



# RESEARCH REPORT

Graduation thesis

| Increasing Khaya Volunteer Projects' revenue by means of product diversification |

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First draft: 24-01-2017

Final draft: 02-06-2017



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Course name: Graduation Thesis  
Course number: CU06793

HZ University of Applied Sciences  
Academy of Business Administration  
International Business and Management Studies

Graduation company: Khaya Volunteer Projects  
Location: Port Elizabeth, South Africa  
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## Abstract

The research 'Increasing Khaya Volunteer Projects' revenue by means of product diversification' has been conducted, in order for Khaya Volunteer Projects (Khaya) to determine if they can increase revenue and by this ensure its existence in the future.

It is therefore that the follow research question has been constructed;

*'To what extent does Khaya Volunteer Projects need to take action in meeting the volunteers' needs and wishes for add-on products, to ensure that in the future Khaya Volunteer Projects will keep attracting international volunteers, to further increase its revenue?'*

In order to answer this main research question and the sub research questions, several forms of research were conducted. Firstly, theory about this research has been closer examined, to outline the theoretic side of this research. Secondly, a survey has been conducted, to determine if volunteers would be interested in the offering of add-on products by Khaya. Thirdly, desk research has also taken place in order to analyse the four closest competitors of Khaya, named by the owner of Khaya. In addition to this, SWOT and PESTEL analyses were made to learn about Khaya's current position. Lastly more field research was operated to find out more about the competitors.

The results of these conducted researches present that the volunteers are interested in additional products from Khaya. However the outcome of the competitor research demonstrates that Khaya would do better if they would outsource these additional products and possibly acquire new partnerships or improve old ones. If Khaya would be able to do so, then it would benefit Khaya with improved commission percentages, which would lead to higher revenue. In addition to this, Khaya's volunteers would benefit from the additional products, which could have discounts.

## Acknowledgements

Firstly, I would like to thank everyone in general, who has contributed and supported me in this research. Secondly, I would also like to thank all my lecturers, mentors and teachers for educating me during four years at the HZ University of Applied Sciences. Thirdly, I would like to thank everybody at Khaya Volunteer Projects, for assisting me on a day to day basis in South Africa.

In addition to this, I would like to thank a couple of people specifically:

I would like to thank Martijn van der Put, who was my in-company mentor, for having faith in me and hiring me as an intern. In addition to this, he supported me during the internship and process of the construction of this thesis.

Furthermore I would like to thank two alumni, Rinaldo Suijk and Fiona Lauwen. Rinaldo for his support during the whole Bachelor program. In addition to this, he also assisted during the construction of this thesis. I would like to thank Fiona for being my experienced guide throughout the whole process of my thesis.

My last thanks will go out to Mr Bakker, who has been guiding me from the start of this graduation work placement. It is because of his feedback and guidance that I was able to conduct this research and construct this report.

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# 1. Introduction

## 1.1. Terms of Reference

This Research Report was made for Khaya Volunteer Projects, in order to investigate options to increase its revenue. Besides this, the Research Report is part of the course Graduation Thesis. The course was the final part of the bachelor program International Business and Management Studies at the HZ University of Applied Sciences in Vlissingen. Mr Bakker requested this Research Report to grade the graduation thesis. The deadline for this Research Report was 4<sup>th</sup> of June 2017.

## 1.2. Company background

Information about the company can be found in this subchapter, some general information as well as some financial information. Furthermore, a brief discussion of sustainability aspects is shown in this subchapter.

### 1.2.1. General information

The graduation internship of the student has taken place at the company Khaya Volunteer Projects (Khaya). Khaya is an organization with its office based in Port Elizabeth, South Africa. Their primary goal is to employ and uplift African communities and environments as much as possible (Khaya Volunteer Projects A, 2015). Besides this, their goal is also to offer an incomparable experience of the diverse culture and socio-political landscape of the amazing countries where their projects are based (Khaya Volunteer Projects A, 2015). Khaya offers a once in a lifetime experience by giving its customers the opportunity to work in affordable volunteer projects in the southern part of Africa. Offers come from a number of viable, sustainable, rewarding ventures: working with children, healthcare, sports development, education, conservation, animals etc. At the moment Khaya supports more than 25 projects in the southern part of the continent Africa. Projects can be found in the following places: South Africa (main), Zimbabwe, Zanzibar, Tanzania and Malawi (Khaya Volunteer Projects A, 2015). Furthermore, Khaya is looking to expand their portfolio of projects with another country on the African continent.

