: 163). Theme parks such as Disneyland Paris as well as LEGOLAND Windsor have developed team building programmes (n.a., 2012: 9; Swarbrooke & Horner, 2001: 297). The demand for team building leads to increasing opportunities for South African tourism operators. Incorporating team building into their tourism offering will attract new customers and potentially increase their profit.

### 3.5 SUMMARY

Chapter three explains tourism offerings, team building activities and why these activities can be tourism offerings.

Team building activities are perishable and partly intangible which make them an offering that consists of product elements and service elements. To tailor a team building activity, an operator needs to know whether the client makes use of their offering as a retreat or to improve his/her team's current stage of performance. Team building is not dependent on a specific environment and can be adapted to given circumstances. Outdoor activities are a popular choice for team building as they are a parallel work environment. It is essential for operators to consider physical fitness when choosing activities and to debrief participants. This ensures that the team building activity is not demotivating and participants can apply their gained knowledge to their work environment. Depending on the purpose of team building, it can be used as an incentive or as a vehicle to develop a team. Activities can focus on interpersonal communication, role clarification, be task-based, unstructured and/or activity-based.

This chapter states the link between tourism and team building offerings and highlights the connection between incentive travel and team building activities. Business tourism is a growing market and essential for South Africa. Team building falls under the umbrella of the MICE market. The activities are form of motivational aspects, the goals of which often overlap with incentive travel. These goals are to motivate employees and increase their effectiveness and efficiency. Team building can be integrated in incentive travel as they share the same focus.

A common trend for team building indicates that this activity is increasing in its popularity. Companies have started realising the potential of effective teams and their positive impact on success. Team building as a tourism offering does not receive adequate attention. The increased demand for team building activities creates an opportunity for South African companies to incorporate team building in their offering range. This chapter demonstrated that team building can be a tourism offering and therefore part of tourism.

Chapter four investigates customer satisfaction and how it can affect suppliers of team building offerings and the host destination. Theoretical frameworks relating to this matter will be explained.

## **CHAPTER 4**

### **THE IMPLICATIONS OF CUSTOMER SATISFACTION**

#### **4.1 INTRODUCTION**

Chapter four addresses the significance of tourists' satisfaction. Providing a team building offering which achieves to satisfy participants can affect an operator's competitiveness. It is essential to identify factors which influence satisfaction or dissatisfaction. It is expected that operators who are aware of such elements can use them to their advantage, resulting in a superior offering.

This chapter shows the advantages and impacts of customer satisfaction. First, the concept of customer satisfaction is elaborated to create a common understanding. Second, the chapter focuses on characteristics of an offering's value and its benefits for both the operator and the team building participant. Next, the chapter identifies possible behaviour intentions of satisfied team building participants in the form of word-of-mouth (WOM) recommendations and creating loyalty towards the operator and destination. Loyalty is further assessed to evaluate the impact on tourists' return and repurchase behaviour. Competitive advantages which evolve from tourists' satisfaction are emphasised. Finally, a theoretical framework is proposed to identify the potential benefit team building can contribute to the host destination and operator.

#### **4.2 CUSTOMER SATISFACTION**

Customer satisfaction is significant for a tourism operator's performance and can determine its success or failure (Engeset & Elvekrok, 2015: 456; Williams & Uysal, 2003: 2). Tourists are satisfied with an offering or destination if their expectations are met or exceeded (Engeset & Elvekrok, 2015: 457; Meleddu, Paci & Pulani, 2015: 172; Lee, Jeon & Kim, 2011: 1116). Team building participants who receive what they expected prior to partaking in the activity, are more likely to be satisfied with the offering.

However, expectations are not static and can change once the tourist experiences the offering (Engeset & Elvekrok, 2015: 457). Satisfaction is not an objective construct. This



makes it dependent on an individual's experience and opinion (Khuong, An & Uyen, 2016: 85). A tourism experience is an emotionally meaningful incident which involves the tourist's interaction with stimuli related to the offering or destination (Wood, 2009: 250; Pavlic, Perucic & Portolan, 2011: 593). Participants might be reluctant to interact with colleagues or their boss in an informal manner outside of their work environment. This could create a negative attitude towards an upcoming team building intervention. In this case, an operator can foster participants' satisfaction through facilitating activities which make them feel comfortable and confident to interact with other participants despite their initial concerns. Also participants who perceive the host destination as being appealing are likely to enjoy their engagement in activities which take place in this setting.

Tourists' motivations also contribute to the level of satisfaction and behavioural intention (Lee et al, 2011: 1116; McMullan & O'Neil, 2010: 29). According to Lee et al (2011: 1116), motivations originate from the tourist's desire to satisfy a particular need. Once the need is satisfied and expectations are met or exceeded, a tourist will experience satisfaction (Anton, in Pavlic et al, 2011: 592). It is questionable how strong the motivations of corporate team building participants are. These participants are often sent to the activity by their employer. The motivation for the team build originates from the employer's wish to increase team performance or harmony between team members (Tureac & Turtureanu, 2010: 167). Achieving satisfaction will require the operator to be aware of factors which motivated employers to send their team. For the purpose of this study, it can be assumed that knowing the employers' motives will enable the operator to choose adequate activities. Participants should be involved to ensure that their expectations are aligned with employers' motives while paying attention to individual needs.

Aktas, Cevirgen and Toker (2009: 3) and Pizman, Neuman and Reichel in Pavlic et al (2011: 592) emphasise that the satisfaction or dissatisfaction with one element of the offering or destination influences the tourists' overall satisfaction. It is necessary to identify the different elements of an offering and ensure their positive appeal to clients and participants. These elements can include staff's appearance, courtesy, willingness to assist as well as physical components, such as conditions of equipment, and the host destination's image, among others. A specific destination can be associated with

novelty or have the ability to enhance an employer's self-image as it symbolises his/her ability to afford extraordinary incentive tourism for his/her employees. Choosing a game reserve which is associated with high-spending tourists and has an excellent reputation might enhance the participant's self-image too. Appreciating the particular benefits of being at the reserve, for the purpose of the team build, can positively influence his/her overall satisfaction with the team building activity and destination. However, a negative interaction between a participant and an operator can create negative emotions and lead to overall dissatisfaction with the operator, his/her offerings and the destination (Aktas et al, 2009: 3).

Sardana (2011: 97) stresses that the intensity of interaction between tourist and tourism provider can influence the tourist's satisfaction. Team building requires continuous interaction between the team building facilitator and the participant. Facilitators give instructions regarding the activities and usually supervise members' interaction and progress. Intense interaction enables the facilitator to adapt the offering during the activity depending on the team's individual circumstances. This can have a positive impact on satisfaction as the offering is tailored to meet individual needs.

#### **4.2.1 Value of offering**

It is essential for an operator to acknowledge the potential value his/her offering creates. Value is a pivotal factor to enhance tourists' satisfaction (Lee, Bendle, Yoon & Kim, 2012: 86). According to Bajs (2015: 124) and Lee et al (2012: 71), value, satisfaction and tourists' intended behaviour are linked with one another. Value is an indicator of tourist's satisfaction and possibly determines his/her future behaviour. Sanches, Callarisa, Rodriguez and Moliner (2006: 397) indicate that satisfaction derives from fulfilling or exceeding a tourist's assumptions regarding perceived value and influences his/her loyalty towards the offering. A team building participant who perceives the offering as valuable will likely be satisfied with it. As established earlier on, satisfaction can have an impact on tourists' future behaviour. Bajs (2015: 125) adds that experienced value can have impact on future behaviour but does not guarantee tourists' revisit or repurchase of an offering. Created value and satisfaction resulting from a team building activity might not motivate the participant to repurchase the

offering. He/she might have been satisfied with the offering but does not have a need to participate in team building again.

Alsos, Eide and Madsen (2014: 162) define value as a tourism offering which is satisfying or entails a benefit. Tourism offerings' quality, attributes and cognitive benefits are part of tourists' potentially perceived benefits. Experienced quality of an offering can enhance its value (Bajs, 2015: 123). Quality is defined as the assessment of the offering's characteristics which are mainly controlled by the tourism operator (He & Song, 2009: 319). This entails the operator's staff to be competent, and the equipment to be well maintained as invested financial costs, time, cognitive and physical involvement are perceived as sacrifices (Bajs, 2015: 123). According to Bajs (2015: 123), experienced benefits and sacrifices influence tourists' perception of value, since benefits can reduce perceived sacrifices.

Tourists who perceive that the offering is worth the monetary costs tend to be satisfied with it (Alsos et al, 2014: 162). Bajs (2015: 123) highlights that monetary sacrifices perceived by tourists' are significantly higher as their perception is that of acquiring high value for high costs. Sanchez et al (2006: 405) emphasize that price has the most significant cognitive value. Tourists will not only be influenced in their purchase decision regarding monetary costs. The gained benefits will be weighed against the price after the offering is consumed/has been experienced (Sanchez et al, 2006: 405). Depending on the tourist's evaluation, this can reduce his/her level of satisfaction. As corporate team building participants usually get sent by their employer, they do not pay for the activity themselves. It can be assumed that it has a positive effect on their perception of the activity. Eliminating the risk of investing money in an offering of which the value and outcome are uncertain might lead to participants regarding the quality of the team building activity less critically. Those participants might perceive a significant value from the team building activity as their required input is not of a financial nature. The team building participants' satisfaction can lead to a positive attitude towards the team building operator in general. As explained earlier on, a satisfied tourist is more likely to evaluate the destination as desirable for other activities or return visits. A team building activity which, in the opinion of the participant, has significant value is likely to lead to a satisfied participant.

Value is a subjective construct and differs depending on a product's features, each individual's perception, expectations, experience and the situation in which the offering takes place (Bajs, 2015: 124; Alsos et al, 2014: 163). The value of an offering can be tangible or intangible (Alsos et al, 2014: 162). This makes value a dynamic construct, uniquely assessed by each tourist (Alsos et al, 2014: 163).

The intangible component of team building makes each activity a unique experience which is influenced by factors such as weather, participants and environment. A participant who partakes in an outdoor activity during a hot day will be likely to value certain settings of the destination and additional services or precautions offered by the operator more highly than he/she would do during a mild day. An operator who can provide team building which takes place in the shade or who provides sun protection and cool beverages is likely to be recognised for the additional effort and precautions. During mild weather participants possibly do not realise these factors and do not rate them as additional benefits. It can be assumed that participants have expectations towards the team building activity based on former experience or opinions. Participants might assume that the team building activity focuses exclusively on work-related issues and problem-solving, excluding entertaining elements. Additional value can be created when the team building operator manages to address these issues in a pleasant way with appealing activities tailored for each team and its unique members. The offering will be seen as valuable if these expectations are exceeded. Delivering a positive team building experience the output of which is higher than participants' input can lead to the perception of value and quality of the offering.

Alsos et al (2014: 163) stress that value is created throughout several encounters between tourist and provider. They highlight that the interaction between provider and tourist before the actual consumption/experience of the offering influences the received value. In the case of team building this has less impact on the participant's perception if he/she is not involved in planning the team building activity and therefore has no prior interaction with the operator. However, it can be assumed that the interaction with participants prior to the team building activity, such as welcoming groups, and then again afterwards does influence the significance of created value.

According to Conner, in Alsos et al (2014: 163), it is vital for operators to have and maintain offerings with value. This can be ensured through fulfilling tourists' wants and needs (Alsos et al, 2014: 163). As established above, this leads to the creation of satisfaction. Alsos et al (2014:164) emphasise the link between tourist's perceived value, satisfaction and behaviour.

Value is multi-dimensional depending on an offering's unique impact under different circumstances (Bajs, 2015: 123). The kind of benefit which is added to an offering through value defines its dimension. Alsos et al (2014: 164) divide value into four dimensions: functional, emotional, social and epistemic. These categories are also called experience value dimensions and can be created before, during and after the tourism offering is consumed/experienced (Alsos et al, 2014: 172; Sanchez et al in Bajs, 2015: 127). Bajs (2015: 126) emphasises the significance of these dimensions as they impact the tourist's willingness to engage repetitively in the tourism offering. The tourist's active participation is required to develop a value as it is his/her perception about an offering (Alsos et al, 2014: 172).

Functional value is the quality of an offering regarding its performance and its financial costs (Alsos et al, 2014: 166; Bajs, 2015: 123). Team building operators should aim to attract and market their offering to the type of client their activities cater for. Corporate team building operator should inform potential clients about their ability to deliver qualitative team building for work teams which has the potential to increase the teams' communication and productivity. Functional value can be created during the activity through providing activities which are tailored to the specific teams' needs and take into consideration participants' suggestions and complaints. Participants might identify additional functional value after comparing their team building experience with the narratives of people who have done team building in the past.

Social value is an offering's ability to increase the tourists' self-concept, including social image and reputation (Sweeney & Soutar in Alsos et al, 2014: 167). A company might want to associate itself with a renowned team building operator to signify wealth. This could increase the company's self-image as it shows that they have the finances to afford these operators and organise adequate team building activities to maintain their teams. Participants of team building might experience social value through activities

which create a pleasant atmosphere where they get to communicate and socialise with each other. Members who build new relationships initiated through the team building activity might associate these as a social value which was created beyond the activity.

Emotional value are feelings and affectiona which the tourists experience caused by the offering (Alsos et al, 2014: 168). Deng et al (2013: 134) highlight the link between positive emotions and satisfaction which can influence tourists' behaviour. This implies that team building participants who experience positive emotions gain value which possibly satisfies them in terms of the overall offering. Alsos et al (2014: 169) emphasises that treating a tourist as unique individual adds emotional value. A team building operator can create emotional value through communication with the potential client before the actual team building activity. Delivering information regarding the activity and exchanging possibilities on tailoring the team building can create a positive attitude towards the operator where the client feels treated as an individual. During a team build, emotional value can be the providing of information regarding the aim of the activity and how to reflect the learned outcomes to a work environment. This information can help to reassure participants of their role within the team. Alsos et al (2014: 172) suggest that pictures taken during an activity can be emotionally valuable. Photos taken by the team building operator and sent to the participants after the actual activity will possibly lead to emotional value which is developed only after the offering is consumed/experienced.

Epistemic value is added when an offering increases tourists' "...curiosity, provides novelty and/or satisfies a desire for knowledge" (Sweeney & Soutar in Alsos et al, 2014:169). A team building operator who informs potential clients about features of their offering which differentiate them from others and make them unique, will communicate a sense of novelty. Team building participants can experience epistemic value during the activity through visiting a destination in which they are interested. Alsos et al (2014:171) highlight that epistemic value can be the experience of learning something new, combined with fun. It can be assumed that team building offerings have epistemic value. The activities usually use enjoyable tools to educate teams about improving themselves. Epistemic value may be enhanced after the team building offering through participants' increased interest and gathering of information regarding the destination, operator or activity.

Tourists' loyalty, WOM, repurchase and revisit are a result of satisfied customers' behaviour while an offering's quality and sacrifices contributes to tourists' perceived value, which leads to the development of satisfaction. Bajs (2015: 125) displays this relationship in the following model:

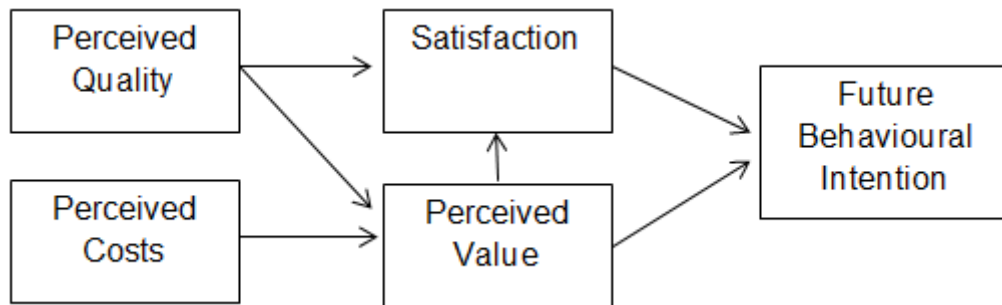


Figure 4.1: Model of quality, costs, perceive value, satisfaction and behavioural intentions (Bajs, 2015: 54)

The model resembles the models of He and Song (2009: 323) and Um et al (2006: 1147) regarding repurchase and revisit intention. Bajs (2015: 54) additionally takes the tourists' sacrifices, in the form of perceived costs, into consideration. Operators who understand the construct of value might be able to deliver benefits from all value dimensions and exceed tourists' sacrifices. This will enhance the overall satisfaction of the team building participant and might have positive impacts such as return intentions, WOM and increased loyalty.

#### 4.2.2 Word-of-mouth

Team building offerings are intangible. Clients and participants cannot test the offering before the purchase. This creates an uncertainty about the offering's quality (Nikookar, Rahrov, Razi & Ghassemi, 2015: 221). An employer is not able to identify the actual benefits he/she will gain from investing in a team build prior to engaging in the activity.

Positive WOM can be an effective alternative marketing tool which influences potential customers' purchase decisions (Meleddu, 2015: 165; Nikookar et al, 2015: 218; Riduan & Darminto, 2015: 96). Providing team building offerings which are satisfactory for the consumer can lead to positive WOM. Some tourists try to reduce the risk of

dissatisfaction through choosing offerings and destinations according to their positive WOM (Meleddu et Al, 2015: 160). Offerings which provide positive WOM reduce the risk of mismanaged investment. WOM is also an indicator of expected benefits from investing in a specific team building offering.

Potential clients rely significantly on communication, namely word-of-mouth (WOM), regarding the offering (Jeong & Jang, 2011: 357). This non-commercial exchange of information impacts customers' purchase behaviour and enhances a positive operator and destination image (Jeong & Jang, 2011: 356; Kim, Zen Nee Ng & Kim, 2009: 12; Meleddu et Al, 2015: 160; Nikookar et al, 2015: 218; Riduan & Darminto, 2015: 102). Operators do not have a direct influence on WOM. Dis/Satisfied former clients and participants report their first-hand experience with an offering and operator. WOM is judged as trustworthy as it does not drive from commercial marketing tools (Riduan & Darminto, 2015: 96). Positive WOM about a team building operator might establish a favourable image and consequently increase the trust of potential clients.

World Wide Web-based WOM (eWOM) has increased over the last years (King, Racherla & Bush, 2014: 167; Joeng & Jang, 2011: 356). Internet technology has advanced and is widely accessible for people to share their experiences anonymously at any time (King et al, 2014: 167). Potential consumer can go online and research tourism offerings. The gained information of eWOM can influence their purchase behaviour even more than traditional WOM (Jeong & Jang, 2011: 356). Nikookar et al (2015: 218) highlight the fact that social networks are widely recognised as means to spread WOM. Team building operators can support eWOM through encouraging previous clients to leave testimonials on their homepage.

The quality of a tourism offering can influence positive or negative behavioural intentions such as WOM (Jeong & Jang, 2011: 359; Nikookar et Al, 2015: 217; Alegre & Cladera, 2009: 673; Pavlic et al, 2011: 599; De Nisco, Mainolfi, Marino & Napolitano, 2015: 6; Riduan & Darminto, 2015: 96). Jeong and Jang (2011: 360) emphasise motivations which can result in positive WOM and eWOM, namely the concern for others, expressing positive feelings and supporting the company. A previous consumer of a tourism offering who had a negative experience might want to prevent other potential consumers from having the same experience. On the other hand, having a



positive experience might lead the consumer to encourage others to acquire the offering. A tourist's positive experience can additionally create the desire of supporting the tourism offering's supplier through spreading positive WOM and eWOM. According to Kim et al (2009: 16), positive customer satisfaction results in positive WOM. Consequently positive WOM for a team building operator is an indicator of satisfied participants.

Negative WOM is created when tourism offerings do not satisfy the tourist (Kim et al, 2009: 12; Gutic & Babir in Pavlic et al, 2011: 594). Offering failures are unavoidable at some stage in the service industry (Kim et al, 2009:51; Swanson & Hsu, 2011: 512). These failures would lead to dissatisfaction and possibly negative WOM if not dealt with. However, addressing failures can recover satisfaction and build a stronger loyalty and bond which is associated with positive WOM (Kim et al, 2009: 60; Swanson & Hsu, 2011: 514). On the one hand, McCollough and Bharadwaj, cited in Kim et al (2009: 51), describe this phenomenon as service recovery paradox, where post-recovery satisfaction after a service failure can exceed the satisfaction level of those who did not experience any problems with an offering. Operators who add additional benefits, e.g. discount for other activities, to their offering to overcome initial failure might create service recovery paradox. Tourists acknowledge the failure as a minor incident and appreciate the effort which is made to satisfy them. On the other hand, Swanson and Hsu (2011: 515) state that a failed recovery attempt will lead to greater levels of customer dissatisfaction and negative WOM. Failing to recover will create the impression of an operator who is not able to execute his/her offering in a satisfactory manner. However, a team building operator should be aware that service failures can be used as an advantage if addressed correctly.

Satisfaction does not always lead to WOM. Lam and So (2013: 649) identified the fact that a tourist's satisfaction with his/her own life is significant in generating WOM. According to them, "...happy" tourists are key carriers of WOM" (Lam & So, 2013: 646). Participants who are dissatisfied with their personal lives are possibly consumed with other emotions and don not prioritise sharing their team building experience with others. One way to measure tourists' intentions to spread WOM is conducting research to identify their willingness to recommend the destination or offering to others (Wood, 2009: 259).

### 4.2.3 Customer loyalty

Tourists' loyalty can be towards a tourism company and tourism destination. The tourist's overall satisfaction is directly related to his/her loyalty towards an offering/destination (Meleddu et al, 2015:159; He & Song, 2009: 318; Deng, Yeh & Sung, 2013: 138). Lee et al (2011: 1117) emphasise that satisfaction and loyalty towards an offering cannot be separated from each other. According to Oliver, as cited in Lee et al (2011: 1117), it is necessary to be satisfied in order to develop loyalty. An operator who does not provide offerings which satisfy tourists will not gain their loyalty as they will strive to fulfil their needs through other offerings.

Anderson, Fornell and Lehmann, and Chan et al cited in He and Song (2009: 318), Violet (2008: 796), Pavlic et al (2011: 599), Della Corte, Sciarelli, Cascella and Del Gaudio (2015: 40) highlight that loyalty has an influence on tourists' repurchase intentions, WOM and price tolerance. A satisfied team building client might have a higher tolerance for price increases as he/she values the offering as worthy. Repurchasing a familiar offering also reduces risks of investing in unsatisfying offerings.

According to Tellis, cited in Lee et al (2011: 1117), loyalty is defined as "repeated purchasing or relative volume of same brand purchasing". It can be assumed that tourists who are satisfied with an offering and/or destination are more likely to develop positive emotions towards the destination/ offering/ return/ repurchase and become loyal tourists over time. Tussyadiah (2014: 543) highlights the significance of an offering resulting in an emotional attachment for the tourist. This attachment can be formed through valuable experiences which lead to tourists' loyalty (Tussyadiah, 2014: 543). Operators who manage to forge a bond between the participant and themselves might create a loyal relationship.

Oppermann, as cited in Assaker, Vinzi and O'Connor (2011: 891), identified a typology of loyal tourists regarding their multiple visits. He categorised the tourists into six types, namely somewhat loyal, loyal, very loyal, non-purchasers, unstable purchaser and disloyal purchaser. These categories represent the tourists return rate to the destination which ranges from infrequent return, every three years, once or twice a year, lack of

awareness regarding the destination as well as tourists who visit different destinations frequently or do not plan to return.

Jacob and Chesnut, as cited in Meleddu et al (2015:160), defined loyalty as attitudinal loyalty, behavioural loyalty and composite loyalty. Attitudinal loyalty describes the tourist's mind-set towards an offering regarding its experienced quality, willingness to refer the destinations to family and peers and commitment to the offering (Meleddu et al, 2015: 160; Lee et al, 2011: 1117; Zhang, Fu, Cai & Lu, 2014: 217). Behavioural loyalty is known as the actions taken by tourists to support or return to the destination and/or repurchase an offering (Meleddu et al, 2015: 160; Lee et al, 2011: 1117; Zhang et al, 2014: 217). Composite loyalty is a combination of attitudinal and behavioural loyalty (Meleddu et al, 2015:160; Zhang et al, 2014: 217). Loyal team building clients and participants might actively practise WOM and plan to repurchase an operator's offering at a later stage. The overall image of a destination can have an impact on tourists' attitudinal, behavioural and composite loyalty (Zhang et al, 2014: 218; Alegre & Cladera, 2009: 673, Riduan & Darminto, 2015: 96). If tourists are satisfied with the destination's overall image, their decision to return will be influenced positively (Ngoc & Trinh, 2015: 296).

Meleddu et al (2015: 163) state that the future loyalty of tourists depends significantly on positive experiences. Alegre and Garau (2010: 52) highlight the connection between satisfaction with tourists' previous stay, their loyalty towards the destination and repeat visits. Zhang et al, as cited in Meleddu et al (2015: 160), Lee et al (2011: 1117) and Zhang et al (2014: 214), emphasise that loyalty can be measured by a tourist's intention to return, his/her intention to recommend (WOM), the number of complaints and switch behaviours. Consequently satisfaction is an indicator of tourists' loyalty as well as a tool to influence their behaviour.

#### 4.2.3.1 Repurchase intentions

He and Song (2009: 318), Som, Marzuki, Yousefi and Khalifeh (2012: 41) and Kim et al (2009: 10) emphasise the significant link between tourists' satisfaction and their repurchase intention. Tourists' post-purchase behaviour can be formed by their satisfaction with the offering or destination (Alegre & Cladera, 2009: 672). Tourists who

have a positive experience with an offering might be interested in repurchasing the same or other offerings from the same operator.

An offering's perceived quality and value plays a vital role for tourists' satisfaction and post-purchase intentions (He & Song, 2009: 317,. Alegre & Cladera, 2009: 672). Sardana (2011: 99) states that tourists increasingly look for enhanced quality in offerings. Quality of an offering can enhance the tourist's satisfaction and increase repurchase behaviour (He & Song, 2009: 319; Onditi, 2014: 237). Tourists who experience high-quality offerings are likely to experience greater satisfaction than tourists who experience offerings of a low quality. The perceived value of an offering is the tourist's evaluation of an offering, taking into account the received input and output and this has a direct influence on the tourist's repurchase behaviour (He & Song, 2009: 317). Received value is discussed in detail in section 4.2.1 Value of offering.

He and Song (2009: 323) developed a model to demonstrate the influence of perceived quality, perceived value, tourism satisfaction and intention for future purchase.

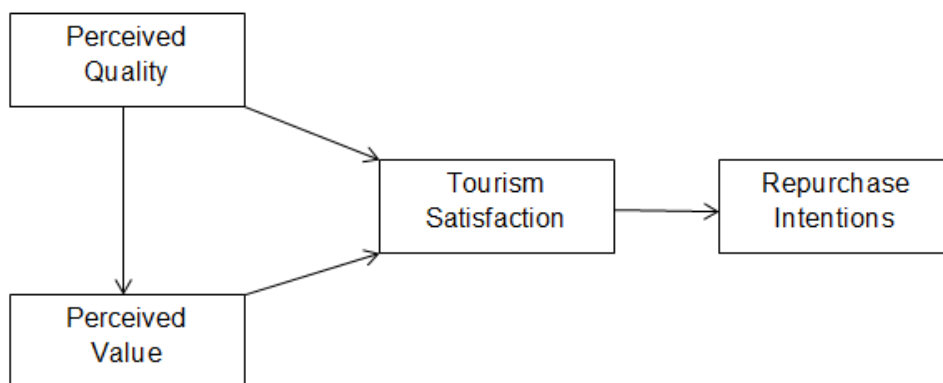


Figure 4.2: Model of repurchase intentions (He and Song, 2009: 323)

The model illustrates that a tourist is more likely to be satisfied and engage in any positive behaviour which is related to the offering when receiving high quality and value. Once he is satisfied, his intentions for future repurchase increase (2009: 328). He and Song (2009: 328) emphasise increasing a tourist's satisfaction to achieve repurchase behaviour. De Nisco et al (2015: 10) emphasise in addition a tourist's "positive intention" towards other offerings of the destination, once he/she has experienced satisfaction with the tourism offering. A positive team building experience can increase

tourist's interest in other offering provided by the operator and affect his/her purchase behaviour.

Besides quality and value, favourable inequity can enhance tourists' satisfaction and lead to repurchase. Treating a team building participant favourably can lead to an increase in their satisfaction and influence their purchase behaviour. Kim and Ok (2009: 233) state that tourists who are treated favourably are more likely to repurchase the offering from the same operator. Favourable inequity includes relational benefits such as "better prices, additional services, faster service delivery, extra attention, and tailored services" (Kim & Ok, 2009: 230). Those benefits are usually provided to customers who have established a relationship with the tourism supplier (Kim & Ok, 2009: 232). A company who sends their employees repeatedly to the same team building operator might qualify for loyalty discounts. The benefit of qualifying for such a discount can be a switching barrier for the company.

#### 4.2.3.2 Revisit intentions

Kim, as cited in Um, Chon and Ro (2006: 1145), defines a destination as "...a package of tourism facilities and services, which, like any other goods and services, is composed of a number of multideestination attributes that together determine its attractiveness to a particular tourist in a given travel situation". Therefore tourists' intention to return to a destination is similar to their repurchase behaviour. Further revisit intentions can be influenced by a destination's characteristics and time.

The tourists' evaluation of destinations characteristics contribute to their overall satisfaction and desire to return (Alegre & Garau, 2010: 52; Alegre & Cladera, 2009: 673; Som et al, 2012:39). As a tourist's overall satisfaction depends on the destinations positive factors as well as negative ones, it is essential to foster positive experiences while correcting negative factors (Alegre & Garau, 2010: 52). Operators should choose the destination for their team building activities with this in mind. According to Assaker et al (2011: 898), Zhang et al (2014: 213), Ngoc and Trinh (2015: 293) and Meleddu et al (2015: 160), tourists' overall satisfaction can influence their return intentions. A destination which is not well maintained and is inadequate for the activity can lead to overall dissatisfaction and loss of potential re-visitors.

Jang and Feng (2007: 587) state that time determines whether tourists' satisfaction influences their revisit intention. Tourists who made use of tourism offerings recently, regularly and invest more resources are more likely to repurchase and revisit (Hughes, cited in Jang & Feng, 2007: 581). The significance of satisfaction as an influencing factor for revisit intention changes over time (Jang & Feng, 2007: 587). Satisfaction has a direct influence on a tourist's revisit intention over short-term, while it has no direct impact on mid- and long-term revisit behaviour (Jang & Feng, 2007: 587; Assaker et al, 2011: 898). The reason for this might be that the previous experience is still fresh in the tourists' mind and they feel a relationship towards the operator. A company, which participated in team building years ago, might have been satisfied back then but is willing to look for other offerings as they do not feel loyal towards the previous operator. Destinations and organisations which manage to satisfy their tourists continuously and maintain a relationship even after their visit might retain a higher number of repeat visitors.

Um et al, (2006: 1155) state that tourists' satisfaction influences their revisit intention indirectly. Their study concluded that tourists' perceived destination attractiveness and destination performance affected revisit intentions more than overall satisfaction. However, these components can be indicators of tourists' satisfaction which in turn has a possible influence on post-purchasing behaviour (Um et al, 2006: 1143). Um et al's model of revisit intention resembles the previous model of repurchase but includes a destination's perceived attractiveness. The model (Fig.4: 3) displays the direct influence of perceived attractiveness, perceived quality of service and perceived value for money on tourists' revisit intention.

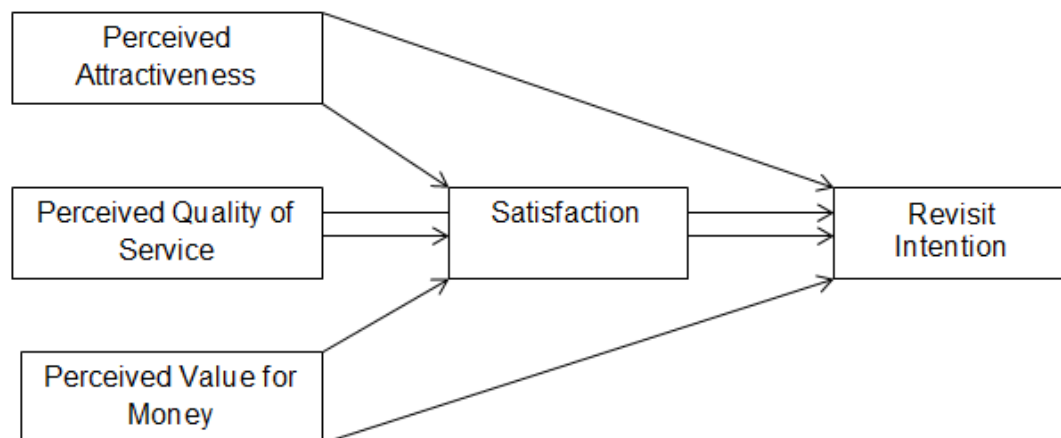


Figure 4.3: Model of revisit intention (Um et al, 2006:1147)

Jang and Feng (2006: 580) and Assaker et al (2011: 890) identify similar causes which influence tourists' possible revisit intentions besides the level of satisfaction, experienced quality and value. They emphasise tourists' past holiday experience, safety, destination image, attachment to the destination and cultural differences (Jang & Feng, 2006: 580; Assaker et Al, 2011: 890). Meleddu et al (2015: 167) confirm the increased attachment of repeat visitors to a destination over time. Alegre and Cladera (2009: 673) further emphasise the influence of previous visits on the likelihood to return. De Nisco et al (2015: 10) describe this post-visit behaviour as a result of previously experienced satisfaction with a destination. Operators who communicate a positive image and provide qualitative team building activities with value are likely to retain new and repeat visitors.

