



Government of Botswana



European Union

PRIVATE SECTOR DEVELOPMENT PROGRAMME BOTSWANA

A Government of Botswana initiative supported by the
European Union and Business Botswana

Individual Coaching and Mentoring for SMMEs and Community based Organizations – Tourism Sector

BWP/1620/R01

Appendices to Final Report

May 2017

A project implemented by



Disclaimer

The contents of this publication are the sole responsibility of International Development Ireland and can in no way be taken to reflect the views of Business Botswana.

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APPENDICES

A – Programme Participants

NAME	LOCATION	SECTOR	SUB SECTOR
Sunbeam Hotel	Mogoditshane	Hotel & Tourism	Lodge
Mo-ono t/a Camels Inn Lodge	Mmopane	Hotel & Tourism	Lodge
Megano Enterprises t/a Echo Lodge	Kang	Hotel & Tourism	Lodge
Bhojanala Trade Links	Mahalapye	Hotel & Tourism	Hospitality services
Travellers Rest House	Selebi Phikwe	Hotel & Tourism	Accommodation
Tati River Lodge	Francistown	Hotel & Tourism	Hospitality, conferencing
Mikelele Motel	Letlhakane	Hotel & Tourism	Accommodation, Conference facilities
African Excursions	Maun	Hotel & Tourism	Tours to the Okavango Delta, CKGR, Moremi
Okavango Kopano Mokoro Community Trust	Maun	Hotel & Tourism	Community Tourism and Mokoro excursions
Kazikini Campsite and Shandereka Cultural Village	Maun	Hotel & Tourism	Accommodation, weaved baskets, cultural tours
Leading Star(Pty) LTD t/a Dolar Lodges & Tours	Maun	Hotel & Tourism	Accommodation, Conferences, on site catering, events
Kwalape Lodge	Kazungula	Hotel & Tourism	Accommodation, Conferencing, Safari Tours
Puku Safaris	Kazungula	Hotel & Tourism	Transfers of clients from border to lodges & game drives
Tilodi ya Dikgwa Safaris	Kasane	Hotel & Tourism	Eco lodges
Upengu Tours & Safaris	Kasane	Hotel & Tourism	Game drives , boat cruises, transfers & mobile safaris
Maduo Lodge	Maun	Hotel & Tourism	Lodge

*Businesses highlighted in yellow were unavailable to participate on the programme

B – Half Day On-Site Visit Agenda

ON-SITE VISIT AGENDA	
Business overview-Core function of business -Accommodation -Tour operations -Community group	<ul style="list-style-type: none"> ➤ Current Performance ➤ Main Challenges
Operations	<ul style="list-style-type: none"> ➤ Walk through/Discussion of Business ➤ Discuss and Review Operations and standards of performance review ➤ Quality of Product and Service ➤ Skills of staff and management ➤ Operational challenges and difficulties
Customer Focus Competition	<ul style="list-style-type: none"> ➤ Clear idea of the main markets ➤ Customer Feedback systems in use ➤ Marketing and Sales Approach ➤ Web site and social media
Cost Control and KPI's	<ul style="list-style-type: none"> ➤ Key Performance Indicators for a Tourism Business ➤ Gross profit % ➤ Average spends ➤ Cost control system
Business Planning	<ul style="list-style-type: none"> ➤ Planning ahead and cash flow ➤ Plans for business growth ➤ Innovations-new products/services
Feedback	<ul style="list-style-type: none"> ➤ Discussions with staff ➤ Feedback from customers
Seasonality problems, Location issues	<ul style="list-style-type: none"> ➤ Levels of business, difficulties in accessing stores, staff etc.
Services problems–connectivity, power, utilities,	<ul style="list-style-type: none"> ➤ Issues around supply
Plant and Equipment	<ul style="list-style-type: none"> ➤ Maintenance and services issues
Action plans	<ul style="list-style-type: none"> ➤ Some immediate actions to work on
Industry contacts, supports and collaboration	<ul style="list-style-type: none"> ➤ Level of involvement with Industry Associations, networks and partnerships

C – 3 Day Workshop Schedule

SCHEDULE FOR THE 3 DAY WORKSHOP		
	DAY ONE	
SESSION ONE 9.00 am	INTRODUCTION Participants introductions and objectives Schedule for the programme TOURISM OVERVIEW Overview of Tourism and Trends Changes in consumer behavior Challenges of running an SME in Tourism Tourism in Botswana <ul style="list-style-type: none"> ➤ Range of Products and Experiences ➤ Visitor numbers ➤ Botswana USP 	PRESENTATION Botswana Tourism
SESSION TWO 10.00 am	YOUR BUSINESS PROFILE Description of your business Your customers Your products and experiences Your Vision Business Challenges SWOT	PRESENTATION CASE STUDY EXERCISE
SESSION THREE 11.30-1.00	MARKETING AND SALES Market segmentation Product service fit Unique characteristics Getting the message out Customer feedback and information Destination marketing and brands	
1.00-2.00	Lunch	
SESSION FOUR 2.00-3.30	FOCUS ON THE CUSTOMER Customer profiles and persona's Customer needs and expectations Market segmentation Customer journeys Customer satisfaction	PRESENTATION CASE STUDY EXERCISES

SESSION FIVE 3.45-5.00	SERVICE EXCELLENCE What is Service? Service Attitude Service Recovery Product knowledge Selling is service	PRESENTATION ROLE PLAYS CASE STUDIES
	DAY TWO	
9.00-10.00	SERVICE EXCELLENCE CONTINUED	
SESSION SIX 10.00-12.00	OPERATIONS Products and Services Standards of Performance Managing costs Increasing sales Checklists for standards Key Performance Indicators Procurement	PRESENTATION EXERCISES WORKBOOK
SESSION SEVEN 12.00-1.00	LEADERSHIP AND TEAM BUILDING Your leadership style Team building Motivation	EXERCISES PRESENTATION CASE STUDY
1.00-2.00	Lunch	
SESSION EIGHT 2.00-5.00	OPTIMUS BEST PRACTICE TOURISM Examples of Best Practice Tourism Hotel Safari Tour Guiding Success criteria – what do they do really well? Criteria for Optimus quality	VIDEO CASE STUDY
	DAY THREE	
SESSION NINE 9.00-10.30	INNOVATIONS AND CREATIVITY IN PRODUCTS AND SERVICES How to create new products and services	DISCUSSIONS AND EXERCISES