Another important aspect for Khaya is to create employment in Africa by hiring local people at several of their projects and with this giving them much-needed income opportunities.

Khaya (2015) states that, the main goal of every volunteer should be to benefit the wildlife project and local communities as much as possible. Contrary to Khaya, are many other volunteering agencies, which focus is mainly to send as many volunteers to projects as possible. While Khaya's focus is set on quality, the focus of many other volunteering agencies lays with the quantity, which is in fact making as much profit as they can (Khaya Volunteer Projects B, 2015).

The projects are all thoroughly screened by Khaya upfront. Not just any project is approved by Khaya to be one of the projects they represent. They pursue a long-term commitment towards the local communities, operate according to sustainable principles and involve local people in their organisation (Khaya Volunteer Projects B, 2015). This approach ensures that those who really need some help, receive it.

At every project, Khaya safeguards that it does not force their ideas about how to help the local community, because "it's about what *they* feel they need, not what *we* think they need" (Khaya Volunteer Projects B, 2015). Good collaboration and communication with the local community provides that aid and money are spent in the right place. Besides this, people from these local communities are trained and employed, which allows them to operate the project without the aid of foreign volunteers. Khaya believes that these local employees should be able to manage these projects independently,

which goes by the ageless saying: “don’t just give the people fish – teach them to fish” (Khaya Volunteer Projects B, 2015).

In addition to this, Khaya does not, in any way, encourage, support or endorse projects that are involved in operations, which are pernicious to the environment and animals. In South Africa there is a lot of canned hunting, which is the cowardly murder of animals that are put in a small fenced area. This canned hunting mostly takes place from behind the safety of a fence. These animals are bred and raised by humans, in very small enclosures, which makes them tame and approachable for the hunter. Khaya opposes to this strongly, including any other activities that aid this industry, like for example cub petting and walking with lions. These activities are held, to get even more money from the tourist, out of the breeding of the lion for the canned hunting (Khaya Volunteer Projects B, 2015).

Khaya ensures their customers that all the wildlife projects they support are operated ethically and that the volunteer has an enriching wildlife experience that has a positive effect on the bigger picture of conservation and animal welfare. (Khaya Volunteer Projects B, 2015)

Unfortunately, there are also projects (which Khaya does not support), especially with lions, which operate purely to make as much money as possible. They charge tourists to, for example, pet lion cubs and walk with lions. At the same time they lie to these tourists, tell them fake stories that they are not involved in canned hunting and about how they breed these lions to create a bigger gene-pool, release them in the wild and ensure their existence for the future, while in fact they really are just bred to be slaughtered in the canned hunting industry. Stories to reassure the tourist that they are acting in an ethical way, which they obviously are not. Captive bred lions are not able to become wild again, because they are used to humans. (Barkham, 2013)

In addition to this, future volunteers should be aware of these striving for profit projects, claiming to ‘save the African lion’, while in fact these projects make you both indirectly as well as directly support the canned hunting industry, in where the cubs that you nurtured will eventually be shot in a canned hunt (Khaya Volunteer Projects B, 2015).

Furthermore, besides these unethical wildlife projects, there are also ethical wildlife projects throughout the world that operate alongside nature, instead of thinking solely about making money. It is their goal to try and help minimizing the effect of mankind on nature. Some of these ethical wildlife projects commit themselves in educating the local people about how important the environment and the wild animals are. Showing them that wild animals are no products but that they also deserve living in the nature, which was destined for them to live in. Khaya establishes contact between their new customers and these ethical wildlife projects that really do need the resources and time of these motivated volunteers (Khaya Volunteer Projects B, 2015).