#### **4.2.4 Competitive advantage**

Satisfied tourists can be a competitive advantage for an operator (Stanovcic, Moric, Pekovic & Perovic, 2013: 64). A team building operator who achieves participant satisfaction might create a positive relationship between him-/herself and the tourists. A positive customer relationship offers significant benefits for an operator and the destination. Tourists who are satisfied and therefore become loyal towards the operator and/or destination represent an asset and contribute to their competitiveness for several reasons (Kim, Kim & Kim, 2009: 59).

Customer lifetime value can be a competitive asset for operators and destinations (Onditi, 2014: 244). The customer lifetime value is the remaining value of a tourist's relationship once the invested costs are subtracted. Benefits are the current value of profit and potential future revenue. Subtracting recruiting costs, costs to maintain the relationship and considering the timeframe of the relationship of gained benefits reflect the estimated value of a tourist (Kim, Kim & Sohn, 2009: 924). Maintaining a customer relationship consequently leads to increased revenue in comparison to profit from new tourists. An operator's survival depends significantly on his/her capability to sustain a positive relationship with the tourist (Kim et al, 2009: 924). Som et al (2012: 40) highlight the pivotal role of tourists' relationship with operators to gain economic benefits. These tourists tend to return/repurchase, increase revenue, possess higher

price elasticity, require less marketing costs and possibly recruit new tourists through WOM (Viulet, 2008: 793; Jang & Feng, 2007: 587; He & Song, 2009: 318).

Onditi (2014: 237) indicates that the tie between tourist and operator and quality of an offering have a direct influence on tourists' lifetime value as those tourists tend to repurchase. Maintaining ties between operator and tourists has become the core of numerous business strategies (Jadhav & More, 2010: 184). Tourists who are in a long-term relationship with the operator are more likely to tolerate infrequent deficiency (Kim & Ok, 2009: 240). A loyal tourist is less likely to terminate a long-term relationship with an operator/destination after engaging in an unsatisfying experience. New tourists are more prone to look for alternatives when expectations are not met.

Shoemaker and Lewis, in Som et al (2012: 39), Zhang et al (2014: 213) and Jang and Feng (2007: 587) emphasise marketing cost reduction in the case of loyal repeat tourists. Maintaining repeat visitors is notably cost-effective compared to winning new tourist (Um et al, 2006: 1142; Jang & Feng, 2007: 580 & Zhang et al, 2014: 213). This leads to an increase in operators' profits (Som et al, 2012: 39). Costs can be reduced if team building operators can rely on repeat clients. Reaching new clients can be a mismanaged investment as these potential clients might not be interested in the offering. It is more likely that marketing costs for loyal customers are covered by the profit the company gains through their repurchase.

Satisfied tourists who return to a destination represent a reliable market for a destination and create a competitive advantage for destinations (Alegre & Cladera, 2009: 670). This is significantly beneficial for destinations which are mature and depend on repeat visits (Alegre & Cladera, 2009: 670; Jang & Feng, 2007: 580; Um et al, 2006, 1142 & Assaker et al, 2011: 890). On the one hand, a suitable destination for team building activities might struggle to compete with newer destinations as tourists look for novelty. On the other hand, loyal tourists are reluctant to try out a new destination as they are uncertain about their satisfaction with it. Tourists' loyalty can influence their churn rate (Zhang et al, 2014: 214). These benefits are only provided as long as the tourists are satisfied. Unsatisfied tourists will experience higher drive to switch to other operators/ destinations (Viulet, 2008: 796; Kim & Ok, 2009: 233). The profit from loyal tourists is likely to fluctuate less over time than the profit gained from new tourists who



possibly do not return. Repeat visits can be the core of a destination's success and need to be encouraged.

Aktas et al (2009: 2) rate tourist satisfaction as the key component for successful tourist destinations and offerings. Satisfaction is a significant element in achieving prosperity and competitive advantage (Aktas et al, 2009: 2; Sardana, 2011: 97). A destination of which the attributes are perceived as satisfying will gain destination competitiveness (Della Corte et al, 2015: 41). Yoon and Uysal, in Khuong et al (2016: 85) highlight satisfaction as a vital component for successful destination marketing. Strategies need to be installed to achieve satisfaction and consequently increase competitive advantage (Khuong et al, 2016: 85). Tourists will choose a destination/offering where they can expect to be satisfied over a less satisfying alternative. Stakeholders need to focus on attributes which indicate a significant level of satisfaction and make them more appealing than other operators/destinations.

Della Corte et al (2015: 40) stress that satisfaction is a key element to predict an operator's overall performance. As highlighted above, quality and value lead to client satisfaction. Operators who can develop offerings which are perceived as valuable by the tourists have a competitive advantage (Sanchez, Callarisa, Rodriguez & Moliner, 2006: 394). Perceived value can support competitive positioning of the offering/destination on the market (Meleddu et al, 2015: 160).

Team building participants' satisfaction with the offering is an indicator of a successfully executed activity. It can be assumed that the operator has a qualitative and valuable offering if the majority of team building participants are satisfied. This does not only show that satisfaction creates a competitive advantage, but it is the sign of a successful operator. Potential tourists will look for favourable operators/destinations to fulfil their requirements.

It is essential for operators to consider elements which impact tourists' satisfaction and implement these strategically in their offering (Della Corte et al, 2015: 47). Della Corte et al (2015:47) further add that it is vital for the public and private sector to eliminate factors which lead to dissatisfaction. The collaboration of tourism stakeholders is pivotal to enhance tourists' satisfaction and gain competitive advantage (Della Corte et al,

2015: 39). The host destination of a team build has to ensure a pleasant experience to achieve overall satisfaction. If the team build takes place at a game park which is difficult and time-consuming to reach because of ill-maintained roads, it might diminish the participants' satisfaction. The host destination and team building operator should collaborate to develop an overall satisfying offering. Operators who make use of the destination's catering service, for instance, might have to enquire about special requests for their participants.

Operators should consider elements which impact tourists' satisfaction and implement these strategically in their offering (Della Corte et al, 2015: 47). Team building operators can achieve a competitive advantage if they are aware of elements which satisfy and exceed participants' needs. Once they identify significant factors, they can modify/adapt their offering and focus primarily on these attributes. Pavlic et al (2011: 593) explain that each element of an offering and destination can contribute to a differentiation of offerings in comparison to competitors. The bond between operator and tourist should be established to the tourists' satisfaction (Pavlic et al, 2011: 593). Enhancing satisfying actions can be a significant advantage over competitors who are unable to tailor their activities to meet specific needs.

### **4.3 THEORETICAL FRAMEWORK**

The adapted model (see Fig.4. 4) from Ramgulam et al (2012: 76) indicates a relationship between team building participants' satisfaction and the tourism operator as well as the host destination.

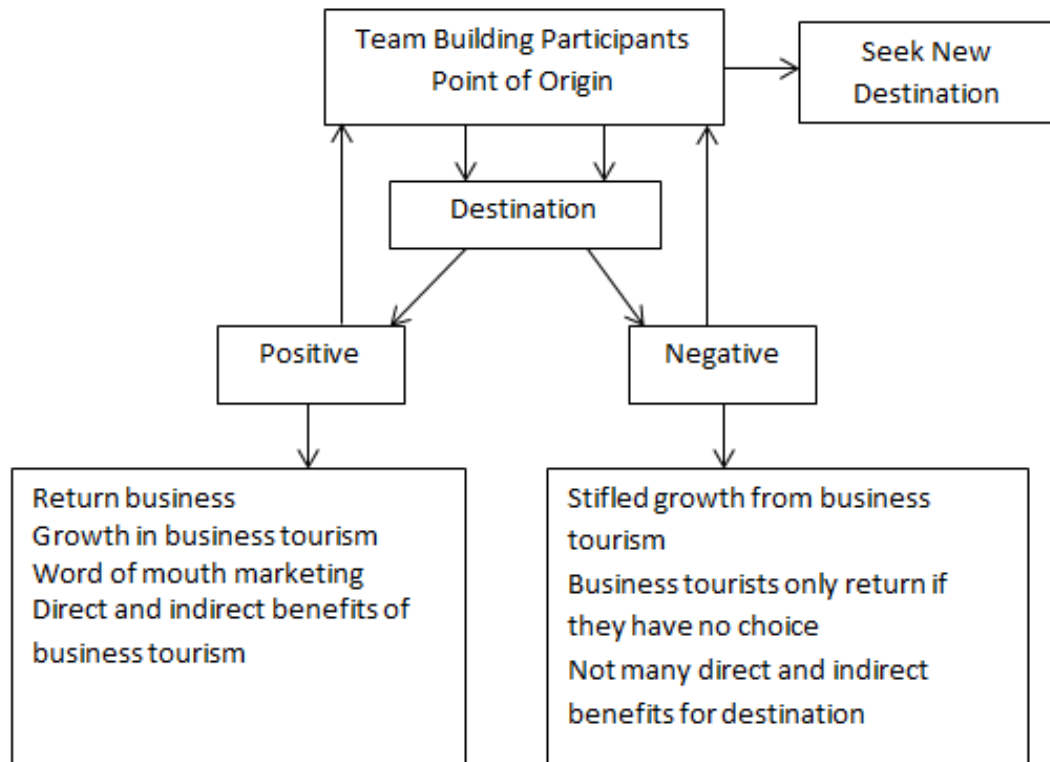


Figure 4.4: A conceptual/theoretical model for team building as a tourism offering (adapted from Ramgulam et al, 2012: 76)

According to Ramgulam’s adapted model, a positive team building experience can motivate tourists to return to the host destination and result in other benefits as mentioned above (see section 4.2). A negative team building experience will make tourists reluctant to return to the destination and motivate them to look for new destination.

The model indicates that team building activities can enhance visitor experience. Excellent service and product quality are required for business tourism (see section 4.2.1) (Ramgula et al, 2012: 70; Seebaluck et al, 2013: 357). Providing this high quality to the tourists will deliver an outstanding experience, increase visitors’ awareness of the destination and possibly enhance positive WOM (see section 4.2.2) (Seebaluck et al, 2013: 360). A destination’s image and profile can improve significantly through successful business tourism (Rogerson, 2005: 180). Team building as part of business tourism can contribute to a positive destination image (see section 4.2.2 and section 5.3.3.1). Ramgulam et al (2012: 75) state that business tourism is used for marketing

the destination and motivating business travellers to return as leisure tourists. Tourists will be likely to return if their initial experience was positive (see section 4.2.3) (Ramgulam et al, 2012: 76; Donaldson, 2013: 25). A successfully executed team building activity will leave participants with a positive experience. This positive memory can include an increased awareness of the host destination and the desire to return for leisure purposes (see section 4.2.3.2 and section 5.3.2.2.3). Team building therefore can enhance the image and awareness of the Western Region of the Eastern Cape as a tourism destination.

Milohnic et al (2012: 332) recommend conducting on-going research on tourists' satisfaction. This will enable stakeholders to ensure that offerings and destinations' attributes satisfy tourists' expectations (Milohnic et al, 2012: 332). Operators' awareness of key elements to improve tourists' satisfaction is essential for their success (see section 4.2.4). Identifying the strength and weaknesses of a team building offering will enable stakeholders to develop successful team building activities.

#### **4.4 SUMMARY**

Chapter four identifies the significant potential of satisfaction for a destination and team building operator. Tourist satisfaction depends on several factors such as expectation and delivered value, which can influence each other.

This chapter defines the construct and several dimensions of identified values. Team building participants experience value and quality if the activity's benefits exceed their invested sacrifices. Value can influence participants' behaviour intentions. Operators and destinations benefit from positive team building experiences. Positive team building experiences have the potential to encourage participants to engage in positive WOM. WOM is often favoured by potential tourists as an alternative marketing tool. This non-commercial exchange of information is valued as a trustworthy indicator of operators'/ destinations' performances. Additionally, team building participants might become loyal customers. Customer loyalty can be of significant value to a destination and tourism operator. A satisfying offering has the ability to be a switching barrier. Tourists can avoid the risk of experiencing disappointment when staying with a previously satisfying operator. Additionally, positive behaviour intentions are a competitive advantage.

Satisfied tourists tend to repurchase, revisit, stay longer at a destination, practise positive WOM, make use of additional tourism offerings and require less marketing costs than tourists who visit for the first time.

Finally, a theoretical framework from Ramgulam et al was examined to highlight the potential direct and indirect benefit for the host destination of team building activities as form of business tourism. Business tourism requires significant levels of quality. Satisfied business tourists yield higher revenue than leisure tourists, potentially return as leisure tourists and engage in positive WOM which can lead to growth in business and leisure tourism.

It is beneficial for operators to be aware of tourists' satisfaction. This implies that they should identify the strengths and weaknesses of their offerings. Weaknesses should be minimised while increasing the strengths of team building offerings in order to enjoy benefits of satisfied tourists. Research can be used as a tool to identify and improve the key attributes of tourists' satisfaction.

Chapter four focuses on general implications of satisfied tourists. Chapter five will explain the potential of team building offerings to add value to operators' businesses and to the Western Region of the Eastern Cape.

## **CHAPTER 5**

### **THE POTENTIAL OF TEAM BUILDING AS A TOURISM OFFERING**

#### **5.1 INTRODUCTION**

Team building offerings have the potential to add value to an offering range and increase competitiveness. A successful supply of team building depends on several factors. Risteski, Kocevski and Arnaudov (2012: 384) highlight that "...competitiveness can only be achieved through quality. Quality only exists when environmental sustainability is guaranteed. And sustainability comprises not only environmental aspects, but also social and economic concerns, thus also competitiveness". This emphasises how significant it is for team building operators to promote and develop sustainable tourism offerings. A team building offering is bound to be beneficial for the operator and the host destination when executed in a sustainable manner. Failing to follow guidelines for sustainability will result in harming the destination and missing out on potential opportunities. This will not only lead to the degradation of the host environment but will also increase participants' dissatisfaction and decrease their return intentions.

Chapter five explains the role of team building in contributing to an improved offering range which yields benefits for the provider, community, environment and economy. First, an overview of South Africa's business tourism is provided. Next the chapter identifies the impact of business tourism on its provider and host destinations. In addition, team building is assessed to identify whether the offering can yield the same benefits as business tourism. This is done in consideration of South Africa's White Paper, the National Tourism Sector Strategy Executive Summary (NTSS), the Eastern Cape Tourism Master Plan 2009-2014 (ECTMP) and the Nelson Mandela Bay Tourism Strategic Plan 2014-2017 (NMBTSP). Finally, team building is evaluated regarding its potential to increase the economic growth rate, its socio-cultural, environmental and economic sustainability and participants' experience with the offering.

## 5.2 BUSINESS TOURISM IN SOUTH AFRICA

Business tourism is a dynamic industry and is accountable for approximately 14 per cent of tourism and almost 20 per cent of tourism-generated revenue (World Tourism Organisation cited in Nicula & Elena, 2014: 703).

Travelling with the intention to engage in business activities is a fundamental part of Africa's tourism industry (Rogerson, 2014: VII; Rogerson, 2015: 184). South Africa experienced growth in tourism and specifically business tourism arrivals after it became a democratic republic. The country is "...one of Africa's most significant destinations for international and domestic business travel" (Rogerson, 2015: 184). South Africa's well-developed infrastructure, accessibility from numerous countries and relaxed visa regulations support the MICE market as it enable foreign business visitors to enter the country without further complications (Rogerson, 2014: VIII). This indicates that South Africa benefits from a demand in business tourism and potentially incentive tourism.

The Business Monitor International (BMI) (2014: 9) identifies business tourism as a sector which will increase significantly further within the next few years. Figure 5.1 illustrates the continuous increase of business tourism trips to South Africa. The MICE industry is a pivotal part of business tourism with a rapid growth rate over the past few years (Jin, Weber & Bauer, 2013: 447; Seebaluck, Naidoo & Ramseook-Munhurrun et al, 2015: 46). Team building as part of incentive tourism is no exception to this trend.

Table 1. Business tourism trips in South Africa, 2001–2012.

	Numbers of trips	Share of all trips
2001	2,501,190	10.8
2002	2,952,393	10.5
2003	3,241,228	10.2
2004	3,169,645	9.7
2005	2,947,301	9.0
2006	3,057,722	9.2
2007	3,302,765	9.9
2008	3,509,457	10.4
2009	3,645,532	9.9
2010	3,817,381	10.2
2011	3,880,742	10.9
2012	4,106,219	11.9

Figure 5.1: Business tourism trips in South Africa (Rogerson, 2015: 189)

The BMI (2014: 7) states that the national tourism strategy aims to increase the amount of international and non-regional inbound tourism. Additionally, the strategy emphasises the enhancement of sustainable domestic tourism. Rogerson (2015: 49) emphasises that domestic business tourism in sub-Saharan Africa contributes significantly more to communities than international business tourism does (Rogerson, 2015: 49). Domestic tourism is the foundation of South Africa’s tourism due to its stability in comparison to the international market. This makes the development of domestic tourism significant (NTSS, 2011: VIII). Domestic tourism is valued as a sustainable component of the tourism industry. By 2020, 60 per cent of the tourism GDP is expected to be comprised of domestic tourism (NTSS, 2011: 8). Considering these statistics, team building operators are likely to receive domestic tourists as the majority of their clients. Operators can use target domestic tourists and develop an offering which is tailored to the domestic business tourists’ needs.

Business tourism and MICE tourism are the least recorded reasons for tourists arriving in the Eastern Cape (ECTMP, n.d: 22). Business and medical tourism contribute minimally to the total of domestic tourists in the Province (ECTMP, n.d: 22). Specific areas of the Eastern Cape receive the lowest number of business tourists in South Africa (Rogerson, 2015: 191). Figure 5.2 indicates the relatively low contribution of business tourism to tourism in the Eastern Cape Province, with the exception of Nelson Mandela Bay. This indicates a lack of business and MICE offerings in the Eastern Cape



(ECTMP, n.d: 22). The absence of sufficiently developed business tourism offerings has a stronger impact on rural areas. Business tourism in these regions only amounts to 6 to 10 per cent. Team building can contribute to the spread of tourism outside of Nelson Mandela Bay and increase business tourism in the Western Region of the Eastern Cape. The activity is less dependent on venues and therefore has the ability to support the distribution of tourism in those areas.

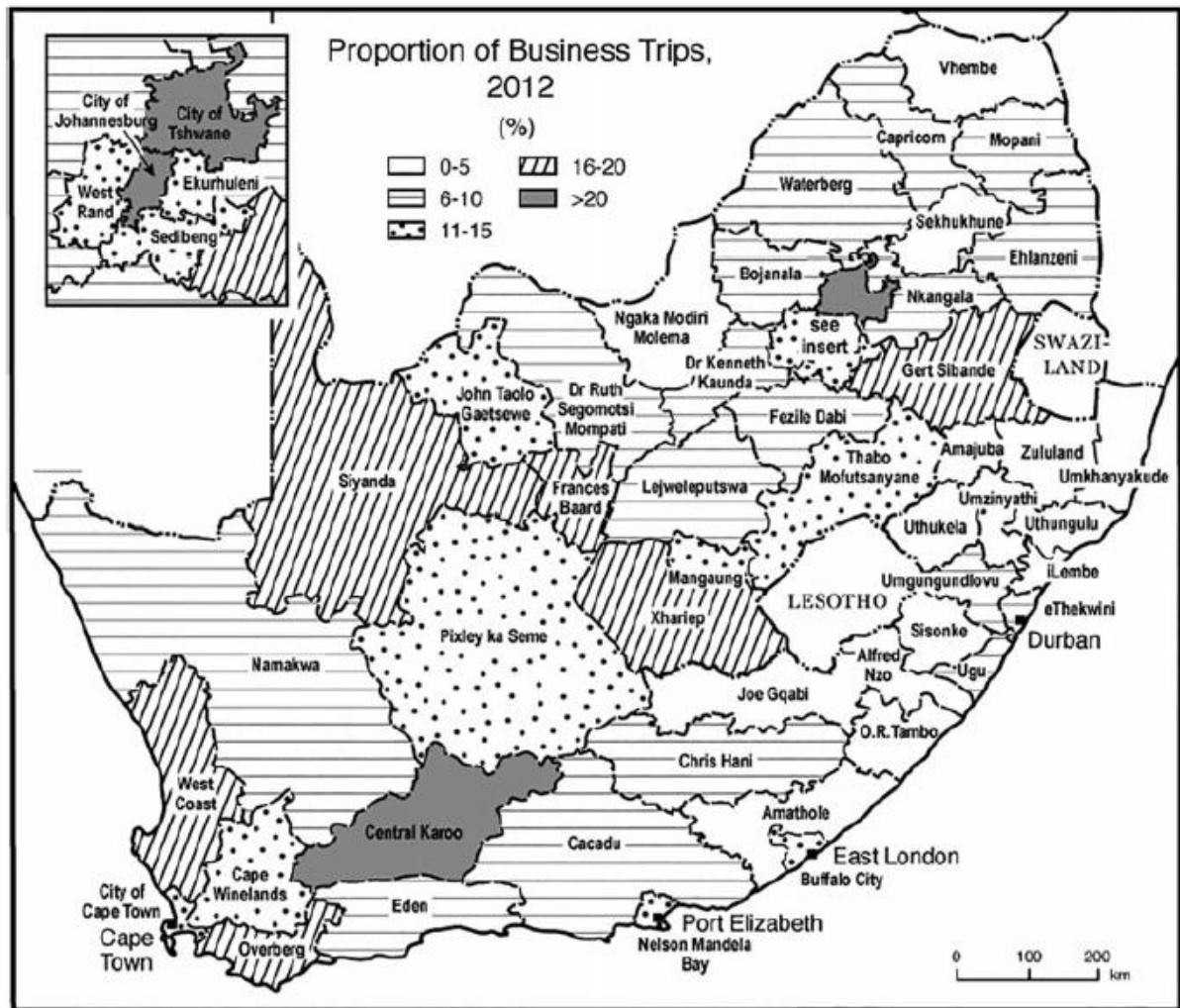


Figure 5.2: Proportion of business trips (Rogerson, 2015: 194)

In contrast to other provinces, the Eastern Cape lacks the capacity to host a large number of business tourists. Consequently the profit generated by high-value business tourists is lost to the Province (ECTMP, n.d: 27). Team building can mitigate this loss as it often caters for relatively small numbers of participants in comparison to large

conferences. Therefore potential clients can still make use of the Eastern Cape Province to host their team building activities.

Strong competition is an obstacle for business tourism. Business tourism is offered globally which results in a wide range of competing tourism offerings (Rogerson, 2015: 186; Morrison, 2013: 528; McCartney, 2008: 295). MICE tourism is a driver to extend a destination's offering range and promote economic development (Rogerson, 2015: 47). Adding team building to the offering range diversifies the Eastern Cape's business tourism market. Supplying a wide range of MICE offerings creates a competitive offering mix for the region. Team building operators in the Eastern Cape Province would be able to compete with other incentive suppliers on a global level.

The ECTMP (n.d: 23) identifies business and MICE tourism as valuable sectors which require attention regarding their development of offerings. Yen et al (2008: 129) emphasise that operators have to develop and adapt offerings to the specific requirements of individual customers. Successful operators satisfy their clients through the provision of innovative and differentiated offerings (Tussyadiha, 2013: 543; Pegg, Patterson & Gariddo, 2012: 660). It is essential for successful team building operators to be knowledgeable about current trends, clients' needs, their level of their satisfaction and the potential positive and negative impacts caused by their activities.

It is vital that developed offerings are sustainable, sound and sensitive to the Province's economy, environment, society and culture (ECTMP, n.d: 38). South Africa's White Paper, 1996 specifies recommendations for developing tourism offerings in a responsible manner which considers the environment holistically, and comprises the host destination, residents, and stakeholders' natural and cultural resources. The White Paper (1996: n.p.) emphasises the necessity to implement responsible tourism practices. It recommends using responsible tourism as a leading guideline to "...develop, market and manage the tourism industry" (White Paper, 1996: n.p). Local communities profit from responsible tourism as their socio-economic circumstances improve (NTSS, 2011: V). Tourism growth in South Africa has to be in line with national objectives. This is essential for being internationally competitive and continuing tourism growth. The NTSS urges involving communities in tourism and identifies the industry as an essential source of unskilled labour employment. Additionally, tourism can be a

platform of interaction between host destination, locals and tourists (NTSS, 2011: V). Team building operators have to implement these guidelines in order to develop a tourism offering which is desirable to the Province. Failing to achieve the development of a relatively sustainable offering will lead to an environmental and socio-economic strain on the Eastern Cape Province. It is essential that offerings have the potential to adapt to guidelines and objectives of policies, programmes, and plans such as the White Paper, the Tourism Master Plan, and the National Tourism Sector Strategy which focus on successful and sustainable tourism offerings generating benefits for the local communities and host destinations.

A lack of elements of responsible tourism can have negative impacts on a destination. These impacts vary from generating a shift of labour to undesirable markets such as prostitution, increased seasonality, rising division between urban and rural areas, uneven distribution of wealth and exploitation of residents and their culture (White Paper, 1996: n.d.). The White Paper (1996: n.p.) proposes following responsible tourism practices to minimise these negative impacts while creating a competitive environment.

### **5.3 THE POTENTIAL OF TEAM BUILDING OFFERINGS TO ADD VALUE TO TOURISM BUSINESSES AND THE HOST DESTINATION**

Tourism takes place on all levels such as national, provincial and local. The NTSS (2011: 10) states the significance of integrating and supporting its aims into local development plans. According to the ECTMP (n.d: 36), the main focus of Eastern Cape's strategic priority areas match predominantly with the strategies on a national level. The focus is on the development and adaptation of offerings, providing favourable environment for investors, attracting high-value tourists and practising tourism in a sustainable manner (ECTMP, n.d: 37). It is essential to take documents from national and regional level such as the White Paper, the NTSS, the ECTMP and the NMBTSP into consideration when assessing tourism offerings such as team building for the Western Region of the Eastern Cape. The Western Region falls within the Eastern Cape and Nelson Mandela Bay covers a significant part of the area's tourism. For this study it can be assumed that an offering that adapts to or fulfils objectives which are set

on national level and reflected in provincial and local development plans is a desirable asset for the region.

The ECTMP identifies the potential of a sufficient product development programme to assist in creating tourist satisfaction, extending tourists' stay, mitigating seasonality, enhancing even (geographically) tourism distribution, improving regions' offering mix and contributing positively to the life of residents. Additionally, an offering development programme should promote cooperation between stakeholders to conserve the resources of the Province (ECTMP, n.d: 37). The core objective of such a programme is to assure competitive edge, tourists' satisfaction and adaption to various requests and requirements from tourists and the Province. The NTSS focuses on the development of offerings which are authentic, qualitative and valuable (NTSS, 2011: VIII). The White Paper (1996: n.p) emphasises that the government suggests tourism providers should be ingenious with their offerings. Team building as form of tourism has to be assessed with these considerations in mind. Using development programmes as guidelines while evaluating team building will give an indication whether the offering can be beneficial for the Eastern Cape Province.

Sufficient developed business tourism can have long-lasting effects (Morrison, 2013: 527). Team building has the potential to function as a catalyst to benefit the host destination, its community and economy. Rogerson (2005: 179) emphasises business tourism's positive and negative impacts at local level in his model. These benefits and constraints are discussed in detail later in this chapter.

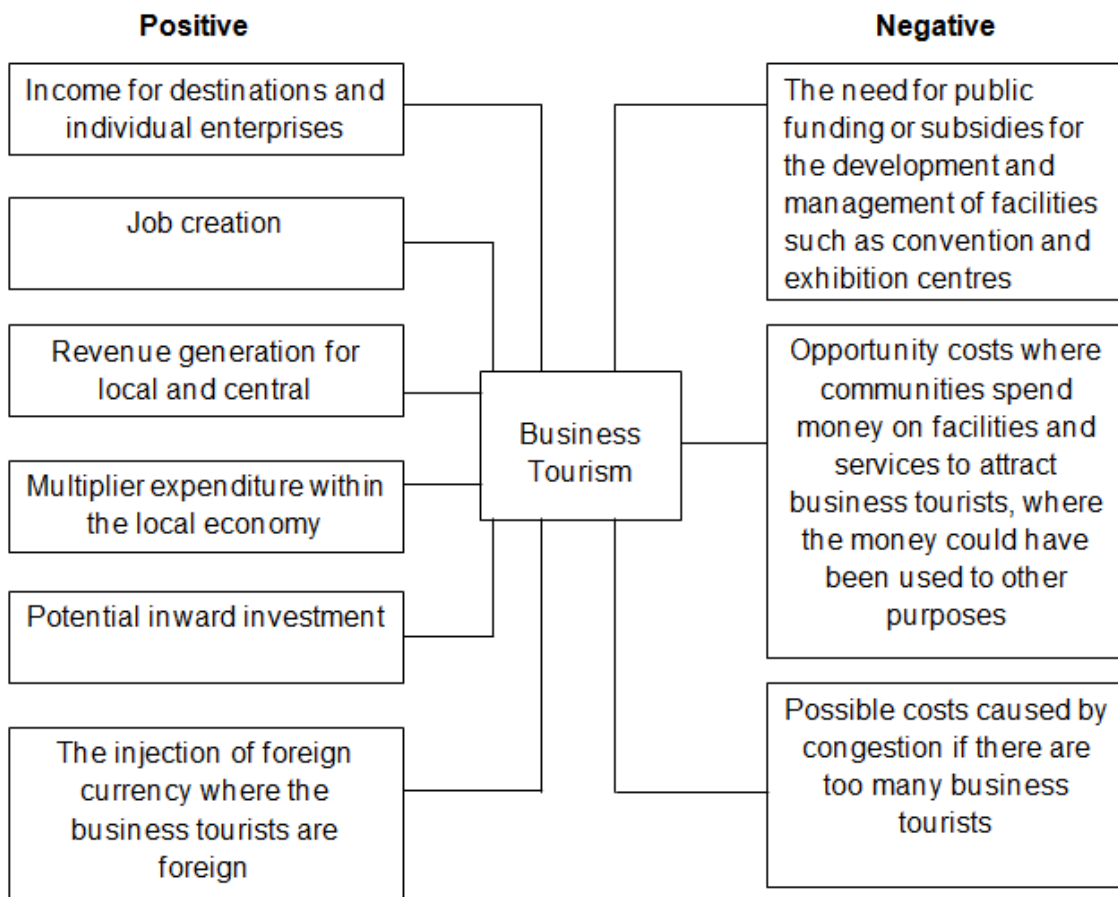


Figure 5.3: Business tourism impacts (Rogerson, 2005: 179)

The NTSS (2011: 6) aims for a thriving sustainable tourism economy "...with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships". Consequently the NTSS focuses on establishing an environment where sustainable tourism growth and development can prosper. The priority is the promotion of tourism growth through assisting communities, private and public sectors. Team building as a tourism offering has to fulfil these objectives. A tourism offering which fails to be sustainable is unlikely to receive community and government support nor be successful over an extended period of time.

Three themes are proposed by the NTSS as strategic objectives and targets. These are tourism growth and the economy, an enhanced visitor experience and sustainability and good governance. This particular study tries to combine these themes and highlight the potential of team building activities as part of business tourism.

### **5.3.1 Economic benefits**

Business tourism and therefore team building have the potential to promote economic growth in the Western Region of the Eastern Cape Province. Successful team building generates several benefits for the operator and host destination. The offering can be developed to increase economic growth and create significant revenue through attracting high-spending business tourists. Additionally, team building links numerous tourism businesses and creates a multiplier effect.

#### **5.3.1.1 Economic growth**

In South Africa, business tourism has a steady growth rate and is distributed throughout the country (Rogerson, 2015: 187). This makes it a favourable form of tourism as communities which lack tourism attractions can draw business tourists to the destination. Furthermore, the steady growth rate indicates that business tourism in South Africa is a sustainable source of revenue. Jones and Li (2015: 117) state that destinations often focus on MICE tourism as a vehicle to enhance their economic growth (Jones & Li, 2015: 117). This makes the MICE market an attractive tourism sector for the Eastern Cape Province.

South Africa's MICE industry is a key ingredient to initiate growth in the provinces and promote inward investment (Donaldson, 2013: 24). Team building as part of the MICE market can contribute to this growth and create potential inward investment. Rogerson (2015: 185) emphasises the additional gain in foreign revenue through business tourism. International tourists bring in foreign exchange/revenue which benefits the host destination's economy (Seebaluck et al, 2013:356). International visitors traveling to South Africa and making use of the team building programmes will inject foreign exchange/revenue into the country's economy. This makes the MICE market a vital part of South African's business tourism and contributes to an increase of tourism arrivals on both domestic and national level (Burger & Saayman, 2009: 15).

MICE tourism is promoted by the government through incentives and marketing efforts, among others (Seebaluck et al, 2015: 47). The reasons for this are the industry's attractive direct and indirect benefits for the government (Seebaluck, 2015: 47).

Destination marketing organisations (DMO) can target team building and integrate it in their marketing strategies for the promotion of the Eastern Cape. This exposure can increase the awareness of potential clients and lead to a rise in demand for team building in the region and consequently an increase in tourism.

The increase of business tourism is an additional generator of tax revenue (Morrison, 2013: 527). Gained taxes from MICE tourism are a benefit for the government revenue (Rogerson, 2015: 49; Chiang et al, 2012: 104). Considering the high-spending nature of business tourism, a significant demand in team building leads to an increase in tax revenue. The revenue can be invested to support the destination's environment and community (Ramgulam, Raghunandan-Mohammed & Raghunandan, 2013: 52; Rogerson, 2015: 49). However, government funding is often distributed to other sectors such as the health sector (Seebaluck et al 2015: 47). It is uncertain whether the government is willing to invest in team building as a niche market. These activities started increasing in popularity over the recent years. However, their current contribution to the benefit of the economy might be less significant than those of other business tourism markets. Therefore it is possible that the government does not primarily focus on this niche market even though the ECTMP emphasises the development and diversification of such markets in the Eastern Cape Province (ECTMP, n.d: 40).

