



NATIONAL SENIOR CERTIFICATE EXAMINATION  
MAY 2024

**TOURISM**  
**MARKING GUIDELINES**

Time: 3 hours

200 marks

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**These marking guidelines are prepared for use by examiners and sub-examiners, all of whom are required to attend a standardisation meeting to ensure that the guidelines are consistently interpreted and applied in the marking of candidates' scripts.**

**The IEB will not enter into any discussions or correspondence about any marking guidelines. It is acknowledged that there may be different views about some matters of emphasis or detail in the guidelines. It is also recognised that, without the benefit of attendance at a standardisation meeting, there may be different interpretations of the application of the marking guidelines.**

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**QUESTION 1**

- 1.1 The customer experience will either be a good or bad one. In the case of a good experience the relationship will become stronger – a loyal customer, GWM (good word of mouth) and repeat business, good for long-term business. A bad experience could lead to BWM (bad word of mouth) and no repeat business or new business, which will have a negative effect on the sustainability of the business. (4 valid points)
- 1.2 Buy a 'green seat', support local businesses and buy local products, use public transport, respect local cultures and laws. Customers can opt to leave no trace when visiting public spaces and avoid buying single-use items. They can also support local businesses and organisations that are committed to sustainability and conservation. (Any 2 valid suggestions.)
- 1.3 SA has high unemployment rates and tourism is labour-intensive, employing a multiplicity of skills, which is why it is so important to our economy. Candidates may also state that tourism is often a major source of income for developing countries, providing employment for local communities and contributing to the local economy. It also brings cultural exchange, new ideas, and opportunities for collaboration with other countries. Tourism can also help to protect vulnerable ecosystems and natural habitats by creating awareness and appreciation for their beauty. Foreign exchange can be used to grow communities, economies, be invested in conservation of local attractions, resources, contribute to the GDP, training. (Any 2 valid points.)
- 1.4 1.4.1 Candidate may select any of the suggestions.  
1.4.2 Correct if it is a justifiable response and supports the selection.
- 1.5 Speeds up the process, avoids standing in long queues, if documents are lost, facial recognition may validate identity, it may not be necessary to produce identity documentation. It can also increase safety by providing an additional layer of security to prevent identity theft or other crimes. (Any 2 valid reasons.)
- 1.6 Response should include the term 'Personalisation' and an example from the source: – Provide experiences that closely match their personal preferences, from destinations to accommodation and the kinds of activities they'll engage in. An experience that can be tailored to a client's desires and expectations.
- 1.7 1.7.1 Hosted events Unforeseen events Political situations Crime and terrorism (Any 3.)  
1.7.2 Rugby World Cup, Olympics, Earthquakes (Turkey), War in Ukraine, Terror attacks on certain groups, e.g. Israel, USA. Examples of global situations include: climate change, political unrest, and economic downturns. (Any 3 valid examples.)
- 1.8 Recycle waste, solar power, support local suppliers, employ locals, time switches on lights and air-conditioning, use electronic forms of communication/ advertising. (Any 3.)
- 1.9 This is important to ensure that tourists have a positive experience with international tourists comes much-needed foreign currency that adds value to the country's GDP. We need repeat business and more international

tourists to visit South Africa for long-term gain. If tourists feel unsafe, they will not return, which will affect the tourism industry negatively.

1.10 Samsung Pay, Apple Pay, Google Pay, Fitbit Pay. (Any 2.)

**QUESTION 2**

- 2.1 2.1.1 Name of the service/business, or venue. Example: Tammy's Tours, Metro Life Mall, Hillcrest.
- 2.1.2 A full description of the goal. What outcome was aimed for, or what the team set out to achieve.
- 2.1.3 Candidate identifies the individual role he/she fulfilled, e.g. 'plant', 'coordinator', 'networker', 'team worker', with a description of what that role entailed. Candidate may use similar terms or descriptions, which must also be accepted.