Now that this report has given some inside information about the company, there will be some financial information displayed.

#### 1.2.2. Financial information

The volunteers of Khaya consist of people from 16 years and older, willing to volunteer at the projects that Khaya supports. These volunteers pay a fee to Khaya, which covers their expenses. Besides this, a percentage of the fee is directly donated to the project where the volunteer goes to aid. Including in the fee is also accommodation, a coordinator that is available 24/7, three meals a day, airport return transfer and daily transport to and from the project.

Expenses of Khaya are firstly employee costs. There are eight paid employees working for Khaya in Port Elizabeth, at the moment of the graduation internship. Some things, like website maintenance, are



outsourced. These eight employees make sure that the volunteers have a comfortable stay at the volunteer house in Port Elizabeth. There is the owner, a coordinator and a driver, who brings and takes them from and to the projects. There are also cleaning ladies, a maintenance guy, and two office ladies. At the moment there are also two interns working for Khaya in Port Elizabeth. An organogram can be found in Appendix 3: Organogram.

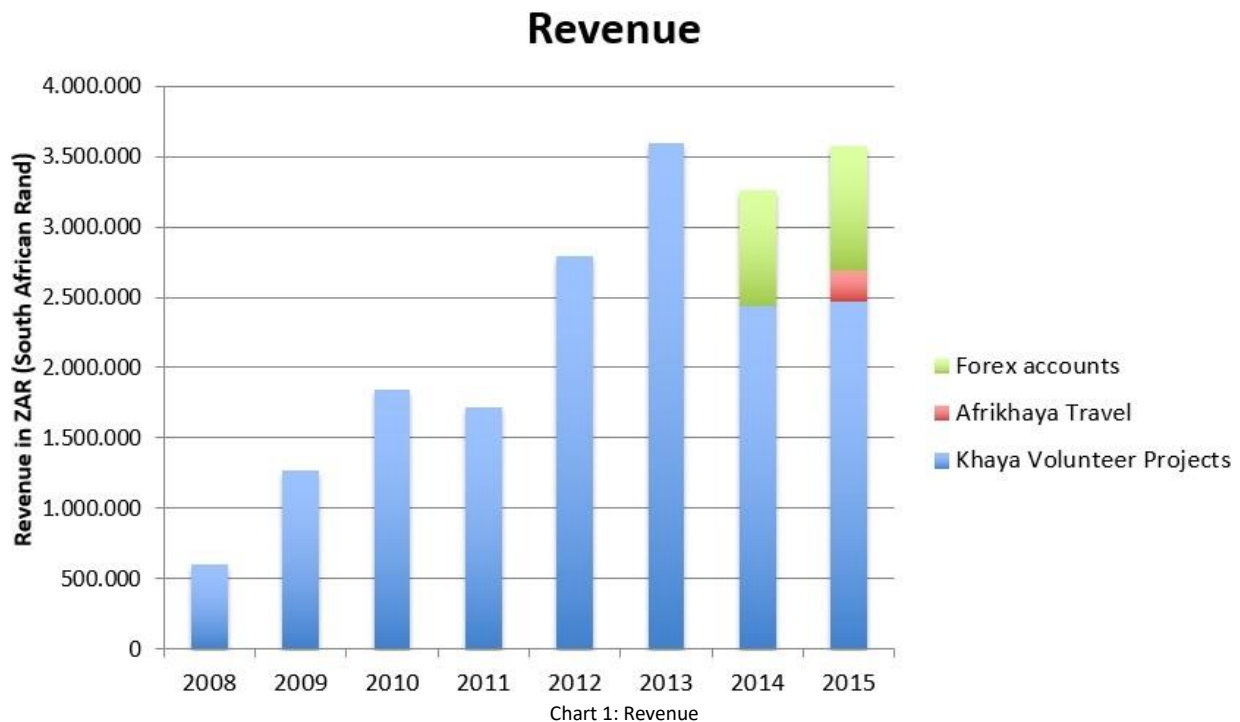
Secondly, Khaya has rental and maintenance costs. Like most companies, Khaya has to rent the buildings it uses. At the moment there are three houses rented by Khaya. One house where the office is situated in, one bigger house where the volunteers stay and another house where the interns stay at the moment. These houses, gardens, a pool, furniture and cars have to be maintained by the driver, the maintenance and cleaning personnel.