The growth of tourism is dependent on economic circumstances. Economic uncertainty can have a negative impact on tourism arrivals and expenditure behaviour (Antonakakis, Dragouni & Filis, 2015: 152). This is a challenge for team building operators and can impact their revenue and business success. It is forecast that the MICE industry will be affected by the economic instability between 2014 and 2022 (Nicula & Elena, 2014: 708). Companies tend to decrease their investment in business tourism during economic downturns (Seebaluck et al, 2015: 48; Morrison, 2013: 528). Challenging economic circumstances have a negative impact on the image of business tourism. This prompts companies to regard this form of tourism as a dispensable bonus (Morrison, 2013: 529). Nicula and Elena (2014: 708) state that the MICE industry has to prove its viability. Team building operators can be affected by this and need to market their offerings accordingly. They have to identify the benefits of partaking in team building in order to prevent a negative image.

Business tourism declined during the world crisis in 2008 and 2009 (Morrison, 2013: 518). The sector is gradually recovering from this dilemma (Morrison, 2013: 518). However, South Africa's demand for business tourism continued to grow (Rogerson, 2015: 190). The demand for team building as a form of business tourism is likely to be affected by economic circumstances. Companies who do not have sufficient capital will limit their spending. The number of companies that start saving on team building is uncertain.

Morrison (2013: 526) emphasises in a study about the US Travel Association which was conducted during the economic downturn in 2009 by Oxford Economics that an enterprise which spends 1 USD on business tourism, increases their profit by 12.50 USD (Morrison, 2013: 526). This demonstrates that business tourism remains a valuable source of investment for companies. Business tourism has the potential to generate significant economic benefits regardless of economic circumstances. Certain companies recognise the value of business tourism and continue participating despite the economic recession (Morrison, 2013: 526). Companies often seek tools to motivate team members in order to enhance their performance (Fenich, Vitiello, Lancaster & Hashimoto, 2015: 147; Sikora & Wartecka-Wazynska, 2010: 80). Fenich et al (2015: 148) and Sikora and Wartecka-Wazynska (2010: 81) identify incentive travel and specifically team building as a source to create positive experiences for participants. Team building aims to develop companies' teams into efficient employees. Eliminating activities like these can have negative implications for employees' performance and eventually impact companies' revenue.

Decreasing business tourism can have a negative impact on the future revenue of enterprises. According to an Oxford Economics study (Morrison, 2013: 526), eliminating business tourism can result in an initial loss of approximately 17 per cent of additional revenue for an enterprise. It will require several years to regain this profit (Morrison, 2013: 526). Not investing in business tourism and therefore team building implies a significant risk for businesses. It can be assumed that companies with spending power will avoid unnecessary risks and continue to invest in the activity.

Webster and Ivanov (2014: 139) highlight that tourism has a higher potential of economic growth in less competitive destinations. High competitive destinations may



suffer from strong leakages which reduce the economic growth and benefits for local communities (Webster & Ivanov, 2014: 139). Seebaluck et al (2015: 50) emphasise the significance of creating opportunities for communities to engage in the MICE tourism's supply chain and thus gain economic benefits. Less competitive destinations offer communities the opportunity to get involved in the supply chain and offer local instead of imported goods. The Eastern Capes business tourism is not strongly developed and is therefore less competitive than provinces such as Gauteng. Team building activities can be promoted by locals.

#### 5.3.1.2 High spender

The ECTMP (n.d: 22) determines the need to foster and increase domestic tourists with higher spending power than VFR tourists in the Eastern Cape. South Africa's MICE market is valued as a significant tool to promote economic growth (Donaldson, 2013: 26). Business tourism is often valued as a market with high spending attributes and generates higher revenue to the gross domestic product (GDP) than tourists from other sectors (Morrison, 2013: 521; Seebaluck et al, 2015: 47; Ramgulam et al, 2012: 74). The reason for this is that business tourists tend to be less sensitive to changes in price (Ramgulam et al, 2012:75; Celuch, 2014:30, Seebaluck et al., 2013:356). Team building as a segment of the MICE market is likely to comprise high-spending clients and therefore needs to be supported in its development.

Ngoc and Trinh (2015: 293) state that tourists are willing to engage in high spending for high quality, value and offerings with a superior image. As mentioned above, business tourism requires high standard offerings which result in high- spending behaviour of business tourists. Companies which invest in their employees through team building activities will look for qualitative offerings which have the potential to develop their employees into an efficient team. Successful teams can increase a company's revenue and refinance the costs of the team building activity.

An average business tourist in South Africa spends about R3000 a day, while holiday tourists spend an average of R902 (ECTMP, n.d: 22). Targeting these tourists can be achieved through the development of tourism offerings (ECTMP, n.d: 22). Team

building as a tourism offering can add to the Eastern Cape's business tourism range and promote the increase of high-spending tourists.

Seebaluck et al (2015: 47) add that business tourists usually spend more on average on leisure tourism offerings than other tourists. The team building event and accommodation are typically paid for by the company, rather than the employee. Employees might then be more willing than leisure tourists are to spend their money on additional products and services.

#### 5.3.1.3 Innovation, development and diversification of business tourism

The development of business tourism and niche products form parts of the NTSS core (NTSS, 2011: VII). South Africa's niche tourism is not sufficiently marketed (NTSS, 2011: 14). Business tourism is classified as a niche market of the Eastern Cape, the offerings of which have to be diversified and developed (ECTMP, n.d: 40). Team building activities form part of this market and require attention regarding their development into successful offerings.

Team building activities have the potential to support tourism growth and the economy. The Eastern Cape Tourism Master Plan 2009-2014 indicated that the MICE industry is a gap for tourism offerings in the region. Business tourism needs to grow in order to gain benefits from it (ECTMP, n.d:22). Offerings which are developed and adapted successfully contribute to decreasing the gap of MICE offerings and lead to significant benefits for the Western Region of the Eastern Cape.

Tourism offering development and diversification is pivotal for increasing tourism in the Eastern Cape. Increasing and developing South Africa's tourism offering range will provide a competitive edge to the industry (NTSS, 2011:VIII; ECTMP, n.d: 40). The Eastern Cape tourism target market is limited as a result of insufficient offering diversification (ECTMP, n.d: 38). Offering diversification should assist to promote the improvement of current and development of new "...tourism events, experiences and programmes" (ECTMP, n.d: 40). Extending a destination's offering range through diversification possibly adds attributes to increase tourism arrivals (Seebaluck et al, 2015: 45). The diversification of tourism offerings is a significant element to expand the

Eastern Cape's tourism market and gain new tourists (ECTMP, n.d: 37). A business tourism offering such as team building contributes to the region's offering range and adds a valuable activity to its incentive market. The development of a wider range of incentive tourism has the potential to attract new tourists to the destination who previously participated in incentive tourism outside of the Province.

Innovative tourism offerings benefit from a competitive edge (Ravar & Lorgulescu, 2013: 815). This competitive advantage is achieved through the constant evaluation of offerings to identify the need of development or adaptation of attributes (Avramoski & Ismaili, 2012: 69). Team building operators have to evaluate their participants' expectations and satisfaction with the offering. Monitoring their experience is a significant indicator whether the improvement of team building activities is necessary.

Tourism operators who develop and diversify existing offerings are likely to stay innovative and maintain competitiveness (Ravar & Lorgulescu, 2013: 816). Ravar and Lorgulescu (2013: 817) emphasise that the innovation of offerings can result in sustainability. Successful team building operator will identify market trends and make changes to follow these trends.

Nicula and Elena (2014: 709) highlight an emerging trend of utilising less traditional venues such as outdoor locations for meetings. An increased focus is directed at "interactive learning experiences" (Nicula & Elena, 2014: 708). Team building operators benefit from this innovative trend. Team building is an interactive activity which aims to improve teams through experiential learning. It often takes place outdoors which differs from numerous other forms of business tourism which take place in conference centres, hotels, and the like. Team building can use these trends as a competitive advantage and successfully position themselves with their offering on the market.

#### 5.3.1.4 Tourism linkage

MICE tourism has a multi-faceted nature as it comprises several sectors (Rogerson, 2015:183; Seebaluck et al, 2015: 46). This multi-dimensional aspect is a challenging element. Tourism operators are dependent on other stakeholders and the quality of their performance as tourism satisfaction is influenced by these (Seebaluck et al, 2015:

48; Yen, 2008: 122; Morrison, 2013: 530). An unsatisfying experience with the accommodation's catering service, for example, reflects negatively on team building participants' overall experience and potentially reflects negatively on the operator. However, the increase of relations between different sectors through tourism and the development of previously neglected offerings are identified as opportunities for the Eastern Cape (ECTMP, n.d: 27). The ECTMP (n.d: 40) asserts that diversification will lead to a tourism experience which comprises all tourism sectors, fosters stakeholder involvement and enhances economic circumstances in the Eastern Cape. Team building offerings add to the Eastern Cape's business tourism offering range. This form of tourism can contribute to the Eastern Cape's MICE market and diversify the industry in order to cater for numerous business tourists. The activities often require the incorporating of services and products from other stakeholders, such as venues and catering, and create a multiplier effect.

Differentiation of offerings for tourism destination can be achieved through merging several tourism offerings. Ramgulam et al (2013: 58) assert that the diversification of business tourism provides an excellent link between various segments. The combined offerings can create a holistic tourism package which represents numerous characteristics of the destination (Pavlic et al, 2011: 593). Representing multi-destination attributes can promote the destination's attractiveness and generate a competitive destination image in the business tourism market. Team building has the potential to be combined with other tourism markets. Team building activities which take place over several days will combine elements such as accommodation, catering, transport, and exposure to destinations' natural environment. During this time, the team building participants develop a holistic experience regarding the host destination. The activity therefore can add a valuable component to the differentiation and diversification of the Eastern Capes tourism market.

Merging business and leisure tourism as well as engaging in multipurpose business trips is an emerging trend in the business tourism industry. A combination of leisure and business tourism is suggested to attract tourists (NMPTSP, n.d: 4). Business tourism in particular is identified as an essential opportunity for NMBT. The NMBTSP (n.d: 14) further emphasises the opportunity to turn the destination into a "Bleisure (business combined with leisure) Tourism Hub". Team building operators in the Eastern Cape can

use this trend to their advantage. Their activities are valuable add-ons for other business tourism markets such as meetings. Team building can further be a tool for rewarding employees with a purposeful incentive.

Carlson Wagonlit Travel in Morrison (2013: 532) and Sikora and Wartecka-Wazynska (2010: 81) identify a movement towards 'hybrid' meetings which comprise linking meetings with incentives tourism. As discussed above, team building can be used to combine incentive travel with other elements such as meetings (Celuch, 2014: 29; Sikora & Wartecka-Wazynska, 2010: 81). Integrating the activities in other business tourism offerings is feasible and enables team building operators to follow this current trend of 'hybrid' meetings.

Connecting business tourism with other tourism sectors is increasing in popularity (Rusu et al, 2010: 485). The emphasis is on combining business with leisure tourism. The limited spare time of business tourists is recognised as a factor for the growth of multi-purpose tourism (Morrison, 2013: 532). Rogerson (2015: 45), Cosmin and Ioan (2012: 435) and McCartney (2008: 294) emphasise that business tourists participate in leisure activities after work. It is feasible to combine team building offerings with leisure tourism. Team building offerings which take place at tourism destinations can be combined with additional leisure offerings. Team building operators can provide or encourage participation in local tourism offerings. Packages and incentives can be developed for participants to extend their stay or integrate leisure activities during breaks and at the end of the programme. Extending their stay will result in additional benefits for the operator or host destination, or both.

Technological change has resulted in a decline of certain business tourism offerings such as conferences as they can be cost-effectively substituted by video conferencing. However, Morrison (2013: 530) emphasises that often face-to-face meetings are still regarded as irreplaceable. Team building relies on the active interaction between participants. The activities often include physical components to achieve their goals. Furthermore, the activity is frequently combined with aspects such as hosting the offering in an attractive natural environment, e.g. game parks. This adds a competitive edge to team building in comparison to other business tourism offerings. An operator or destination could experience a decrease in the number of tourists when tourism

offerings are replaced by technological innovations such as video conferencing. Team building depends significantly on the physical presence of participants. It is unlikely that interactions like these can be successfully replaced by technological change in the near future.

#### 5.3.1.5 Multiplier effect

The multiplying effects which are created by business tourism benefit the economy (Rogerson, 2015: 185; Seebaluck et al., 2013:356; Seebaluck et al 2015: 47). Tourism activities are often linked with other sectors. The purchase of one offering is likely to have an impact on other sectors and create spill-offs in the form of multiplier effects (Kumar & Hussain, 2014: 361; Rogerson, 2015: 185). Assuming that business tourists participate in team building, the activities create additional revenue and a spin-off effect for other industries such as hotels, restaurants and the transport industry. Team building participants have to get to the destination which possibly involves the use of public transportation. Participants staying over in a hotel might create another job. Dining, shopping or partaking in further activities will lead to additional revenue for the destination. The multiplier effect can yield additional benefits regarding other segments such as the improvement of facilities (Ramgulam et al, 2012: 71). Those investments can be done with the intention of uplifting the area's image and attracting additional business tourists. Game parks which host team building activities might improve their facilities to become more appealing for business tourism.

#### 5.3.2 Sustainability

Sustainable development and sustainable tourism can differ from each other. Sustainable tourism includes offerings which generate tourism for an indefinite amount of time. Sustainable tourism development attempts to maintain or benefit the host destinations economy, environment and community (Tosun, 2001: 290). It can be assumed that both sustainable development and sustainable tourism are interdependent. An offering which exploits its environment is unlikely to maintain its viability.

Torres-Delgado and Palomeque (2012: 1) state that tourism has evolved from solely considering sustainability as a nature-based approach to one that includes social and economic considerations. The United Nations Organisation (UNWTO) identifies sustainability as a threefold approach which is composed of environmental, socio-cultural and economic aspects (Mihalic, 2014: 1). Mihalic (2014: 1) adds “responsibility towards tourists (visitor satisfaction) and global justice and equity” as elements of sustainable tourism. Identifying the impact of an offering on its environment and its level of satisfaction to tourists is an essential step when developing an offering. Team building operators can create a sustainable offering if they are aware of their responsibility towards the environment, communities and the economy.

The United Nations Environment Program (UNEP) and World Tourism Organization (WTO) suggest the promotion of tourism that has minimal negative effects on the environment while creating benefits on national and local level (Kilipiris & Zardava, 2012: 44). The NTSS (2011: 20) highlights that it is vital to develop programmes which encourage responsible practice. Operators can use these programmes to increase their knowledge regarding sustainability. Encouraging responsible tourism programmes can further serve as guidelines for the development of offerings. Kilipiris and Zardava (2012: 45) emphasise that sustainability can be accomplished through implementing policies and promoting sustainable activities. Tourism operators have to follow these policies and evaluate their activities regarding their sustainability.

Tourism offerings in South Africa should target nature-related activities and facilitate these sustainably while integrating local communities (NTSS, 2011: 20). South Africa’s nature/natural resources form(s) the basis of numerous tourism offerings. Team building operators have the potential to fulfil these criteria and focus their offerings on outdoor activities. However, it is pivotal for the industry to avoid exploiting the environment but rather generate benefits.

Team building has the potential for sustainability and good governance. Business tourism is often categorised as sustainable tourism. It affects other segments over time and can lead to economic, social and environmental benefits which will be explained further below (Ramgulam et al., 2012:71).

### 5.3.2.1 Demand for sustainable offerings

Angelkova, Koteski, Jakovlev and Mitrevska (2012: 226) highlight that the local population is the driver and key component of sustainable tourism development. Eastern Cape's team building operators play a role in the implementation of sustainable tourism. As numerous ways of developing sustainable offerings are voluntary, it requires their commitment and determination to minimise negative impacts. Their willingness to engage in sustainable tourism will be influenced by several factors.

The current demand for sustainable tourism offerings is limited. Tourism operators are reluctant to invest in the development and adaption of offerings if these have an insignificant impact on clients' initial purchasing decision or if they yield no increase in revenue (Williams & Ponsford, 2009: 398). However, the White Paper (1996: n.p) emphasises that potential tourists are increasingly electing responsible tourism. Numerous operators identified sustainable tourism offerings as a tool to gain competitive advantage (Kilipiris & Zandava, 2012: 50; Williams & Ponsford, 2009: 399). Promoting sustainable tourism offerings can assist to diversify an offering, and foster positive reputation and community support (Williams & Ponsford, 2009: 399). According to Mihalic (2014: 7), sustainability determines destinations' and operators' failure or success. Team building operators can use a sustainable approach to develop a successful unique and competitive offering that generates benefits for them and the host destinations' environment and community. Failing to supply sustainable offerings can decrease their profit when competing with other operators who use this approach to their advantage.

Apprehension regarding the negative environmental impacts of business tourism is increasing (Morrison, 2013:531). Developing and adapting business offerings in a sustainable manner are a result of these concerns. Team building operators are therefore required to develop and diversify their offerings to be sustainable.

Rogerson (2015: 187) and Williams and Ponsford (2009: 399) state that tourists' environmental awareness increases and that a lack of environmentally-friendly offerings will therefore result in the loss of return visits. The rising awareness of tourism impacts on the environment will increase a demand for sustainable offerings (Williams &



Ponsford, 2009: 403). Considering the rising acknowledgement of tourists regarding their impacts, it can be assumed that the offering of sustainable team building activities becomes a necessity. Business tourism will be no exception to this trend. Companies can use the participation in sustainable activities as part of their marketing. This will foster a positive business image.

Tourism stakeholders are aware of the need to practise sustainable tourism if clients' satisfaction is dependent on it (Mihalic, 2014: 7). Because sustainable tourism has the ability to satisfy clients and influence tourists' future purchase intentions makes it a significant factor for the development of team building offerings. Depending on the participants' opinion about sustainability, operators will invest in its development.

Potential tourists' willingness to spend on higher priced but sustainable offerings is an indicator of the likelihood of operators to practise sustainable tourism (Mihalic, 2014: 7). Team building clients might be willing to invest in higher priced activities. Sustainable offerings have added value to clients with ethical concerns regarding their impact on the environment. This increases their willingness to pay higher prices for sustainable tourism. The notion of supporting sustainable tourism can be a driver for companies to invest in these types of tourism.

Ramgulam et al (2013: 52), Risteski et al (2012: 376), Angelkova et al (2012: 221) and Kilipiris and Zardava (2012: 47) emphasise the significance of stakeholders to cooperate in order to achieve sustainable business tourism. Team building operators are no exception. All stakeholders have to be equally involved in the development and adaption of sustainable tourism (Risteski et al, 2012: 376; Angelkova et al, 2012: 223). Every stakeholder should collaborate in order to create a holistic identity for the entire destination and develop a competitive advantage (Angelkova et al, 2012: 226; Rogerson, 2015: 186). Operators' offering of sustainable tourism and their multi-dimensional relationships with other sustainable tourism facilities can foster an image of the Province being sustainable in their actions. This can create a competitive edge and benefit the destination.

### 5.3.2.2 Community benefits

The Eastern Cape Province is one of the poorest in South Africa. Tourism offerings have to be adapted to enhance and utilise the potential of existing resources (ECTMP, n.d: 39). Ideally, team building operators identify the destinations' resources and incorporate them in their offering. This approach is pursued to address poverty and will hopefully lead to an increase of employment (ECTMP, n.d: 39).

Business tourism as a catalyst of pro-poor tourism is pivotal for numerous sub-Saharan African countries. It has higher relevance for countries which do not focus the majority of their offerings on leisure tourism (Rogerson, 2014: XI). South Africa, with its high demand for leisure tourism, does not fall under these sub-Saharan countries. However, business tourism in South Africa remains a significant tool to support communities.

#### 5.3.2.2.1 Seasonality

Seasonality can be of a natural or institutional nature (Corluka, Radic & Geic, 2013: 89; Pegg et al, 2012: 660). Natural seasonality is usually influenced by the weather conditions of the seasons (Bigovic, 2012: 103; Corluka et al, 2013: 89; Pegg et al, 2012: 660). Certain destinations are only popular during a specific time of the year and yield little tourism demand afterwards. The length of overnight stay of domestic tourists depends significantly on the weather (Falk, 2014: 25). Unfavourable weather leads to a decrease of tourism.

Institutional seasonality is man-made and influenced by elements such as institutions and their holidays, religious events, available spare time to travel and offered events (Pegg et al, 2012: 660; Corluka et al, 2013: 89; Bigovic, 2012: 103). An event such as *Burning Man* will lead to a significant increase of tourism for the course of the event.

The NTSS (2011: IX) and ECTMP (n.d: 31) identify seasonality as an obstacle that reduces tourism benefits and represents a weakness to the Eastern Cape Province. Seasonality results in several negative impacts for the tourism industry and the host destination. Bigovic (2012: 104) regards seasonality as a threat for tourism operators' and host destinations' sustainability. The decline in demand during off-season leads to

a reduction of job opportunities and a decrease in revenue. High season puts a strain on the environment and communities alike. Tourism destinations are overused during this period of time (Pegg et al, 2012: 660; Bigovic, 2012: 104). Certain actions have to be taken to minimise these impacts. These include the supply of tourism offerings which can decrease/reduce the fluctuation of tourism demand.

Tourism should be practised steadily throughout the year to mitigate seasonality (NMBTSP, n.d: 3). An even spread of tourism demand reduces seasonality and promotes sustainability. Offering a variety of combined tourism segments is aimed to provide tourism throughout the year (NMBTSP, n.d: 4). Diversification and development of tourism offerings can support this spread of tourism demand to include off-peak seasons (Corluka et al, 2013: 89). Mitigating seasonality promotes sustainable regional development (Corluka et al, 2013: 89). Negative impacts on regional development, such as unemployment during off-season, can be addressed and reduced with additional tourism offerings. Developing a diverse mix of offerings for a destination minimises seasonality while utilising destinations attributes in an optimal manner (Jang, 2004: 820). A sustainable destination has to develop an offering mix which includes tourism that is independent of seasonality. The ECTMP (n.d: 22) recognises the potential of business tourism and its MICE markets to mitigate seasonality in the Eastern Cape. Team building possesses required attributes to mitigate seasonality in the Province.

Business tourism addresses seasonality as it tends to be outside of peak periods for leisure tourism (Rogerson, 2005:176, ECTMP, n.d:38).Team building as a MICE offering can increase visitor numbers during the low season. It is unlikely that a company's need for team building activities is bound to any season of the year. As team building is often used as a corporate activity, it is prone to be in demand during periods where businesses are not on holiday. Demand for team building offerings should therefore increase visitor numbers during the low season.

The NTSS (2011: 9) suggests mitigating seasonality through increasing tourists' length of stay at a host destination. Business tourism often takes place during the low season and the use of tourism facilities extends over a significantly longer time than leisure tourists (Jones & Li, 2015: 117; Rogerson, 2015: 185). On the one hand, business tourists might stay at the destination for a shorter period than leisure tourists do. On the

other hand, the demand for business tourism is evenly spread throughout the year and does not peak over a short period of time. Business tourism is a continuous source of income in comparison to leisure tourism. This makes business tourism an optimal lever to decrease seasonality in the Eastern Cape Province.

#### 5.3.2.2.2 Geographically even distribution

A significant number of rural areas in South Africa do not fully explore their tourism resources (NTSS, 2011: 19). As a result, the uneven distribution of tourism is recognised as a weakness of the Eastern Cape Province (ECTMP, n.d: 31). Tourism benefits should be generated evenly in urban and rural areas throughout the Eastern Cape (ECTMP, n.d: 40). The Province fails to achieve this. As displayed in Figure 5.2, business tourism is unevenly distributed between rural and urban areas. Nelson Mandela Bay receives the highest number of business tourists. It can be assumed that the lack of tourism demand in rural areas decreases communities' benefits from tourism. This imbalance can be mitigated through the supply of attractive offerings outside of the metropolitan area.

Rural tourism should be fostered through the increase of appealing tourism offerings which yield a profit for its communities (NTSS, 2011: 9). This creates the necessity to promote and develop potential tourism offerings in areas which lack tourism attractions. The core element of developing tourism offerings is to use the destination's unique attributes as the foundation of offerings (ECTMP, n.d: 40). New tourism offerings need to focus on the characteristic features of the Province, create demand, have a competitive edge and be sustainable (ECTMP, n.d: 37). The wide variety of team building activities and their ability to be tailored individually enable operators to incorporate a destination's unique attributes. Destinations which lack tourism attractions such as the Cango Caves, Bloukrans bungee jumping, the Big Hole among others, can be used as venues to host team building activities. This increases the flow of business tourists to previously neglected areas.

The NMBTSP (n.d: 4) emphasises urban tourism and its combination with nature-related tourism opportunities. Such a combination enables the destination to create an attractive offering that delivers a mix of markets. Nature-based tourism opportunities

such as game parks, nature reserves and hiking trails, among others, are in close proximity to Nelson Mandela Bay. Therefore operators can include nature-related activities even though they are located in urban areas. This enables the development of team building offerings which can combine urban and nature destinations and yield profits for both areas.

#### 5.3.2.2.3 Return rate

A positive return rate of tourists fosters the operators' and destinations' sustainability (Ngoc & Trinh, 2015: 292). Tourists' decision to return to a destination or operator is influenced by several factors. Positive tourist perception regarding "...destination image, natural and cultural environment, price, infrastructure, accessibility, local cuisine, leisure and entertainment, and destination satisfaction" can increase return/repurchase rates (Ngoc & Trinh, 2015: 292). It is essential for team building operators to develop an offering which satisfies their clients' needs regarding those attributes. Offerings have to be worthwhile and quality team building activities must be sustainable regarding the environment and host destination. Avoiding the degradation of environment can maintain a positive destination image.

MICE tourists who perceived a positive experience and satisfaction with the host destinations' attributes are inclined to return to the destination as leisure tourists (Ramgulam et al, 2013: 55; Yen et al, 2008: 122; Cosmin & Ioan, 2012: 437; Rogerson, 2015: 185). A study in the UK identified that 40 per cent of business tourists return to the host destination for the purpose of leisure (Business Tourism Partnership, cited in Getz & Page, 2015: 11). Business tourists have the opportunity to evaluate the destination as a potential leisure destination during their trip (Rogerson, 2015: 186). During team building activities, participants might be exposed to host destinations as first-time visitors. These destinations are usually chosen by the employer. Participants have the opportunity to find out about potential leisure destinations. As discussed in chapter four, a positive tourism experience will influence participants' behaviour regarding return or repurchase intentions. Host destinations of team building activities benefit from this exposure and gain potential repeat visitors.

#### 5.3.2.2.4 Community involvement

South Africa's tourism legislation strives to "...promote integrated and sustainable development, and include people-driven processes that aim to involve and empower the community ...” (Van Niekerk, 2014: 82). It is necessary to include locals when developing tourism offerings in order to generate benefits for communities (Stone & Stone, 2011: 98). Sustainable tourism operators have to consider the well-being of the communities of host destinations when carrying out their activities. Their offerings have to promote community participation and generate benefits for local residents.

Developing tourism offerings which have been adapted to communities' values fosters sustainability. Furthermore, the participation of residents contributes to reduce the negative impacts of tourism and minimises communities' resistance towards the development (Stone & Stone, 2011: 99). Involved communities can voice concerns about potential negative impacts of an offering. Addressing these issues increases operators' ability to create benefits for communities and increases their support.

Tourism offerings in the Eastern Cape have to increase the involvement of rural areas (ECTMP, n.d: 40). It is essential to create sustainable employment in rural southern African communities. Often these regions are poverty-stricken and lack opportunities to generate sufficient income to sustain themselves (Snyman, 2011: 395). It is essential that tourism stakeholders such as team building operators support communities through promoting local participation.

Seebaluck et al (2013: 359) emphasise the opportunities for local populations through MICE tourism. The effect that MICE markets have on other industries benefit local small businesses (Seebaluck et al, 2013: 359; Rogerson, 2005: 176). Team building participants' interactions with local businesses increase their revenue. Purchasing goods such as souvenirs at local craft markets supports small businesses.

Furthermore, the Nelson Mandela Bay Municipality's objective is to use tourism as a tool to create pride for their community among locals. Proud local residents can be positive representatives of the destination (NMBTSP, n.d: 3). Seebaluck et al (2015: 51) and Rogerson (2005: 180) emphasise the positive impact of business tourism on social

benefits such as reviving culture and showing solidarity and pride. Locals might develop pride in their own culture due to business tourists who are interested in it. Team building participants who get involved in the culture of the host destination can improve locals' perception of their own culture. The interest of those tourists might increase the locals' awareness of their unique heritage.

#### 5.3.2.2.5 Human resource development

The NTSS (2011: IX) aims to assist and encourage stakeholders to create and sustain employment. Team building operators are included in these stakeholders. Communities' profit from business tourism is long-lasting (Morrison, 2013: 528). Business tourism has the potential to create jobs (Ramgulam et al, 2012: 70; Chiang et al, 2012: 104, Seebaluck et al, 2013: 356). Seebaluck et al (2013: 354) identify the MICE industry as a reliable source of economic development for developing countries. South Africa's MICE industry is identified as a source of employment and an income-generator. (Donaldson, 2013: 26). Job opportunities are increased through the increasing demand for MICE offerings (Seebaluck et al, 2015: 47). This growth leads to employment in African business hotels and the generation of wages which are essential for employees (Rogerson, 2014: X). In the case of team building this implies that tourism businesses hire staff to facilitate team building activities. Team building is therefore a direct generator of job opportunities. The multi-dimensional nature of team building impacts indirect job creation. Hotels, catering service, transport providers, among others, potentially receive higher demand through their relations with team building operators. This higher demand can result in the increase of employment.

Human resource development is fostered through MICE markets (Seebaluck et al, 2013: 356; Seebaluck et al, 2015: 47). Seebaluck et al (2013: 357) emphasise the dependency of MICE tourism on the labour market. Operators rely on their team building facilitators to carry out the activities. Teaching skills to their employees is essential to provide qualitative offerings and remain competitive (McCartney, 2008: 295). The skills development of locals represents a benefit to previously unemployed and supports the development of human resources (Rogerson, 2015: 187; Seebaluck et al, 2013: 357). Employees of team building operators have acquired the skill to be team

building facilitators. Those gained skills increase their employability as they are no longer inexperienced and untrained.

Kilipiris and Zardava (2012: 51) highlight that the employment of locals results in advantages for the environment. Tourism operators can focus on teaching and transmitting an understanding of responsible tourism techniques. Team building staff contribute to sustaining the environment when trained correctly by the operator. This will not only enhance employees' social well-being through the earning of remuneration but will positively affect the environment through increased awareness (Kilipiris & Zardava, 2012: 51).

#### 5.3.2.3 Environmental sustainability

Business tourism is inclined to be environmentally sustainable (Ramgulam et al, 2013:59). Generally, business tourists impacts on South Africa's environment are considerably low (Donaldson, 2013: 26). Ramgulam et al (2012: 71) state that business tourism has less of a negative impact on the host destination environment than certain leisure tourism offerings do. Team buildings' environmental impact will be lower than the impact of the majority of leisure tourism. Because the offering does not target mass tourism markets, this puts less strain on the environment. Additionally, the flexibility of MICE tourism and therefore team building to be predominantly independent of the natural environment minimises the environmental impact (Nicula & Elena, 2014: 704). Team building activities can take place in- or outdoors. Neither forms require specific environmental amendments to their host teams' buildings/infrastructure. Consequently, team building activities can be tailored to optimally utilise the destinations' resources without significant modification of the environment.

Whatever the nature of business tourism, it is essential to follow an environmental approach when developing an offering (Ramgulam et al, 2013: 55). The business tourism industry can decrease/minimise potential negative impacts with the implementation of sustainable approaches. These approaches aim to practise business tourism in a responsible manner that considers its impact on the economy, society and nature (Donaldson, 2013: 26). Team building operators have to consider their environment and use sustainable strategies when developing activities.



Mair and Jago (2010:91) state that numerous business tourism suppliers feel pressured to implement environmentally friendly practices for several reasons. Firstly, environmental sustainability is expected by a significant amount of tourists (Mair & Jago, 2010:91). Secondly, poor environmental behaviour leads to a loss of competitive advantage, negative image or breaking of policies. A destination which loses its appeal through environmental degradation will experience a decrease in tourism (Angelevska-Najdeska & Rakicevik, 2012: 210). To remain competitive, operators have to fulfil clients' perception of sustainability. Failing these expectations leads to unsatisfied needs of participants and possibly causes dissatisfaction with the whole offering.

Beaverstock, Derudder, Faulconbridge and Witlox; (2009: 193) emphasise business tourism's increase of carbon dioxide emission which has a negative impact on the environment. While this is an essential issue it is currently less likely to be significantly caused by team building offerings in the Eastern Cape. The Eastern Cape Province receives relatively little business tourism. The majority of the Province's tourism is domestic. It can be assumed that team building participants in the Western Region of the Eastern Cape are predominantly domestic business tourists. Less carbon dioxide emission is produced by them than in the case of MICE tourism which includes air travel. Participants of corporate team building activities might travel as a group and use transport organised by the employer. This results in less emission in comparison to individuals traveling alone to a destination.

#### 5.3.2.4 Economic sustainability

In addition to the benefits discussed above relating to economic growth, the linkage of tourism sectors and its multiplier effect, team building has further potential to be economically sustainable. Communities benefit from business tourism due to investments in business tourism-related facilities (Ramgulam et al, 2012: 70). Destinations, for example, will invest in their infrastructure to attract business tourists (Rogerson, 2015: 185). Seebaluck et al (2015: 47) emphasise the significance of sufficient developed infrastructure to cater for the increasing MICE market. The improved infrastructure has a positive impact on communities and other non-tourism-related industries. Chiang et al (2012:104) emphasise the economic benefits for regions, cities and countries created through the contribution of business travel

activities. As business tourism requires high service and product quality, a destination such as the Western Region of the Eastern Cape will start investing in facilities such as hotels, restaurants and attractions, if the demand for business tourism grows. This will increase the overall image and appeal of the destination. Residents will benefit from the improvement of their communities and additional tourists will be drawn to the destination through its increased attractiveness.