Further descriptions may include:

**1. Facilitator**

The facilitator is often the leader of the group. They clarify the team's objectives, make sure every member understands their role, and assign tasks to members so they can help the team achieve their goals. Facilitators lead group meetings and set deadlines to keep members on track.

Facilitators have different leadership styles. Some take an autocratic or authoritative approach to team management. They establish structured rules for members and maintain complete control. Democratic facilitators welcome feedback from team members when making decisions and delegating tasks, and laissez-faire facilitators have a laid-back approach and exercise minimal authority.

**2. Initiator**

Initiators contribute ideas and suggestions for resolving problems within the group. They listen closely to what other team members say and use the information they gather to propose alternative solutions. Initiators also gather information from old ideas to find new solutions to important or recurring issues. People in the initiator role tend to be highly vocal and proactive in their duties. They drive change and encourage others to take action.

**3. Arbitrator**

Arbitrators function primarily as observers. They monitor interactions and progress within the group and may attempt to intercede to prevent conflict. If they sense a misunderstanding, they offer to clarify both sides for the team members involved. Arbitrators contribute to team success by making sure every member can express their perspective, offering praise to all members, providing a neutral perspective for issues and improving team morale.

**4. Notetaker**

Notetakers have the critical role of recording team meetings and maintaining documentation of group activities. They record important points team members make, data, updates, changes and other important ideas and decisions. Then, they organise the meeting

minutes and distribute them to team members. Their notes help keep the team working toward the same goal and ensure everyone has the information they need to complete their tasks.

#### **5. Coach**

Coaches provide their team members with individualised support throughout a project. They have an extensive understanding of each of the roles and the tasks they need to accomplish, and they assist other team members by helping them overcome obstacles. Experienced professionals usually function as coaches because they can advise others based on their personal experience, so managers or supervisors often fill this role.

#### **6. Coordinator**

Coordinators bring people and information together to help them collaborate on common goals. They help arbitrators clarify ideas and suggestions team members make and determine ways certain team members can work together to streamline their tasks. A coordinator may also make recommendations to the facilitator about who would thrive in various roles and responsibilities. Coordinators recognise their teammates' strengths and know how they can complement those of others to create productive results.

#### **7. Evaluator**

Evaluators measure the team's progress in working toward the group objective. They communicate with individual members and the entire team to validate the completion of their tasks and make sure everyone agrees on roles and expectations.

They also use the information they gather from members to determine if the team should change tasks or deadlines to accomplish their objectives. Evaluators understand the important key performance indicators for measuring each team member's success and progress.

#### **8. Compromiser**

The compromiser recognises when conflict occurs between team members and formulates strategies for reaching a compromise. They help the team overcome challenges by explaining both sides and collecting feedback about how to find a reasonable solution that works well for everyone.

Compromisers help their teams by mending relationships and preventing distractions associated with conflict. While the arbitrator may work to prevent issues from occurring, compromisers thrive at resolving active conflicts.

#### **9. Gatekeeper**

A gatekeeper focuses on encouraging communication between group members. They make an effort to include everyone, particularly quieter members of the group.

Gatekeepers believe everyone has something to contribute, and they help their team by facilitating a unified approach to reaching goals. People who act as group gatekeepers may also act as the main contact for all group members between meetings.

## 10. Critic

The critic encourages others on their team to consider all sides of an idea or argument before concluding. They discourage the group-thought mentality, where team members agree with one another simply because they feel like everyone else is doing it.

Like gatekeepers, critics value all points of view and motivate others to do the same. They address any perspectives that don't already exist within the group to provide a thorough, objective discussion.