Thirdly, Khaya has costs of the products used by the volunteers and employees. These are for example groceries, cleaning equipment and fuel. Volunteers have the grocery shopping for three meals a day done by the coordinator, however all other things, the volunteers have to get for themselves at their own expense, like for example alcohol and snacks.

Lastly, there are also costs of services that are outsourced. One example of this is the website, which is maintained by another company hired to maintain it for Khaya.

Furthermore, all financial numbers of Khaya are confidential information. There is no need or wish to include them in this report. Nonetheless the revenue will be examined and discussed. As mentioned before, this will be done without showing any other financial numbers.

The revenue chart (chart 1) created for this research can be found here and in Appendix 4: Revenue Chart. After the chart follows a brief discussion.



Khaya's financial year starts on the 1<sup>st</sup> of March and ends on the 28<sup>th</sup> or 29<sup>th</sup> of February. This means for example that 2011 in the chart displays the financial year of 01-03-2011 until 29-02-2012.

The revenue chart starts with the year 2008. As mentioned before, this was 01-03-2008 until 28-02-2009. During this period Khaya did not offer volunteering work at their projects yet. Khaya offered

students the opportunity to do their internship in South Africa (Khaya Volunteer Projects A, 2015). During the next financial year Khaya had figured out that there was a need for volunteers and financial support at projects they knew, therefore they started to offer volunteering work to its these new type of customers, the international volunteer. This was a success because for the next year the revenue doubled and eventually tripled, compared to financial year 2008.

Financial year 2011 (01-03-2011 until 29-02-2012) however exhibits a slight drop in revenue. This was possibly the result of potential volunteers experiencing the fear of famine on the African continent because of the drought crisis in the year 2011 (Earth Observatory, 2011). There also might be other unknown reasons for this small decline for this financial year.

The next two financial years the revenue skyrocketed to more than double in 2013 when it is compared to 2011. However the growing success came to a pause during financial year 2014. The reason for this stop and even small decline in revenue was probably the Ebola outbreak during the last months of 2014. People with little to no knowledge about the African continent and all that comes with it probably assumed that Ebola was going to spread all over the continent. Resulting in less volunteers coming to the continent.

Besides this overall drop in that year, the revenue of Khaya (blue bar) missed revenue that was still booked on Forex Accounts (green bar). Forex stands for Foreign Exchange and a Forex account enables a company to trade in foreign currencies (FXCM, 2016). This revenue came in as foreign currencies and was not directly transferred into the local currency, South African Rand. During financial year 2014 this were only United States Dollars (USD), however in the next financial year it were besides USD also Great British Pounds (GBP) and European Euro's (Euro).

During the financial year of 2015 there was a small drop in revenue coming from USD on the Forex Accounts, however the GBP and Euro revenues made up for it and ensured a tiny increase in the total Forex Accounts. Besides this, Khaya started a new concept, Afrikhaya Travel. Dividing revenues ensured Khaya with the best possible tax payments that there were. Putting all these revenues together for the financial year of 2015, it displays a small growth towards the previous year, however almost the same results were achieved that year compared to two years before. This illustrates that over the last couple of years the revenue has only fluctuated and not grown.

The owner of Khaya believes that with an annual growth in revenue, the company itself can keep growing on an annual base. Profit derived from this revenue growth will be brought right back into the company in the form of assets, ensuring that the company keeps growing. Resulting in the employment of more local personnel as well as uplifting the African communities more.

With growth, Khaya is also able to ensure its existence on the African continent.

### 1.2.3. Sustainability aspects

A brief discussion about sustainability aspects can be found here.

According to the HZ University of Applied Sciences (2016) there are three sustainability aspects, namely: environmental, ethical and social (HZ University of Applied Sciences, 2016).