SESSION TEN 10.30-11.30	BUSINESS PLANNING Outline for a business plan	EXERCISES TEMPLATE FOR A BUSINESS PLAN
SESSION ELEVEN 11.30-12.30	FINAL PRESENTATIONS Preparation of Action Plans-key priorities for the next 6 weeks Resource manual and follow-up mentoring schedule	PRESENTATION
12.30	Lunch	
SESSION TWELVE 2.00-4.00	BUSINESS CONNECTIONS, COLLECTIVE MARKETING, WORKING WITH NETWORKS Benefits of collective marketing Networking and supports Where are the opportunities for connecting with other businesses Supports from groups and associations COURSE SUMMARY AND CONCLUSION	

D – Stakeholder Review Workshop Agenda

Stakeholder Review Workshop Agenda	
Welcome and opening	Business Botswana
Recap on the project	Business Botswana / IDI
Overview of on-site visits	Kevin Moriarty IDI
Overview of in-depth advisory visits Challenges for SME's Examples of on site supports Learnings from visits	Kevin Moriarty IDI
Outline of workshop content and approach	Kevin Moriarty IDI
Conclusions and Recommendations for future supports Open Forum and Discussion	All
Next steps	Business Botswana

E - STAKEHOLDER REVIEW WORKSHOP PRESENTATION



International Development Ireland



Individual Coaching and Mentoring for Small Micro Medium Enterprises (SMMEs) and Community based Organizations – Tourism Sector, Botswana

Stakeholder Review Workshop

March 30th 2017

www.idi.ie



WELCOME



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Kevin Moriarty – Strategic Advisor

Kevin has over 30 years' experience of tourism development, training, destination management as well as implementing innovative policy in employment and human resource development across the tourism industry. He was formerly Head of Operations of the National Tourism Development Authority Ireland. During his career at the National Tourism Development Authority he was involved in:

- Designing and coordinating a National Tourism Learning Network initiative for small tourism businesses across Ireland 2005.
- Developing and rolling out a Business Mentoring and Advisory Service for tourism businesses in the areas of marketing, eMarketing, business planning and finance.2002-2012
- Developing National Accreditation Systems for various sectors of the tourism industry

He has broad experience on international tourism development and tourism marketing projects.

He has worked on projects to improve competitiveness in Tourism in the Philippines and provide Tourism Training and Consultancy in Marketing and Product Development in Vietnam. He has experience in delivering EU Technical assistance projects in Tourism employment and training.

He was also involved in designing and developing the first BSc in Tourism for SME's in Europe 2010

Kevin has an *MSc in Tourism and Hospitality Management; Diploma in Training and Development; Certificate in Management Development.*

- Recap on the project
- Overview of on-site visits
- Overview of in-depth advisory visits
- Challenges for SME's
- Examples of on site supports
- Learnings from visits
- Outline of workshop content and approach
- Conclusions and Recommendations for future supports
- Open Forum and Discussion

1. Share understanding of programme aims and objectives
2. Review and discuss the practical implementation of the on-site mentoring and workshop activities
3. Gather insights and consider ideas from these supports to strengthen and add value to future interventions
4. Identify the appropriate methods of development and networking for tourism and hospitality SMEs
5. Recommend future supports to deliver success for participants, partners and stakeholders



Familiar with operation

Engage and develop relationship with owner

Carry out an on-site review

Identify specific challenges/provide advice

Prepare for 3-day workshop

Review previous programmes undertaken under the PSDP

Develop actions

Businesses

Safari tour operators – Safari lodges – Campsites – Lodges – Motels – Guesthouses

Types of Tourism

Domestic Tourism

Conferences & Meetings

International Tourism

Government Business

Findings:

- Positive response and discussions from owner/manager.
- Initial findings indicate concerns around low business levels, competition, standards, and operations.
- Consultant needs to talk the practical language of the operator and deal with their pressing issues.

Consultant provided in-depth on site advice on key business concerns and worked with businesses.

- ✓Development of marketing plans
- ✓Pricing and positioning of business
- ✓Operational reviews and standards improvement
- ✓Business model for future development
- ✓Operational improvement techniques
- ✓Service excellence techniques
- ✓Customer feedback systems



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- Standards of product and service
- Poor marketing skills
- Lack of knowledge of operational processes
- Staff management
- Challenging environment
- Food quality



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Unrealized Potential



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Poor Standards



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**Badly Maintained
Premises**



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**Innovation &
Product Development**



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ACTION PLANS

- Action plans-implement actions-improve presence on OTA's, brochure development, pricing exercise, standards checklists, work schedules.
- Follow up emails
- Support through additional information-tour operator listings, checklists, web design guidelines

ACTION PLAN



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ACTION PLANS | MARKETING ACTION PLANS

THE LODGING SUBSTITUTION STRATEGY
 1. Guest ratings
 2. Location
 3. Price
 4. Amenities
 5. Reviews

1. 100%
 2. 100%
 3. 100%
 4. 100%
 5. 100%

Activity	Objective	By when	Cost
Bookings for the next 3 months	100%	End of 2017	0
Bookings for the next 6 months	100%	End of 2018	0
Bookings for the next 12 months	100%	End of 2019	0
Bookings for the next 18 months	100%	End of 2020	0
Bookings for the next 24 months	100%	End of 2021	0
Bookings for the next 30 months	100%	End of 2022	0
Bookings for the next 36 months	100%	End of 2023	0
Bookings for the next 42 months	100%	End of 2024	0
Bookings for the next 48 months	100%	End of 2025	0
Bookings for the next 54 months	100%	End of 2026	0
Bookings for the next 60 months	100%	End of 2027	0

Did you know?

There is an oasis of calm and peace deep in the Bush where elephants wander by as you sip your sundowner?

There is a place where you can meet and experience the tribal dancers **The Tloki** and see an African sky where there is a star for every grain of sand?

There is a place where every creature is looked after by a legend in the world of hospitality.....**Yes!**

There is a place called **TILODI SAFARI LODGE**.

Great Value for Luxury Prices from US\$200 per room Bed and Breakfast for 2

Our guests are descended from the Bushmen tribe. They know their business. They can spot 20 different types of Game including: Elephants, Giraffes, Hippo's, crocodiles, antelopes, lions and kudu's, as well as Buffalo, Zebra's, Hyaena's, Puku and wild dog.

Or can identify each of the 100 different bird species you will find here. And know where to go to see wildlife as you've never seen it before. They will unlock the secrets of the wilderness for you.

For a hase to explore the mighty **Chobe River** and the **National Park** or visit the **spectacular Victoria Falls** come and stay with us.

