



TOURISM FOR A BETTER WORLD

Organizing a tourism business such as a hotel

Know What You're Fighting For: Creating a Business Mission

What's the strongest driver of top-notch employee performance? What does it truly take to make everyone give 100% every day?

- High salaries
- Fancy store design
- A friendly atmosphere
- Friendships among co-workers
- A nice boss
- A feeling that your job has a **purpose**
- A well-organized workspace

Many factors can motivate people to work hard and enjoy their jobs. We are all individuals, driven by different things. While all the listed factors can be motivating, **it is the feeling that your job has a genuine purpose that is most important.** That feeling will drive you to continuously perform at your best and truly enjoy the process.

In other words: you've got to **know what you are fighting for.**

Mission Statement: Your Company's Guiding Light

Well-run companies therefore create a "**mission statement**"—a concise declaration that captures **why** they exist and **what** they want to achieve.

This is an invaluable tool for communicating with all employees (and future candidates). It embodies what your company is all about, ensuring everyone involved follows the same call, the same principle, the same core concept of what your business aims to accomplish.

A good mission statement answers the following questions:

1. What is our company trying to achieve?
2. How does this make our customers happy?

Examples

Here are three real examples from well-known hotel groups:

- **HILTON HOTEL:** "To be the most hospitable company in the world – by creating heartfelt experiences for guests, meaningful opportunities for team members, high value for owners and a positive impact in our communities."
- **RITZ-CARLTON HOTEL:** "Provide genuine care and exceptional products and services resulting in profit leadership."
- **SCANDIC HOTELS:** "Our mission is to create great hotel experiences for many people. We believe a great hotel experience is so much more than just a nice room, bed, breakfast or dinner. It's a friendly smile, an inviting atmosphere, genuine service and the little something extra: it's the total experience we create for our guests."

Test Your Knowledge

Rank the following mission statements for a nature-based tour operator according to how inspiring and well-worded you think they are:

A: "Our mission is to be the most profitable tour operator in Africa. We are trying to achieve this by offering tours with only the newest jeeps, best guides and most exciting tours. We offer 20 guided tours in five African countries."

B: "We offer the best tours in Africa to luxury customers at the cheapest price. Our services are the best you can choose, well-run and without a doubt the most interesting on the continent."

C: "To offer excellent nature-based tour services, always providing unforgettable experiences with unique travel packages to our clients. Fostering sustainability and safeguarding local culture is at the heart of our work."

Rank the mission statements above as top-middle-bottom.

Feedback on Statements

- **Statement A:** This is definitely not a good idea to base your mission statement on being "the most profitable." While profit is essential, it's an outcome, not a purpose that inspires.
- **Statement B:** This is the worst mission statement. It promises what cannot be kept: "luxury customers" and "cheapest prices" are contradictory.

- **Statement C:** You can see the greater idea here. A note on local culture and sustainability will likely resonate deeply with both customers and employees, giving them a meaningful purpose.

There's no single way to write a perfect mission statement. However, remember that it **needs to provide purpose to employees and customers in just a few sentences.**

Who Does What and Why? The "FOH-BOH" Organization

What's the most effective way to organize a restaurant, a lodge, or any tourism business?

Is it when:

- Everyone does everything based on what's needed, or
- Some people cook, while others serve, and still others manage the bar?

The latter works best. Why? Because it establishes **dedicated roles and responsibilities**. This creates a work environment that functions like a **finely tuned machine**, where many small "gear wheels" run smoothly together, generating powerful momentum.

When setting up a new service business, or evaluating an existing one, it's incredibly valuable to consider how these "gear wheels" should be organized.

Understanding Front-of-House (FOH) and Back-of-House (BOH)

As the terms suggest, some tourism and hospitality jobs are at the **front-end of your business**, meaning they involve **direct interaction with customers**. Others "run the engine room," so to speak, performing the **back-of-house (BOH) jobs** that are essential for the front-end employees to do theirs effectively.

There's also a third crucial type of role: the **managerial job**. In a hotel, this could be the Hotel Manager, the Restaurant Manager, or the Front Desk Manager. These roles inhabit both worlds, FOH and BOH, because they need to understand and organize all departments to ensure seamless operations.

Can you think of one specific FOH role and one specific BOH role in a safari lodge in Your country?