This research relates in a way to all three of these aspects. The reason for this is that Khaya only supports projects that are environmental, ethical and social responsible. Local communities are uplifted and supported by volunteers who want to make a small difference where this is needed. Operating in a third world country makes it a must to have a constant A-game when it comes to these sustainability aspects. The reason for this is that when people are living in poverty, the sustainable aspects are neglected with no thought for the future, which in turn leads to for example massive amounts of

littering. A good example for this is the area in and near South African townships. These people have other concerns (staying alive with little to no resources) than to preserve nature, which they could do much better by throwing their garbage where it belongs. They are neglecting the environmental aspect.

With the upliftment of these local communities, Khaya seeks to create and/or improve the sustainability aspects that are mostly lacking within these communities. Additionally, Khaya is aiming to raise awareness amongst the local communities about environmental, ethical and social sustainability. When Khaya is able to ensure its existence on the African continent, for example by means of increasing its revenue as is investigated in this research, then Khaya would be able to keep improving these sustainable aspects in the future.

In the next subchapter, the problem statement will be displayed.

### 1.3. Problem statement

Khaya is looking for ways to increase its revenue, since there has been no rise over the last few years. This has been discussed previously in subchapter 1.2.2 Financial information. More revenue would most probably also lead to more profit, which in turn ensures that the company has an opportunity to grow. Without this increase in revenue, Khaya would stop existing within a couple of years. With this increase in revenue, Khaya would not only ensure its own existence, but also the existence of the projects they support in the Southern part of the African continent. This would benefit the local communities as a whole, not just Khaya and its employees. The reason for these financial disconcerting times is a significant drop in volunteer number growth since 2014. After the Ebola outbreak during the last months of 2014, the number of volunteers even declined. However in consultation with the company owner, increasing the number of volunteers and the reason for this drop in volunteers will not be taken into account during this research.

A chart with annual volunteer numbers can be found here, with data available from 2011 only.

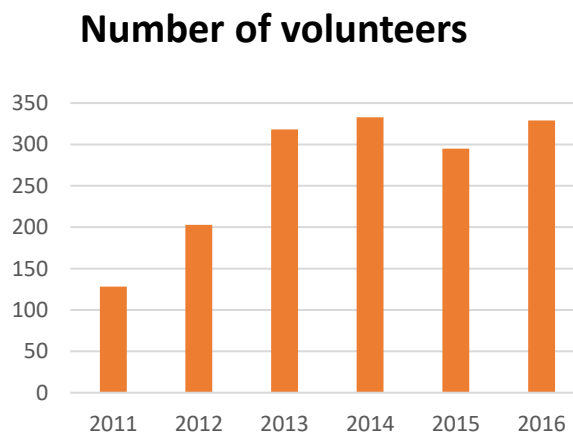


Chart 2: Number of volunteers

To achieve this, Khaya wants to have the opportunities for extra or external products (add-on products) researched. At the moment, too little is done with extra or external products and the focus lays only on the volunteer projects. One option as add-on product would be to provide the volunteers working at Khaya's projects with certain travel options. All the volunteers want to travel before, during or after their volunteer work. Therefore, making deals with travel partners who believe in the same sustainable way of doing business in Africa would be an option. Not only Khaya, the partner company and the volunteer, but also the African community and environment would benefit from this approach. Other options would be deals with car rental companies, self-organizing short trips, merchandise and more.

With the closing of the subchapter Problem statement, now the Research objective will be exhibited, followed by the subchapter Research questions.

#### 1.4. Research aim and objectives

The research aim for this research is to reveal if it is possible for Khaya to increase its revenue by means of offering add-on products. If Khaya would be able to increase its revenue in this way, it would allow them to continue the growth it had in previous years. With this financial growth, Khaya would be able to ensure its own existence in the future, in addition to the existence of the projects they support.

