

## Sustaining Competitive and Responsible Enterprises

### Enhancing tourism business performance through...

Improved, more  
consistent  
customer service

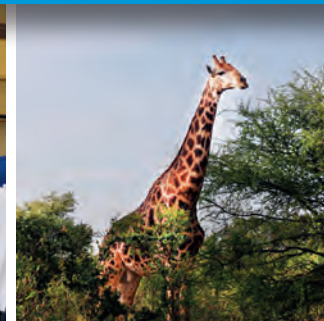
Cost savings from  
reduced waste and  
energy usage

The adoption of  
new environmental  
and socially  
responsible  
practices

“*The ability to learn  
faster than your  
competitors may be  
the only sustainable  
competitive  
advantage.*”

Alvin Toffler,  
Management Expert





## SCORE TRAINING

SCORE Training is designed to be used in all kinds of tourism-related businesses ambitious to attract new clients, from start-up guest houses to established lodges, laundries and tourist shops. Whatever the size or type of business, SCORE can uncover solutions to workplace challenges and unlock the potential for growth within competitive tourism markets.

SCORE is a global enterprise training programme that can help to increase service quality and efficiency, and reduce costs and waste. SCORE has been developed with global experts to create a cycle of continuous improvement in small and medium enterprises. Within the tourism sector, it has been used with success in enterprises employing from 15 to 250 workers.

### Key SCORE Training features:

- Practical implementation process, combining classroom training with on-site consulting, tailored to meet specific company / tourism industry needs
- Based upon Lean management methods adapted to the service sector
- Involves workers in improvement efforts and turns the workforce into a competitive advantage
- Supports the enterprise to grow and meet both domestic and international client expectations
- Provides value for money – cost of the training is recovered within the first few months of implementation

**Module 1: Workplace cooperation, community engagement and Responsible Tourism – the foundations for business success**

The starting point for all training

- ▾ Unite employees around shared targets
- ▾ Involve the entire workforce in continuous improvement
- ▾ Foster community engagement and meet the Responsible Tourism standard

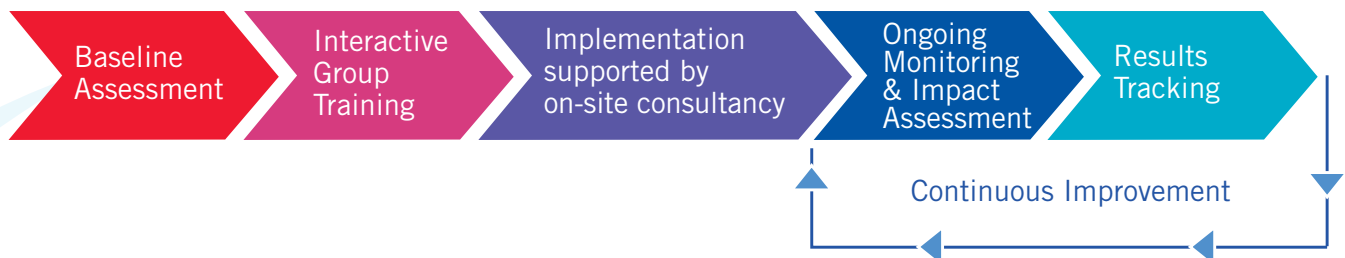
<b>Module 2: Quality – managing continuous improvement</b>	<ul style="list-style-type: none"> <li>▾ Identify consumer needs</li> <li>▾ Develop a quality assurance culture</li> <li>▾ Reduce deficits systematically</li> </ul>
<b>Module 3: Efficient resource management – improving performance through greener practices</b>	<ul style="list-style-type: none"> <li>▾ Save costs and increase efficiency</li> <li>▾ Systematically reduce waste and energy usage</li> </ul>
<b>Module 4: Workforce management for cooperation and business success</b>	<ul style="list-style-type: none"> <li>▾ Develop human resource strategies for better recruitment and retention</li> <li>▾ Motivate and develop the right people to make staff a competitive advantage</li> </ul>
<b>Module 5: Safety and health at work – a platform for productivity</b>	<ul style="list-style-type: none"> <li>▾ Eliminate and minimize workplace health and safety risks that result in injuries, expenses and lower productivity</li> </ul>



“The adoption of better management practices at the firm level creates an environment that increases worker motivation, improves worker voice, empowerment & skills, and which can contribute to better working conditions and consequently increase productivity.”

**Renata Lemos, London School of Economics**  
 Researcher in Management and Productivity  
 Project Director – World Management Survey

## SCORE TRAINING PROCESS



## IMPACTS OF SCORE

More than 500 enterprises across 9 countries have participated in SCORE Training and reported the following results:

- ✓ Cost savings of up to US\$15,000
- ✓ Productivity increases of up to 50%
- ✓ Energy savings (KwH) of 2% per production unit
- ✓ Reduction in worker absenteeism of up to 15%
- ✓ Flexible staff, ready to respond positively to customer demands

Other reported benefits include:

- ✓ More efficient planning and service processes
- ✓ Quicker problem identification and solving, leading to lower client complaints
- ✓ Better worker problem solving skills
- ✓ Improved teamwork and employee commitment
- ✓ Fewer workplace accidents

## QUOTES FROM SCORE TRAINED ENTERPRISES



**Portia Ndlovu**  
Duty Manager, Shimuwini  
Bushveld Camp, Kruger  
National Park

“ It feels good to work in an organised space. The greatest challenge we came across was while establishing the suggestion box, as some of the employees couldn't write. They were so motivated regardless of their illiteracy and wanted to put their ideas forward, so they got help with writing their suggestions down.”

“ Some of the changes are quite big, especially the new policies regarding family responsibility and sick leave... We know that they will make the business a better place to work and easier to manage in the long-run. We definitely feel more motivated and the team spirit is stronger.”

**Nikiwe Sithole**  
Co-operative member, Langalibalele Laundry  
Maloti Drakensberg, KwaZulu-Natal

## SCORE SERVICES

There are five SCORE Modules and each Module includes:

- ✓ **½ day baseline assessment:** Enterprise visit by a trainer to discuss and assess service processes and quality, HR and OSH challenges.
- ✓ **2-day classroom workshop:** Interactive training workshop for two managers and two workers per enterprise to develop action plans. Up to five enterprises participate in the workshop together to provide a dynamic training environment of knowledge sharing and experience exchange.
- ✓ **3 enterprise visits:** post-classroom training consultancy visits by a trainer to help the enterprises implement their action plans.

The classroom training and all enterprise visits are conducted by SCORE Certified Trainers. These trainers are experts who have several years of tourism business experience, including specialised knowledge of Lean and green management practices.

Training fees will vary according to location, please use contact details below for more information.

## HOW TO REGISTER FOR SCORE TRAINING

To find out more about SCORE and when the next SCORE Training course is taking place, please contact:

**Michael Elkin**  
**Chief Technical Advisor**

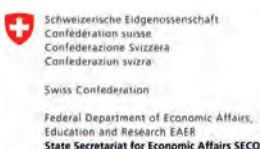
Small and Medium Enterprises Unit, Enterprises Department  
ILO Geneva  
elkinm@ilo.org - Tel: +41 22 799 6779

“ If you think training is expensive, try ignorance.”

**Peter Drucker**  
Management Expert



International  
Labour  
Office



SCORE is a training programme developed by the International Labour Organization (ILO). The ILO is a United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programmes promoting sustainable enterprises and Decent Work for all. SCORE is supported by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development (NORAD).