### **5.3.3 Visitor experience**

Successful business tourism offerings create satisfying tourism experiences. Exceeding tourists' expectation generates numerous benefits for a host destination. A quality offering mix enhances the host destination's image, increases the tourists' length of stay and fosters awareness of the destination.

#### **5.3.3.1 Shaping destination image**

An image can contribute to a destination's popularity and be a key component in tourists' purchase decisions (McCartney, 2008: 297; Yen, Gama & Rajamohan, 2008: 121). Business tourism specifically is a vehicle to develop a destination's image (Seebaluck et al, 2015: 50; Jin et al, 2013: 447; McCartney, 2008: 294). The Eastern Cape has to strive for a positive image in order to be competitive and attract tourists. Unknown or unattractive destinations will be less likely to experience tourism growth. This makes the diversification of tourism offerings essential. A wide range of tourism offerings will attract different tourism segments. This could lead to an increase in the Eastern Cape's popularity and the development of a positive image. Team building operators are essential for the development of this image. Their unique and innovative activities target the business tourism sector. Focusing not only on attracting leisure tourists adds an additional clientele of tourists to the province.

MICE tourism is an opportunity to reposition a destination's image (McCartney, 2008: 296). These offerings could potentially develop into attractive attributes of a destination (Jin et al, 2013: 447). Business tourism does not necessarily rely on leisure tourism attractions. A destination can lack tourism attractions while experiencing outstanding business tourism. Rural areas in the Eastern Cape which have little appeal for leisure

tourists can gain a reputation as a favourable area to host business tourism. This leads to the repositioning of the image of an area which has previously been ignored.

The success of operators and destinations relies on a consistent image (Della Corte et al, 2015: 42). Business tourism can act as a catalyst for establishing a stable reputation. To remain competitive this form of tourism requires exceptional standards (McCartney, 2008: 295). The demand for high-quality tourism pressures operators into providing these standards to clients (Morrison, 2013: 527). The sector's multi-dimensional nature links different attributes of a destination to an offering mix. Competitive business tourism operators combine offerings which fulfil their clients' expectations. To be part of an offering mix, stakeholders are required to provide satisfying offerings. This exposes the host destination to a range of quality offerings (Morrison, 2013: 527). When evaluating their stay, business tourists' positive experience with their offering influences their perception of the host destination. Consequently business tourism adds value to the destination's overall image.

As identified above, the image of destinations relies on the quality of tourism offerings. The quality of tourism offerings yields benefits for the host destination as it influence tourists' future purchase behaviour (De Nisco et al, 2015:10). It is important to develop an appealing offering for business tourists. Innovative and indigenous offerings which create a superior experience are essential to attract business tourists (Seebaluck et al, 2015: 48). Even though business tourism does not depend on tourism attractions, it requires certain attributes of an offering to draw visitors to the destination. Team building's unique activities can be adapted to be innovative and respond to new trends. New techniques or equipment have to be added continuously to create superior experiences for participants. An innovative team building offering with superior quality will enhance the Western Region of the Eastern Cape's reputation.

A successful offering improves tourists' holistic perception of the destination and enhances the destination's reputation and therefore competitiveness (ECTMP, n.d: 40). It is essential to fulfil and exceed tourists' expectations (NTSS, 2011: 8). The NTSS (2011: 19) suggests the use of strategies to enhance the meeting of tourists' needs. Factors leading to a negative experience from an offering have to be identified and addressed. Improving offerings enhances the destination's appeal to new tourists and

fosters repeat visits (ECTMP, n.d: 23). To deliver an exceptional tourism experience, team building operators have to supply offerings of value. This is feasible once shortcomings have been identified and improved. Therefore evaluating the experience of the Eastern Cape's tourists of their stay is vital. It indicates whether tourists are satisfied with the Province's offerings or whether improvements are necessary. As highlighted in chapter four, a positive experience with an offering impacts an operator's image as well as that of the destination. Team building operators contribute to the shaping of a destination's image when supplying satisfying offerings.

The ECTMP (n.d: 23) asserts the Eastern Cape's natural environment and the locals' friendly attitude are the strongest elements of tourists' positive experiences. Operators can use these resources and integrate nature-based outdoor elements in their offering to foster tourism satisfaction. Employees of the operator have to be aware of their impact on tourists' satisfaction. Negative encounters with staff will lead to a negative image for operators and possibly the host destination.

#### 5.3.3.2 Length of stay

Barros, Butler and Correia (2010: 14) and Wang, Little and DelHomme-Little (2012: 71) highlight the fact that the length of stay depends on various factors, including the purpose of travel, level of education and created costs. Business tourists usually spend a short period of time at the host destination (Alen, Nicolau, Losada & Dominguez, 2014: 20). The length of their stay decreases while the frequency increases. In addition, business tourists travel unaccompanied (Morrison, 2013: 533). This behaviour can lead to a decrease in revenue (Barros et al, 2010: 13; Wang et al, 2012: 67). Certain destinations attempt to compensate this trend through hosting larger numbers of business tourists (Morrison, 2013: 533). Team building operators cater for their clients' demands. As identified above, each team building activity can be composed uniquely to cater for clients' needs. This includes the length of the activity. Operator can use this trend and attract potential clients through the offering of short team building activities.

While business tourists' length of stay at the destinations decreases for work purposes, a significant number of them extend their stay for leisure purposes, especially in the case of long-haul travel (Yen et al, 2008: 122). Team building and other tourism

operators can use these circumstances to sell additional offerings and gain additional profit. Supplying potential team building participants with information about additional packages can motivate participants to extend their stay as leisure tourists. Sufficient marketing tools are required to increase business tourists' awareness regarding an extended stay.

#### 5.3.3.3 Increase awareness

Host destinations of business tourism offerings profit from tourism operators' marketing (Morrison, 2013: 538). Seebaluck et al (2015: 51) emphasise MICE markets' potential to increase tourists' awareness of a destination. Business tourism operators create additional awareness for the destination through advertising offerings to their target market. On the one hand, team building operators can use attractive destinations as an asset to promote their activities. On the other hand, the destination can benefit from these marketing efforts. A wider range of tourists will be exposed to the host destination and possibly contribute to an extra generation of revenue. Team building participants who initially do not fall under the target market of a destination are recruited as an additional tourism segment through business tourism.

The NTSS (2011: 8) highlights the fact that local and regional awareness needs to increase to secure first-time visitors (NTSS, 2011: 8). Currently the dearth of "travel culture" is reflected in South African's inclination to travel outside of their home country (NTSS, 2011: 15). MICE tourism supports destinations' marketing and consequently promotes the overall destination attractiveness (Jin et al, 2013: 447; Seebaluck et al, 2015: 50; Rogerson, 2015: 185). Donaldson (2013: 29) highlights conferences as a vehicle to attract first-time visitors to destinations in South Africa. This form of MICE has similarities to the team building sector. The location of the MICE offering is likely to be less significant in tourists' decision to attend an event. Business tourists attending conferences and team building participants travel with the purpose of engaging in work-related matters. Domestic business tourists' exposure to the destination is an opportunity to motivate South Africans to participate in tourism within their country. This provides the destination with the opportunity to receive increased exposure to first-time, and attract return visitors.

South Africa's distribution of information regarding tourism offerings is insufficient (NTSS 2011: 10). According to the NTSS (2011: 15), the marketing and information supply of domestic tourism offerings are not adequately developed. The country is lacking a central electronic database where tourists can retrieve tourism-offering information (NTSS, 2011: 10). Eastern Capes team building operators can not solely rely on DMOs to attract tourists. This makes it significant for operators to utilise numerous strategies when marketing their offerings. It is essential for them to identify sufficient ways to expose tourists to their offerings. Using several marketing tools increases their chance to reach potential clients.

Morrison (2013: 529) highlights the significance of using social network sites as a vehicle to market business tourism, particularly for the new generation. Business tourism does not utilise social network sites sufficiently (Morrison, 2013: 592). Business tourism has to adapt to a broader range of tourism marketing tools. Team building operators who utilise social networks sufficiently can gain competitive advantage. By marketing their offering via social networks they can limit the risk of advertising their activities inadequately. Marketing strategies can be adapted for social network sites to promote team building activities to market segments with younger participants. This enables operators to approach potential clients in an innovative manner. Several team building operators of the Western Region of the Eastern Cape take advantage of these additional marketing tools.

#### **5.4 SUMMARY**

Chapter five explains the potential of team building offerings to add value to tourism businesses in the Western Region of the Eastern Cape. Business tourism is a significant sector of Africa's tourism. South Africa is a popular country for business travel. Business tourism and its MICE markets are set to increase over the next few years.

The Eastern Cape identifies the MICE market as a source of opportunities to increase their tourism numbers. However, there is a lack of business tourism offerings in the area. Innovative offerings have to be developed and diversified. Team building offerings

can assist to decrease this gap and generate benefits for operator, community and the economy.

The White Paper, the NTSS, the ECTMP and the NMBTSP identify the necessity for sustainable offerings. Sustainable offerings generate lasting benefits for tourism operators, the economy, communities and their environment and they have minimal negative impacts.

Successful team building results in economic growth. Further team building represents an opportunity for the Eastern Cape to diversify its offering range and gain a competitive edge. Its multi-dimensional nature creates numerous multiplier effects as it relies on other stakeholders and their offerings.

Tourism offerings for the Western Region of the Eastern Cape have to be able to adapt to sustainable guidelines. Sustainability comprises tourists' satisfaction; socio-cultural, environmental, economic, global justice and equity aspects. Sustainable tourism offerings have minimised negative impacts while generating benefits for the environment. Team building offerings have the ability to be sustainable.

Chapter five identified the fact that team building offerings have the potential to be sustainable and can add value to operators' and destinations' offering range. The activities can be carried out in a sustainable manner which minimises negative impacts while creating benefits.

Chapter six explains the research methodology which was followed. The research design and empirical phase are evaluated. In addition, the questionnaire design and research tools are elaborated upon.

## CHAPTER 6

### RESEARCH DESIGN AND METHODOLOGY

#### 6.1 INTRODUCTION

The identification of the research approach for a research study assists to clarify whether a qualitative or quantitative approach is adopted and how the data is intended to be collected and analysed (Altinay & Paraskevas, 2008: 85). A suitable research approach was identified considering the unique characteristics of this specific study. Time constraints and the research area, among other factors, were considered to determine an adequate research approach which enables the researcher to answer the research problem.

“Research is a systematic process of collecting, analysing, and interpreting information (data) in order to increase our understanding of the phenomenon about which we are interested or concerned” (Leedy & Ormrod, 2005: 2). This study seeks to enhance the understanding of team building as a tourism offering and communicate it to the broader academic and scientific community.

Research methodology is employed in order to gain meaning from the data. The methodology used for a research problem must consider the nature of the data that is collected in order to solve the problem (Leedy & Ormrod, 2005: 93). For this particular study the research methodology was tailored to assess the research problem and gain meaningful information from the collected data regarding team building as a tourism offering in the Western Region of the Eastern Cape.

The research approach for this study is quantitative, based on a fixed response self-administered questionnaire with an open-ended section to allow participants to express their views on team building offerings at tourism businesses, tourism operators and host destinations. This chapter explains the reasoning for selecting this methodology. The study’s research design and empirical phase are described in detail. The research population is also identified. Data collection, research design and data collection techniques are further explained.



## 6.2 RESEARCH DESIGN

The research design is the strategy implemented in order to solve the research problem (Leedy & Ormrod, 2005: 85). It is a plan, structure and strategy tailored for a specific study and used as a blueprint for how the research study is to be completed (Kumar, 2011: 94). Therefore a research design which is suitable for the current study and its unique research problem was required as a guideline for the undertaking of the research project.

Kumar (2011: 94) emphasises the two main functions of research design. Firstly, it sets the essential procedure and logistical arrangements for the specific study. The current study benefited from these functions as it ran a lower risk of failing once the research design was developed. Secondly, a sufficient/competent research design ensures a certain level of quality. As the current study was conducted to communicate the findings to a broader academic and scientific community, a certain academic standard had to be guaranteed.

The validity, objectivity and accuracy are taken into consideration while developing a suitable design (Kumar, 2011: 94). For this study a viable research problem was selected and the kind of data that the investigation of the research problem requires was taken into account. A feasible means of collecting and interpreting the data is of importance to the research methodology (Leedy & Ormrod, 2005: 87). This was considered for the current study during the data collection and interpretation of the empirical phase.

Social science research is based on two paradigms (Kumar, 2011: 15; Leedy & Ormrod, 2005: 94). Those paradigms of research are quantitative and qualitative. Altinay and Paraskevas (2008: 75) state that quantitative research quantifies the relationship between variables. An example of this is examining the potential of retaining repeat visitors for operators who offer team building activities. Qualitative research enables a researcher to understand the context in which phenomena and behaviour take place (Altinay & Parskevas, 2008: 75). This research paradigm can reveal factors relating to visitors' behaviour which were not considered by the

researcher prior to the data collection. An example would be interviews to gain an in-depth knowledge regarding the motivators of visitors to return to the destination.

The chosen approach for research should be determined according to the purpose of the study instead of the paradigm (Kumar, 2011: 15). The empirical phase of the study is quantitative. The research strategy is a survey. This survey is in the form of a quantitative self-administered questionnaire with an open-ended section. A survey research design allows the researcher to administer a questionnaire to an identified sample (target) population (Altinay & Paraskevas, 2008: 81). Therefore, this strategy is suitable for investigating the team building participants' perceptions of and attitudes towards team building at a tourism business

The use of a quantitative questionnaire with an open-ended section enables the researcher to investigate the research question and problem from several relevant angles. By using quantitative research in combination with an open-ended section the study benefits from a method which is tailored specifically to the research problem. This provides the strengths of a quantitative approach as well as a more in-depth analysis. An improved understanding of the potential of team building activities' for tourism businesses is identified using this method. This approach provides a detailed insight since participants have the opportunity to express themselves in several ways. It assists to elaborate on and clarify findings.

The questionnaire is descriptive. Descriptive research provides insight into a studied problem (Van Eyk, 2010: 25). Altinay and Paraskevas (2008: 82) state that a descriptive survey is suitable to "...find out what tourists think about a destination, what attractions they intend to visit, and which leisure activities they will undertake during their stay". An example of this is the identification of team building participants' engagement in other tourism offerings. A descriptive research design enables the researcher to gain sufficient data in order to address the problem being studied.

### **6.3 EMPIRICAL PHASE**

The empirical phase of the study includes determining of the research population, the data collection method, the data collection techniques, questionnaire design and data

analysis. The data analysis is explained in detail in chapter seven.

### 6.3.1 Research population

Altinay and Paraskevas (2008: 89) define sampling as the process of selecting a representative subset or part of the total population that can be studied. In this manner a conclusion can be drawn regarding the entire population. The research population can be categorised into three components, namely the total possible research population, the randomly selected target research population (sample size) and the final response population.

The illustration below depicts the concept of the research population, as adapted from Ferreira (2014: 52). This is broken down into “total possible research population; “target population (sample)” and “total response population”, as per the diagram.

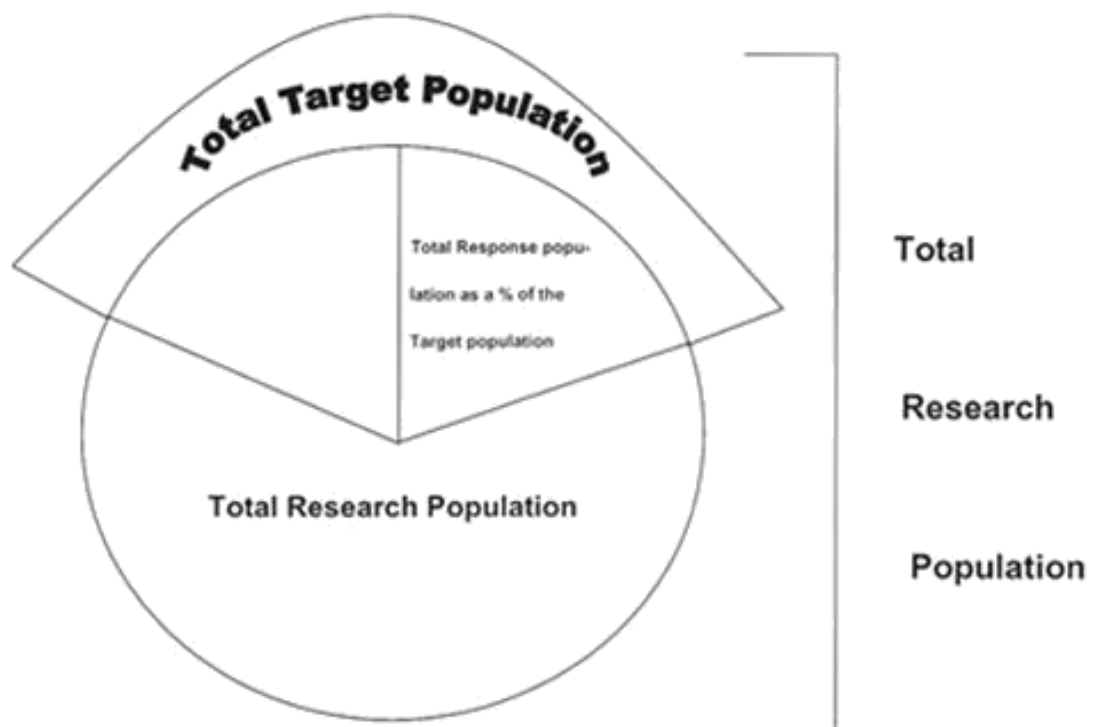


Figure 6.1: Illustration of research populations (adapted from Ferreira, 2014: 53)

### 6.3.1.1 Total possible research population

The following businesses in the Western Region of the Eastern Cape specialise in offering team building activities. The participants in team building at the businesses reflected below represent the total possible research population.

Table 6.1: Businesses offering team building

Adrenaline Junkies	Dynamic Vision
Addo Adrenaline	Get Real Adventures
Beyond Adventure	Green Adventures
Bushpig Adventures	Outdoor Focus
Corporate Adventures	Red Cherry Adventure
Die Lapa Skietfontein	Quantum Leap

Source: Author's Own Construction

### 6.3.1.2 Target (sample) population

Altinay and Paraskevas (2008: 90) stress the importance of a well-defined target population which is accessible to the researcher. This accessible population is part of the target population, reflects its specific characteristics and influences the external validity of the drawn conclusions (Altinay & Paraskevas, 2008: 90). The target population (sample) for this study comprises team building businesses randomly selected from the above list of businesses. Table 6.1 represents the total possible research population and participants in team building activities in the Western Region of the Eastern Cape. An investigation of the population in this area allows the researcher to gain a holistic understanding of the team building activities' potential as an offering within the given time constraint.

### 6.3.1.3 Total response population

The received responses from the target (sample) population comprises the research's response population. The response population for this study is 238 after data editing.

#### 6.3.1.4 Sampling method

There are two main categories of sampling methods, namely probability and non-probability sampling (Altinay & Paraskevas, 2008: 103). For this research the likelihood of being selected from the population was not known. Therefore non-probability sampling was chosen for the study. The sampling methodology was finalised in collaboration with the supervisors and the statistician. The sampling method is a randomly selected sample of the collected population of the businesses mentioned above. This enables the researcher to conduct quantitative research with individuals of the target population who are at the same place at the same time as the research and willing to participate in the study (Altinay & Paraskevas 2008: 104). For this study participants at team building activities were asked by the researcher to take part in the study.

#### 6.3.1.5 Sample size

The sample size was drawn in consideration of companies' expected number of team building participants in the months of July and August. As shown in Table 6.2, the projected total possible research population is approximately 580 of which the projected sample is 231.

Jennings (2010:147) refers to Krejcie and Morgan (1970) who have developed a formula to ensure confidence levels for varying sample sizes if the total possible research population is known. This formula calculates a sample size which reflects the total possible research population. Krejcie and Morgan's (1970) formula indicates that a total possible research population of 580 requires a sample size of 231 (Jennings, 2010: 147).

This sample was validated by the statistician as being adequate to conduct a scientifically acceptable statistical analysis of the responses to the questions in the questionnaire (Venter, 2015).

Table 6.2: Estimated population size of team building participants for the months of July and August 2014

<b>Company:</b>	<b>Estimated number of participants:</b>
Adrenaline Junkies	50 team building participants
Beyond Adventure	50 team building participants
Corporate Adventure	No team building participants
Die Lapa	No team building participants
Dynamic Vision	141 team building participants
Get Real Adventure	30 team building participants
Outdoor Focus	50 team building participants
Red Cherry Adventure	259 team building participants
Quantum Leap	Unknown
<i>Total of estimated population size for the months of July and August:</i>	<i>580 team building participants</i>

Source: Author's own construction

### 6.3.2 Data collection method

Leedy and Ormrod (2005: 104) explain that decisions have to be made in order to acquire and interpret the data necessary to resolve the research problem. The type of data and the location where the data is acquired have to be identified. It is essential to consider strategies to obtain and finally interpret the data in a meaningful way which solves the research problem.

Several companies were earmarked for the data collection (see Appendix A). These companies are located in the Western Region of the Eastern Cape. The companies specialise in team building and offer tourism-type offerings for their team building events. The quantitative data collected via the questionnaire was gathered by the researcher during a specific period. The months of July and August were chosen for the fieldwork and the researcher was able to obtain a sufficient amount of data within the given time constraints that allow for scientifically acceptable statistical analysis. Participants were approached after partaking in the team building activity to obtain the necessary information via the questionnaires.

### **6.3.3 Data collection techniques**

Altinay and Paraskevas (2008: 131) identify several data collection techniques which are available for research, namely interviews, observation, questionnaires and content analysis of documents. They emphasise that each data collection technique has to be considered in relation to the aim and objectives of the research in order to identify the most appropriate one (Altinay & Paraskevas, 2008: 107).

For this research, a self-administered quantitative questionnaire with open-ended sections was used to gather data for analysis. Questionnaires are a popular tool for collecting data in the tourism industry. Reasons for this are low costs and the possibility to collect information from a large target group (Altinay & Paraskevas, 2008: 120). This tool enabled the researcher to gain a sufficient amount of data within cost and time constraints. The instrument was designed in order to gather quantitative data, after which the services of a statistician were utilised to validate the analysis.

### **6.3.4 Questionnaire design**

Kumar (2011:145) defines a questionnaire as a written list of questions. Respondents often interpret and record their replies themselves. It is vital that questions are clear and easy to understand since the participants must complete them independently (Kumar, 2011: 145). In addition, Kumar (2011: 145) emphasises the importance of an appealing questionnaire layout. The layout must be easy to read and visually attractive. Questions must be structured in an interactive style and the sequence should be easy to follow. In the event of asking sensitive questions it is advisable to have an interactive statement which explains the relevance of the question (Kumar, 2011: 146). He further (2011: 147) states that administering a questionnaire to a captive audience results in a high response rate as fewer people will refuse to participate. The researcher explained and clarified the research items to the respondents herself.

Questionnaires as a gathering technique have several disadvantages and advantages. Kumar (2011: 149) criticises their self-selecting bias. Usually, not every potential participant returns his or her questionnaire to the researcher. This can influence the findings and make the study unrepresentative of the total study population. Participants

can also read through the whole questionnaire which may affect their answers. Responses might also be influenced by consultation with other participants. This affects expressing their own beliefs and feelings.

For this study the researcher minimised the disadvantages as much as possible. Self-selecting bias was considered when determining the sample size. Having a sufficient target size compensates for potentially low response rates. Questions were phrased carefully to avoid influencing participants' answers. Furthermore the items are straightforward which minimised the participants' need to consult with others.

The advantages of using a questionnaire are saving costs and time as well as offering anonymity (Kumar, 2011:148). The developed survey is for the participants of team building activities. The self-administered survey for this research aims to explore the demand for and success of team building as an offering in a tourism business as well as its added value to the tourism business offering range. In addition, the business's understanding of the relationship between tourism and team building was examined through contacting knowledgeable individuals. This knowledge assisted in developing an appropriate research tool

Questions used in a research instrument must be appropriate and relevant (Kumar, 2011: 151). Kumar (2011: 151) identifies two forms of questions, namely open-ended and closed questions. Open-ended questions are efficient for exploring respondents' opinions, attitudes and perceptions (Kumar, 2011: 153). Closed questions are more suited for gathering factual information (Kumar, 2011: 153). This type of question includes list-type questions where participants can select an answer from a list (Altinay & Paraskevas, 2008: 123).

Open-ended questions provide in-depth information since they give participants the opportunity to express themselves more thoroughly (Kumar, 2011: 154). According to Kumar (2011:154), closed questions represent a higher risk of bias for investigator. He emphasises that the researchers might only list answer choices which come to their mind.

Altinay and Paraskevas (2008: 123) categorise survey questions further into open-



response options and rating scale questions. The open-response option includes both open-ended and specific response options (Altinay & Paraskevas, 2008: 125). Rating scale questions, such as Likert scales, are used to identify, for instance, how strongly participants agree with certain statements (Altinay & Paraskevas, 2008: 125).

Morrison (2003: 530) emphasises evaluating tourists' satisfaction after their participation. This is essential to identify the level of performance of stakeholders (Morrison, 2013: 530). Team building operators ought to evaluate their customers' perception of the involved destination, activity and the operator themselves. Identifying and replacing undesirable components increases the offering's competitiveness.

The questionnaire of this study contains five sections. Each section covers a different area. The first two sections are closed- and open ended questions, while the last three sections are rating-scale items with open-ended questions. The first section identifies participants' demographic profiles. The next section evaluates general information about the team building activity, followed by a rating scale for the team building destination. Section four captures participants' perceptions about the team building operator. Finally, the survey includes a rating scale of the team building activity.

The rating scale items for this particular study are based on a modified SERVPERF model. A modified SERVPERF instrument is suitable for this particular research as it is "...assessing the overall service quality of a firm or making quality comparisons across service industries [...] one can employ the SERVPERF scale because of its psychometric soundness and instrument parsimoniousness" (Basiony, Ghada & El Sayed, 2014: n.p). Using this model as a guideline assisted the researcher to include items in the questionnaire which yielded essential information.

The SERVPERF model introduced by Cronin and Taylor (1992) aims to identify the perceived quality of offerings. The model is adapted from the Service Quality (SERVQUAL) instrument (Basiony, Ghada & El Sayed, 2014: n.p.). SERVQUAL, on the one hand, measures the gap between expected quality and perceived quality. SERVPERF, on the other hand, focuses on the perceived quality (Gleitsmann, Guttzeit & Roschk, 2010: 14; Yusof & Rahman, 2011: 85). Using the SERVPERF model enabled the researcher to gain information regarding their satisfaction. Yusof and

Rahman (2011: 86) emphasise that the SERVPERF model is used to identify satisfaction as the quality of an offering influences consumers' satisfaction. This research project aims to assess team building as a tourism offering. As identified in chapter four and five, tourists' perceptions about an offering are a key element for a competitive offering. Adapting Cronin and Taylor's SERVPERF model enabled the researcher to draw meaningful conclusions regarding the potential of team building offerings.

The original SERVQUAL model consists of five dimensions which include a total of 22 items (Basiony et al, 2014: n.p.; Yusof & Rahman, 2011: 85). These dimensions were developed by Parasuraman et al (1988) and "...include the physical facilities, equipment and the appearance of the staff (Tangibles); the dependability and accuracy of the service provider (Reliability); the ability to know and willingness to cater to customer's needs (Responsiveness); the ability of staff to instil confidence and trust in the company (Assurance); and finally the ability of the staff in providing a caring service to customers (Empathy)" (Basiony et al, 2014: n.p.).

Yusof and Rahman (2011: 85) highlight the significance of adding sustainability to the dimensions. They emphasise that the increasing demand for responsible tourism fosters the necessity to add this additional construct. This dimension was added to the survey to evaluate sustainable components of the team building offering.

Tat, Sook-Min, Ai-Chin, Rasil and Hamid (2011:216) added further items to their survey based on previous research from Corin and Taylor (1992), Boulding, Kalra, Staelin and Zeithaml (1993) and Keillor, Huit and Kandemir (2004). Those items address tourists' satisfaction and future purchase intentions. This gives additional information of tourists' perceptions of an offering.

Rephrased and modified items from the SERVPERF model were added to the survey. These items were adapted to address the research problems of this particular project and gain meaningful information. The items of the different dimensions are categorised under three sections. These sections focus on the team building operator, the activity and the host destination. This assists to identify participants' satisfaction with these components.

Using this type of methodology for the study allowed the researcher to make use of closed, open-ended, open-response options, and rating-scale questions. This enabled the respondents to clarify answers and provide further categories. Data which requires in-depth information is gained through using open response options and open-ended questions.

#### 6.3.4.1 The order of questions

For this study, the research instrument (Appendix B) follows a logical progression based on the objectives of the research. Kumar (2011:154) states that one should start with simple themes which progress into complex ones. He emphasises that this approach creates qualitative information and increases respondents' willingness to participate.

#### 6.3.4.2 Questionnaire format

Formulating survey items is an essential step for the research as the questions can influence the research outcome (Kumar, 2011:154). It is essential to follow certain considerations while formulating questions. The questions for this study do not contain jargon. Ambiguous questions, double-barrelled questions, leading questions as well as questions based on presumptions must be avoided (Kumar, 2011:155). This assists in minimising misinterpretations, confusion, wrong assumptions and influencing respondents' responses. In addition, Altinay and Paraskevas (2008:122) emphasise the use of short phrased questions in gathering information.

#### 6.3.4.3 Pre-testing the questionnaire (pilot study)

Leedy and Ormrod (2005:110) refer to a pilot study as a suitable way to determine the feasibility of a study. It gives the researcher the opportunity to improve the survey in order to gain better findings. This process is useful to identify any possible mistakes, confusing wording or other potential problems (Altinay & Paraskevas, 2008: 127).

In collaboration with the statistician, a sample size of 20 was identified as an efficient target size for the pilot study (Venter, 2015). The pilot study for this project was

conducted with people who are knowledgeable about team building and tourism. Once the pilot study was evaluated and discrepancies eliminated, the final survey was compiled and carried out.

#### 6.3.4.4 Covering letter

Kumar (2011:150) recommends attaching a cover letter with the questionnaire. This study's questionnaire had a covering letter which provided participants with information about the research. The researcher and the representing research institution were briefly introduced. The respondents were educated/informed about the study's main objectives and relevance. Instructions on how to complete the survey were given. It was stressed that participation in the study was voluntary and anonymous. Finally the participants were thanked for participating in the research.

## 6.4 SUMMARY

Chapter six evaluated the research methodology of this study. Several research designs were assessed to justify the chosen methodology and ensure a certain level of quality. The study is a descriptive quantitative research which provides insights about the studied problem.

The total research population comprises tourism businesses in the Western Region of the Eastern Cape Province who supply team building as part of their offering range and offer tourism-type activities. The target populations are participants from randomly selected team building providers in the Western Region of the Eastern Cape. The chosen target population reflects characteristics of the total population and is sufficient to draw conclusions for the total research population. Considering the estimated population size of team building participants of 580 for the period of the fieldwork, a sample size of 231 was projected. A total of 238 perceptions of participants formed the total response rate for the following data analysis.

Several team building operators in the Western Region of the Eastern Cape were approached to participate in this project. The quantitative data was collected via a self-administered questionnaire. Tourists were approached by the researcher after their

participation in the team building activity. A covering letter was used to emphasise tourists' voluntary and anonymous participation, the research objectives and instructions on how to complete the survey.

The researcher used a quantitative survey to address the research problem. The questionnaire entailed closed, open-ended, open-response options and rating-scale questions. The variety of survey questions enabled participants to clarify their answers. A SERVPERF model was adapted to identify the quality of team building offerings and draw conclusions regarding participants' satisfaction and future behaviour intentions. Seven dimensions were created to identify factors influencing the effectiveness of team building offerings as a tourism offering. These dimensions comprised reliability, tangibles, assurance, empathy, responsiveness, sustainability, tourist satisfaction and future behavioural intentions. This provided the researcher with sufficient data for scientifically acceptable statistical analysis.

The research instrument followed a logical progression and was categorised into five sections. These sections covered different areas which were categorised. The five sections comprised demographic information, general information about tourists' stay, evaluation of tourists' perception regarding the host destination, the tourism operator and the team building activity. Each item was formulated in a manner which did not influence participants' opinions. The survey was pre-tested on 20 individuals to evaluate possible issues and eliminate discrepancies.

Chapter seven presents the obtained data. The data editing and coding process are explained and several statistical analyses identified. The data is presented via these statistical analyses and in a meaningful way. Findings are interpreted to address the research question.

## **CHAPTER 7**

### **INTERPRETATION, PRESENTATION AND ARTICULATION OF THE FINDINGS OF THE STATISTICAL ANALYSIS OF THE RESPONSES TO THE QUESTIONNAIRE**

#### **7.1 INTRODUCTION**

Chapter seven explains how the collected data is processed, interpreted and articulated. Once primary data is edited and coded, statistical analyses are run. The type of analysis depends on the purpose of the study and the level of understanding of the readership (Kumar, 2011: 254). While in quantitative research the focus is on how to analyse information obtained by respondents, qualitative research emphasises the basis of analysis of the gathered information (Kumar, 2011: 255).

For this project, relevant statistical analyses are run to gain information regarding the research problem. The results of the analysis are interpreted by the researcher. The interpretation takes findings of the secondary research into consideration. This enables the researcher to draw conclusions and address research problems in a holistic manner. Additionally, the findings are presented and articulated as required. Various instruments such as tables and charts are utilised to display results graphically.