Crafting Your Organization Chart: The Internal Blueprint

Organization Charts, often simply called "Orga Charts," are like the internal mirror of your company's Mission Statement. They essentially answer three crucial questions about your business:

1. **What jobs and departments do we have?** (This shows how you'll make your mission statement a reality.)
2. **Who is responsible for whom?** (This defines your chain of command.)

3. **How many people work where?** (This illustrates your Front-of-House (FOH) and Back-of-House (BOH) structure.)

An organization chart is often a visual table displayed in your office, helping all employees clearly understand how the company is structured. Take a look at the two examples below.

Notice how these charts clearly define **who is in charge of what and whom**. There's a **clear hierarchy** in place, so everyone knows their responsibilities and reporting lines. You can also see the staffing levels for each position.

Now, take a moment to create an organization chart for your own company, or for a business you envision for the future here in Your country.

Planning for Staffing Needs: Optimizing Your Workforce

Let's consider a common scenario: you're running a restaurant and need to determine the ideal number of waiters to employ.

What factors do you need to consider?

How Many Waiters Do You Need Per Day?

Think about:

- **How many meal periods do you run?** Is it just dinner, or do you also serve breakfast and lunch?
- **How many guests can you seat during each period?**
- **How busy are you typically?** (e.g., peak seasons, weekends)
- **How elaborate or challenging is your guest service?** For instance, in a high-class restaurant, you generally need about one waiter for every 10 guests. In a more casual setting, one waiter for every 20 guests might suffice.

Let's assume that, based on these considerations, you determine you need **6 waiters available on the floor every day**.

How Many Waiters Do You Need to Employ Overall?

Now, consider this: your waiters will need days off. They might fall ill, take their annual leave, or your country might have public holidays. There are plenty of legitimate reasons why employees might not be available for work.

You need a way to ensure you **always have the right amount of employees available** to meet your daily operational needs. Here's a simple formula to help you calculate how many waiters you actually need to hire. The following numbers are examples for a restaurant operating every day of the year in South Africa.

Step 1: Calculate Total Days of Restaurant Operation

- Total days your restaurant operates in a year: **365 days**

Step 2: Determine Total Available Work Days Per Employee

This involves subtracting non-working days (public holidays, annual leave, weekends, average sick leave) from the total days in a year.

- Public holidays: 12 days
- Annual leave days: 21 days
- Weekends (days off): 104 days (52 weeks x 2 days)
- Average sick leave: 5 days

So, for one employee: $365 - (12 + 21 + 104 + 5) = 223$ total available work days.

In essence, each employee will only be available to work approximately 223 days per year, even though your restaurant operates 365 days. So, how do you bridge this gap? You need to employ more waiters, but how many?

Step 3: Calculate Your Staffing Factor

Divide the total days of restaurant operation by the total available work days per employee:

- $365 \div 223 = 1.64$

This is your "**staffing factor**."

Step 4: Calculate Total Employees Needed

If you need 6 waiters on the floor every day, you will need to employ:

- $6 \times 1.64 = 9.84$ in total.

Since you can't employ a fraction of a person, you might need to hire 10 full-time employees, or perhaps 9 full-time employees and supplement with a few part-time waiters for peak periods or when needed.

Check Your Knowledge

Grab your calculator and try this scenario for a restaurant in Your country:

You take over a restaurant that currently operates **26 weeks a year (April through end of September)**. You are tasked with hiring enough waiters so that you have **8 waiters available every day** the restaurant is open.

Employment laws state that employees have a right to **1.5 days of paid leave per month** and work only **five days a week**. During the period of operation, there are **four public holidays**. The previous owner mentions that waiters were sick no more than **one day every other month on average**. He also expects business to increase.

How many waiters do you need to hire?

(Choose from: 12, 22, 8, or 15)

Creating Job Descriptions: Attracting the Right Talent

Finally, to bring your staffing plan to life, you'll need to consider the hiring process. A prerequisite for attracting the most qualified candidates is a **well-designed job description**.

A compelling job description commonly includes the following sections:

1. **Job Title**
2. **Job Summary** (A brief overview of the role)
3. **Responsibilities and Duties** (Key tasks and expectations)
4. **Qualifications and Skills** (Required education, experience, and abilities, including both hard and soft skills)
5. **Salary and Benefits** (Compensation details)

Now, try creating a job description for a role you'd like to have one day. Do a little online research to understand the typical hard skills (e.g., technical knowledge, language proficiency) and soft skills (e.g., communication, teamwork) and prior experience usually required for such a position in your country.