Moteli and Janes have given up the hectic and hectic life in Gaborone and have built a unique Safari Lodge in a secluded and peaceful part of **Kaopeng Forest Reserve**. Natural horses they will look after so you will never want to leave!

Tloki in Setswana language means "the beauty and majesty of the leopard"

"The Bopha" - immerse yourself in the cultural world of the African wilderness.

"At the Bopha, we sit around a camp fire eat delicious local food cooked on barbeques, are entertained by the Tloki dancers and listen to the beautiful traditional music. It is truly a genuine and unique experience that I will never forget. Soon you become part of the heat and the dance and loose yourself in the African night"

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Sample Work schedule checklist and procedure

Sample of a WORK SCHEDULE-RESTAURANT

TIME	DUTY	DETAILS
8:00	PREPARE THE RESTAURANT FOR BREAKFAST	Assemble all equipment on both sides Bring out croissants and fruit Top up counter with plates, bowls and glasses
10:00	CLEAR DOWN BUFFET	Check with chef for food left on food bar/counter Clear down counter and replace all items in kitchen
10:30	CLEAN RESTAURANT	Sweep floor Dust down tables and chairs Check menu boards Wipe all tables Check floor mats Empty trash
11:00		
11:30	LUNCH SERVICE	Check bookings for lunch or special groups Set up counter with group information Check menu with kitchen any specials etc.

SAMPLE OF CHECKLISTS-HOUSEKEEPING

DAILY CHECK	ITERS REQUIRING ATTENTION
Appliances working TV, Alarm, Fridge	
Light, window	
Walls for cracks or water	
Carpeting hanging and clean	
Spots on wall/floor etc.	
Shower and toilet roll paper working	
WC working and in order	
Linens working and in place	
Upholstery in vehicle	
Phone working	
Cleaning bins working	
Messy set in place and in order	

SAMPLE OF STANDARDS

Reception

The reception area is clean and tidy at all times..... YES NO

All calls are answered within 3 rings.....

Guests never are used on calls

One in five guests are asked to complete a comment card

All guests are asked how old they have about 30 days and this is recorded

Guests who are checked for correct rate and accuracy

All guests are accompanied to check room on arrival by a member of staff who

obtains their hold of bookings

All guests are given a sample map to help orientate themselves

Reservations

OTA's are checked everyday

Emploiment is checked and necessary items are responded to

(Draft ideas and suggestions to start the process of looking for a suitable commercial company to contract for the delivery of services at Karibibi Campsite. They do not constitute any formal invitation but are to be used as a basis for discussion and further development. This document is a result of the discussion with Mr. Hlatky and are not representative they do not represent any definite strategy or recommendation rather an option for consideration for Karibibi)

REQUEST FOR EXPRESSIONS OF INTEREST-DRAFT TEMPLATE

The Sanlago Tloboengamo Management Trust and Board of Trustees invites suitably qualified companies to provide Expressions of Interest to operate the Karibibi Camp and Campsite as an on-going commercial enterprise for a period of 5 years (or a suitable time period which would be attractive for a company to invest)

Background:

The Trust started operation in 1997 with funding from the hunting lease rentals on NG33 and NG34 wildlife management areas. Its main products are accommodation, game drives, camp sites, restaurant, photography, and cultural village.

The major Trust objective is to link conservation-based natural resources management within the area to the improvement of livelihoods and development for members of the Trust and residents of Botswana.

The Karibibi Camp and Campsite is currently operating as a going concern and consists of the following facilities:

The traditional (granite) bars and carpenter all use the central alcohol facility (hot showers, flush toilets in open air and a canvas construction), which uses solar power to heat water and provide lighting for both the showers and the restaurant. Gas grates have been put in place as a back up to the solar unit during mating season. One of these toilets is a recycling water toilet and has been working very well ever since it was installed. The water for the compost is pumped from a central borehole to solar reservoir and is safe to drink drawn from the tap. There were off

NAME OF COMPANY	CONTACT PERSON	CONTACT NUMBER	EMAIL ADDRESS	DATE OF SUBMISSION	STATUS

3 day workshop completed in Mahalapye

Workshop focused on the techniques and skills required to manage the business

TURNING STRATEGY INTO OPERATIONS

The practical application of management, business principles and practices behind running a Small Tourism and Hospitality Business.

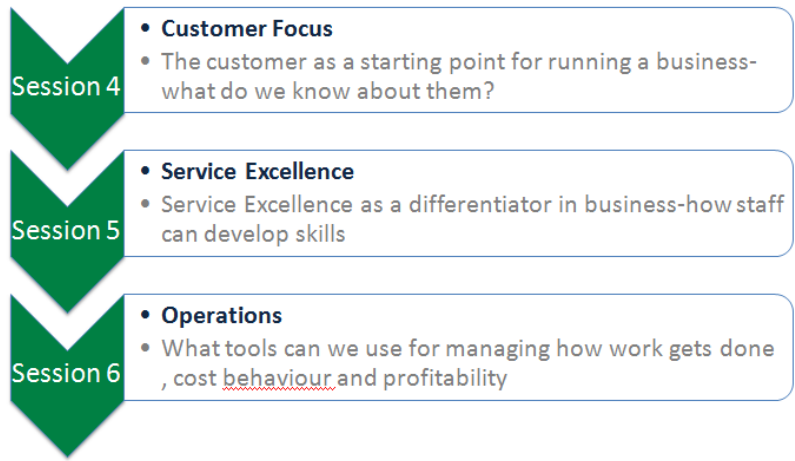
For some it's about business **survival**, for others, **growth**



100% Scored Workshop at Highest Rating

- *“more workshops”*
- *“excellent workshop that’s very practical “*
- *“like having a consultant in our business”*
- *“it related to our everyday challenges”*





- Session 7**
 - **Team building and motivation**
 - Agreeing the appropriate style of leadership and what drives staff for greater performance
- Session 8**
 - **Marketing and Sales**
 - Product and Market fit, Segmentation
- Session 9**
 - **Innovation and creativity**
 - Creating new and complimentary products and services based on customer needs

- Session 10**
 - **Business Planning**
 - Template for Business planning
- Session 11**
 - **Final Presentations**
 - Action planning
- Session 12**
 - **Networking sessions**
 - Opportunities for working networking
 - Business Connections and co-operative marketing
 - Course summary

Outcomes..