#### **7.2 STATISTICAL ANALYSIS OF RESPONSES TO THE QUESTIONNAIRE**

Kumar (2011:289) describes processing data as the step between collecting a set of data and analysing it either manually or by a computer. He lists three steps in data processing, namely editing, coding and analysis for quantitative as well as qualitative raw data (Kumar, 2011: 254).

##### **7.2.1 Data editing**

Editing is the process of cleaning data (Kumar, 2011: 255). This means that the data errors, incompleteness, misclassification and obtained gaps are minimised before analysing the information. Several questionnaires were eliminated from the research. These questionnaires were incomplete and provided an insufficient amount of information.

### **7.2.2 Data coding**

After cleaning the data, it has to be coded (Kumar, 2011: 256). The chosen coding method depends on the used measurement scale and the planned way of communicating the findings to readers (Kumar, 201: 256). For this study the majority of responses are composed of closed-ended and rating scale items. These items are coded with numbers. Open-ended questions are captured in full length. Coded responses were entered in a Microsoft Excel template developed by the statistician.

### **7.2.3 Statistical analysis**

The final step is analysing and interpreting the responses to the questionnaire received from the respondents. This gives meaning to the primary data and leads to the conclusion, significance and implications of the research (Mayo, 2014: 226). For this study the results of the statistical analysis are interpreted meaningfully by the researcher.

A visual basic application on an Excel platform, developed by the statistical consultant at NMMU, is used in order to measure data, such as the satisfaction of participants of team building. The software measures variables using different scales which enable the researcher to analyse the data (Altinay & Paraskevas, 2008: 195). Depending on the scale, certain tests, such as the pearson correlation test, t-test and F-test are run to test the significance between variables (Altinay & Paraskevas, 2008: 220).

The findings are expressed in terms of various analytical instruments followed by a brief textual explanation of each analysis event. Tables, charts and figures are used to clarify descriptions of findings. The registered statistician provided by the NMMU was continually consulted in order to ensure credibility and scientific acceptability of the empirical study.

This particular study uses descriptive and inferential data analysis to present and interpret the findings. Data can be described through comparing percentages, identifying correlations and comparing means (Cozby & Bates, 2012: 240). Inferential

data analysis was performed in the form of t-tests and F-tests. This enables the researcher to extract further information to make meaningful assumptions.

#### 7.2.3.1 Scales of measurement

Cozby and Bates (2012: 240) state that statistics are used to describe and draw conclusions from data. Data for quantitative analysis is categorised in four different scales, namely nominal, ordinal, interval and ratio. Scales play an essential role when analysing these variables. Depending on the type of scale, a researcher decides on the type of analysis (Altinay & Paraskevas, 2008: 194).

Nominal scales are variables of different groups such as gender, type of occupation, and marital status, among others. This type of scale represents “key characteristics of objectives or individuals” and does not include numerical quantitative elements (Cozby & Bates, 2012: 240; Altinay & Paraskevas, 2008: 195).

Ordinal scales are variables to rank or rate items. Participants can identify their preference regarding options. Ordinal scales do not indicate the strength of a participant’s preference (Cozby & Bates, 2012: 240). A tourist might indicate that his/her first choice is to stay at a lodge, followed by B&B and last in a backpacker. However, it does not indicate the likelihood of the tourist to stay at either of the accommodations.

Interval scales are similar to ordinal scales. The distance from one variable to the other is the same size. This enables researcher to calculate means and standard deviations which are used to identify the strength of participants’ preferences (Cozby & Bates, 2012: 240). This study made use of interval scales to measure participants’ perceptions regarding the destination, activity and operator. The outcomes of these sections are used later on to draw conclusions regarding participants’ satisfaction and therefore team building’s potential as a tourism offering in the Western Region of the Eastern Cape.

Ratio scales represent variables such as time and weight, among others. Ratio scales are used for exact numbers. As with interval scales, the mean of a variable can be



calculated (Cozby & Bates, 2012: 241). If an activity would always take one, two or three hours, the answer of participants is captured as a ratio scale.

#### 7.2.3.2 Distribution of scores

Before calculating descriptive and inferential analyses, one can assess the distribution scores for variables. Depending on the scale of measure, researchers have several options to describe their data. Cozby and Batis (2012: 241) highlight the following methods:

- “Comparing group percentages
- Correlating scores of individuals on two variables and
- Comparing group means”.

Comparing group percentages enables a researcher to display the percentage of different items in comparison with each other (Cozby & Batis, 2012: 241). Variables of this particular study can be compared to clarify, for example, participants’ spending behaviour according to their gender. Cozby and Batis (2012: 241) emphasise that a researcher can conduct further statistical analyses to determine statistical significance once the data has been described.

Evaluating the relationship of two variables to each other is performed through correlation scores (Cozby & Batis, 2012: 242). An example for this study is the detection of a possible relationship between tourists’ willingness to return to the destination and the intention to return to the team building operator.

Comparing the means of groups is a popular research method (Cozby & Batis, 2012: 242). The group means of tourists’ perception of the team building activity, operator and destination can be compared to give an indication which section created the most positive experience. These means can further be analysed to determine their statistical significance.

### 7.2.3.3 Frequency distribution

The frequency distribution is done to express the number of scores for a variable (Cozby & Batis, 2012: 243). This is, for example, the actual number of participants who participate in the team building activity for the purpose of work, as part of a self-help group, a club, or for recreational or other reasons. The results of frequency distributions are often displayed in pie charts, bar graphs, frequency polygons and histograms (Cozby & Batis, 2012: 243). For this study pie charts, bar graphs and histograms are used to clarify findings.

### 7.2.3.4 Descriptive statistics

Descriptive statistics enable researchers to make clear statements regarding the obtained data (Cozby & Batis, 2012: 245). This type of statistic comprises "...minimum, maximum, mean, mode and median, and standard deviation and variance" (Altinay & Paraskevas, 2008: 202). It assists in gaining knowledge about variables' central tendency and the extent of distribution of scores (Cozby & Batis, 2012: 245).

#### 7.2.3.4.1 Central tendency

A central tendency for this study is used to evaluate team building participants' average perception of the offering and host destination. Depending on the scale of measurement, the central tendency is mode, median (*Mdn*) or mean (*M*) (Altinay & Paraskevas, 2008: 202). The mean is used for interval and ration scales (Altinay & Paraskevas, 2008: 203). This central tendency describes an average calculated by dividing the total sum of values by their number (Cozby & Batis, 2012: 246).

The mode can be used for all type of scales (Cozby & Batis, 2012: 246). It expresses the most frequent chosen score of an item. For this research, the mode for preferred accommodation is the most often chosen variable.

The median can be identified for ordinal, ratio and interval scales (Altinay & Paraskevas, 2008: 203). It is the middle score of data which separates the group in two

halves. On a 5-point Likert-scale, the median is three. In this study, three indicates participants' neutrality towards a statement.

#### 7.2.3.4.2 Standard deviation

The central tendency on its own does not necessarily provide sufficient information. A researcher might want to identify patterns of tendencies. The average of a variable does not indicate whether the majority of participants' opinions are centred around the same statement or whether the gap between responses is large (Cozby & Batis, 2012: 246). If half of the team building participants stay at the destination for two nights and the remaining half depart on the same day, the central tendency will indicate that the average participant spent one night at the destination. This information on its own can be misleading. Determining the variability of scores indicates the distribution of scores around the central tendency (Cozby & Batis, 2012: 246). Regarding the above example, the variability indicates that the majority of participants do not stay at the destination for one night. The distribution of scores around the mean is the standard deviation (*SD*). Standard deviation is used for interval and ratio scales (Altinay & Paraskevas, 2008: 204). A small standard deviation indicates that people's opinions are similar while a large standard deviation indicates that opinions vary markedly (Cozby & Batis, 2012: 246).

#### 7.2.3.4.3 Variance

Variance is used for nominal and interval scale data (Altinay & Paraskevas, 2008: 204). It is the "...variability obtained by computing the average squared distance from the mean" (Gravetter & Forzano, 2012: 600). A high variance indicates that scores are closely spread around the mean (Altinay & Paraskevas, 2008: 205).

#### 7.2.3.4.4 Interquartile range

Bordens and Abbott (2014: 410) emphasise the interquartile range as an additional tool to measure the spread of scores. This type of range is obtained through dividing the distribution of scores into quarters. Quartile 1 represents the lowest 25 per cent and

quartile 3 the highest 25 per cent, while the remaining scores are expressed as the median (Vordens & Abbott, 2014: 410).

#### 7.2.3.4.5 Five-number summary

A popular way to present the distribution of scores is the five-number summary (Bordens & Abbott, 2014: 411). This summary displays the "...the minimum, the first quartile, the median (second quartile), the third quartile, and the maximum" (Bordens & Abbott, 2014: 411). This indicates the distribution of scores, an average and the range between the lowest and highest score (Bordens & Abbott, 2014: 411). For this particular study a five-number summary is used to describe the central tendency and dispersion regarding participants' perception of destination, activity and operator. Using this descriptive analysis enables the researcher to draw meaningful conclusions.

#### 7.2.3.5 Correlations

Certain statistical analysis assists in identifying a relationship between variables and the strength of this relationship. Depending on the scale of measurement, specific calculations for correlation coefficients are applied (Cozby & Bates, 2012: 248). The Pearson product-moment correlation coefficient is used to calculate correlation coefficients for interval and ratio scale data (Cozby & Bates, 2012: 248). The Pearson correlation test is performed to identify a dependent variables influence on one or more independent variables (Altinay & Paraskevas, 2008: 212). The relationships strength depends on the value of a Pearson correlation coefficient and ranges between -1 and +1. The closer the coefficient is to zero, the weaker the relationship is between the tested variables. The direction of a relationship is displayed by the minus or plus sign (Cozby & Bates, 2012: 248). A positive value indicates a positive relationship; if one value increases the other value increases. A negative value indicates that one variable increases while the other variable decreases. A correlation coefficient of zero indicates that there is no relationship between the tested variables (Altinay & Paraskevas, 2008: 212).

### 7.2.3.6 Effect size

The effect size determines whether a statistically significant result has practical significance (Clark & Creswell, 2015: 269). The effect size is divided into small, moderate or large (Cozby & Batis, 2012: 253). Depending on the practical significance, results can be used for the practical application of findings (Clark & Creswell, 2015: 269). Cozby and Batis (2012: 272) emphasise that the “size of the relationship between the variables” is interpreted through the effect size. For this particular study Pearson product-moment correlations coefficients ( $r$ ) were calculated for participants’ opinions regarding the destination, activity and operator. The variables are practically significant if  $r \geq .300$  (Gravetter & Wallnau, 2009: 534). Additionally, Cohen’s  $d$  coefficients are calculated to identify the practical significance for t-tests and F-tests. Interpretation intervals suggested by Gravetter and Wallnau (2009: 264) are applied. These intervals for Cohen’s  $d$  are as follows in Table 7.1:

Table 7.1: Interpretation intervals for Cohen’s  $d$  (Gravetter & Wallnau, 2009: 264).

<0.20	Not significant
0.20 - 0.49	Small
0.50 - 0.79	Medium
0.80+	Large

### 7.2.3.7 Inferential statistics

Inferential statistics enable a researcher to further interpret the data. This type of analysis assists to draw generalised conclusions. Results are tested if they reflect the population. Further inferential analyses calculate whether a survey would yield similar findings if it were to be repeated at a later stage (Cozby & Batis, 2012: 253).

Statistical inference is based on accepting or rejecting hypotheses (Cozby & Batis, 2012: 246). The null hypothesis ( $H_0$ ) indicates that there is no relationship between tested variables. The research hypothesis ( $H_1$ ) reflects that the variables do have a relationship. Rejecting  $H_0$  indicates that dependent variables are affected by the dependent variable (Cozby & Batis, 2012: 246).

#### 7.2.3.7.1 Statistical significance

The decision to reject or accept a hypothesis depends on the statistical significance. Statistical significance is the probability of a finding to be the result of a random error (Cozby & Batis, 2012: 265). A result is significant when its probability of being caused by a random or chance error is low (Cozby & Batis, 2012: 265). The probability for rejecting or accepting hypotheses is the alpha level. A conventional probability value (P) alpha level is 0.05. Results of 0.05 or below are significant (Altinay & Paraskevas, 2008: 210). For this study a null hypothesis is accepted when P is above the probability value of 0.05.

This specific study entails t-tests and f-tests as inferential analysis. Before conducting a t-test or F-test it is necessary to phrase a hypothesis which is then assessed to determine the significance level (Cozby & Batis, 2012: 268). As stated above, the significance level for this study is determined as 0.05.

#### 7.2.3.7.2 Degree of freedom

The T-test and analysis of variance (ANOVA or F-test) provide the researcher with the degree of freedom (df). The df is calculated from an item's number of scores and its mean (Cozby & Batis, 2012: 268). The amount of numbers which can vary without changing the mean are the df. The total number of participants rating the team building activity was two hundred and thirty-eight. The df for this example would be two hundred and thirty-seven as the df for a dependent samples t-test is  $N-1$  and this number of scores can vary.

#### 7.2.3.7.3 T-test

T-tests establish whether two groups differ significantly from one another (Cozby & Batis, 2012: 268). A t-test examines whether there is a significant difference, for example, between the perception of males and females. The t value which is calculated through the t-test describes the "...difference between group means and the variability within groups ... [and] the value of t increases as the difference between your obtained sample means increases" (Cozby & Batis, 2012: 268). A high t-value causes a low

probability of occurrence. The null hypothesis is accepted, for example, when females' opinions do not differ significantly from those of males. In this case the t-value is relatively low and the significance level is above 0.05.

#### 7.2.3.7.4 F-test

Similar to the t-test, the F-test compares the means. The F tests, also known as ANOVA, for this study identify whether three or more groups are significantly different from each other. Bordens and Abbott (2014: 437) state that the F ratio is "the ratio of between-groups variability to within-groups variability". The same as the t-value, a small F-value indicates a probability above 0.05 (Altinay & Paraskevas, 2008: 230). ANOVA further provides the mean square (MS) between groups and within groups. The mean square is the variance of means between groups and within groups (Bordens & Abbott, 2014: 437). The sum of squares (SS) is the sum of squared deviations from the mean and represents the amount of variance (Cozby & Batis, 2012: 366). Additionally for this study, the Scheffe` p is calculated for ANOVAs to identify which specific groups are significantly different.

#### 7.2.3.7.5 Confidence intervals

The study includes confidence intervals. Confidence intervals identify the probability of the actual population to fall within a determined range (Cozby & Batis, 2012: 272). The size of the sample influences the width of the interval. A large sample size is more likely to represent the population. Therefore the confidence interval range narrows (Cozby & Batis, 2012: 272). For this particular study a confidence interval of 95 per cent is chosen. This reflects that 95 per cent of the actual population falls within the given range of the data findings.

#### 7.2.3.8 Cronbach's alpha

The internal consistency reliability for this study is measured through Cronbach's alpha. This test for internal consistency reliability evaluates reliability by measuring items only at one point. Results are dependent on the total scores of individuals' responses (Cozby & Batis, 2012: 99). Increased correlation between items causes an increase in

Cronbach's alpha. Additionally, a large number of items usually result in higher reliability (Cozby & Batis, 2012: 99). The range of Cronbach's alpha is between 0 and 1. The consulted statistician suggested the following interpretation intervals for Cronbach's alpha as stated in Table 7.2:

Table 7.2: Interpretation intervals for Cronbach's alphas (Venter, 2015)

Unacceptable	< 0.50
Poor	0.50 - 0.59
Acceptable	0.60 - 0.69
Good	0.70 - 0.79
Excellent	0.80 +

### **7.3 DATA PRESENTATION, INTERPRETATION AND ARTICULATION OF THE FINDINGS**

The data is first presented to establish a basic understanding of the finding. Respondents' demographic profiles, travel profiles and their ratings of the offering are explained. This is followed by presenting the results of several analytical tests such as the t-test, F-test, among others. Further the data is interpreted in a meaningful way regarding the study's research objectives, sub-problems and key questions.

#### **7.3.1 Demographic profile**

A frequency analysis was conducted to evaluate the distribution of participants' demographic profiles as shown in Table 7.3. The survey items identify participant gender, age, type of employment, education and marital status. The relationship between relevant research findings and the demographic profiles of participants was assessed. Significant correlations are further discussed to draw conclusions regarding the research outcome. Analysing relations between respondents' demographics and their perceptions assists in justifying assumptions regarding team building offerings.



Table 7.3: Demographic profile

Item no.	Characteristics	Frequency	Percentage
A1)	<i>Gender</i>		
	Male	107	45%
	Female	131	55%
	Total	238	100%
			Percentage (N = 238)
A3)	<i>Age</i>		
	< 25 years	55	23%
	25 - 29 years	18	8%
	30 - 39 years	91	38%
	40 - 49 years	50	21%
	50 - 59 years	22	9%
	60 - 69 years	2	1%
	Total	238	100%
		y	Percentage (N = 237)
A2)	<i>Type of employment</i>		
	Self-employed	1	0%
	Professional	34	14%
	Employee	152	64%
	Unemployed	9	4%
	Student	41	17%
	Total	237	100%
			Percentage (N = 234)
A4)	<i>Education</i>		
	Less than matric	5	2%
	Matric	98	42%
	Diploma	59	25%
	Bachelor's degree	42	18%
	Post-graduate degree	30	13%
	Total	234	100%
			Percentage (N = 232)
A5)	<i>Marital status</i>		
	Single, never married	116	50%
	Married or living with another	104	45%
	Widow / Widower	4	2%
	Divorced or separated	8	3%
	Total	232	100%

The findings in the current research showed that fifty-five per cent of the respondents (N = 238) were female. As Table 7.1 shows, there is a small difference in the distribution of male and female participants. For this particular study it can be assumed

that the gender of team building participants in the Western Region of the Eastern Cape is relatively evenly distributed with a small majority of females.

Most participants (N = 237) were willing to indicate their type of employment. The majority, namely sixty-four per cent, of the participants were employees, followed by students (17%) and professionals (14%). Only nine participants (4%) indicated that they were unemployed and one participant (<1%) stated that he/she is self-employed. Team building offerings in the Western Region of the Eastern Cape are primarily used by clients with an occupation. This indicates that the target market for team building offerings is active in the work force and earns an income.

All participants (N = 238) stated their age. Most respondents (38%) were between thirty and thirty-nine years old. Fifty-five (23%) participants stated that they were under twenty-five years old while fifty (21%) were between forty and forty-nine years. The smallest category of participants indicated that they were between twenty-five and twenty-nine (8%) and between fifty and fifty-nine (9%). Only two (1%) respondents indicated were over fifty-nine. The findings indicated that almost sixty per cent of the participants were between thirty and forty-nine years old.

Of the 234 participants who stated their level of education, five people (2%) had less than a matric certificate. The majority (42%) indicated that they had a matric certificate, followed by twenty-five per cent with a diploma and eighteen per cent had a bachelor's degree. Thirteen per cent stated they had a post-graduate degree. The findings showed that a majority of fifty-six per cent of the participants had a university degree. This suggests a trend of team building participants having a high level of education.

Another item of the demographic profile is the marital status of participants. The findings of the current study showed that of the 232 respondents, fifty per cent were single and had never been married while forty-five per cent were married or living with a partner. Only twelve participants were widows/widowers (2%) or divorced/separated (3%). The findings show that team building participants' marital status is rather evenly distributed between single, never married and married or living with a partner.

### **7.3.2 Travel profile**

The second section of the survey for this specific research provides general information about the team building participants and their stay at the destination as shown in Table 7.4 and Table 7.5. These variables were used to assess respondents' potential involvement with other stakeholders. Further it sought to identify whether the engagement with other (tourism) stakeholder was motivated through the team building activity.

Table 7.4: Participants' travel profiles

Item no.	Characteristics	Frequency	Percentage
			Percentage (N = 232)
B1)	<i>Purpose of team building activity</i>		
	Work	185	78,4%
	Club	13	5,5%
	Self-help group	14	5,9%
	Gap year programme	9	3,8%
	Recreation	12	5,1%
	Youth camp	2	0,8%
	Education	1	0,4%
	Health improvement	1	0,4%
	Leadership course	5	2,1%
			Percentage (N = 238)
B2)	<i>Spend nights for the team building activity</i>		
	None	88	37,0%
	1 night	32	13,4%
	2 nights	35	14,7%
	3 nights	46	19,3%
	> 3 nights	37	15,5%
	Total	238	100,0%
			Percentage (N = 236)
B3)	<i>Spend nights for recreational purpose</i>		
	None	182	77,1%
	1 night	12	5,1%
	2 nights	6	2,5%
	3 nights	2	0,8%
	> 3 nights	34	14,4%
	Total	236	100,0%
			Percentage (N = 237)
B4)	<i>Primary type of catering</i>		
	None	33	13,9%
	Catering provided by accommodation	107	45,1%
	Catering provided by tour organiser	55	23,2%
	Self-catering	22	9,3%
	Restaurants	17	7,2%
	Fast food restaurants	5	2,1%
	Other (unspecified)	1	0,4%
			Percentage (N = 234)
B5)	<i>Distance from team building activity</i>		
	< 50 km	81	34,6%
	50 - 99 km	38	16,2%
	100 - 199 km	27	11,5%
	200 - 499 km	48	20,5%
	500 - 999 km	17	7,3%
	> 1000 km	23	9,8%
	Total	234	100,0%

Table 7.5: Participants' travel profiles

Item no.	Characteristics	Frequency	Percentage
			Percentage (N = 234)
B6)	Primary mode of transport		
	Private transport	166	70,9%
	Public transport	68	29,1%
	Total	234	100,0%
			Percentage (N = 238)
B7)	Money spend at the destination		
	Yes	122	51,3%
	No	116	48,7%
	Total	238	100,0%
			Percentage (N = 220)
B8)	Primary mode of accommodation		
	Hotel/Lodge/Resort	114	52%
	Private accommodation	54	25%
	BandB	30	14%
	Backpacker	11	5%
	Camping	2	1%
	Team building provided	2	1%
	Campus	1	0%
			Percentage (N = 230)
B9)	Engagement in other tourism activities		
	Yes	94	40,9%
	No	136	59,1%
	Total	230	100,0%
			Percentage (N = 236)
B10)	Destination awareness before the team building activity		
	Yes	136	57,6%
	No	100	42,4%
	Total	236	100,0%
			Percentage (N = 232)
B11)	Destination awareness after the team building activity		
	Yes	134	57,8%
	No	98	42,2%
	Total	232	100,0%
			Percentage (N = 231)
B12)	Team building is the main motivator for visit at destination		
	Yes	197	85%
	No	34	15%
	Total	231	100%

By far the majority (78,4%) of the respondents (N = 232) claimed to have participated in the team build for work purposes. The remaining respondents participated in the team build as part of a self-help group (5,9%), a club (5,5%) or for recreation (5,1%). Nine (3,8%) participants stated they did the team build as part of a gap year programme while five (2,1%) did it during a leadership course. The minority claimed that they took part in the team build as leaders of a youth camp (0,8%) as well as for educational (0,4%) and health improvement (0,4%) reasons.

Two variables of the section explained whether respondents stayed over at the destination for the team building activity and/or spent additional nights for recreational purpose. Almost two-thirds (63%) of the team building participants stayed over at the destination for the activity. The majority (19,3%) of the respondents who stayed over spent three nights there. The remaining respondents were almost evenly spread over the remaining categories. Thirty-seven participants (15,5%) stayed for more than three nights, followed by thirty-five (14,7%) respondents who claimed to have spent two nights there. Thirty-two (13,4%) respondents indicated they had stayed there for one night. However, over a third (37%) of the total respondents' population (238) reported not to have spent the night at the destination.

Two hundred and thirty-six respondents indicated how many nights they had spent at the destination for the team building activity. Only fifty-four (22,9%) respondents spent additional nights at the destination for recreational purposes. The findings of the study showed that the majority (14,4%) of those tourists who stayed at the destination longer, spent more than three nights. Twelve (5,1%) respondents indicated they had stayed another night while six (2,5%) people spent two more nights there. Only two (0,8%) participants indicated that they stayed there for three nights.

Participants (N = 237) were asked to indicate their primary type of catering during their stay at the destination. Only thirty-three (13,9%) participants did not make use of any form of catering or else they engaged in self-catering (9,3%). However, the majority (86,1%) of tourists made use of some form of provided catering during their stay at the destination. Almost half (45,1%) of the participants reported that catering was provided by their accommodation, followed by thirty-three (23,2%) respondents who made use of catering arranged by the team building operator. Only twenty-two (7,2%) visited

restaurants and a minority of five (2,1%) made use of fast food restaurants. One (0,4%) used some other unspecified type of catering.

Slightly over one third (34,6%) of the respondents (N = 234) were situated less than fifty km from the team building activity. However, the findings of the current study showed that the majority (65,4%) of respondents had to travel more than 50 km to the host destination. Thirty-eight (16,2%) of them stayed within a radius of about 100 km of the team building activity while twenty-seven (11,5%) respondents travelled between 100 and 200 km. Seventeen (7,3%) and twenty-three (9,8%) respondents were situated between 500 to 1 000 and more than 1 000 km away from the team building location.

Another variable to assess different stakeholder involvement in the team building offering was the identification of participants' (N = 234) primary mode of transport. Over two-thirds (70%) of the respondents reported the use of private transportation as their main mode of travel to reach the destination. Only sixty-eight (29,1%) travelled there using public transport.

The results of this particular study showed that respondents' (N = 238) spending behaviour was almost evenly distributed between the two variables. One hundred and twenty-two (51,3%) participants spent money at the destination while one hundred and sixteen (48,7%) did not buy anything.

Two hundred and twenty respondents indicated their primary type of accommodation. As assessed above, only a hundred and forty-eight team building participants actually stayed at the destination. It can be assumed that the other seventy-two respondents indicated their favoured type of accommodation if they would have stayed at/ or returned to the destination at a future point in time. Some respondents indicated several options for their preferred type of accommodation.

The study revealed that by far the majority of respondents (52%) stayed or preferred to stay at a hotel, lodge or resort. A quarter (25%) of the team building participants stayed or would stay at private accommodation. Only thirty (14%) respondents claimed that BandBs were/would be their primary choice of accommodation. Eleven (5%) people stayed at or preferred a backpacker. The remaining individuals indicated to have stayed

on a campus (<1%), were camping (1%) or used accommodation provided by the team building operator (1%) as their primary mode of accommodation.

Out of two hundred and thirty respondents, ninety-four (40,9%) took part in other tourism activities besides the team build. However, the remaining majority of a hundred and thirty-six (59,1%) participated only in the team building offering.

A cross-table as shown in Table 7.6, was used to analyse tourists' patterns regarding their engagement in other tourism activities in correlation to the number of nights spent at the destination. Two hundred and thirty respondents stated both: their intention to engage in tourism activities and spend nights at the destination. About a third of the respondents (31,8%) intended to participate in additional activities. However, almost the same number of respondents (31,3%) stated they did not engage in tourism activities during their period of stay. The majority (27,8%) of the remaining team building participants neither stayed overnight nor planned to take part in other activities, while the minority (9,1%) intended to participate in other tourism activities without spending the night.

Table 7.6 Intention to participate in other tourism activities in correlation to spend nights at the destination

			Participation in other tourism activities		Total
			Intention to participate	No intention to participate	
Nights spent at the destination for the team building offering	None	Count % of Total	21 9,1%	64 27,8%	85 37%
	One or more night(s)	Count % of Total	73 31,8%	72 31,3%	145 63%
Total		Count % of Total	94 40,9%	136 59,1%	230 100%

The majority (57,6%) of the participants (N = 236) were already aware of the team building location as a tourism destination while a hundred respondents (42,4%) had not previously associated the destination with tourism.

The findings of the current study showed that the distribution of respondents' (N = 236) awareness of the place as a tourism destination barely changed after their participation



in the activities. One hundred and thirty-four (57,8%) were aware of the destination after their team building activity. Ninety-eight (98%) indicated that the team building activity had not changed their awareness.

Two hundred and thirty respondents indicated their awareness about the destination prior to and after their participation in the team building offering as shown in Table 7.7. Analysing these variables with a cross-table revealed that the team building activity raised the awareness of over one-third (38,3%) of the participants. Only nine (3,9%) respondents were unaware of the place as a tourism destination either before or after the team build.

Table 7.7: Destination awareness

			Participants' association of the destination with tourism after the team building activity		Total
			Yes	No	
Participants' association of the destination with tourism prior to the team building	Yes	Count % of Total	45 19,6%	88 38,3%	133 57,8%
	No	Count % of Total	88 38,3%	9 3,9%	97 42,2%
Total		Count % of Total	133 57,8%	97 42,2%	230 100%

As depicted below, the study's findings showed that by far the majority (85%) of respondents (N = 231) claimed the team building offering as main motivator for traveling to the host destination. Only thirty-four (15%) of the two hundred and thirty-one respondents indicated to have had other reasons as their main motivators for visiting the destination.

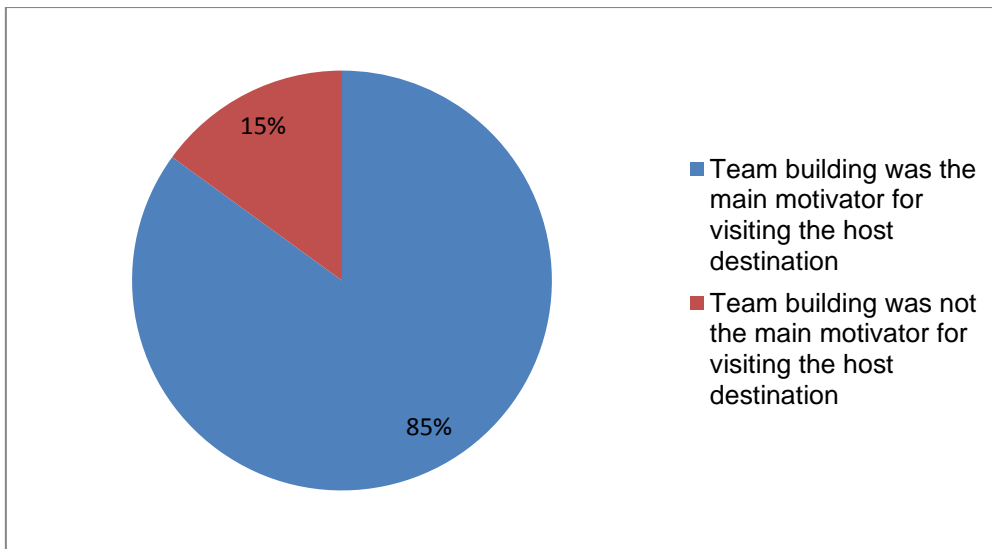


Figure 7.1 Participants' main motivator to visit the destination

As shown in Table 7.8, a total of two hundred and twenty-three respondents stated their main motivation to visit the destination and their intended plans to engage in additional tourism activities. The majority (52,5%) of those participants whose main motivation in visiting the destination was the team building offering did not intend to participate in other tourism activities. However, of the ninety-one (40,8%) respondents who intended to take part in other activities, a majority of seventy-two (32,3%) stated that the team building offering was their main motivator to visit the destination. Those respondents who had main motivators (15,2%) other than the team building offering were more likely to engage in other activities ( 8,5%) than solely taking part in the team building offering (6,7%). Thus the findings suggest that the majority of respondents who indicated that they had taken part in other activities (40,8%) came to the destination primarily for the team building offering (32,3%).

Table 7.8 Respondents' motivation for visiting the destination and participating in tourism activities

			Participation in other tourism activities		Total
			Intention to participate	No intention to participate	
Team building as main motivator to visit the destination	Main motivator	Count % of Total	72 32,3%	117 52,5%	189 84,8%
	Not main motivator	Count % of Total	19 8,5%	15 6,7%	34 15,2%
Total		Count % of Total	91 40,8%	132 59,2%	223 100%

### 7.3.3 Respondents' perceptions of the offering

The following sections represent respondents' perceptions of the team building destination, the tourism operator and the activity. Participants were asked to indicate their perception on a five-point Likert-scale which included the following categories: Strongly disagree [1.0 to 1.8[, disagree [1.8 to 2.6[, neutral [2.6 to 3.4[, agree [3.4 to 4.2[ and strongly agree [4.2 to 5.0]. For this study participant perceptions are defined as positive, satisfying or agreeing with a statement for those variables with a rating above 3.4. Attributes with a score of 2.6 to 3.4 are categorised as neutral opinions while scores below 2.6 are defined as negative, dissatisfying or participants' disagreement.

#### 7.3.3.1 Respondents' perceptions of the team building destination

Overall, respondents were satisfied (M = 4,15) with the host destination. As shown in Table 7.9, ninety per cent agreed with statements regarding their intentions to return and recommend the destination, its accessibility, cleanliness and neatness, and visual aesthetic and tourism offering attractiveness. The standard deviation further shows that there was a small difference in participants' rating patterns of the destination.

Table 7.9: Participants' overall rating of the destination

Frequency distributions (n=238)	Mean SD	Very Negative [1.0 to 1.8)	Negative [1.8 to 2.6)	Neutral [2.6 to 3.4]	Positive (3.4 to 4.2]	Very Positive (4.2 to 5.0]
Overall rating of destination	4,15 0,63	2 0,84%	4 2%	17 7%	98 41%	117 49%

As identified above, the average participant was satisfied with the destination and showed positive behaviour intentions regarding recommending it and returning to the destination. Evaluating the individual variables provided the researcher with further information as shown in Table 7.10.

