



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

“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

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

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

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, Langelibalele 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:

Monde Nyangintsimbi
National Project Coordinator

SCORE Project, ILO DWT/CO - Pretoria
Contact: nyangintsimbi@ilo.org - Tel: 2712 818 8000
www.ilo.org/empent/Projects/score

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

Peter Drucker
Management Expert

SCORE IN TOURISM

Sustaining Competitive and Responsible Enterprises



International
Labour
Office

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



International
Labour
Office



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



Norad

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).