[Source: <<https://www.indeed.com/career-advice/career-development/group-roles>>]

- 2.1.4 A full explanation of how the task displayed community/cultural diversity. Essentially, how the team members from a diverse set of backgrounds and cultures created an environment that recognised the differences and how this helped to achieve their goal, OR how the team may have experienced exposure to other diverse cultural situations and the way in which sensitivity had to be displayed (e.g. addressing gender neutrality, greeting of other cultures in a correct manner, requesting permission to take photos, acknowledging religious differences in terms of dress, food, language etc).
- 2.2 Forming, norming, storming, performing adjourning with a description of any shortcomings/barriers or successes for each stage. (5 × 2 = 10)
- 2.3 In-depth, reasonable explanation of how things could be done differently in the future and a reason/explanation to justify the answer. (3 valid points made).
- 2.4 Team roles help to ensure that tasks are delegated efficiently and that everyone is working towards a common goal. This allows for faster and more effective service delivery, as teams are able to work collaboratively to solve problems quickly. Good teamwork also helps to promote innovation and creativity, allowing teams to come up with unique solutions to complex problems.

**QUESTION 3**

- 3.1
- **Environmental factors** – good environmental practices, such as resource management (energy and water, waste management (reduce, reuse, recycle), litter control, pollution control, environmentally friendly building, promotion of indigenous flora and control of alien invasive plants in grounds and gardens.
  - **Social factors** – considering the positive and negative effects of tourism on local communities, culture and heritage. Corporate Social Investment (CSI) in tourism, such as financial or non-financial support given by tourism companies to health/sport/education/youth projects.
  - **Economic factors** – the role of business. The responsible attitude of a tourism business towards the people and environment it affects. Ways to practise it: ownership, employment, procurement of local goods and services, etc.
- 3.2 Infrastructure provision and maintenance, land-use planning, environmental management, open-space planning and management, public health and safety management, community development, local economic development, education, training and employment, tourism promotion and marketing, art and culture development, human services. (Any 2.)
- 3.3 Poor service in one sector will affect the other sectors and subsectors negatively, as the reputation of entire industry is tarnished, a delay in one sector may lead to a loss of income in other sectors, the sectors rely on each other and are closely linked to each other and loss of visitors because of poor service in one area will mean many other industries also lose income if volumes drop. Negative experiences lead to a decline in customer satisfaction, social media exposure may be negative, leading to reputational damage for an entire area, Loss of trust in the tourism industry as a whole can lead to potential economic impact. Tourism is a major source of revenue for many countries and regions. When service delivery fails, tourists may choose to spend their money elsewhere or reduce their spending altogether. This can have a direct negative impact on local businesses, including hotels, restaurants, and tour operators, leading to reduced profits and potential job losses within the industry. (Any 4 of these points.)
- 3.4 South African Tourism (SAT)
- 3.5 ITB
- 3.6 Travel shows such as the Getaway Show, the Travel (Tourism) Indaba, the Sho't Left campaign.
- 3.7 The TOMSA (Tourism Marketing South Africa) levy is 1% of each confirmed booking. The collection of the TOMSA levy by tourism businesses is voluntary. These levies are paid to the Tourism Business Council of South Africa (TBCSA), which administrates TOMSA and distributes the funds for marketing and collaborative projects.
- 3.8
- Product: Dan's Country Lodge and Events Centre.
  - Place: Mthatha, a melting pot of 1.2 million people, is a surrogate city for many surrounding towns.
  - Price: 4-star graded, which means it will be expensive.

- People: the target market consists of three primary market segments: Conferencing (corporate, government and municipality); Accommodation; Events, weddings and other ceremonies. Candidates may also discuss the importance of staff in providing excellent service, being the face of the business, the need to have professional, knowledgeable staff that improve the relationship between customer and the business.
- Promotion: TGCSA. (Any valid additional marketing methods appropriate to the case study.) Candidates may also mention above-the-line, below-the-line or through-the-line methods.
- Process: how the services are delivered (4-star service) 'We aim to achieve optimal customer satisfaction, sustainable growth and excellence through visionary leadership, and dedicated employees, offering superior facilities, safe and secure environment – and an out-of-this-world experience'.
- Physical evidence: – '50 *en-suite* rooms – come standard with DStv and air conditioning; Dan's Diner provides sumptuous meals; a fully equipped gym and sauna; secure off-street parking; golf carts for guests' 'convenience'.