- ✓ Improved level of business skills of operators
- ✓ Preparation and implementation of action plans
- ✓ Impact on business operation
- ✓ Model for Management Development
- ✓ Basis for further supports to operators
- ✓ Initial basis for network
- ✓ Motivated managers with focus on developing business

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Marketing & Sales Actions

- Signage
- Brochures Fliers
- Sales Visits
- Advertising
- In house sales
- Events
- PR
- Social Media
- Corporate events
- Data base analysis
- Product bundling networking
- Weekend specials
- Trade shows
- Links to Botswana tourism
- Customer contact points



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Customer Feedback Questionnaire

We are really interested in getting some honest feedback from you about your stay with us. It will help us to always try to improve what we do and make sure our guests enjoy the time spent with us. Please take 60 seconds to fill in the card.

Please rate us: *poor* *average* *good* *excellent*

Bedrooms

Restaurant and Bar

Staff friendliness and efficiency

Value for money

How would you rate your stay overall?

Comments:

Name and email Please

tripadvisor by the numbers

- 6 out of 10 american travelers visit tripadvisor before booking their hotel
- 70 new contributions to TripAdvisor every minute.
- 54% of travelers won't book if the hotel doesn't have any TripAdvisor reviews.
- 98% of travelers find TripAdvisor hotel reviews to be accurate.

2 THINGS every hotel should know

- For every 1% a hotel increases their online reputation, they increase
- Increasing your TripAdvisor rating by 1 point does two things for your hotel. It increases your odds of being selected by 14% and it allows you to increase your price

LA PENSIONE HOTEL
LITTLE ITALY | SAN DIEGO

BOUTIQUE HOTEL
WITH MODERN DESIGN AND AMENITIES

- Queen and Double Queen guestrooms with ensuite bathrooms
- Free WiFi in the hotel lobby
- Private meeting room
- Quaint, outdoor courtyard to read, work or relax
- 24-hour fitness room
- Captivating views of Downtown San Diego
- Little Italy restaurant, shops, and events right outside hotel's front door
- Caffe Italia and NaPizz Organic Pizzeria located on first floor

STAY IN A LITTLE ITALY ICON

La Pensione Hotel is the center of San Diego's exciting and historic Little Italy neighborhood.

Steps away from delicious dining, eclectic art galleries and shops, and live entertainment and events. A short distance to the Gaslamp Quarter and San Diego Bay.

EXPERIENCE
SAN DIEGO'S HIP LITTLE ITALY NEIGHBORHOOD

LA PENSIONE
626 West Dale Street
San Diego, CA 92101
Tel: 619.236.8800
Fax: 619.236.0089
Toll-Free: 1.800.232.4683
www.laPensioneHotel.com

THE ONLY HOTEL IN THE HEART OF LITTLE ITALY

For reservations: 1.800.232.4683
www.laPensioneHotel.com

CASE STUDY

Schindlerhof Hotel - Germany

- ✓ EFQM Award winning hotel
- ✓ 96 Bedrooms and C&B, Bar
- ✓ 3* Hotel
- ✓ One of the most profitable hotels in Germany
- ✓ Total focus on Quality



- Klaus-an entrepreneur, with creativity and innovation
- No bank loans-financed from operations.



Positioning

CUSTOMER

EXISTING

NEW

PRODUCT

EXISTING
NEW

COMPETITION

HOW TO COMPETE

What increases are we looking for in 2017? (% of actual tours)

	Game Drive	Boat	Transfers	Others
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				

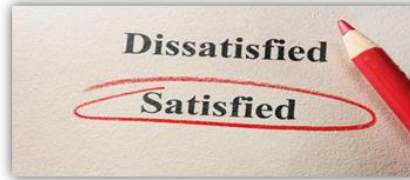
Targets - Your KPI's - Timeframe - Responsibilities - Consequences

Set targets for:

- Cost of Sales
- Occupancy
- Room Rate
- Complaints
- Wastage
- Staff turnover
- Expenses and overheads
- Gross profits
- Stock levels
- Debtors
- Average spend
- Laundry costs



The Meaning of Service Excellence



So what activities are we going to carry out to increase the level of business?
Who will do it and how much will it cost?

ACTIVITY	RESPONSIBLE	BY WHEN
Research new tour operators and send brochures/stories/testimonials to 50		
Prepare a new presentation for tour operators		
Identify 10 new possible Lodge contracts and make a meeting with them		
Develop a new brochure		
Put some good stories up on Facebook as well as some inspirational images		
Collect testimonials 100 great testimonials about your company		
Upsell on the phone		
Referrals-all team members to seek referrals from passengers		
Create a super special tour!!!		
Run a monthly sales meeting with all staff		
Research local transport requirements and identify 20 prospects		

- Make a point of keeping in contact with key customers
- Link in to supports - LEA, Botswana Tourism, Productivity Centre, Brand Botswana, Chambers
- Contact other tourism businesses in your area
- Hold a networking event
- Link in to Government Departments



Assessment of Training Needs & Skills Gaps

- Marketing Skills - (target markets, pricing, positioning, marketing planning, product development, accessing tour operators)
- Web site –"a good site"
- Social Media - [Facebook](#) page
- Standards in all operational areas
- Operations-specifically pricing, yield, costings
- Supervisory skills-and HR practices
- Service Excellence-professionalize service



Model for SMME Development

- **Specialist on site mentoring:** by experienced industry mentors
- **Practical workshops:** providing practical application to current business problems e.g. modular basis e.g. business development over 6 months delivered regionally (basis for network)
- **In-House Training Supports:** specialist trainers
- **On-site Skills Training :** training for supervisors and staff
- **National service excellence programme**
- **National tourism Train the Trainer programme**



- Both approaches are effective-Mentoring and Workshops
- Workshops are more efficient-Numbers
- Reluctance of some to commit time for workshops (“workshopped out”)
- Suggestions for Benchmarking study tours
- Potential for networking at regional level
- Focus on practical skills development
- Train the trainer model, manual supports



F - MIKELELE MOTEL BUSINESS PLAN



Description of our Business:

We are in a tourist business providing affordable and quality accommodation, conferencing, entertainment and food and beverages in the Boteti area (Letlhakane).

Our Main Markets

Our market comprises domestic, International business travellers, government traveller and a small segment being the tourist traveller.

Our Products and Experiences

Existing products:

- Affordable accommodation
- F&B
- Conferencing

New products:

- Events e.g. Braai weekend, jazz or R&B sessions
- Tours to Kudu Island and Makgadikgadi
- Kiddies entertainment e.g. movies in the conference projected on a large screen @ P10; kiddie's fun weekends where there will be jumping castles, water slides and games

Our Targets and Goals

- Improve landscaping: this includes adding more greenery (plants, flowers ,trees and lawn); investing in outdoor furniture
- Reduce staff turnover
- Increase occupancy
- Form relationships with travel agents
- Improve our service (staff to be trained regarding customer service)
- Improve our product offering

Our Vision

- To be the preferred accommodation establishment in Letlhakane.
- To be a sustainable operation (stress free) that operates efficiently.