Table 7.10: Participants' rating of the destination

	Mean SD	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Intention to return for recreational purpose	4,00 0,94	6 2,5%	7 3,0%	<b>47</b> 19,8%	97 40,9%	80 33,8%	237 100%
Interest in destination's tourism offerings	<b>3,96</b> 0,87	<b>3</b> 1,3%	<b>10</b> 4,2%	<b>45</b> 19,0%	<b>114</b> 48,1%	<b>65</b> 27,4%	<b>237</b> 100%
Convenient accessibility of the location	4,13 0,83	3 1,3%	7 3,0%	28 11,9%	116 49,4%	81 34,5%	235 100%
Destinations visual and aesthetic attractiveness	<b>4,18</b> 0,80	3 1,3%	3 1,3%	31 13,1%	112 47,3%	88 37,1%	237 100%
Destination's cleanliness and neatness	<b>4,31</b> 0,76	2 0,9%	2 0,9%	24 10,3%	99 42,3%	107 45,7%	234 100%
Appeal of destination's attractions	4,15 0,86	2 0,8%	9 3,8%	33 13,9%	100 42,2%	93 39,2%	237 100%
Intention to recommend the destination	<b>4,34</b> 0,77	3 1,3%	1 0,4%	22 9,4%	97 41,3%	112 47,7%	235 100%

Calculating the mean score and standard deviation for each item showed that between a hundred and seventy-seven and two hundred and nine respondents agreed with the provided statements. The standard deviation for those items ranged between 0,76 per cent and 0,94 per cent. This shows that respondent opinions were similar to each other and they were generally satisfied.

The attribute with the highest mean score ( $M = 4,34$ ) and the second lowest standard deviation (0,77) of respondents agreeing with the statement was their intention to recommend the destination. Additionally, the least number of participants (1,7 %) stated that they did not intend to recommend the destination or indicated that they were neutral (9,4%).

This category was closely followed by respondents' perceptions of the destination's cleanliness and neatness ( $M = 4,31$ ,  $SD = 0,76\%$ ). Only four (1,8%) participants did not perceive the destination as clean and neat. The third highest score of participants' satisfaction with the destination was the destination's visual and aesthetic attractiveness ( $M = 4,18$ ,  $SD = 0,80$ ).

Two hundred (84,4%,  $M = 4,18$ ,  $SD = 0,80$ ) of the respondents considered the host destination's attractions as appealing while eleven ( 4,6%) participants were not

satisfied by the attraction's appeal and thirty-three (13,9%) were neither satisfied nor dissatisfied.

This category was followed by respondents satisfaction (83,9%,  $M = 4,13$ ,  $SD = 0,87$ ) with the destination's accessibility. A minority of thirteen (5,5%) regarded the location as being inconvenient. Forty-five (19 %) had a neural opinion towards the accessibility of the destination.

The majority of tourists (74,7%,  $M = 4,0$ ,  $SD = 0,94$ ) intended to return to the destination at a later stage for recreational purpose. A minority of thirteen (5,5%) participants did not intend to return to the location while forty-seven (19,8%) indicated they had a neural opinion regarding their wish to return.

Respondents' interest in other tourism offerings besides the team build reflects the lowest score ( $M = 3,96$ ,  $SD = 0,87$ ) of the host destination's attributes. However, with a mean of 3,96, this variable still represents a satisfying variable to tourists.

#### 7.3.3.2 Respondents' perceptions of the team building operator

Two variables as shown in Table 7.11 and Table 7.12, measured the respondents' awareness of and interest in other activities of the team building operators. The majority of respondents were aware of (71,5%) and interested in (80,5%) the operator's offering range. Of the two hundred and thirty-one respondents who answered both variables regarding their awareness and interest, more than half (57,6%) knew the operator's offering range and were interested in it while only thirty-one (13,4%) respondents were aware of but not interested in other offerings. Fourteen (6,1%) participants indicated they were neither knowledgeable of nor interested in the operator's additional offerings. However, fifty-three team building participants indicated not to be aware of but interested in the operator's offerings.

Table 7.11: Participants awareness and interest in operator's offering range

			Interest in tourism operator's offerings		Total
			Interested	Not interested	
Awareness of tourism operator's activities	Aware	Count % of Total	133 57,6%	31 13,4%	164 71%
	unaware	Count % of Total	53 22,9%	14 6,1%	67 29%
Total		Count % of Total	186 80,5%	45 19,5%	231 100%

Table 7.12: Participants' awareness of and interest in operator's offering range

Item no.	Characteristics	Frequency	Percentage
D1)	<i>Awareness of other offered activities by the team building operator</i>		Percentage (N = 235)
	Yes	168	71,5%
	No	67	28,5%
	Total	235	100,0%
D2)	<i>Interest in other offered activities by the team building operator</i>		Percentage (N = 231)
	Yes	186	80,5%
	No	45	19,5%
	Total	231	100,0%

The findings of the current study imply that respondents' overall satisfaction with the tourism operator exceeds their satisfaction with the destination as shown in Table 7.13. The overall rating of the operator scored ninety-five per cent positive and very positive with an overall very positive mean of 4,29 and a low standard deviation of 0,51. Only one participant perceived the operator negatively and ten (4%) had a neural opinion towards the operator.

Table 7.13: Participants' overall rating of the operator

	Mean SD	Very negative [1.0 to 1.8)	Negative [1.8 to 2.6)	Neutral [2.6 to 3.4]	Positive (3.4 to 4.2]	Very positive (4.2 to 5.0]
Overall rating of operator	4,29 0,51	0 0,00%	1 0%	10 4%	91 38%	136 57%

Evaluating the individual items of respondents' ratings of the operator as shown in Table 7.14, enabled the researcher to gain further information. Assessing each item

separately created further in-depth information regarding participants' perceptions. This was essential to interpret the data sufficiently and gain insight knowledge.

The highest score of participants' rating of the team building operator was regarding their willingness to recommend him/her to other people. Two hundred and twenty-five (95,7 %) of the respondents intended to recommend the operator to others. The item scored very positively ( $M = 4,47$ ) with a low standard deviation (0,63). Eight (3,4%) participants were undecided regarding their intention to recommend the operator and two (0,8%) indicated that they would not recommend the operator.

The category was closely followed by participants' rating of the team building staff's competence. The variable received a very positive overall rating ( $M = 4,44$ ,  $SD = 0,67$ ). By far the majority of respondents (92,8%) perceived the staff as competent. The remaining participants rated staff's competence neutrally (6,4%) while two participants evaluated the staff as incompetent (0.8%).

The findings of staffs' willingness to help participants showed similar results as the previous category. Two hundred and twenty-one (93,7%) indicated that the staff was willing to assist them during the team build. The variable scored very positively on average ( $M = 4,4$ ,  $SD = 0,65$ ). The minority of fifteen people (6,4%) were neutral (5,1%) or dissatisfied (1,3%) with staff's assistance.

On the average the courtesy of the team building staff was rated as very positive ( $M = 4,39$ ,  $SD = 0,63$ ). None (0%) of the respondents rated the staff negatively while eighteen (7,6%) rated the staff neutrally. The remaining two hundred and nineteen (92,4%) perceived the staff as courteous.

The findings of the study show that operator was able to provide his/her offerings at the promised time. The average respondent ( $M = 4,37$ ,  $SD = 0,75$ ) rated the operator's time management very positively. This is reflected by two hundred and seventeen (91,9%) respondents who rated the variable as satisfying while five (2,1%) participants stated that the operator did not provide the offering on time. The remaining respondents (5,9%) were neither satisfied nor unsatisfied with the operator's timing.

The category was followed by participants' ratings of the given directions from staff regarding the team building activity. The majority (90,3%,  $M = 4,36$ ,  $SD = 0,68$ ) of participants stated that the directions were easily understood. This category was followed by participants' neutral (8,8%) perceptions regarding the difficulties to understand directions. Two (0,8%) stated that instructions were difficult to understand.

Operator's staff are perceived as accommodating by almost ninety per cent of the respondents. The average score for this category was very positive ( $M = 4,36$ ,  $SD = 0,69$ ). Two people (0,8%) indicated that staff were not accommodating while twenty-three (9,5%) participants indicated that their opinions were neutral.

Most respondents (90,7%,  $M = 4,35$ ,  $SD = 0,72$ ) were satisfied with the facilities provided by the operator. Seventeen (7,2%) respondents reported to be neutral and five (2,1) rated the facilities not as well managed.

Another overall very positively ( $M = 4,35$ ,  $SD = 0,71$ ) rated attribute was the staff's prompt service. Over ninety per cent of the participants perceived staff's prompt service positively whereas fifteen (6,3%) respondents rated the category neutral. The remaining four (1,6%) indicated that staff did not give prompt service.

A majority of two hundred and fourteen (90,3%,  $M = 4,33$ ,  $SD = 0,67$ ) claimed that their confidence in the team building activity was inspired by the staff's behaviour. The confidence of two (0,8%) respondents was not inspired by staff whereas twenty-one (8,9%) indicated that staff's behaviour had a neutral influence on their confidence.

On average ( $M = 4,30$ ,  $SD = 0,78$ ) respondents were very positive regarding the information which was provided by the staff. Two hundred and seven (87,4%) rated the information about the team building activity as adequate whereas twenty-four (10,1%) regarded it as neutral. Only six (2,5%) respondents were dissatisfied with the information.

Furthermore, the staff's ability to understand a team's specific needs was rated overall as very positive ( $M = 4,30$ ,  $SD = 0,65$ ). The majority (84,2%) by far indicated that the operator's staff understood their specific needs. This category was followed by



respondents who rated the staff neutral (8,4%) and three (1,3%) participants who categorised the variable as negative.

Staff's ability to pay adequate attention to individuals scored very positively ( $M = 4,29$ ,  $SD = 0,67$ ) on average. The most often chosen categories for this attribute shows that almost ninety per cent of the respondents were satisfied with the staff. The remaining participants were either neutral (10,9%) regarding the given statement or dissatisfied (0,4%) with staff's attention towards them.

On average, the participants' intention to return to the team building operator at a later stage is the fifth lowest ranked variable of this specific section. However, the item's overall rating is still very positive ( $M = 4,28$ ,  $SD = 0,84$ ). A total of two hundred and three (86%) respondents indicated their intention to return to the operator. This category is followed by almost ten per cent of respondents who are neutral towards their intended return. Ten (4,2%) participants do not intend to return.

The finding indicate that the team building staff were professionally dressed ( $M = 4,27$ ,  $SD = 0,79$ ). It was found that two hundred and four (86,4%) respondents perceived the staff's appearance as professional. Eleven per cent of the team building participants regarded the staff's appearance as neutral whereas six (2,5%) respondents indicated that the staff were not professionally dressed.

The average ( $M = 4,26$ ,  $SD = 0,72$ ) response regarding the staff's interest in solving problems was very positive. Most participants (85,8%) were satisfied with the staff's interest in assisting with problems, followed by thirty-two (13,4%) participants who indicated they had a neutral opinion. Two (0,8%) respondents stated that the staff was not interested enough in the team's problems.

The last category which achieved an very positive average ( $M = 4,24$ ,  $SD = 0,93$ ) rating was regarding the staff's ability to respond to individuals' requests. It was found that two hundred and five (86,1%) respondents perceived the staff to be available to respond to their requests. Only fourteen (5,8%) indicated that the staff were too busy, while respondents' neutral opinion accounted for eight per cent.

The last two variables in this section scored only positively (below M 4,2) in comparison to the previous categories. Staff's debriefing of the activity received an average positive mean (4,02) with a standard deviation below one. The majority (74,3%) were satisfied with the staff's way of debriefing the activity. However, forty-five (19%) of the respondents rated the staff neutrally while sixteen (6,8%) were not satisfied with staff's performance during debriefing.

The category with the lowest rating achieved an overall positive (M = 3,79, SD = 1,22) rating. The standard deviation of this item represents the largest variety of this section. The majority (70,2%) of respondents indicated that staff performed the activity with few errors. However, thirty-six (15,3%) respondents were not satisfied with the staff's performance. A minority (14,5%) of participants indicated neutral perceptions of staff's performed errors.

Table 7.14: Participants' ratings of the operator

	Mean SD	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Professionally dressed staff	4,27 0,79	2 0,8%	4 1,7%	26 11,0%	101 42,8%	103 43,6%	236 100%
Well managed facilities	4,35 0,72	1 0,4%	4 1,7%	17 7,2%	105 44,3%	110 46,4%	237 100%
Service provided at promised time	4,37 0,75	3 1,3%	2 0,8%	14 5,9%	103 43,6%	114 48,3%	236 100%
Prompt service by staff	4,35 0,71	2 0,8%	2 0,8%	15 6,3%	111 46,8%	107 45,1%	237 100%
Activity performed by staff with few errors	3,79 1,22	21 8,9%	15 6,4%	34 14,5%	87 37,0%	78 33,2%	235 100%
Staff's willingness to assist	4,40 0,65	0 0,0%	3 1,3%	12 5,1%	109 46,2%	112 47,5%	236 100%
Staff's response to requests	4,24 0,93	7 2,9%	7 2,9%	19 8,0%	95 39,9%	110 46,2%	238 100%
Adequate provision of information	4,30 0,78	2 0,8%	4 1,7%	24 10,1%	99 41,8%	108 45,6%	237 100%
Debriefing of the activity	4,02 0,95	4 1,7%	12 5,1%	45 19,0%	91 38,4%	85 35,9%	237 100%
Staff's interest in solving problems	4,26 0,72	0 0,0%	2 0,8%	32 13,4%	107 45,0%	97 40,8%	238 100%
Courteous staff	4,39 0,63	0 0,0%	0 0,0%	18 7,6%	108 45,6%	111 46,8%	237 100%
Competent staff	4,44 0,67	1 0,4%	1 0,4%	15 6,4%	96 40,7%	123 52,1%	236 100%
Easily understandable directions of staff	4,36 0,68	0 0,0%	2 0,8%	21 8,8%	105 44,1%	110 46,2%	238 100%
Staff inspired confidence	4,33 0,67	0 0,0%	2 0,8%	21 8,9%	110 46,4%	104 43,9%	237 100%
Staff paid adequate attention	4,29 0,67	0 0,0%	1 0,4%	26 10,9%	115 48,3%	96 40,3%	238 100%
Staff's understanding of specific needs	4,30 0,68	0 0,0%	3 1,3%	20 8,4%	117 49,2%	98 41,2%	238 100%
Accommodating staff	4,36 0,69	0 0,0%	2 0,8%	23 9,7%	100 42,2%	112 47,3%	237 100%
Intention to recommend operator	4,47 0,63	1 0,4%	1 0,4%	8 3,4%	102 43,4%	123 52,3%	235 100%
Intention to return to operator	4,28 0,84	2 0,8%	8 3,4%	23 9,7%	93 39,4%	110 46,6%	236 100%

### 7.3.3.3 Participants' perceptions of the team building activity

The findings of the current study suggest that respondents were satisfied with the team building activities. As shown in Table 7.15, participants' overall responses regarding the team building activity were very positive ( $M = 4,32$ ) with a small deviation ( $SD = 0.51$ ) from the mean score. The majority of ninety-seven per cent experienced the activities

positively. This was followed by two per cent of participants who had a neutral opinion towards the activity and one per cent who rated the team build negatively.

Table 7.15: Participants' overall ratings of the team building activity

	Mean SD	Very negative [1.0 to 1.8)	Negative [1.8 to 2.6)	Neutral [2.6 to 3.4]	Positive (3.4 to 4.2]	Very positive (4.2 to 5.0]
Overall rating of activity	4,32 0,51	0 0,00%	3 1%	4 2%	99 42%	132 55%

Table 7.16: Participants' ratings of the team building activity

	Mean SD	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Use of local resources	4,23 0,76	4 1,7%	1 0,4%	20 8,4%	123 51,9%	89 37,6%	237 100%
Nature-based activity	4,16 0,83	4 1,7%	3 1,3%	33 14,0%	108 45,8%	88 37,3%	236 100%
Activity caused minimal changes to existing landform and vegetation	4,05 0,90	4 1,7%	5 2,1%	51 21,6%	92 39,0%	84 35,6%	236 100%
Good condition of provided equipment	4,34 0,68	2 0,9%	2 0,9%	10 4,3%	120 51,1%	101 43,0%	235 100%
Sufficient equipment provided	4,38 0,64	0 0,0%	1 0,4%	17 7,1%	111 46,6%	109 45,8%	238 100%
Feeling of safety during the activity	4,43 0,64	0 0,0%	2 0,8%	14 5,9%	102 43,0%	119 50,2%	237 100%
Activity perceived as a positive experience	4,44 0,61	0 0,0%	1 0,4%	12 5,1%	106 44,7%	118 49,8%	237 100%
Activity fulfilled its purpose	4,35 0,62	0 0,0%	1 0,4%	16 6,7%	119 50,0%	102 42,9%	238 100%
Entertaining activity	4,43 0,65	0 0,0%	1 0,4%	18 7,6%	96 40,3%	123 51,7%	238 100%
Informative activity	4,33 0,69	1 0,4%	2 0,8%	18 7,6%	113 47,7%	103 43,5%	237 100%
Sufficient variety of activities	4,42 0,63	0 0,0%	2 0,8%	12 5,1%	108 45,6%	115 48,5%	237 100%

Table 7.16 shows an item-wise analysis of participants' perception regarding the activity. The highest rated item of participants' perceptions regarding the team building activity achieved an average mean of 4,44 and a low standard deviation of 0,61. By far the majority (94,5%) of respondents regarded the team building activity as a positive experience. This category was followed by twelve (5,1%) participants who were neither satisfied nor dissatisfied with their experience. Only one (0,4%) respondent indicated that the activity was not a positive experience for him/her.

A similar overall very positive ( $M = 4,34$ ,  $SD = 0,64$ ) score was achieved for participants' consideration of the activity to be safe. Most (93,2%) respondents stated that they felt safe during the team building activity whereas only two (0,8%) participants felt unsafe. Fourteen (5,9%) respondents had a neutral perception regarding their safety.

The same overall positive rating ( $M = 4,42$ ,  $SD = 0,65$ ) was found for respondents' perceptions of the activity as being entertaining. The team building activity was identified as entertaining by the vast majority of respondents (92%). A minority of eighteen (7,6%) participants were neutral towards the activity and only one (0,4%) respondent did not perceive the activity as entertaining.

The findings show that the average respondent rated the variety of activities very positively ( $M = 4,42$ ,  $SD = 0,63$ ). Two hundred and twenty-three (94,1%) were satisfied with the variety of activities on offer. Only two (0,8%) respondents were dissatisfied and twelve (5,1%) participants indicated they were neutral.

The provided equipment for the team building activity was rated very positively ( $M = 4,38$ ,  $SD = 0,64$ ). Over ninety per cent of the respondents were satisfied regarding the provided equipment whereas only one respondent (0,4%) was dissatisfied. The remaining (7,1%) participants categorised themselves as being neutral towards the sufficiency of the provided equipment.

The majority of respondents agreed that the activity fulfilled its purpose. The mean for this item was very positive ( $M = 4,35$ ) with a variance ( $SD = 0,62$ ) of respondents' opinions. Two hundred and twenty-one respondents reported that the activity fulfilled its purpose while only one (0,4%) participant disagreed. The remaining (6,7%) respondents rated the item as neutral.

The findings show that the equipment for the team building activities was in good condition ( $M = 4,34$ ,  $SD = 0,68$ ). Over ninety-four per cent of the respondents were found to be satisfied with the condition of the equipment while fewer than five per cent reported the condition of the equipment as neutral. A minority of four (1,8%) respondents were not satisfied with the condition of the equipment.

The team building activity was rated very positively ( $M = 4,33$ ,  $SD = 0,69$ ) regarding its informative nature. The study found that over ninety per cent of the respondents indicated that the team building activity was informative while three (1,2%) participants disagreed and eighteen (7,6%) respondents were neutral towards the statement.

One item of this section assessed the use of local resources for the team building activity. Respondents rated the use of local resources very positively ( $M = 4,23$ ,  $SD = 0,76$ ). Almost ninety per cent agreed that the activity used local resources such as staff, equipment and facilities, amongst others. This category was followed by twenty (8,4%) respondents who rated the item as neutral and five (2,1%) respondents who did not agree with the statement.

Similar to the previous section, only two items were rated above a mean of 3,4 but below 4,2 which indicates a positive rating. On an average ( $M = 4,16$ ,  $SD = 0,83$ ) respondents indicated that the team building activity was nature-based. A majority of two hundred and twelve (89,5%) agreed with the statement that the activity was based on nature, whereas a minority of seven (3%) respondents disagreed. However, thirty-three (14%) respondents rated the statement neutral.

Most respondents (74,6%) agreed that minimal changes were made to existing landform and vegetation for the team building activity. However, the findings indicate that this item received the lowest overall rating ( $M = 4,05$ ,  $SD = 0,9$ ) with the highest deviation in responses in this section. Nine (2,8%) respondents disagreed with the statement while over fifty (21,6%) rated the item neutral.

#### 7.3.3.4 Participants' overall perceptions of the team building offering

Cronbach's alpha was calculated for each Likert-type section of the survey. All alpha coefficients ranged between 0,81 and 0,93. Cronbach's alpha coefficients above 0.80 are considered as excellent. This indicates that all tested sections are reliable and internally consistent. Items regarding the destination achieved a Cronbach's alpha of 0,88, followed by the rating of the activity (0,91). The highest reliability and internal consistency were indicated by factors regarding the team building activity. Additionally,

an overall rating of the destination, operator and activity's reliability and internal consistency showed a Cronbach's alpha coefficient of 0,81.

A Pearson product-moment correlation coefficient was calculated to determine the association between the destination, operator and activity. All correlations were considered significant at the  $p < 0.05$  level for  $n = 238$  if  $r \geq 0.127$  and practically significant if  $r \geq 0.300$ . Thus the correlation is significant if  $r \geq 0.300$ . As shown in Table 7.17, the correlations between all variables are positive and significant.

Table 7.17: Correlation between destination, operator, activity and overall rating

	<b>C Rating - Destination</b>	<b>D Rating - Operator</b>	<b>E Rating - Activity</b>	<b>CDE Rating - Overall</b>
<b>C Rating - Destination</b>	-	,540	,531	,833
<b>D Rating - Operator</b>	,540	-	,752	,873
<b>E Rating - Activity</b>	,531	,752	-	,869
<b>CDE Rating - Overall</b>	,833	,873	,869	-

The correlations between the destination and operator ( $r 0,540$ ), destination and activity ( $r 0,531$ ), operator and activity ( $r 0,752$ ) are all moderate in size. However, the variables positive correlation with the overall rating of the destination, operator and activity emerged as the strongest relation. The strongest positive correlation is found between the destination, operator and activity overall score and the team building operator with  $r = 0,873$ . This is followed by the large correlation between the overall rating and the activity ( $r 0,873$ ) and the correlation between the overall rating and the destination ( $r 0,833$ ).

A one-sample t-test as shown in Table 7.18, was conducted to identify whether the sample mean of the destination, operator and activity rating is sufficient evidence to conclude that the population mean varies from a determined value.

Table 7.18: One-sample t-tests: Ratings (n=238)

Variable	Mean	SD	t	d.f.	p ( $\mu=3.40$ )	Cohen's d
Rating - Destination	4,15	0,63	18,41	237	<.0005	1,19
Rating - Operator	4,29	0,51	26,97	237	<.0005	1,75
Rating - Activity	4,32	0,51	27,85	237	<.0005	1,81
Rating - Overall	4,25	0,47	28,00	237	<.0005	1,81

One-sample t-tests were conducted to identify whether the research findings for the sample population differ from the average population. As depicted below, all the variables' mean values were above 3,4 which indicates a probability for a positive or very positive population mean. Thus the mean values for these ratings were used as the reference value for the hypothesis tests.

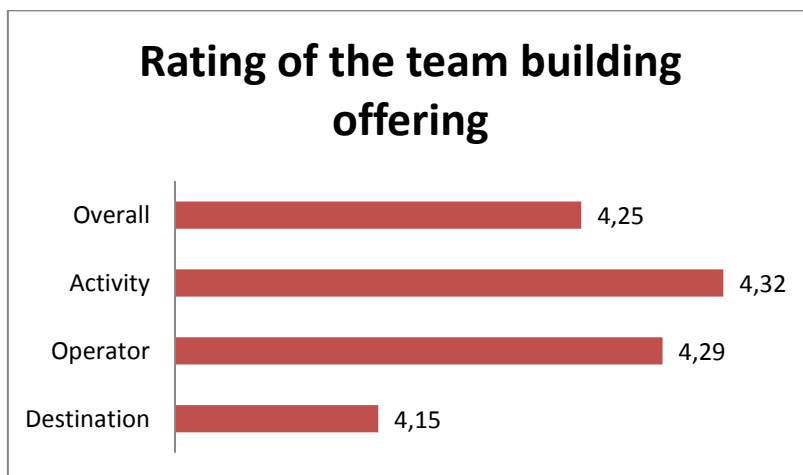


Figure 7.2: Rating of the team building offering

There was a significant difference in the scores for the destination's rating ( $M = 4,15$ ,  $SD = 0,63$ ),  $t(237) = 18,41$ ,  $p < 0,0005$  with a large Cohen's  $d$  of 1,19. These results suggest that the mean population of team building participants rate the destination positively.

The one-sample t-test for the operator shows a significant difference ( $M = 4,29$ ,  $SD = 0,51$ ),  $t(237) = 26,97$ ,  $p < 0,0005$  and a large Cohen's  $d$  of 1,75. Therefore it can be assumed that the average population of team building participants rate the operator as positive.

A significant difference was calculated for the activity rating ( $M = 4,32$ ,  $SD = 0,51$ ),  $t(237) = 27,85$ ,  $p < 0,0005$  and a large Cohen's  $d$  of 1,81. These results indicate that the population mean of team building participants' rating for the activity is positive.

There was a significant difference in the overall rating score of the destination, operator and activity ( $M = 4,25$ ,  $SD = 0,47$ ),  $t(237) = 28$ ,  $p < 0,0005$  and a large Cohen's  $d$  of 1,81.



The findings suggest that the average population of team building participants is satisfied with the overall offering and rates the offering positively.

All the results are significant. These findings suggest that the hypothesis can be accepted and the population mean ratings for the individual variables (destination, operator and activity) and the overall rating of the team building offering are positive (greater than 3,4) or very positive (greater than 4,2). The Cohen's d statistics indicate that the practical significance of the difference from 3,4 can be described as large.

Additionally a one-sample t-test was conducted as shown in Table 7.19, for the operator, activities and overall rating of the operator, activity and destination to test whether the population mean values were very positive (above 4.2).

Table 7.19: One-sample t-test ratings: operator, activity and overall rating

Variable	Mean	SD	t	d.f.	p ( $\mu=4.20$ )	Cohen's d
Rating - Operator	4,29	0,51	2,69	237	,008	0,17
Rating - Activity	4,32	0,51	3,71	237	<.0005	0,24
Rating - Overall	4,25	0,47	1,79	237	,074	n/a

The results for the activity rating shows that there was a significant difference in the scores for the activity (M = 4,32, SD = 0,51),  $t(237)= 3,71$ ,  $p <0,0005$  and a small Cohen's d. The one-sample t-test for the operator and overall rating were considered not to be significant. The operator rating shows a p-value of 0,008 while a p-value of 0,074 was calculated for the overall rating.

Based on these findings, it can be concluded that the population mean value for the team building destination and operator is positive while the team building activity rating for the population is described as very positive. The effect size for the positive and very positive population mean value suggests that the size of the relationship between the sample mean and population mean is of practical significance and reflects in a large Cohen's d.

### 7.3.3.5 Demographic differences in respondents' perceptions

As shown in Table 7.20, t-tests were conducted to compare respondents' (N = 237) satisfaction with the destination, operator and activity regarding their gender. All results indicate significant differences in their scores and small Cohen's d. The findings suggest that female respondents had a higher level of satisfaction regarding the offering than male respondents. Thus a hypothesis indicating a difference in the rating between genders regarding the overall offering, destination, operator and activity in particular can be accepted.

Table 7.20: T-test ratings by gender

Variable	Gender	n	Mean	SD	Diff. M1-M2	t	d.f.	p(d.f.=236)	Cohen's d
C Rating - Destination	Male	107	4,05	0,72	-0,19	-2,38	236	,018	0,31
	Female	131	4,24	0,54					
D Rating - Operator	Male	107	4,20	0,54	-0,16	-2,48	236	,014	0,32
	Female	131	4,36	0,47					
E Rating - Activity	Male	107	4,25	0,56	-0,14	-2,10	236	,037	0,27
	Female	131	4,39	0,46					
CDE Rating - Overall	Male	107	4,16	0,51	-0,16	-2,72	236	,007	0,35
	Female	131	4,33	0,42					

The results of the t-test reflect a significant difference between female (M = 4,24, SD = 0,54) respondents' satisfaction with the destination and that of males (M = 4,05, SD = 0,72),  $t(236) = 2,38$ ,  $p = 0,18$ . The Cohen's effect size value ( $d = 0,31$ ) indicates a low practical significance. The findings show that females rate the destination higher than males do.

The t-test regarding female and male perceptions of the operator determined similar results. There was a significant difference in the scores for females' satisfaction with the operator (M = 4,36, SD = 0,47) and males' satisfaction (M = 4,20, SD = 0,54) with the operator,  $t(236) = 2,45$ ,  $p = 0,14$ . The practical significance is small in size ( $d = 0,032$ ). For this study it can be assumed that female team building participants' satisfaction with the operator exceeds the satisfaction of male respondents.

The significant difference between females' satisfaction ( $M = 4,39$ ,  $SD = 0,46$ ) and males' satisfaction ( $M = 4,25$ ,  $SD = 0,56$ ),  $t(236) = 2,10$ ,  $p = 0,037$  with the activity shows a small practical significance ( $d = 0,35$ ). Similar to the findings above, female participants' positive rating is higher than the responses of male participants.

The t-test for the overall rating of the destination, operator and activity was significantly different between female participants' ( $M = 4,33$ ,  $SD = 0,42$ ) and male participants' ( $M = 4,16$ ,  $SD = 0,51$ ) satisfaction;  $t(236) = 2,72$ ,  $p = 0,007$ . The Cohen's effect size value ( $d = 0,35$ ) indicates a small practical significance.

As shown in Table 7.21 and Table 7.22, a F-test was conducted to analyse differences in respondents' ( $N = 238$ ) satisfaction with the overall experience (destination, operator, activity) regarding their age. A statistically significant difference was found between the age categories and their overall rating ( $M = 4,25$ ,  $SD = 0,47$ ),  $F(235) = 5,636$ ,  $p = 0,004$ , 95%CI 4,19-4,31. The findings show that participants' ages had an influence on their rating of the offering. Therefore a hypothesis can be accepted that there is a difference regarding scores between respondents' age categories.

The Scheffé post hoc comparisons test as shown in Table 7.23, indicated that the mean score for under 30 year-old participants ( $M = 4,13$ ,  $SD = 0,59$ ) differed significantly ( $p = 0,004$ ) from participants aged between 30 to 39 years ( $M = 4,37$ ,  $SD = 0,39$ ). Additionally, the Cohen's  $d$  ( $d = 0,50$ ) indicates a moderate practical significance for the variables. The test results suggest that younger participants are less satisfied with the offering than older respondents are. This reflects in younger respondents' lower rating of the offering. A hypothesis indicating a different rating pattern between under thirty year-old respondents and thirty to thirty-nine year-old respondents can be accepted.

Table 7.21: Ratings by age

Group	All	<30 years	30 - 39 years	40+ years
n	238	73	91	74
Mean	4,25	4,13	4,37	4,24
SD	0,47	0,59	0,39	0,40
95% CI low	4,19	3,99	4,29	4,15
95% CI high	4,31	4,26	4,45	4,33

Table 7.22: ANOVA ratings by age

Source of Variation	SS	df	MS	F	p-value
Between Groups	2,406	2	1,203	5,636	,004
Within Groups	50,163	235	0,213		
Total	52,569	237			

Table 7.23: ANOVA overall rating by age

Age 1	Age 2	Diff. M <sub>1</sub> -M <sub>2</sub>	Scheffé p	Cohen's d
<30 years	30 - 39 years	-0,24	,004	0,50 Medium
<30 years	40+ years	-0,11	,346	n/a
30 - 39 years	40+ years	0,13	,196	n/a

As shown in Table 7. 24 and Table 7.25, a F-test was computed to identify whether participants' level of education influenced their rating of the offering. A significant difference was found between participants' (N = 234) type of education and their rating of the overall offering, (M = 4,25, SD = 0,47), F(230)= 3,245, p= 0,023, 95%CI 4,19-4,31.

However, as shown in Table 7.26, no significant (p> 0,05) difference was computed between the categories using the Scheffé post hoc test. This finding indicates that participants' education has no influence on their rating of the offering. Therefore the hypothesis that education has an influence on participants' perception of the offering is rejected.

Table 7.24: Ratings by education

Group	All	Matric or less	Diploma	Bachelor's degree	Post-graduate degree
n	234	103	59	42	30
Mean	4,25	4,20	4,40	4,26	4,11
SD	0,47	0,51	0,36	0,50	0,46
95% CI low	4,19	4,11	4,31	4,11	3,94
95% CI high	4,31	4,30	4,49	4,42	4,28

Table 7.25: ANOVA rating by education

Source of Variation	SS	df	MS	F	p-value
Between groups	2,135	3	0,712	3,245	,023
Within groups	50,435	230	0,219		
Total	52,569	233			

Table 7.26: ANOVA rating by education; Scheffé post hoc test

Education 1	Education 2	Diff. $M_1-M_2$	Scheffé p	Cohen's d
Matric or less	Diploma	-0,20	,089	n/a
Matric or less	Bachelor's degree	-0,06	,932	n/a
Matric or less	Post-graduate degree	0,09	,820	n/a
Diploma	Bachelor's degree	0,14	,538	n/a
Diploma	Post-graduate degree	0,29	,058	n/a
Bachelor's degree	Post-graduate degree	0,15	,617	n/a

Participants' marital status was analysed with a t-test. This test aimed to identify whether participants' marital status had an influence on their rating scores for the offering.