**QUESTION 4**

- 4.1 Time zones – crossing three or more may cause jet lag, with symptoms that take days to overcome; affect arrival schedules, timetables, connecting flights, medication schedules, time-sensitive events. (Any 3.)

IDL – Crossing this line will mean the date changes, travelling across the IDL going west = losing a day/date changes next day travelling across the IDL in an easterly direction means gaining a day/date changes to the previous day

- 4.2 **Socio-economic advantages:** longer daylight hours promote safety, less crime, less car accidents, more family time, less reliance on electricity supply, longer working hours for some businesses in the hospitality or tourism industry, may generate more income.

**Socio-economic disadvantages:** Changing sleep patterns become a health problem, because of longer shopping hours some people overspend, affects tourists travelling to countries and their timings and logistics, may lead to more accidents if locals are tired and have struggled to adjust may lead to MORE use of energy if businesses are open for longer hours, e.g. cooking, entertainment. (Any 6 points.)

- 4.3 Travelling across multiple time zones can cause jet lag, where a person's internal body clock is out of sync with the destination's local time. This can lead to fatigue, difficulty concentrating, and disrupted sleep patterns. This occurs because the body needs time to adjust to the new time zone. The tourist's sleep pattern is disrupted, literally 'lagging' behind in the previous time zone, disorientation, nausea, dizziness and other physical effects may be experienced.

- 4.4 6 hours

- 4.5 4.5.1 Visa – It allows the bearer to visit the issuing country for tourism purposes. Stipulates the purpose for entering a different country; a tourist visa does not permit the tourist to legally work or carry out business.

4.5.2 International driver's license – this is a legal requirement; all non-resident drivers need an international driving permit to legally drive a vehicle in many countries. If you don't have one and you get stopped by law enforcement, you could face a steep fine.

- 4.6 London = 0; CT = +2 therefore a 2-hour difference

10h00 Heathrow = 12:00 in CT, + 14-hrs duration, = 02:00 on 26<sup>th</sup> February

- 4.7 4.7.1 JHB +2, Sydney +10, an 8-hour difference. 09:00 in Jhb = 17:00 in Sydney, (+1 hour DST – 18:00 in Sydney) + 11-hour duration, 05:00 the next day, 14<sup>th</sup> October

4.7.2 He may be carrying prohibited goods or restricted items. He may have to declare a weapon, or a large amount of cash, or he may have a suspicious item in his baggage. He may be carrying narcotics. (Any 2 valid reasons.)

**QUESTION 5**

- 5.1 5.1.1 GDP is the total value of goods or services produced in a country in a year.
- 5.1.2 The multiplier effect is the amount of consumer spending that filters down through the economy and adds to the GDP, which in turn causes GDP growth. That growth creates jobs, and more workers earn income.
- 5.1.3 The rise and fall in the value of a currency in any given time period.
- 5.2 5.2.1 When the rand is weak, foreign travellers will get more rands for their currency, which gives them greater buying power. This will encourage longer stays and more spending. Good for the economy/GDP.
- 5.2.2 When the rand is strong, foreign travellers will get fewer rands for their currency, which in turn will not encourage more spending and shorten staying time. Bad for the economy/GDP.
- 5.3 5.3.1  $70\,000 \text{ Mexican pesos} \times 1,092 = \text{ZAR } 76\,440,00$
- 5.3.2 (a) Bank buying rate
- (b)  $\text{ZAR}5650,00 \text{ divided by } \text{€}20,464 : \text{€}276,0946 \text{ or } \text{€}276,10$
- 5.4 Mexico
- 5.5 The peso is weaker than the euro, the South African will have more pesos to spend when exchanging ZAR for pesos than in Italy when exchanging ZAR for euros. He/she will have more money to spend in Mexico than in Italy.

**QUESTION 6****CONCEPT MAP****ANALYSIS OF THE TRIPLE BOTTOM LINE: SOCIAL (PEOPLE), ENVIRONMENT (PLANET), ECONOMY (PROFIT).****Social**

Positives: job creation for local people, support local business within the city, easy access to the town of Mthatha, close to shopping centre, 1.2 million people living in Mthatha reliant on passing tourism trade to sell local products. Safe parking and facilities.