Strengths <ul style="list-style-type: none">• Fantastic location• Affordable by value• Own premises• Good relations with our suppliers• Good food as per customer's feedback	Weaknesses <ul style="list-style-type: none">• Poor landscaping• Poorly trained staff• High staff turnover• Poor outside furniture• Over reliance on 1 market
Opportunities <ul style="list-style-type: none">• Tourism plan for Boteti Edu tourism diversification	Threats <ul style="list-style-type: none">• New entrants/competition of new establishments opening in Letlhakane

<ul style="list-style-type: none"> Product diversification (do more for the kiddie's market, open up a campsite, hosting events such as jazz nights, braai Saturdays, happy hour/alcohol specials. 	<ul style="list-style-type: none"> Falling prices of commodities in the mining industry (economic meltdown) High utility costs
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Positioning

Customer	<p>Existing</p> <ul style="list-style-type: none"> Business traveller Tourists Government Casual traveller NGO (Birdlife) <p>New</p> <ul style="list-style-type: none"> Children/family market through events, specials etc Tour operators
Product	<p>Existing</p> <ul style="list-style-type: none"> Affordable accommodation F&B Conferencing Outside Catering <p>New</p> <ul style="list-style-type: none"> Events/ leisure activities (kiddies movies, soul sessions, braai days
Competition	<p>Existing</p> <ul style="list-style-type: none"> Differentiation through affordability <p>New</p> <ul style="list-style-type: none"> Up to date website Room décor (wall art) Quality of amenities Uniform of staff Service excellence

Revenues

	Accom	F&B	Conferencing	Leisure Activities
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				

What caused problems in 2016?

The commodities market performance was down and as a result business was low because of our over-reliance on business coming from this particular market. We did not quite diversify our product offering throughout the year and were lax with marketing.

Where are the opportunities for 2017?

We will diversify our target market and stop with the over reliance on one market. Product diversification will take place through the launch of various events such as braai days, jazz days, kids movie nights etc. Being a member of Expedia we hope to reap the rewards of such a site as we became members of late last year. Other opportunities this year also lie in marketing of the motel and its products more aggressively (signage, brochures, do sales calls and visits and a website) as well as working on delivering service excellence.

What Increases are we looking for in 2017?

	Accom	F&B	Conferencing	Leisure Activities
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				

Other-what new products are we going to add to the portfolio in 2017?

The new products to be added are the

The new products will be hosting of events such as jazz days and festivals as well as catering to the kid's market segment (e.g. movie days and family fun days). Another new product will be the camp site which won't be complete this year however solid preparations and planning for it will be made during this year.

How can we reduce our costs?

Salaries	<ul style="list-style-type: none">• Have a work schedule that ensures that on quiet days there is the needed staff and likewise for busy days
Travel and Fuel	<ul style="list-style-type: none">• Bundle trips to avoid travelling to the same place or area frequently• Purchasing of items must be done on the dedicated days for purchasing

Maintenance and Repairs	<ul style="list-style-type: none"> Carry out more preventative maintenance
Water	<ul style="list-style-type: none"> Check for leakages daily and ensure all are attended to immediately
Electricity	<ul style="list-style-type: none"> Make use of more energy saving lighting Ensure that all equipment is switched off when not in use e.g. air conditioners
Telephone	<ul style="list-style-type: none"> As each employee has a telephone code, monitor each person's code and investigate those who seem to have higher than normal phone usage
Food Cost of Sales (30-35%)	<ul style="list-style-type: none"> Monitor the shrinkage occurring track food consumption food and stock count more frequently ensure portions to be consistent/correct

Marketing Activities

Activity	Responsible	By When
<ul style="list-style-type: none"> Upgrade our signage Complete our website Introduce leisure activities (braais, pool parties and Conduct Sales visits Introduce brochures and place at various touch-points Upsell on the phone Build more relationships with travel agents Introduce the customer feedback form Happy Hour Plan (Weekly) Improve our room décor through art work Get staff uniform that enhances our brand 	Mike	November
	Mo and Dikeledi	September
	Mo	September
	Mike	August
	Dikeledi	June
	Front office to be trained	-----
	Mo and Mike	Ongoing
	Dikeledi	May
	Mo	June
	Dikeledi	July
Dikeledi	October	

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Standards for: Stock Controller

- Buying list to be kept up to date
- Buying to be done on specific days (Tuesdays and Thursdays)
- Purchasing to be done by 1400
- Stock to be issued between 1400 and 1600 except bar stock which must be issued at 0900
- Purchase journal to be up to date by close of business
- Fresh produce to be bought daily
- Report on shrinkage to be done daily and to be handed over to the manager with reasons
- Stock take to be done daily
- Prices of suppliers to be audited monthly
- Stock levels to be aligned to our maximum and minimum point levels or as per usage
- Stock to be checked against invoice and purchase order
- Quality of products and expiry dates to be checked when receiving

Customer Feedback Form

Please rate us:

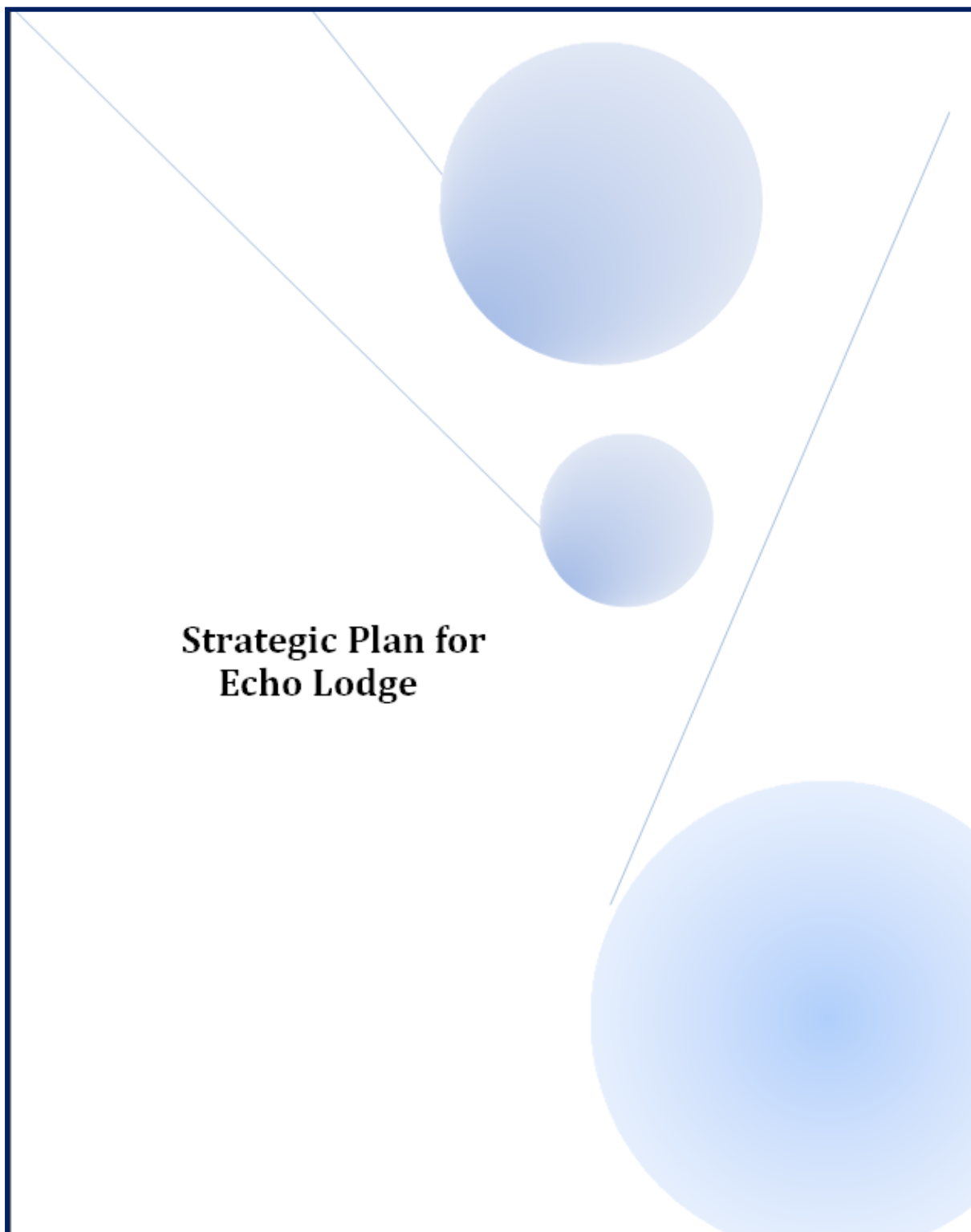
	Poor	Average	Good	Excellent
Bedrooms				
Restaurant and Bar				
Staff friendliness and efficiency				
Value for money				
How would you rate us overall				

Comments:

How did you hear about us: _____

Name: _____

G – ECHO LODGE BUSINESS PLAN



**Strategic Plan for
Echo Lodge**

Description:

We are in the business of offering accommodation, conferencing, catering, and restaurant services.

Main markets:

Our business customers are Botswana government, NGOs, local authorities, business travellers, Trans Kgalagadi road users especially those travelling between Namibia and South Africa. Some travellers also come for swimming.

Our targets/objectives:

Our immediate target is to stabilise operations of Echo Lodge by doing the following in order of priorities:

1. Increase sales
2. Reduce costs
3. Draw a marketing plan and implement
4. Pay creditors
5. Red design processes, document and implement
6. Brand

Our Vision:

To stabilise Echo Lodge and look for opportunities to expand. To plan and manage our time so we can reach objectives efficiently and therefore make our management less stressful.

SWOT ANALYSIS

<p><u>STRENGTHS</u></p> <ol style="list-style-type: none"> 1. Echo lodge is located on the highway 2. We offer the best traditional cuisine 3. We extend our personal touch to guest service 4. Good building structures 	<p><u>WEAKNESSES</u></p> <ol style="list-style-type: none"> 1. Under capitalised, too much debt 2. We have arrears on creditor payments 3. We surrounded/located by two competitors 4. Low staff morale 5. No documented policies and processes 6. Equipment and furniture need refurbishment, maintenance, replacement
<p><u>OPPORTUNITIES</u></p> <ol style="list-style-type: none"> 1. We have extra land to expand 2. We diversify our services by changing the furniture arrangement in our rooms 3. We can value add our services by starting a Tour Operating company into Mabuasehube Game Reserve, Monong and Ukwi Pans. 	<p><u>THREATS</u></p> <ol style="list-style-type: none"> 1. Bad reputation with local community for paying creditors late 2. Creditors amount is too high and has been pending for too long 3. Competition is increasing 4. Low business volume

4. We can try to attract more road travellers so we reduce government dependency	
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POSITIONING/MARKETING

CUSTOMER	<p>EXISTING</p> <ul style="list-style-type: none"> -Government, NGO'S, Local authorities, parastatals, business community, - 90% -in transit travellers between South Africa and Namibia - 10% <p>NEW</p> <ul style="list-style-type: none"> - Foreign travellers/tourists from other countries other than Namibia and South Africa - Kang/Kgalagadi local community - Increase the Trans Kalahari road travellers
PRODUCTS	<p>EXISTING</p> <ul style="list-style-type: none"> - Accommodation - Conferencing - Restaurant - Outside catering - Bar <p>NEW</p> <ul style="list-style-type: none"> - Week - end activities targeting the local community and road travellers - Business communication services e. g. Email, fax, photocopy - Initiate and introduce periodic and regular events e.g. choir competitions, traditional dance competitions, farmer's days, etc. - Camping - Game/tour drives to the local parks, farms, interesting historical/iconic sites
COMPETITION – analysis	<ul style="list-style-type: none"> - There are 5 hotels/guesthouses in Kang - Some offer conferencing, fuel, convenience stores, curio shops and standards vary - Two of these hotels are in close proximity to Echo Lodge and are better located closer to the high way - Two of these hotels are located deeper into the village

	<ul style="list-style-type: none"> - One of them is located in a good spot on the highway as you enter the village. - Echo Lodge is the only hotel that is thatched in Kang, therefore it is more comfortable in the hot Kalahari Desert summers - Most of our competitors' rooms are new - Total number of available rooms in Kang is 60
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COMPETITION-

- **How we intend to compete**
- We want to maintain communication with our existing clients/guests
- We need to identify our top clients/guests and entice them more
- We need to increase our visibility/signage viz: signage at BP and other places
- We need to get information about how guests got to know about us, we should get more customer feedback
- We need to improve our quality in general (service and products) so that we compete more on value than on price, i.e. offer value for money, offer loyalty cards, complimentary services/offering
- We would like to differentiate ourselves from our competitors
- We need to relook at the content of our brochure e.g. emphasize on benefits to the guests, use more descriptive language, need to be captivating
- We need to increase the number of travel agents and booking agents and use guest reviews more.
- We need to recruit and/or train our receptionists and waiters to be more sales oriented/up selling. Set targets for them on the number of sales calls per day.
- We need to add new products to our offering
- We need to ensure a marketing/sales milestone/target each day
- We need to ensure that we fully utilise idle assets and space...e.g. conference rooms, curio shops, security house etc
- We need to instil a new style of motivation and work attitude in our employees, Botho, bonatla, botlhaga, botswerere

- **How we intend to price**

We will apply the 5X4 Rule in regard to pricing as a way to increase profit i. e.