The findings as shown in Table 7.27 suggest a significant difference between participants (N = 220) who were single and had never married (M = 4,18, SD = 0,51) and those who were married or living with a partner (M = 4,32, SD = 0,42),  $t(218) = -2,26$ ,  $p = 0,025$ . The Cohen's effect size value ( $d = 0,31$ ) indicates a low practical significance. These findings imply that respondents' marital status did have an influence on their rating of the offering. A hypothesis stating a relationship between respondents' rating behaviour and marital status can be accepted.

Table 7.27: Participants rating by marital status

Variable	Marital Status	n	Mean	SD	Diff. $M_1-M_2$	t	d.f.	p (d.f. = 218)	Cohen's d
CDE Rating - Overall	Single, never married	116	4,18	0,51	-0,14	-2,26	218	,025	0,31
	Married or living with another	104	4,32	0,42					

### 7.3.3.6 Adapted SERVPERF dimensions

Table 7.26 shows that all the mean values of the dimensions were rated very positively by respondents with exception of the dimension for sustainability which scored positively. This indicates that respondents were satisfied with the offering. All dimensions and their individual items' mean values were above 3.4, indicating that respondents were satisfied with the offering.

As explained above, the Likert-type scale items for the research’s empirical phase was based on an adapted SERVPERF model. Additional dimensions such as sustainability, tourists’ satisfaction and future behaviour intentions were added. Appendix C shows which variables fall under each dimension.

As shown in Table 7.28, respondents rated items of the dimension for tourists’ satisfaction the highest (M = 4,41, SD = 0,55). This dimension was followed closely by the dimension for assurance (M = 4,40, SD = 0,51). The dimension of tangibility and future behaviour intentions scored mean values of 4,30 (SD = 0,50) and 4,28 (SD = 0,61). The mean value for reliability was 4,28 (SD = 0,50) while the dimension for empathy was 4,28 (SD = 0,56). For the dimension of responsiveness the mean value was 4,24 (SD = 0,62). The lowest mean value was calculated for sustainability (M = 4,14, SD = 0,60). However, the rating still indicates that tourists were satisfied with the offering’s sustainability.

Table 7.28: Adapted SERVPERF dimensions

	N	Mean	SD
Tangible	228	4.30	0.50
Reliability	231	4.28	0.50
Responsiveness	235	4.24	0.62
Assurance	233	4.40	0.51
Empathy	235	4.27	0.56
Sustainability	233	4.14	0.60
Tourist satisfaction	237	4.41	0.55
Future behaviour intentions	230	4.28	0.61

#### 7.3.4.1 Demographic considerations

The study’s findings regarding participants’ demographic profiles indicated that the majority of team building participants are middle-aged, well-educated and part of the work force. A rather even distribution is found between participants’ marital status and gender. Operators and involved stakeholders who aim to attract additional team building participants can use this information to adapt their offerings regarding their clientele’s profile.

Regarding participants' gender, tourism operators have to satisfy both categories needs. Focusing on an offering development which neglects one of the groups might lead to a decrease in satisfaction for the other group. Therefore team building operators have to develop and adapt their offerings regarding both male and female preferences. Focusing only on females could result in negative consequences regarding their male clients.

Considering that the majority of respondents have an occupation and a higher level of education, it is likely that these tourists receive sufficient income which enables them to spend on or participate in additional offerings. Their potential capability to spend money can benefit the destination and tourism operator through additional generated profit. The ECTMP (n.d, 22) emphasises attracting high-spending tourists to the Eastern Cape. The findings of this current study imply that team building participants are likely to fall under this category, given that they do have an occupation and a higher education which is likely to result in a sufficient income. Team building operators who identify clients' willingness and capability to invest further in tourism offerings have to adapt their offering range to cater for this type of tourists needs.

Participants' even distribution between their marital statuses can be an advantage for the team building operator. Those participants who indicated that they were married or living with another might be accompanied by their partners/family when returning to the destination/operator. Participants who are not married or living with another potentially have a higher spending power as their generated income might not have to support a third person. Therefore this group of tourists is potentially able to invest a higher portion of their income in leisure activities while the other group possibly attracts additional tourists in the future.

The team building operators and involved tourism businesses can use this demographic information. The focus has to be on offerings which are favourable for this segment of tourists. Developing and adapting tourism offerings for a specific segment of tourists enable operators to target a certain market. In this particular case relating to team building operators in the Western Region of the Eastern Cape, it should be aimed to attract tourists with a higher spending power, as suggested by the ECTMP.

The study's results of the analysis regarding respondents' demographic profiles suggest that respondents' satisfaction varies depending on their demographic profiles. The results indicate that females indicated a higher level of satisfaction. However, male and female respondents were still satisfied with the offering overall.

These findings are similar to the respondents' rating of the offering regarding their age. A significant difference is shown between respondents under thirty and respondents between thirty and thirty-nine. The older respondents of those two categories indicated that their satisfaction with the offering was higher than the satisfaction of respondents who were younger than thirty. This might be related to a shift of priorities and a change of perception between these age groups. It has to be considered that team building is a continuous progress and some employees are sent to team building sessions more than once (Fahohunda, 2013: 12). Older respondents may have previously participated in a team building activity. This could influence their perception. Experienced respondents know what to expect and judge the offering on their previous experience while a novice to team building might have a misperception of team building prior to the activity.

The statistical analysis further showed a difference between respondents' satisfaction and their marital status. Married respondents or respondents living with another scored a higher level of satisfaction than those who had never married or were single. This might be due to similar reasons as the difference between respondents' age groups. Married respondents or those who live with another are possibly older than the remaining participants which would be an indicator that they are at a different stage of their lives. Therefore it can be assumed that respondents' perceptions of the team building offering are related to respondents' current stage of life. Operators who are aware of the average demographic profile of their customers can adapt the team building offering to focus on this segment of tourists. The continuous improvement of operators' offerings has the potential to add further value to their offering range and add a competitive edge.



#### 7.3.4.2 Potential benefit of team building for operators' offering ranges

Considering the findings of the current study, it can be assumed that tourism operators in the Western Region of the Eastern Cape reap benefits for their offering range from offering team building activities. These benefits include opportunities for the operators to market their product range, increase tourists' awareness and interest in their offerings and to build a relationship with tourists which potentially develops customer lifetime value.

The findings show that the majority (78,4 %) of respondents were sent to participate in the team building by their employers. Most respondents (85%) indicated that the team building was their main motivator to the destination. This suggests that the majority of the respondents were business tourists. It is likely that respondents were not involved in the decision-making process of choosing a specific team building operator. It can be assumed that a certain number of the respondents would not have been initially targeted by the operator. The team building therefore attracted an additional tourism segment to the operators.

The team building activity has the potential to increase tourists' awareness of and interest in the operator and his/her offerings. Over twenty per cent of the respondents were not aware of operators' offering range even though they expressed interest in their offering range while almost sixty per cent indicated they were aware of and interested in their offering range. Team building operators can use participants' interest and inform them about their additional offerings.

The team building operators can use the team build as a marketing tool to promote their whole offering range. Promoting a positive experience to respondents can create loyalty towards the operator (Meleddu et al, 2015:159; He & Song, 2009: 318; Deng, Yeh & Sung, 2013: 138). The findings indicate that by far the majority of respondents were satisfied with the offering. It can be assumed that they have a positive opinion of the operator. This assumption is supported by respondents' indicated intention to recommend the operator.

The created WOM can be beneficial for operators' whole product range. As explained in chapter four, WOM is an effective marketing tool. Participants' intention to recommend the operator and his/her offerings is an alternative marketing tool (Meleddu, 2015: 165; Nikookar et al, 2015: 218). Respondents rated the overall offering positively. Therefore it can be assumed that their WOM is of a positive nature.

It is assumed that respondents' overall satisfaction and positive rating scores regarding the offering reflect in the (86%) intention of the majority to return to the operator. Furthermore, the majority expressed their intention to return to the destination for leisure purposes. Potentially these returning respondents would take part in other recreational offerings of the operator which would be beneficial to his/her offering range.

The fact that most respondents are business tourists indicates that the tourism operator is capable to cater for the business tourism segment. The NMBTSP (n.d: 4) suggests attracting a variety of tourism segments to provide tourism throughout the year. Team building operators' marketing of their offerings to leisure and business tourists spreads their offering range over several tourism segments. The TMP (n.d: 22) highlighted business tourism as a tool to mitigate seasonality. It can be assumed that it is beneficial for team building operators in the Western Region of the Eastern Cape to receive tourists from the leisure and business sector. Therefore gaining business tourists through the offering of team building is an advantage for operators and contributes to their sustainability.

As stated in chapter five, business tourists tend to be high spenders (Morrison, 2013: 521; Seebaluck et al, 2015: 47; Ramgulam et al, 2012: 74). Team building operators potentially benefit from these tourists' spending behaviour. It can be assumed that these tourists are willing to spend more money if they engage in other tourism offerings of the operators' offering range.

Furthermore, Lee et al (2011: 1117) indicated that satisfied tourists are inclined to become loyal towards an operator. As emphasised by Onditi (2014: 237), tourism satisfaction additionally leads to a positive relationship between operator and tourists. According to Anderson, Fornell and Lehmann, and Chan et al, cited in He and Song (2009: 318), Viulet (2008: 796), Pavlic et al (2011: 599), Della Corte et al (2015: 40),

these loyal tourists are less price-sensitive and have the intention to repurchase the offering or recommend the operator. Most team building participants were satisfied and indicated loyalty while expressing their intention to recommend and return/repurchase from the operator. Therefore it can be assumed that team building operators of the Western Region of the Eastern Cape benefit from loyal participants in form of WOM, repurchase, and reduced price sensitivity towards the operator's offerings, amongst others.

#### 7.3.4.3 Team building as an effective tourism offering

The findings of the research for this study lead to the conclusion that team building in the Western Region of the Eastern Cape is an effective tourism offering for numerous reasons. Analytical tests which summarised the items as variables to rate the destination, operator and activity identified that the findings of the sample are likely to represent the population. Respondents were very satisfied ( $M > 4,2$ ) with the team building operator and activity. Even though the mean variable for the destination was below 4,2, it scored positively which indicates that respondents were still satisfied with it.

In Table 7.17 the described correlations between respondents' overall perceptions and the destination, operator and activity on their own show that these variables are related to each other. However, a Pearson product-moment correlation coefficient does not imply the causation of variables. Therefore there is no indication how the related variables are influenced. Considering the statement by Aktas et al (2009: 3) and Pizman, Neuman and Reichel in Pavlic et al (2011: 592) regarding the ability of individual attributes to influence tourists' overall satisfaction, it can be assumed that the increase or decrease of one variable causes an increase or decrease in another. The analysis suggests respondents' satisfaction with the destination, operator and activity and a correlation between these categories. These findings indicate that tourists' satisfaction with one element of the offering increased their satisfaction with the remaining elements.

The survey's Likert-type scale items scored positively and very positively without exception. Interpreting each dimension of the adapted SERVPERF model gave further

insight into respondents' satisfaction with the offering. Interpreting these dimensions enabled the researcher not only to identify respondents' perceptions of the destination, operator and activity but assess elements of the offering in greater detail. As most items are based on an adapted SERVPERF model which aims to identify customers' satisfaction, it can be assumed that the average team building participant was satisfied with the offering.

The findings suggest that the most satisfying SERVPERF construct of the team building offering was assurance. This indicates that the team building staff instilled confidence and trust of respondents in themselves and the staff. The results imply that respondents perceived staff as courteous and competent. The results further imply that the team building staff created an environment where participants felt safe and confident enough to take part in the activity. Botha (2013:74) highlights the significance to foster an environment where tourists feel comfortable. The findings of this study suggest that team building operator's staff was able to create such an environment for their team building participants. Furthermore, Bajs (2015: 123) mentioned staff's potential to influence tourists' satisfaction with an operator through their attitude towards clients. As respondents' ratings suggests their satisfaction with the staff, it can be assumed that they contributed positively to operators' images.

The second highest mean value of the adapted SERVPERF dimensions were respondents' level of satisfaction with the offering's tangibles. The findings imply that the physical facilities, equipment and staff's appearance were satisfactory as far as respondents were concerned. This implies that respondents were satisfied with the attributes of the host destination as well as by tangible components provided by the operator. Being satisfied with these elements has potentially contributed to their future behaviour intentions. It also suggests that operators and stakeholders in the Western Region of the Eastern Cape were capable of providing high-quality standards. As suggested by Morrison (2013: 527), stakeholders have to cater for the high standards of business tourists' requirements in order to be part of an offering. It can be implied that the involved stakeholders managed to achieve these and therefore contributed positively to the host destination's appeal.

Respondents' ratings of the reliability dimension imply that they were satisfied with the dependability and accuracy of the operator. This indicates that team building participants were satisfied with the delivered offering as it met their expectations. The gained trust in the operator decreases the respondent's perceived risk of investing in an unfamiliar offering. Tourists experienced and judged the team building offerings' as being of high quality. Having established trust in the operator increases respondents' loyalty as reflected in the very positive score of future behaviour intentions.

The findings reflect respondents' satisfaction regarding the dimension for empathy. It implies staff's ability to empathise with participants and accommodate the specific needs of teams. Furthermore, the items in this dimension indicated that the staff provided to individual attention. It can be assumed that staff's behaviour fostered a positive relationship with respondents. A satisfying relationship such as this has the potential to increase tourists' loyalty towards the operator (Onditi, 2014: 237). The findings of the study indicate that respondents' loyalty added customer lifetime value in form of WOM and repurchasing of offerings.

The dimensions to measure the offering's responsiveness scored very positively which is a sign of tourists' satisfaction with staff members' interaction. The items of the dimension measured respondents' satisfaction with staff's ability and willingness to solve problems, assist individuals, provide information and debrief after the activity. An item-wise analysis indicated that respondents rated the debriefing of the team building activity as positive while the remaining items of the dimension scored very positively. Botha (2013: 74) and Gruno and Gibbons (2014: 8) emphasised that it is essential for the team building's success to debrief the activity. Considering the relatively low score for this item it can be assumed that the quality of the debriefing has to increase.

Even though the dimension for sustainability indicates a positive rating score, it seems to be the least satisfactory dimension. This indicates that respondents were less interested in the destination's tourism activities, that the offering caused some changes to the existing landform and that it was not always nature-based. Tourism operators should improve these aspects. TMP (n.d: 38) emphasises the necessity to have sustainable offerings. Additionally, sustainability has the potential to become an effective tool to attract environmentally conscious tourists as its demand will increase in

the future (Williams & Ponsford, 2009: 403). The tourism operators in the Western Region of the Eastern Cape have to focus on improving these attributes in order to increase their competitiveness.

However, an item-wise analysis of the dimension for sustainability revealed that respondents rated the use of local resources very positively. This implies that operators made use of local staff, facilities and equipment. The TMP (n.d: 39) highlighted that tourism offerings have to utilise local resources to increase sustainability. McCartney (2008: 295) emphasises that the use of local staff can contribute to an increase of human resource development as staff need to be trained for the task. Therefore it can be concluded that team building activities in the Western Region of the Eastern Cape have sustainable attributes which are beneficial for the operators, host destination and its community.

Risteski, Kocevski and Arnaudov (2012: 384) stress the significance of an offering to be satisfying for tourists in order to remain competitive and sustainable. Ramgulam et al (2012:71) emphasise business tourism's potential to be sustainable. The findings of the study indicated that the team building operators in the Western Region of the Eastern Cape provide satisfying offerings to their business tourists. The conclusion can be drawn that team building offerings are likely to be effective in creating a sustainable source of income for the operators as their clients indicate a high level of satisfaction.

The adapted SERVPERF items identified attributes of the team building offering which created a high level of satisfaction for tourists. Della Corte et al (2015: 47) emphasise implementing these satisfying attributes in the development of an offering while eliminating or improving less satisfying elements. The results of this study indicated that the majority of respondents were satisfied with all the elements of the offering. However, certain attributes such as the offering's sustainability and the debriefing of the team building activity, amongst others, can be further improved.

Della Corte et al (2015: 40) state that the participants' satisfaction is an overall indicator of the operator's performance and a sign of his/her success. Considering respondents' satisfaction with the team building offering' it can be assumed that these operators from the Western Region of the Eastern Cape are successful. It can further be concluded that successful team building operators potentially contribute more to the host

destination than those operators who are not successful do. Satisfied tourists are not only a potential indicator of a successful operator. The findings of this study revealed that team building participants of the Western Region of the Eastern Cape represent the potential to recommend, return or inject further revenue into the destination's economy through participation in other activities or the purchase of further products and services.

Besides the above-mentioned adapted SERVPERF dimension, an additional dimension was added to indicate tourists' satisfaction with the offering in detail. The items assist in assessing tourists' perception of the offering. An item-wise analysis showed that by far the majority stated that the team building activity was a positive ( $M = 4,44$ ,  $SD = 0,61$ ) and entertaining ( $M = 4,43$ ,  $SD = 0,65$ ) experience for them. The team building activity further fulfilled its purpose ( $M = 4,35$ ,  $SD = 0,62$ ) in the opinion of most respondents. This leads to the conclusion that respondents were satisfied as the team building offering fulfilled its purpose and therefore has met participants' expectations. As respondents expressed the view that the offering was entertaining and a positive experience it can be assumed that they enjoyed it. Respondents' satisfaction with the offering potentially influenced the positive findings for respondents' future behaviour intentions.

Furthermore, the additional added items which focused on tourists' future behaviour intentions achieved very positive scores. An item-wise analysis indicates that the majority of respondents intended to return ( $M = 4$ ,  $SD = 0,94$ ) to the destination and/or recommend ( $M = 4,34$ ,  $SD = 0,77$ ) it to others. These future behaviour intentions have the potential to generate additional benefits for the host destination. The findings suggest that participants' satisfaction with the team building offering had a positive influence on their perceptions of the destination. Besides the increase of awareness, the destinations could probably benefit from positive WOM. As stated by Meleddu (2015: 165), this form of marketing is a sufficient alternative tool to promote tourism offerings and destinations.

Two items of the dimension for future behaviour intentions of respondents focused on respondents' intentions regarding the team building operator. An item-wise analysis of the variable regarding respondents' willingness to recommend the operator to others revealed that this item achieved the highest score ( $M = 4,47$   $SD = 0,63$ ) of the Likert-

type items. This suggests that tourists had a positive perception of the offering and especially of the operator. As in the case with the tourists' willingness to engage in WOM for the destination, the operator gains a competitive advantage from this type of marketing. It can be assumed that the operator and his/her product range will be positively affected by respondents' satisfaction and increased awareness of other offerings. Additionally, participants' intention to return to the operator scored very positively which is another indicator that respondents were satisfied with the offering. As emphasised by He and Song (2009: 328), respondents' satisfaction reflects in their repurchase intention. Zhang et al (2014: 214) stressed this behaviour as a sign of loyalty. Additional benefits are gained from tourists' loyalty such as increased lifetime value which results in the decrease of marketing costs and increase of sustainable income (Shoemaker & Lewis, in Som et al, 2012: 39; Zhang et al, 2014: 213; and Jang & Feng, 2007: 587). Thus it can be assumed that team building operators of the Western Region of the Eastern Cape gain numerous benefits and a competitive edge from offering team building.

#### 7.3.4.4 Team building's potential to encourage tourism

The findings of the current research indicate that team building offerings encourage tourism. The results further indicate the generation of multiplier effects of team building in the Western Region of the Eastern Cape. These multiplier effects and the encouragement of tourism are beneficial for other businesses in the region.

About forty per cent of the respondents indicated that they plan to engage in other tourism activities besides the team building offering. Additionally, the main motivation for eighty-five per cent of the respondent visit to the destination was the participation in the team building offering. Analysing these variables with a cross-table revealed that almost eighty per cent of the respondents who intend to participate in other activities came to the destination with the main purpose of participating in the team building offering. Thus it can be assumed that team building offerings encouraged further engagement in other tourism offerings.

Table 7.4 indicates that tourists are inclined to participate in other tourism activities when they stay over at the host destination. Almost as many respondents intended to



participate in other tourism offerings when staying over as those who did not engage in additional activities. This distribution between respondents' preferences is evenly spread in comparison to their respondents' intentions when staying only for the day. The findings imply that the team building offering was the initial reason for most tourists who have participated in additional tourism offerings to stay over at the destination. About sixty per cent of the respondents indicated that they stayed at the host destination for the team building activity for at least one night. This shows that other tourism-related businesses such as the hotel industry benefit from team building offerings. These industries would experience a lower demand without the team building offering. Rogerson (2015: 45), Cosmin and Ioan (2012: 435) and McCartney (2008: 294) emphasise that business tourists become leisure tourists at the end of their working day and engage in other tourism activities. This explains the increased participation of respondents in additional tourism activities when staying overnight at the destination in comparison to those respondents who stayed only for the day. Carlson Wagonlit Travel in Morrison (2013: 532) and Sikora and Wartecka-Wazynska (2010: 81) mentioned business tourists' participation in hybrid meetings. Respondents' participation in other tourism activities could have been in the form of additional corporate retreats. It can be assumed that team building participants generate an increased profit for the host destination and other tourism businesses when staying overnight.

The research study implied a similar trend as that mentioned by Alen et al (2014: 20) regarding the length of business tourists' stay. Less than sixteen per cent of the respondents stayed at the destination for the team building activity for more than three nights. This indicates that business tourists' stay at the host destination is rather short.

Additionally, the findings indicate that most tourists do not extend their trip for the purpose of leisure. Less than twenty-three per cent extended their stay at the destination for recreational purposes. These findings are in contrast to the statement by Yen et al (2008: 122). This could be related to economic circumstances as suggested by Morrison (2013: 518). Furthermore, the NMBTSP (n.d: 14) emphasises a trend of "bleisure tourism". The results of this study identified that only a minority of team building tourists follow this trend in the Western Region of the Eastern Cape as the majority of participants indicated that they do not partake in other tourism offerings.

However, the findings imply that a certain number of tourists will return to the destination for recreational purposes. The reason for this could be that business tourists either want to return to the destination with family and friends were not able to get leave from work to extend their stay or relied on transportation organised by the employer to return to their destination of origin. Getz and Page (2015: 11) emphasise that according to a UK study, up to 40 per cent of business tourists tend to return after they experience the destination as business tourists. The high number of respondents who expressed their return intentions implies that the Western Region of the Eastern Cape will profit, as the UK does, from return visits in the future.

Respondents' interest in other activities related to the destination can lead to an increase in tourists' demand for the destination's recreational activities. Numerous respondents indicated that they became aware of the destination through the team building offering and are interested in other offerings of the destination. Rogerson (2015: 186) mentioned business tourists' opportunity to evaluate a destination as a potential leisure destination during a business trip. Therefore the increase in awareness might have triggered respondents' desire to partake in other activities of the destination and operator. Furthermore, the NTSS (2011: 8) stresses the need to increase local and regional awareness to secure first-time visitors. It can be assumed that the team building offering inspired and encouraged respondents to engage in additional tourism activities as it increased their awareness about the operator and the destination.

By far the majority of respondents made use of some form of catering. This creates further multiplier effects from the teambuilding offering. Most participants indicated that the catering was either provided by their accommodation or the team building operator. These findings suggest that further stakeholders were involved in the team building offering in order to provide catering for the participants. It can be assumed that the team building operator either outsourced the preparation of meals to another company or employed someone for the task. This creates additional profit for other businesses and possibly leads to job creation.

The findings of the current study show that about seventy per cent of the respondents used private transport as their primary mode of transportation to get to the team building offering. These findings suggest that less than a third of the team building

participants contributed to the transport sector of the destination. This has potential negative implications for the environment (Beaverstock et al, 2009: 193). Too participants who travel by themselves might cause an increase in carbon emission unless respondents share private transportation.

#### 7.3.4.5 Gained benefits for tourism businesses and participants in a tourism context

Risteski et al (2012: 384) stressed that tourism offerings have to be beneficial for operators and the destination. The TMP (n.d: 22) highlighted the necessity of attracting high-spending domestic tourists. These types of tourists represent the greatest benefits for a host destination and operator. The NTSS (2011: 8) and Rogerson (2015: 49) indicated that domestic tourism is one of the most sustainable forms of tourism. The results of this study show that the majority of participants were participating in corporate team building and are therefore considered to be business tourists. Additionally, over eighty per cent of the respondents travelled less than five hundred km. This shows that the majority of respondents were domestic business tourists. Therefore it can be assumed that team building attracts the type of tourism segment which is recommended by the NTSS. However, the high amount of domestic business tourists result in a lack of foreign revenue. The findings for this study of the Western Region of the Eastern Cape suggest that the team building injects little to no foreign revenue into the local economy.

Expressed satisfaction by participants suggests that the team building offering in the Western Region of the Eastern Cape was beneficial for them. The findings imply that their expectations were met. Additionally, respondents experienced the chance to explore the host destination and become familiar with the operator. This reduces their risk of investing in unwanted offerings when returning to the destination.

As stated by Aktas et al (2009: 2), tourists' satisfaction represents a key component for a destination's success. The findings of this study indicate respondents' positive behaviour intention regarding the host destination. Considering their overall satisfaction with the team building offering it can be accepted that the view of Aktas et al is

applicable to this study. This makes the team building offering beneficial for the host destination.

The NTSS (2011: 8) emphasises the need to increase potential tourists' awareness regarding destinations and operators. The findings show that the team building activity increased and fostered participants' awareness regarding the operator and the destination. As the majority of team building activities were of a corporate nature, it can be assumed that a certain number of respondents might not have visited the destination for recreational reasons. However, the SERVPERF dimension for future behaviour intentions indicates their desire to return to the operator and destination. This is an indicator that the team building offering reached a segment of potential tourists who might not have been interested in the specific destination or operator before taking part in the activity.

The team building offering increased respondents' awareness regarding the destination's image as a tourism destination. Almost sixty per cent stated that they had associated the destination with tourism prior their participation in the team building offering. However, almost forty per cent indicated that they associated the destination with tourism only after their participation in the team building offering while a minority of less than four per cent did not perceive the host destination as a tourism destination, neither prior to nor after the team building activity. Based on these findings it can be concluded that the team building offering benefitted the destination's increase in awareness. Respondents might not initially have considered visiting the host destination owing to their lack of awareness. The findings indicate that about forty per cent of the respondents gained awareness through taking part in the team building. This is advantageous for the host destination. Since no marketing costs are involved for promoting the destination itself, it can profit from the generated WOM of satisfied tourists.

Ramgulam et al (2013: 55), Yen et al (2008: 122), Cosmin and Ioan (2012: 437) and Rogerson (2015: 185) indicate that a significant amount of business tourists return to the host destination for leisure purpose. The findings show that these behaviour intentions are reflected in participants' responses. This represents a potential benefit to the destination. Returning tourists to the Western Region of the Eastern Cape will

contribute to the numbers of arrivals who make use of other tourism-related activities and facilities. Thus, team building respondents' future behaviour intentions have the potential to encourage tourism in the future.

About half of the respondents claimed to have spent money on other products and services during their stay. As established above, the majority of respondents were sent by their employers to take part in the team building. The money spent is likely to be on additional items such as souvenirs. This indicates that the host destination enjoys additional profit from team building tourists' spending behaviour.

These multiplier effects which are created by the team building offering have the potential to benefit the local community. The TMP (n.d: 39) emphasises the necessity to enhance and utilise existing resources. Outsourcing certain aspects of the team building offering such as accommodation and catering, amongst others, represents opportunities for the community to engage in and benefit from the team building offering.

As stated by Aktas et al (2009: 3), a single attribute of an offering has the potential to lead to an overall dissatisfying or satisfying experience for tourists. The adapted SERVPERF dimensions indicated that team building participants were satisfied with the overall offering. Ramgula et al (2012: 70) and Seebaluck et al (2013: 357) emphasised the need for high-quality offerings to satisfy business tourists. Additionally Morrison (2013, 527), explained the importance of stakeholders' adapting to high levels of quality for business tourism. The findings of this study indicated that respondents were satisfied with the overall offering. It can be assumed that the stakeholders involved and the operator provided a quality offering which met with respondents' satisfaction.

Ramgulam et al (2012: 70) emphasised that business tourism requires high quality and high standards. This is reflected in the research findings of the respondents' primary type of accommodation. The majority of the respondents indicated that they have stayed or would stay either in a lodge, hotel or resort. It is likely that this type of accommodation provides a higher quality and is more cost-intensive than other modes of accommodation such as B and Bs, backpackers, or camping. The higher spending of respondents on accommodation creates additional revenue for the host destination and for the government in the form of taxes.

The conclusion can be drawn that team building activities are beneficial for the Western Region of the Eastern Cape and the operator's offering ranges. The TMP (n.d: 23) stressed that business tourism does not often represent the reason for domestic tourists to visit the region and therefore requires product development of MICE markets. Additionally, the TMP (n.d: 22) commented on the fact that business tourism is not often the reason for domestic travel. The findings for this study showed that the team building offering attracted domestic business tourists to the region.

The TMP (n.d: 31) identified the linkage between tourism and other sectors of the economy as an opportunity for the Region. The involvement of other stakeholders such as accommodation, catering and transport, among others, proves that team building offerings do link with other sectors. The TMP (n.d: 39) stresses that tourism offerings should contribute to the creation of jobs. Team building offerings are likely to have contributed to the creation of jobs in the Western Region of the Eastern Cape. The linkage of sectors has the potential to create jobs as numerous stakeholders are involved and have to cater for the demands of team building operators. Additionally, respondents indicated that operators made use of local resources such as the employment of local staff.

The TMP (n.d: 37) further emphasised the need to diversify offerings to attract new tourists. The team building offerings in the region achieved this. Respondents indicated an increase and interest in their awareness regarding the destination which leads to the conclusion that a new segment of tourists has been attracted.

The TMP (n.d: 37) emphasised the need for the development programmes which encourage repeat visits, increase the length of stay and improve visitor experience while sustaining the environment. Respondents of the study suggest that team building offerings have the potential to make a contribution to achieve those key issues as highlighted by the TMP. The findings suggest that participants of team building activities intend to return to the destination. Even though their stay at the destination was rather short, it still represents the arrival of additional overnight tourists for the destination. The findings imply that the team building was a positive experience for respondents and has the potential to be sustainable.

The findings of the current study further imply that team building offerings meet some of Nelson Mandela Bay Tourism's strategic objectives. The team building offering achieved the distribution of tourism benefits in the form of multiplier effects and the linkage of sectors, made use of local resources and added a competitive edge to the operators' offering range and the destination.

It can be concluded that operators' level of performance satisfies their clients' needs, leading to numerous benefits for the operators' offering range and the host destination. Operators' performance fulfilled or exceeded respondents' expectations while the offering further encouraged and increased the interest in additional tourism activities. Additionally, team building offerings promoted the demand for additional tourism elements such as the accommodation industry.

#### **7.4 SUMMARY**

Chapter seven explained the empirical phase of the research project in detail. A statistical analysis of participants' responses to the questionnaire was conducted. To achieve this, data was first edited, coded and eventually analysed.

The statistical analysis was obtained with the assistance of a registered statistical consultant at the NMMU. Statistical terms and tests of the analysis were briefly explained. This enables the reader to gain a better understanding of the tools used for the empirical study. Descriptive and inferential data analyses were presented to interpret the findings. In addition, T-tests and F-tests and correlations tests were used as tools to perform the data analysis.

The internal consistency reliability was measured through Cronbach's alpha. The results for this study showed excellent Cronbach's alpha. Therefore it can be concluded that the research study has internal consistency reliability.

The results of the data were first presented to establish a basic understanding of the findings and respondents' perceptions. The data presentation was structured into numerous categories. Firstly, the respondents' demographic profiles were identified, followed by their travel profiles which provided general information about their

participation in the team building offering. Furthermore, respondents' rating scores with the destination, operator and team building activity and their overall rating of the offering were presented.

The Pearson product-moment correlation coefficient revealed correlations between the destination, operator and activity as well as the overall rating of the categories. As respondents were satisfied overall with the team building offering, it can be assumed that this relationship is of a positive nature.

The one sample t-tests showed that respondents' ratings of the destination, operator and activity are likely to reflect the main populations' perception. The findings indicate that team building participants' perceptions of the destination and operator are positive and very positive for the activity. Additional F-tests indicated a difference in respondents' ratings regarding their demographic profile.

The dimension of the adapted SERVPERF were evaluated to gain a more in-depth knowledge regarding elements which led to respondents satisfaction. The dimensions showed that the majority of respondents were satisfied with the offering and planned to return or to recommend the destination and operator in the future.

The data was further compared with the literature review which had been undertaken and assessed regarding the research's objectives. The interpretation of the findings assisted in answering the key questions.

Chapter eight provides an overview of the study. Limitations of the research will be explained. In addition, recommendations will be made regarding the findings. Finally, the chapter will provide a conclusion for the research study.



## **CHAPTER 8 RECOMMENDATIONS AND CONCLUDING REMARKS**

### **8.1 INTRODUCTION**

The study originated as a result of the dearth of information regarding team building as a tourism offering. The research aimed to contribute to the body of knowledge on team building as a tourism offering in the Western Region of the Eastern Cape. The desired outcome was to assess team building as a tourism offering in the Western Region of the Eastern Cape and to identify potential benefits of the offering.

Chapter eight presents an overview of the current study. Previous chapters are briefly summarised. Further key findings of the empirical phase are represented to answer key questions, sub-problems and objectives. The study is concluded with recommendations for the development of team building offerings and further research.

### **8.2 OVERVIEW OF THE STUDY**

The synopsis of the chapters emphasises each chapter's findings which assist in assessing the research problem. The research outcomes summarise the results of the empirical phase in consideration of the existing literature. This section aims to explain the nature of team building offerings while answering the key questions of the research.

#### **8.2.1 Synopsis of chapters**

Chapter one of the study explained the outline of the research study. The research area was identified and the significance of the research study elaborated. Further the chosen methodology was briefly highlighted. The problem statement, sub-problems, objectives and key questions relating to the research were presented.