Negatives: densely populated town for its size, outside of the city limits is very rural and poverty-stricken, possibility of crime to survive in Mthatha.

**Environment**

Positives: thatched-roof dwellings, manicured gardens, golf carts for guests to minimise pollution and motor car travelling, 4-star graded by the Grading Council of South Africa.

Negatives: The 1000-seater venue – large group of people would have negative effect on water, electricity reliance. Increase in pollution, air noise and waste. Sanitation.

**Economy**

Positives: jobs, attraction of foreigners to the area bringing extra money, large job opportunity to increase the size of the buildings to have more rooms – extension to the new coastal road, employing local and buying local products could be of great financial benefit, reducing leakage, captive market = gateway to the popular Wild Coast resorts boosting the local GDP.

Negatives: environment susceptible to crime because of the unemployment rate in the area. Big demand for natural resources like water and energy.

**SWOT ANALYSIS**

**Strengths:** self-contained safe establishment within the city of Mthatha, local employment, attraction for tourists passing through to the Wild Coast, 1000-seater venue to attract a large crowd.

**Weaknesses:** high-crime area due to local unemployment and 1.2 million people living in the area, loadshedding and the cost to install solar or generator for electricity. High cost to maintain the infrastructure/buildings and grounds.

**Opportunities:** expansion into other areas, provide accommodation for more travellers using the proposed new N2 up the Wild Coast, provide a shuttle service from the local Mthatha airport, offer monthly specials to local domestic market. Increase in passing trade will increase visitation and business could employ more locals.

**Threats:** natural disasters and unforeseen events that could hamper future travellers visiting the area, price of fuel increases and slows travel, political unrest in the area. Drought and lack of fresh-water supply.

**SUGGESTIONS THAT WILL HELP THE BUSINESS TO SUCCEED.** Markers' discretion as to the validity of the points made.

- Know who your customers are (target market) – by knowing your target market it makes it easier to identify their needs.
- Treat customers with respect – by treating customers with respect it will help build a relationship of trust and encourage a loyal customer base.
- Meet customers' needs – meeting customers' needs will ensure GWM (good word of mouth) and repeat business.
- Fulfil your commitments to customers – helps build loyalty.
- Maintain confidentiality and be open and honest to your customers – builds a good relationship.
- Obtaining customer feedback and analyse the feedback – keeps your business up to date on where to improve within the business and market trends.
- Ongoing training of staff/product knowledge – keeps staff up to date and helps provide an efficient and professional service.

### **SUGGESTIONS TO IMPROVE THE SUSTAINABILITY OF THE BUSINESS WITH SPECIFIC REFERENCE TO CSR AND FAIR TRADE.**

- The business should invest in renewable energy sources such as solar or wind power. They should also focus on reducing their environmental impact by minimising waste, developing eco-friendly packaging, and investing in energy-efficient technologies.
- They should ensure that their employees are paid fair wages and have access to quality healthcare and other benefits.
- Source products that are ethically and sustainably produced while giving consumers confidence that the people behind the products they buy get a fair deal for their hard work.
- The three pillars of sustainability are considered in all aspects: People, Planet, and Profit. By choosing to follow Fair Trade, tourists are assured that the supplier country and its local communities are getting justified income, respect and the business is functioning in an ethical and environmentally responsible manner. As a result, will support the business.
- CSR – This helps businesses to build trust with their customers and stakeholders, and to demonstrate their commitment to ethical practices. It can also lead to increased customer loyalty and improved brand reputation, resulting in increased sales and profits.
- Examples of corporate social responsibility initiatives include sponsoring local charities, establishing environmental sustainability programs, and encouraging diversity and inclusion in the workplace. These initiatives help to strengthen the company's reputation and demonstrate its commitment to social responsibility. They also help to create a positive work culture that can lead to increased employee engagement and productivity.