1. Increase the level of sales by 5%
2. Increase the average spend by 5%
3. Decrease the cost of sales by 5%
4. Decrease the fixed costs by 5%

REVENUES FOR 2016 / 2017

MONTHS	ROOMS	BAR	RESTAURANT	CONFERENCE
March 2016	87690.00	2365.00	21061.71	500.00
April 2016	95020.00	9222.82	91457.00	3500.00

May 2016	104920.00	6437.00	79710.80	3000.00
June 2016	87980.00	16439.00	88065.15	500.00
July 2016	102911.00	12024.00	51096.70	3000.00
August 2016	132570.00	30795.19	162298.79	4200.00
September 2016	74500.00	5520.00	49389.56	3000.00
October 2016	44360.00	1028.46	7989.90	0.00
November 2016	75455.00	21521.24	52943.87	0.00
December 2016	59630.00	8603.86	35629.15	1500.00
January 2017	52460.00	1672.00	13103.25	0.00
February 2017	41210.00	1677.00	12172.85	480.00

HOW CAN WE REDUCE COSTS?

Salaries	Retrench some staff and save P12 300.00
Electricity	Reduce pool machine running time, switch off cold room, switch off bar fridges in rooms when unoccupied, switch on necessary lights only, negotiate with BPC on installation of pay meter,
Repairs	Reduce car repairs, reduce borehole repairs, reduce building repairs, replace old equipment, hire maintenance technician on a full time basis.
Leasing	
Office costs	<ul style="list-style-type: none"> - Reduce telephone usage by installing dialling codes - Use what sup and email for communication where possible when offsite
Cost of sales	<ul style="list-style-type: none"> - Buy stock per function only, - reduce/control buffet catering, - ensure all purchases are authorised by yourself. - Closely supervise kitchen issues and usage of stock to minimise wastage - Control portions - Compare supplier prices - Supply own meats from the farm - Monitor store room issues to ensure no wastage and pilferage
Water	<ul style="list-style-type: none"> - Check water leakages in all rooms before closing

	<ul style="list-style-type: none"> - Have a schedule for laundry
Fuel	<ul style="list-style-type: none"> - Reduce business travel - Use local taxis instead of own car for deliveries and shopping - reduce fuel usage for Dyna

OPERATIONS REVIEW AND ACTIONS

Introduce new standards	To do
Reduce costs	As per draft above
Introduce targets for all departments	To do
Run service excellence programs	To do
Introduce work schedules	Done

1. Introduction of Work Schedules

RESTAURANT SCHEDULE

MORNING SHIFT	
5.45 AM	Arrive at work and get ready
6.0AM	Lay table cloths, set continental breakfast requisites, set cutlery and crockery, switch on urn for tea/coffee, warm milk
6.30AM	Guests arrive and serve breakfast
8.30	Breakfast ends, return unused stock to store room, clear tables,
9.30AM	Check bills, ensure they are all entered correctly, check bills against payments, print bills, hand to supervisor to check, submit to reception. Reconcile any differences
11.0 AM	Mob floors, dust chairs, change table cloths, wash breakfast cutlery
12.00	Set tables for lunch. check stock items in menu
1.00PM	Serve lunch, wait tables, assist chef with orders when necessary
2.00 PM	Prepare bills, Clear tables, close shift
3.00 PM	Clean the restaurant, mob floor, lay fresh linen and lay tables for dinner. Check restaurant stock items in the store room by liaising with chef and the store person.
4.00 PM	Clean crockery in the bar, mob the bar, check stock, issue stock to the bar, liaise with store person on out of stock items.

5.00 PM	Ensure soft music is playing in the restaurant, ensure TV in bar is on, discuss with chef on menu specials, ensure drinks are well chilled
6.00 PM	Waiter to refresh by showering and ensure uniform is clean. Serve dinner, attend the bar, switch on ice machine, switch on the coffee machine.
8.00 PM	Serve dinner, attend the bar, switch off ice machine
9.00 PM	- Serve dinner, prepare for breakfast, prepare bills, close shifts - Count, balance and record stock in the bar
10.00 PM	Serve any remaining guests and close. Ensure all windows and doors are closed and locked, return all stocks to their appropriate place e.g. to stores etc

RECEPTION SCHEDULE

<u>5.45 AM</u>	Arrive at work, shower, prepare yourself
<u>6.00 AM</u>	- Be at reception, - Check HOTSOF for last night late check ins, - ensure last night's night audit was done and printed. - Prepare for guest check out.
<u>6.30 – 9.00 AM</u>	- Check out guests, - Ensure conference room is ready for occupation. - Welcome guests attending conference.
<u>9 .00 – 1.00 PM</u>	- Receive and answer calls, - take bookings, - make quotations, - hand over cash to accountant/supervisor. - Do filing - Ensure morning tea is served on time - Attend to guests requests
<u>1.00 – 2.00 PM</u>	- attend to any guest queries during lunch break - refresh conference room - assist waiters with serving lunch - spend last 10 minutes handing over shift - close shift and hand over cash with cashiers sheet

<u>2.00 – 3.00 PM</u>	<ul style="list-style-type: none"> - spend 10 minutes reviewing and attending hand over notes - Receive and answer calls - make quotations - attend to guest's requests - ensure afternoon tea is served on time - call and confirm today's guests arrival
<u>3.00 – 3.30 PM</u>	<ul style="list-style-type: none"> - assist waiters with serving afternoon tea
<u>3.30 – 5.00 PM</u>	<ul style="list-style-type: none"> - Receive and answer calls - make quotations - attend to guest's requests - check guests in - always make sure the reception area is clean and tidy. - check all public areas and ensure always tidiness /liaise with housekeepers/cleaners
<u>5.00 – 9.30 PM</u>	<ul style="list-style-type: none"> - attend to guest's requests - guests check in - ensure lights in front of rooms and all public areas are on - Assist with service in kitchen or restaurant for dinner.
<u>9.30 – 10.00</u>	<ul style="list-style-type: none"> - liaise with cashiers and close shift - complete cashiers sheet - Do night audit - hand over cash with cashier's summary to manager - tidy up the reception area and switch off lights, lock all doors close all windows