The second chapter focused on the concept of team building and teams. This established an understanding of tourism offerings and their development over the years. The objectives of team building, the approaches, team development stages and different types of teams were elaborated. Furthermore, the most common motivators for employers to send their staff to team building activities were named. Knowing their

expectations regarding the team building enables operators to provide satisfying offerings.

Chapter three identified the link between team building and tourism offerings. An understanding of what team building activities entail was offered and the aims of the activity were explained. The transient and partly intangible nature of team building activities was explained. Furthermore, it was highlighted that this type of activity can be tailored to teams' needs and the environment. Outdoor activities were identified as a popular choice for team building.

It was stressed that team building activities are often used to either assist teams in their development or as a form of an incentive. Team building was identified as a segment of the MICE market as it has motivational aspects and its goals overlap with those of incentive travel.

Current team building trends were highlighted and popular team building activities in South Africa were evaluated. The increasing demand for team building in South Africa was identified as an opportunity for companies to promote their businesses.

The following chapter focused on the essence of tourists' satisfaction with an offering. The significance of identifying the influencing factors leading to tourists' satisfaction was stressed as a necessity for operators' and destinations' competitiveness. Elements which influence tourists' satisfaction were explained, such as expectations and delivered value, amongst others. Further tourists' future behaviour intentions were assessed. Satisfying offerings can lead to tourists' loyalty and positive future behaviour intentions such as WOM and repurchase, among others. Benefits which result from tourists' satisfaction for the host destination, the operator and the tourists were elaborated.

The benefits of a satisfying team building offering were enumerated in an adapted theoretical framework to highlight direct and indirect benefits of this form of business tourism. Further factors of satisfying business tourists were highlighted. The chapter explained the necessity to minimise weaknesses and increase tourists' satisfaction in order to gain benefits from the offering.

Chapter five assessed the potential of team building to add value to an offering range, the participants, the host destination and its stakeholders in the Western Region of the Eastern Cape. This was done under the consideration of sustainability. Sustainability was emphasised as a key element for competitiveness. This form of tourism is more inclined to result in lasting benefits.

An overview of South Africa's business tourism was provided and its impact on provider and host destination. The potential of team buildings to be a successful business tourism offering was assessed while considering suggested guidelines from South Africa's White Paper, NTSS, ECTMP and the NMBTSP.

Team building was identified as an opportunity for the Western Region of the Eastern Cape to diversify its offering range and increase its competitiveness. Emerging trends such as 'bleisure tourism' and hybrid meetings were identified as forms of tourism which can be adapted by team building offerings.

Additional benefits which have the potential to emerge from team building offerings were explained such as multiplier effects, an increase in awareness of the destination, and low environmental impact, among others.

Chapter six identified the research methodology of this study. The reasoning for choosing a specific research approach was justified. A descriptive quantitative research approach was used for this study. The total research and target (sample) population were identified for the research area. A sufficient sample size was determined in collaboration with a registered statistician of the NMMU. Data collection methods, the structuring of the survey and the pilot study were further explained in this chapter.

An adapted SERVPERF model was used for the quantitative survey to address the research problem. The model was evaluated as adequate to identify the quality of team building offerings and to answer the research problem. Additional items were added to gain significant information regarding respondents' demographic profiles, travel profile, the offering's sustainability, satisfaction and future behaviour intentions.

Chapter seven explained the empirical part/nature of the study. The data collection process, interpreted and articulated, was explained. Statistical analyses were conducted to gain information regarding the research problem. The findings were interpreted with consideration of the secondary research.

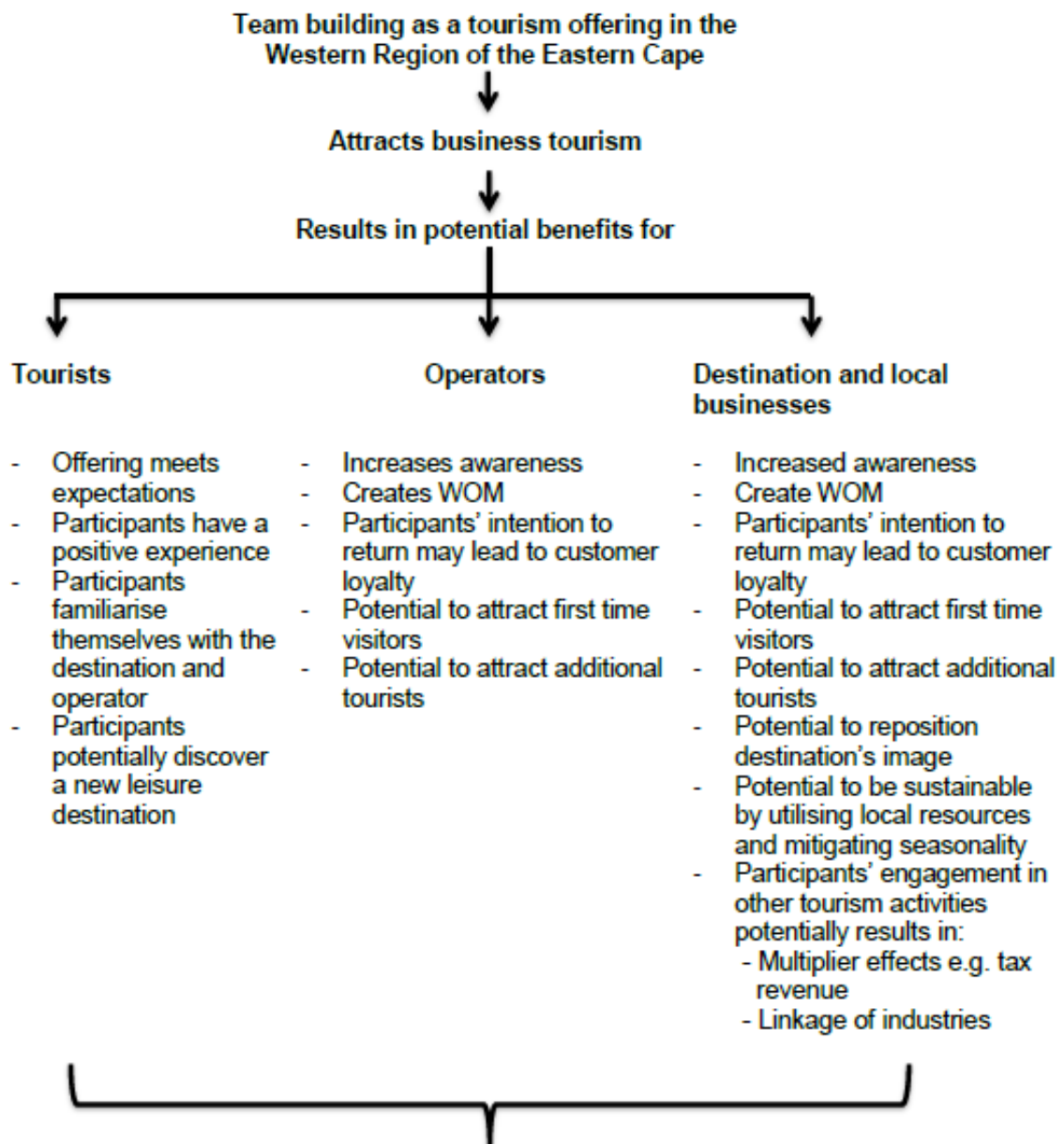
Statistical terms, tests and findings were briefly explained to form a common understanding of the research. The statistical analysis was obtained with the assistance of a registered statistician. After the presentation of the findings, the results were structured and interpreted regarding the sub-problems, key questions and objectives of the study.

### **8.2.2 Outcomes of the study**

The secondary study and empirical phase of this study enabled the researcher to address the research problem adequately. Meaningful research was conducted on participants' experience of the team building offering. Team building was identified as a form of MICE tourism through thoroughly conducted secondary research. These findings were confirmed by the research outcome. By far the majority of respondents participated in the offering as part of a work requirement.

The empirical findings confirmed most of the outcomes from the secondary research. The empirical findings were obtained regarding team building participants' perceptions of and satisfaction with the offering. These statistics indicate participants' satisfaction with elements of the offering. The information gained can be used to further adapt and develop team building offerings. This gives businesses the opportunity to improve their offerings and increase their competitiveness.

As shown in Figure 8.2.2 the study identified that team building offerings have the potential to be beneficial for tourists, operators' offering range and the host destination. Team building participants were satisfied with the offering and indicated positive future behaviour intentions. These intentions were in the form of recommending the operator to others. Therefore it can be concluded that the offering assists in promoting a positive reputation for the operator. Additionally, operators and their offering range benefit from WOM as a form of alternative marketing tool.



**Team building is an effective tourism offering as it:**

- Increases awareness for destination and operator;
- Encourages further engagement in other tourism activities;
- Attracts first time visitors;
- Attracts high spending business tourists;
- Instils positive behaviour intention e.g. WOM;
- Satisfies tourists needs;
- And has the potential to be sustainable

Figure 8.2.2: Team building as a tourism offering in the Western Region of the Eastern Cape (Author's Own Construction)

Further respondents expressed their interest in the operator's offering ranges and their intention to return to the operator at a later stage. This indicates that participants are likely to engage in other offerings of the operator's offering range. Returning participants yield numerous benefits for tourism operators. Their loyalty is very valuable for operators and is regarded as a competitive advantage. Repeat tourists represent lower marketing costs for operators in promoting their offering range. Additionally, loyal tourists are considered as higher spenders as they are more inclined to engage in additional offerings.

These future behaviour intentions of satisfied team building participants represent a potential growth in demand for the operator's offering range. Team building offerings do not only draw first-time tourists to the operator but enable these tourists to become familiar with the provided offerings. Participants who had previously not been aware of the operator and his/her offering range had the opportunity to form their own perceptions of the offering. Therefore it can be concluded that the team building offering attracts additional tourists to the operator who were not reached by initial marketing strategies. Some participants might only have become aware of the operator through the team building offering to which they were sent by their employers.

Additionally, the majority of team building participants in the Western Region of the Eastern Cape were identified to be business tourists. This form of tourists often leads to higher revenue than leisure tourists. Team building participants or their employers are more likely to increase the operator's revenue than leisure tourists are. Furthermore, business tourism is likely to be spread throughout the year. Operators who manage to attract business tourists increase their chance of a sustainable income as team building can be used to mitigate seasonality. The income from team building offerings can sustain operators financially outside of peak seasons when demand for their other offerings is likely to decrease.

Team building as a tourism offering was identified as an effective tourism offering. The findings suggest that team building participants are satisfied with the offering which includes the destination's appeal, the operator and the activity itself.

More in-depth knowledge was obtained regarding factors of tourists' satisfaction through identifying several dimensions of satisfaction from an adapted SERVPERF model. The results reflected participants' satisfaction with the offering. This indicates that team building offerings in the Western Region of the Eastern Cape delivered the standard which is required for business tourists.

Even though the sustainability was rated low in comparison to other dimensions, tourists still indicated their satisfaction with the dimension. The study's results suggest that most team builds are nature based and require minimal changes to the existing landform and vegetation. This indicated that team building offerings are likely to be environmentally sustainable. Furthermore, it shows that team building offerings in the Western Region of the Eastern Cape are able to follow the trend of outdoor team building. This is not only a popular trend but the offering makes use of the Eastern Cape's natural environment which is asserted by the TMP (n.d: 23) to be one of the strongest elements of tourists' positive experience in the Region.

As stated above, the achieved satisfaction of tourists led to the intention for future behaviour which is beneficial to the operator and the destination. Therefore the team building offerings can be evaluated as qualitative offerings which bring value to the operator's offering range. Team building is therefore an effective offering considering that it increases participants' awareness of the destination and operator, attracts first-time visitors who are often business tourists, instils positive behaviour intentions in tourists, fulfils participants' expectations and has the potential to be sustainable.

Team building offerings were identified as a tourism incentive in the Western Region of the Eastern Cape. The finding led to the conclusion that team building participants take part in or make use of other tourism-related products and services besides the team building activity.

Numerous team building participants stayed overnight for the purpose of the team building while some of them extended their stay for recreational purposes. Additionally, the majority of them made use of some form of catering. This shows that team building fosters a demand for the accommodation and catering industry in the region.

Furthermore, it indicates that team building offerings link several sectors together which increases the engagement of local stakeholders.

Additionally, some of the tourists engaged in other tourism offerings during their stay at the destination. In most cases this engagement in other tourism offerings would not have happened without the team building offering. The majority of team building participants visited the destination with the main purpose of taking part in the team building offering. Therefore they would not have visited the destination initially without the team building offering.

The increased awareness of tourists regarding the destination and operator can encourage further tourism. The majority expressed their intentions to recommend or return to the operator or destination for recreational purposes. As explained above, this encourages tourism in the form of repeat visits and repeat purchases while WOM has the potential to attract additional tourists which encourages tourism in the region.

Team building offerings in the Western Region of the Eastern Cape are not only beneficial for team building operators but also for the host destination, other tourism businesses and the team building participants.

Business tourism was identified as source of high revenue in comparison to leisure tourism . Furthermore, domestic tourism was stated to be the foundation of South Africa's tourism due to its stability. The majority of team building participants in the Western Region of the Eastern Cape are domestic business tourists and therefore a favoured type of tourist. They are likely to be a source of higher revenue than leisure tourists are. Additionally, this leads to an increase in tax revenue.

Team building in the Western Region of the Eastern Cape is mainly used as a tool for business tourists. This indicates that the offering falls predominantly under the umbrella of the MICE market. As stated by the ECTMP, the region experiences a gap in business tourism in the Region. Team building offerings contribute towards closing this gap.

Team building offerings create additional benefits for other industries in the Western Region of the Eastern Cape. Operators of team building offerings created a link



between different industries which yield multiplier effects and spill-offs for local businesses. As stated above, the use of the accommodation and catering industry, among others, generated an additional source of income for these industries.

Additionally, these industries were possibly exposed to and strove for a high level of standards in order to meet the requirements of the business tourism segment. Maintaining high standards to satisfy team building participants can improve the attractiveness of these stakeholders and the destination. This increased attractiveness caused by the team building offering can further lead to participants' increased intention to return and recommend the destination and other engaged stakeholders such as the preferred type of accommodation, among others.

The offering satisfies tourists while utilising local resources. Operators of team building activities make use of the natural environment and local staff, among others, to deliver their offering. As identified by the ECTMP (n.d: 23), the Province's natural environment and the friendly attitude of locals represent an asset to the region to attract tourists. Considering team building tourists' satisfaction with the offering, it can be concluded that the offering achieved the use of local resources successfully.

A considerable number of team building participants spent additional money on other products or services, such as souvenirs, during their time at the destination. This leads to the conclusion that team building offerings in the Western Region of the Eastern Cape create the opportunity for some local businesses to sell their goods and services and receive additional revenue from these tourists.

The use of local staff and the linkage with other industries identified team building offerings as a source to contribute to an increased demand for employment in the region. Certain businesses besides the team building operator might have to increase their staff capacity to cater for the team building offering and its return tourists.

An essential benefit for the host destination and other businesses is the exposure they experience through the team building offering. Team building offerings have the potential to attract first-time visitors and give them the opportunity to evaluate the host destination during their stay. This increases the awareness of numerous participants

regarding the destination. It is likely that the positive experience of the team building offering contributes to participants' positive future behaviour intentions toward the destination.

The host destination does not only benefit from the exposure through the team building offering but also from its positive impact on tourists' perceptions as well. Participants' positive association of the destination with a valuable team building offering can re-position the destination's image. The increased awareness and opportunity to evaluate the destination for themselves has the potential to re-position the image of the Western Region of the Eastern Cape.

Additionally, participants benefit from the team building offering. They have the opportunity to gain awareness and evaluate the destination as a potential leisure destination. Some of the participants experience the opportunity to engage in additional tourism activities while staying at the host destination. Furthermore, they have the opportunity to build a relationship with the operator, host destination and involved businesses. Knowing the stakeholders reduces the team building participants' risk of engaging in offerings or traveling to destinations which do not meet their expectations.

Additionally, respondents expressed the view that the activity fulfilled its purpose which indicates that the team building activity itself did benefit them and their teams. The indicated level of satisfaction of team building participants leads to the conclusion that the team building offerings in the Western Region of the Eastern Cape provide quality and value to the tourists, meeting or exceeding their expectations.

### **8.3 LIMITATIONS OF THE STUDY**

Limitations were encountered during the research process of the current study. Financial restrictions and time constraints limited the study to a certain sample size. The analytical results suggest that the findings reflect a positive population mean. However, a larger target sample might have given even more clarity regarding the population mean value.

Further issues were encountered through certain team building operators. Some of the operators refused to cooperate with the researcher. Reasons for this were stated as concerns that surveying their clients would be inconvenient for them and reflect negatively on the activity. Regardless of being assured of their anonymity by the researcher, the fear of being misrepresented or confidential information being revealed in the research were further reasons for one of the operators to refuse assistance with the research.

Another team operator withdrew his initial agreement to cooperate with the researcher. The operator indicated that his company was about to undergo restructuring. Therefore he felt that participating in a study might be inappropriate as numerous components of their initial offering were about to change during the period of the study.

One of the operators only had bookings for team buildings with school groups. Therefore these team building participants were minors. The researcher decided not to interview under-aged respondents, or school or university groups. Consequently no surveys were conducted with these groups.

## **8.4 RECOMMENDATIONS**

The recommendations below are put forward for consideration by tourism businesses and host destinations of team building offerings. Further recommendations are made for future research regarding team building as a tourism offering.

### **8.4.1 Recommendation one**

Continuous research regarding tourists' satisfaction with the offering is recommended. Tourists' perceptions and expectations of an offering are likely to change over time. Continuous research will assist operators to identify trends and changing expectations in time to adapt their offering. This is necessary to stay competitive and gain on-going benefits from the offering through tourists' satisfaction.

#### **8.4.2 Recommendation two**

Team building operators and involved stakeholders will profit from similar research conducted over a larger research area and a larger sample size (target population). Conducting a similar research for a larger research area can identify differences in the Region's offerings. Furthermore, a holistic overview could be provided for team building offerings in South Africa.

A larger sample size would identify whether the research findings of the current study reflect similar findings. This can provide team building operators, stakeholders and host destinations with in-depth information. Furthermore, a larger sample size studied over a longer period of time has the potential to identify changes in participants' perceptions and behaviour intentions regarding the various seasons.

#### **8.4.3 Recommendation three**

Further research regarding team building operators and their offering ranges is recommended. Research regarding team building from the operator's point of view will add meaningful information to the body of knowledge. Future research should identify the wide range of benefits of team building offerings for the operators. A study like this could evaluate to what degree team building offerings contribute to operators' offering range. Additional information about operators regarding team building's ability to mitigate seasonality would be beneficial to evaluate team building's contribution to operators' sustainability and success.

#### **8.4.4 Recommendation four**

It is recommended that the government supports team building offerings actively. Governmental support can have significant benefits for the team building offerings and the host destinations. Destination strategies and policies geared to support team building operators and local tourism businesses should be implemented to utilise the full potential of the offerings and to remain environmentally and socio-economically sustainable.

Stakeholders of the region would benefit from increased communication and cooperation with each other. Meetings could be organised by the municipalities to initiate stakeholders' interaction. The cooperation of team building operators with relevant stakeholders could maximise the potential benefits of combining team building with other offerings. These could result in the development of an attractive offering mix which promotes business opportunities for locals, encourages longer stays and local spending, among others.

#### **8.4.5 Recommendation five**

It is recommended that meaningful relationships and links with other offerings and businesses be forged. Combining team building offerings with other tourism offerings will not only provide a holistic offering mix but also create further benefits for the destination. A holistic offering mix will increase the destination's attractiveness for potential tourists. Developing a product mix including team building will further support the linking of different sectors and create additional benefits for local communities.

It is recommended that relationships and links be forged with other tourism businesses. These could result in socio-economic benefits for the host community. Team building offerings should encourage tourists to extend their stay, spend more and increase business opportunities for locals. These interactions have to aim to increase local tax revenue.

#### **8.4.6 Recommendation six**

Team building offerings should evaluate the degree to which they reinforce the uniqueness of the Western Region of the Eastern Cape. Shortcomings in implementing unique elements of the region such as the local culture and the natural environment, among others, have to be addressed. Team building operators who fail to incorporate these aspects have to adapt their team building offerings to increase the sustainable benefits for the host destination, environment and community. Therefore it is recommended that team building offerings be adapted and take local conditions into account in order to pursue sustainable tourism in the Region.

#### **8.4.7 Recommendation seven**

It is recommended that the tax revenue created by team building activities be used to support environmental conservation. The study showed that the sustainable elements of the team building offering were rated relatively low. Team building operators have to focus on improving their sustainability. This should be supported by the government, not only through the implementation and provision of policies and guidelines, but by financially supporting environmental conservation.

#### **8.4.8 Recommendation eight**

Additional marketing strategies are recommended to promote team building offerings and the host destination. The DMO has to re-present and market team building offerings in support of team building operators to utilise the full potential of the offering. Packaging and advertising the offering in combination with other tourism offerings of the region by the DMO will draw the attention of a broader tourism segment to the team building operators.

Team building can play an essential part in promoting a destination through complementing other offerings. As explained in chapter five, team building offerings tend to be merged with other activities and form hybrid or 'bleisure' tourism activities. Tourism businesses have to identify events where team building offerings can be added on to and build an effective tourism mix.

### **8.5 CONCLUSION**

Chapter eight gives an overview of the research study. A synopsis of previous chapters is presented and key findings highlighted. Furthermore, the outcomes of the study are explained and linked to the research problem and its resulting sub-problems, key-questions and objectives.

Limitations which were experienced during the research project are identified. These limitations consisted mainly of time and financial restrictions. Furthermore, certain team building operators refused their cooperation or did not host any suitable team building

activities during the period of the fieldwork. These circumstances represented additional limitations for the study.

The research study accomplished a critical assessment of team building as a tourism offering in the Western Region of the Eastern Cape Province and therefore answered the research problem and research questions for the set objectives. The study identified the relationship between team building and tourism and related it to the Western Region of the Eastern Cape. It further evaluated team building participants' experiences with the offering and provided statistical results which can be used by businesses to develop and adapt their offerings.

Team building offerings in the research area were identified to increase the awareness of the destination and potentially improve the image of the Western Region of the Eastern Cape. Furthermore, tourists were willing to engage in other tourism offerings during their stay at the destination or intended to engage in additional tourism offerings in the future. Additionally, the evaluation of team building showed that the offerings are beneficial to operator's offering range, the host destination and participants in numerous ways and generally encourage tourism in the Western Region of the Eastern Cape.

The researcher embarked on a literature review and conducted an empirical survey to formulate an answer to the research problem. The findings of the secondary research were further compared with the empirical findings. These build the foundation to form recommendations for tourism businesses which offer team building in the Western Region of the Eastern Cape and to make recommendations for further research on the subject matter. The recommendations for tourism businesses and further research concluded the chapter.

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## APPENDIX A

The following companies are considered for the data collection:

Table 2: Team building companies

<b>Region of Company's Headquarters</b>	<b>Company's Name</b>	<b>Activities</b>
Alicedale	Beyond Adventure	Kayaking, rock climbing, abseiling, paintball, survival, hiking, slacklining, etc.
Cape St Francis	Quantum Leap	Amazing Race, beach Olympics, survivor challenge, treasure hunt, drumming, etc.
Cradock	Adrenaline Junkies	Abseiling, river rafting, mountain biking, paintball, hiking, hunting, 4x4 quads, etc.
Port Elizabeth	Red Cherry Adventures	Fire walking, Amazing Race, bush or beach challenge, hung up on flag making, master chef challenge, murder mystery, etc.
	Dynamic Vision	Quad biking, ziplines, obstacles and challenges, outdoor problem solving, 4x4 challenges, canoeing, hiking, drumming, etc.
	Get Real Adventures	Raft building, totempole team test, air rifle target shooting, low ropes obstacle course, 4x4 challenges, etc.
	Corporate Adventures	Amazing Race, mission impossible, rock climbing, abseiling, kloofing, hiking, etc.
Port Alfred	Outdoor Focus	Quad biking, canoeing, dune boarding, horse riding, etc.
Somerset East	Die Lapa Skietfontein	Paintball, obstacle course, quadbikes, 4x4, hiking, mountain biking, etc.

Source: Author's Own Construction

# APPENDIX B

## A SURVEY TO DETERMINE THE EXTENT OF TEAM BUILDING AS A TOURISM OFFERING

Dear Sir/Madam

I am a student in the Tourism Department at Nelson Mandela Metropolitan University. I am currently conducting a study towards a MCom degree. The topic of my study is "A critical assessment of team building as a tourism offering in the Eastern Cape Province".

The purpose of the questionnaire below is to gather information regarding team building as an offering and its potential for the tourism industry. The main objectives of this study are:

- To assess the potential benefit of team building provided by tourism businesses for their offering range
- To present criteria in terms of which team building can be identified as an effective tourism offering
- To evaluate whether team building encourages tourism
- To investigate gained benefits for tourism businesses and participants of team building offerings in a tourism context

You have been randomly selected to take part in this voluntary survey and your contribution and input to this study will be appreciated. The information you provide will be treated strictly confidential and the survey results will be presented in a format that will ensure anonymity of the respondents. The survey has been designed for completion in a minimum amount of time and should not take longer than 10 minutes.

If you need any further information feel free to contact me.

Thank you for your assistance.

Astrid Bluemel

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### Section A: Demographic Profile

A1) My gender is:

Male	1
Female	2

A2) My type of employment is:

Homemaker	1
Self-employed	2
Professional	3
Employee	4
Unemployed	5
Student	6
Retired	7

A3) My age is:

< 25 years	1
25 - 29 years	2
30 - 39 years	3
40 - 49 years	4
50 - 59 years	5
60 - 69 years	6
70 - 79 years	7
80 + years	8

A4) My highest education level is:

Less than matric	1
Matric	2
Diploma	3
Bachelor's degree	4
Post graduate degree	5

A5) My marital status is:

Single, never married	1
Married or living with another	2
Widow / Widower	3
Divorced or separated	4
Would rather not say	5

### Section B: General questions about team building activity

B1) I participated in the team building activity for the following purpose:

Work	1
Self-help group	2
Club (e.g. sport, hobby, society)	3
Recreation (e.g. trip with family and friends)	4
Other (please specify):	5

B2) The number of nights I am staying at the destination for the team building activity:

None	1
1 night	2
2 nights	3
3 nights	4
> 3 nights	5

B3) The number of additional nights I am staying for recreational purpose

None	1
1 night	2
2 nights	3
3 nights	4
> 3 nights	5

B4) I make primarily use of the following catering during my stay at the destination

None	1
Self-catering	2
Fast food restaurants	3
Restaurants	4
Catering provided by tour organiser	5
Catering provided by accommodation	6
Others (please specify):	7

B5) Distance from my work place/ home to the destination

< 50 km	1
50 - 99 km	2
100 - 199 km	3
200 - 499 km	4
500 - 999 km	5
> 1000 km	6

B6) My primary mode of transport to get to the destination is:

Private transport	1
Public transport	2

PLEASE TURN OVER

B7) I spent money on other services and products during my time at the destination (e.g. souvenirs, shopping, food)

Yes	1
No	2

B9) I am planning to engage in other tourism activities during my stay

Yes	1
No	2

B8) If I stay over at the destination my primary type of accommodation is

Private accommodation	1
Hotel	2
BnB	3
Backpacker	4
Other (please specify):	5

B10) I was aware of the place as a tourism destination BEFORE the team building activity

Yes	1
No	2

B11) I became aware of the place as a tourism destination AFTER arriving with the purpose of participating in a team building activity

Yes	1
No	2

B12) The team building activity was my main motivator to visit the destination

Yes	1
No	2

**Section C: Rating of the team building destination**

C1) Please indicate to what extent you agree with the following statements about the destination where the team building activity was held:

C1.1) I want to return to the destination at a later stage for recreational purpose	1	2	3	4	5
C1.2) I am interested in the tourism activities of this destination in general	1	2	3	4	5
C1.3) The location of the team building facilities was convenient	1	2	3	4	5
C1.4) The destination is visually aesthetically attractive	1	2	3	4	5
C1.5) The environment of the activity is clean and neat	1	2	3	4	5
C1.6) The destination has appealing attractions	1	2	3	4	5
C1.7) I will recommend the destination to other people	1	2	3	4	5
C2) Any comments about the destination where the team building activity was held?					

**Section D: Rating of the team building operator**

D1) I am aware of other activities offered by the team building operator

Yes	1
No	2

D2) I am interested in other tourism activities from the team building operator

Yes	1
No	2

D3) Please indicate to what extent you agree with the following statements about the team building operator:

D3.1) Team building operator's staff dress professionally	1	2	3	4	5
D3.2) Provided facilities by the team building operator are well managed (i.e. rest rooms, parking lot etc.)	1	2	3	4	5

D3.3) Team building operator provided the services at promised time	1	2	3	4	5
D3.4) Team building staff gave prompt service	1	2	3	4	5
D3.5) Team building staff performed the activity with few errors	1	2	3	4	5
D3.6) Team building staff was willing to assist me	1	2	3	4	5
D3.7) Team building staff was not too busy to respond to my requests	1	2	3	4	5
D3.8) Team building staff provided me with adequate information about the team building activity	1	2	3	4	5
D3.9) Team building staff debriefed team building activities (e.g. how the team building activity can be applied in the work environment)	1	2	3	4	5
D3.10) Team building staff was interested in solving problems	1	2	3	4	5
D3.11) Team building staff was courteous	1	2	3	4	5
D3.12) Team building staff was competent	1	2	3	4	5
D3.13) Team building staff's directions were easily understood	1	2	3	4	5
D3.14) Team building staff's behaviour inspired my confidence in the activity	1	2	3	4	5
D3.15) Team building staff gave me attention	1	2	3	4	5
D3.16) Team building staff understood my team's specific needs	1	2	3	4	5
D3.17) Team building staff was accommodating	1	2	3	4	5
D3.18) I will recommend this team building operator to other people	1	2	3	4	5
D3.19) I want to return to the team building operator at a later stage	1	2	3	4	5
D3.20) Any comments about the team building operator?					

**Section E: Rating of the team building activity**

E1) Please indicate to what extent you agree with the following statements about the team building activity:

E1.1) The team building activity used local resources (staff, equipment, facilities etc.)	1	2	3	4	5
E1.2) The team building activity was nature based	1	2	3	4	5
E1.3) Minimal changes were made to existing landform and vegetation for the team building activity	1	2	3	4	5
E1.4) The team building activity equipment was in good condition	1	2	3	4	5
E1.5) The team building activity equipment was sufficient for the activity	1	2	3	4	5
E1.6) I felt safe during the team building activity	1	2	3	4	5
E1.7) The team building activity was a positive experience for me	1	2	3	4	5
E1.8) The team building activity fulfilled its purpose	1	2	3	4	5
E1.9) The team building activity was entertaining	1	2	3	4	5
E1.10) The team building activity was informative	1	2	3	4	5
E1.11) The team building session included a sufficient variety of activities	1	2	3	4	5
E1.12) Any comments about the team building activity?					

THANK YOU FOR YOUR TIME

APPENDIX C

Table 3: SERVPERF dimensions

Dimension	Item no	Characteristics
<b>Tangible:</b>	<b>C1.4</b>	The destination is visually aesthetically attractive
	<b>C1.5</b>	The environment of the activity is clean and neat
	<b>D3.1</b>	Team building operators staff dress professionally and neat
	<b>D3.2</b>	Provided facilities by the team building operator are well managed (i.e. rest rooms, parking lot etc.)
	<b>E1.4</b>	The equipment was in good condition
	<b>E1.5</b>	The team building activity equipment was sufficient for activity
<b>Reliability:</b>	<b>D3.3</b>	Team building operator provided the services at promised time
	<b>D3.4</b>	Team building staff gave prompt service
	<b>D3.5</b>	The team building staff performed the activity with few errors
	<b>E1.10</b>	The team building activity was informative
	<b>E1.11</b>	The team building session included a sufficient variety of activities
<b>Responsiveness:</b>	<b>D3.6</b>	Team building staff was willing to assist me
	<b>D3.7</b>	Team building staff was not too busy to respond to my requests
	<b>D3.8</b>	Team building staff provided me with adequate information about the team building activity
	<b>D3.9</b>	Team building staff debriefed team building activities (e.g how the team building activity can be applied in the work environment)
	<b>D3.10</b>	Team building staff was interested in solving problems
<b>Assurance:</b>	<b>D3.11</b>	Team building staff is courteous
	<b>D3.12</b>	Team building staff is competent
	<b>D3.13</b>	Team building staffs' directions were easily understood
	<b>D3.14</b>	Team building staffs' behaviour inspired my confidence in the activity
	<b>E1.6</b>	I felt safe during the team building activity
<b>Empathy:</b>	<b>D3.15</b>	Team building staff gave me attention
	<b>D3.16</b>	Team building staff understood my teams specific needs
	<b>C1.3</b>	The location of team building was convenient
	<b>D3.17</b>	Team building staff was accommodating

<b>Dimension</b>	<b>Item no</b>	<b>Characteristics</b>
<b>Sustainability:</b>	<b>C1.6</b>	The destination has appealing attractions
	<b>E1.1</b>	The team building activity used local resources (staff, equipment, facilities etc.)
	<b>E1.2</b>	The team building activity was nature based
	<b>E1.3</b>	Minimal changes were made to existing landform and vegetation were made for the team building activity
	<b>E1.7</b>	The team building activity was a positive experience for me
<b>Tourism Satisfaction</b>	<b>E1.8</b>	The team building activity fulfilled its purpose
	<b>E1.9</b>	The team building activity was entertaining
	<b>C1.1</b>	I want to return to the destination at a later stage for recreational purpose
<b>Future Behaviour Intention</b>	<b>C1.7</b>	I will recommend the destination to other people
	<b>D3.18</b>	I will recommend the team building operator to other people
	<b>D3.19</b>	I want to return to the tam building operator at a later stage