LINKS, Colour-coded key, layout

As above; students need to show the interrelationship between the ideas with a valid explanation.

## QUESTION 7

### Report

#### **Professional image: the importance thereof:**

A professional image creates a perception about your competence, your brand and reputation. They send a message to your customers and also affect how your co-workers and employees feel about working at the business.

#### **Explanation for the following bullets:**

- Have a **good** name, logo, slogan, website, stationery, marketing material, product packaging, Physical appearance of the buildings, environmental policy, customer service policy.
- For the staff: a dress code, hygiene and grooming, communication and interaction with customers, body language.
- Understanding customers' needs and expectations helps the company to rectify any shortcomings.
- Safe and accessible environment.

#### **Benefits of a code of conduct (6 valid points to include in a code of conduct):**

- Helps guide staff on expected behaviour.
- Guides staff on the priorities and goals of the business.
- Spells out ethical behaviour of the staff.
- Promotes teamwork.
- It guides staff on their relationship with each other and their customers.
- It acknowledges different cultural and religious practices.

Markers to use their discretion on the 6 points students mention. Should be based on the above mentioned. Response may include:

- Company core values and vision
- Bans on illegal activities including smoking, drinking, foul language
- Internet usage: cybersecurity; corporate email; social media
- Discrimination and harassment
- Confidentiality procedures
- Dress code
- Community involvement
- Gift and entertainment policies
- Meal and rest break policies
- Relationships in the workplace
- Violation of the code of conduct
- Compliance program

#### **Obtaining customer feedback (benefits):**

Benefits of obtaining feedback: You make deeper connections with your customers, learn whether you have met their needs and expectations, obtain a competitive edge, get an insight into what you may need to change in order to meet those needs, it helps you measure staff performance, it provides material for training customer service centre staff, it makes customers feel that their opinions matter, they feel valued and may be more likely to return, it helps to attract new customers as word of your caring approach spreads.

**(4 methods)**

Process the data received – negative feedback can be used to improve customer service and positive feedback can be used to motivate staff and to help the company realise what they are doing right.

Surveys, questionnaires, feedback cards, follow-up phone calls, SMSes, internet-based questionnaires. (Any 4.)

**Marketing methods (two local marketing opportunities)**

Above the line and below the line. Above the line may be selected as these techniques reach a large target market and below the line may be selected as these methods are more personal, cheaper to use and are directed at a specific target market.

Candidate may select *through-the-line* techniques which are beneficial as they use a combination of *above-and-below-the-line* and have the advantage of both techniques.

The Getaway show, Tourism Indaba, ILTM Africa in Cape Town, World Travel Market Africa (WTM Africa). (Sho't Left campaign also accepted)

Candidates may mention that having Fair trade certification or contributing to the TOMSA levy guarantees that their business is marketed by the FTTSA (Fair Trade in Tourism South Africa) and TBCSA (Tourism Business Council of South Africa)/SAT respectively. This is advantageous as these two methods are a free benefit of having the FTTSA certification and/or contributing to the TOMSA Levy.

**Techniques to improve staff performance:**

Ongoing training of staff/product knowledge – keeps staff up-to-date and helps provide an efficient and professional service. Have peer reviews on a regular basis, offer incentives and bonuses for reaching targets, encourage staff to be included in decision making.

**Environmental policy:**

Benefits of having an environmental policy: Policies and procedures bring structure to a business, provide direction and give an insight to the company's values and standards. They also provide a framework that ensures staff and suppliers are clear about what to do and how to measure success or failure, they improve the professional image of the business, create an impression that they prioritise their impact on the environment, and keep staff accountable to the policy goals. This policy also can be used as a marketing tool to attract environmentally conscious customers.

Examples include:

Removal of alien and invasive plant species, the three R's: reducing water and energy use; reuse of grey water; adaptive re-use of materials; recycling of plastic, glass, paper, tin; environmentally friendly building; vertical or roof gardens, composting, organic farming.

**Total: 200 marks**