Kitchen work schedule (Chefs and scullery)

5.45 AM -	<ul style="list-style-type: none"> - Arrive at work - wear uniform and tidy yourself
6.00 AM – 9.30 AM	<ul style="list-style-type: none"> - Check room occupancy/in house guests at reception - Prepare plans if necessary - check orders and prepare breakfast
9.30 AM – 10.30 AM	<ul style="list-style-type: none"> - Clean/mob kitchen floor - mob/clean wall tiles - clean all cookers - clean all crockery and utensils - check stores for available menu stock items

10.30 AM – 1.30 PM	- prepare ala carte or buffet lunch per orders/conferences
1.30 PM – 2.00 PM	- Return all unused menu stock items to stores - hand over to next shift by way of short meeting - close shift
2.00 AM – 3.00 AM	- clean kitchen floors and walls - clean dishes, utensils, cookers
3.00 PM – 5.00 PM	- Check menu stock items liaise with store keeper - check today's guest arrivals
5.00 PM – 6.00 PM	- Prepare plans
6.00 PM – 9.30 PM	- Prepare dinner according to orders/conference
9.30 PM – 10.00 PM	- Clean kitchen, utensils, crockery - return unused menu items to stores - close all windows and lock doors - ensure all appliances are switched off - close shift - once a week use insecticide etc

HOUSE KEEPING WORK SCHEDULE

6.45 AM	Arrive at work
6.00 – 8.30	- Mob/clean/dust all public places (public toilets, reception, offices)
8.30 AM – 12.00 AM	- Collect used/dirty linen from rooms - make up rooms
12.00 – 2.00	- Do laundry wash and iron sheets, towels, etc. - close shift
2.00 PM -5.00 PM	- Finish off laundry
5.00PM – 6.30 PM	- Freshen up all rooms - do bed turn- down - spray insecticide - check all appliances if working and liaise with maintenance

6.30 PM – 10.00 PM	<ul style="list-style-type: none"> - Assist reception with guest check in, welcome and walk guests to the rooms - attend to guest requests, liaise with reception - assist where required in kitchen or restaurant - close shift

STORES WORK SCHEDULE

6.45 AM	Arrive at work
6.00 AM – 8.30 AM	<ul style="list-style-type: none"> - check room occupancy, - check breakfast orders/conference - Issue stock to restaurant as requested strictly per orders only
8.30 AM – 10.00 AM	<ul style="list-style-type: none"> - check how many rooms were occupied last night - issue stock for rooms after checking - count, balance, make list of stock in stores
10.00 AM – 12.00	<ul style="list-style-type: none"> - Enter stock issued to restaurant, kitchen and rooms into the HotFNB system in the computer - print all issued stock and hand to manager - print stock replenishment sheet and liaise with manager - order/ buy stock replenishment after consulting with manager - receive new stock and capture into HotFNB
12.00 – 2.00 PM	<ul style="list-style-type: none"> - Issue restaurant stock strictly per guest orders/conference - hand over to next shift - close shift
2.00 PM – 5.00 PM	<ul style="list-style-type: none"> - re check and balance stock - check against stock entered/issued in the HotFNB system - buy/order stock after consulting with the manager - receive new stock and enter into HotFNB system - pack all stock properly
5.00 PM – 10.00 PM	<ul style="list-style-type: none"> - Issue stock to restaurant strictly per order - capture stock issued

	<ul style="list-style-type: none"> - count stock in stores and balance with HotFNB - ensure all windows are closed, lock store room, switch off all appliances and hand over keys to manager - close shift

WORK SCHEDULE FOR MAINTANANCE/LAND SCAPING TECHNICIAN

8.00 AM	<ul style="list-style-type: none"> - arrive at work - check with reception and housekeeping for any guest queries/requests
9.00 AM – 10.00 AM	<ul style="list-style-type: none"> - check daily routine checklist and attend/fix - liaise with manager for any special repairs/orders
10.00 AM – 5.00 PM	<ul style="list-style-type: none"> - Clean all public arears, pool, cut weeds, trim lawn - attend to any repairs requests

ACTIVITIES THAT NEED TO BE CARRIED OUT TO INCREASE THE LEVEL OF SALES

ACTIVITY	RESPONSIBLE	BY WHEN	ESTIMATED COST
Get listed on Booking .com, Trip Advisor, Expedia,	Megano	By April 30 th 2017	Pay Booking.com outstanding invoice
Check our list of customers/guests, visit them and present our profile, retrieve the guest list from Hotsoft , select the top ten and make a letter and follow up with a visit. Concentrate on 10 conference guests and 20 accommodation guests	Front Office, Megano	By 30 th April 2017	Fuel, accommodation, meals to Tsabong, Gaborone, Hukuntsi, Mabutsne, Lotlhakeng, Ghanzi, Charleshill, Kanye, Molepolole. P5000.00
Upsell on the phone	Front Office	continuous	No cost, slight increase on the phone bill
Distribute brochures to BP Kang, Fuel	Mogolege, Megano	By 30 th April 2017	Travelling costs P2000.00

Station in Sekoma, Charleshill, Ramatlabama, Lobatse, Tlokweng. McCarthys Rest.			
Upsell in the restaurant	Waiters	continuous	No cost, need to train and recruit better waiters.
Have a weekly weekend braai for Macha etc. teachers by the swimming pool.	Mogolege, Chefs, waiters	Start from Easter holidays i.e. 14 th April 2017 till end July 2017 every Sunday	Cost sales will vary depending on business.
Have a variable rate for types of guests, occasions, weekend,	Megano, front Office	ongoing	No cost
Create happy Hour	Waiters, front office	Every weekend Sunday starting 14 th April 2017	P2000
Create guests loyalty by offering free accommodation, meals etc	Front office, Megano	Start 6 th April 2017 then ongoing	Sleep 5 nights and have 5 dinners and have one free
Improve signage and increase visibility on social media	Megano/Banyana/Kelebogile	Start 1 st May 2017 to be completed by 30 th May 2017	May have to buy some new road signage, on site signage
Motivate staff by paying their salaries on time	Megano	Start 6 th April and continues thereafter	May have to delay payments to other creditors
Rent out space	Megano		No cost
Create events	Megano	From the month of April 2017	Will vary depending on the type of event

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