The research objective of this research is to create a constructive recommendation for Khaya in order to display to what extent they have to participate on volunteers' wishes to eventually achieve a higher revenue and profit with the adding of the so-called add-on products in Khaya's now limited product range. The goal of this research is to create more value for Khaya by means of diversification.

Additionally, another research objective is to determine if there is a need amongst current and past volunteers for these so called add-on products. This information would give Khaya the opportunity to adapt towards the needs and wishes of their own volunteers. It is this group that have experienced the volunteer life with Khaya and they know whether or not they would make use of the offering of add-on products.

In addition to this, discovering what kind of products these current and past volunteers missed during their volunteer period with Khaya is also another research objective. It is with this information that Khaya would be able to know that they could offer add-on products to their volunteers and what kind of products these volunteers would make use of.

Furthermore, investigating if Khaya's closest competitors are offering add-on products and in what way they are offering these add-on products, is also a research objective. With this information Khaya would be able to see if it works for its competitors and adjust towards these outcomes. Additionally, what kind of add-on products their competitors offer is also something that can be researched.

#### 1.5. Research questions

The following main research question was formed with regard to solving the problem statement. In order to support the resolution of the main research question, sub research questions were constructed. These will all be displayed in this subchapter.

##### 1.5.1. Main research question

*To what extent does Khaya Volunteer Projects need to take action in meeting the volunteers' needs and wishes for add-on products, to ensure that in the future Khaya Volunteer Projects will keep attracting international volunteers, to further increase its revenue?*

##### 1.5.2. Sub research questions

- 1a) Do volunteers of Khaya, believe that Khaya should implement add-on products in their gamma?
- 1b) If so, what kind of add-on products would these volunteers suggest that Khaya should survey?
- 2a) Are there other volunteer companies in South Africa who offer add-on products?
- 2b) If so, what kind of add-on products do these other volunteer companies offer to their volunteers?
- 3) To what extent is Khaya able to implement add-on products in their product range?

## 1.6. Procedure

Several forms of research will give results. Combined these results will give answers to the sub research questions. The main research question can be answered with the answers to these sub research questions.

The following research forms have been used. Firstly a survey has been conducted, in order to understand what current and past volunteers feel about the add-on products. Secondly, desk research, both internal and external, has taken place to get more information about Khaya and its competitors. Lastly, field research has been executed, in order to get more information about the competitors of Khaya and answers to the sub research questions.

## 1.7. Scope

This Research Report will only take into account the option of increasing Khaya's revenue by means of offering the so-called add-on products in addition to the current products that Khaya offer its customers. This means that increasing the number of volunteers and other means to increase revenue are excluded.

The research will focus on the projects and volunteers from Khaya, which are located in Port Elizabeth, South Africa. The reason for this is that most of the volunteers go to this location and it has more than half of the projects that Khaya works with. This means that other locations, where projects of Khaya are situated, are excluded.

## 1.8. Research ethics

Ethical rules will apply to this research and therefore all data gathered throughout this research will be confidential. For example the respondents filled in the survey anonymous, which ensured that in no way their answers could be linked back to them. While the extensive answers given at some of the survey questions remain accessible only by the owner of Khaya himself in order for him to improve the service towards their volunteers. Nobody else gets access to these answers in order to keep it confidential. Additionally, this means that most of these extensive answers are not taken into account in this research.

Furthermore this thesis report will only be accessed by its creator, the thesis supervisor, in-company mentor, assessors and examination board for educational purposes.

## 1.9. Products to be delivered

- Start document
- Research report
- Research proposal
- Personal development Portfolio

## 1.10. Readers' guide

This research report will take you through several chapters of which you just finished the first chapter, the introduction. The second chapter contains the theoretical framework in which you can find theories and concepts applied in this report. The third chapter is called research methods and it displays all the methods that are worked with to construct to this report, for example a survey. The fourth chapter contains the results of these research methods. Chapter number five displays the discussion of the research process. The sixth chapter showcases the conclusions, produced out of these research results. In addition to this, the seventh chapter contains the recommendations. After the seventh chapter the reference list is displayed and finally the appendices.

## 2. Theoretical framework

Theoretical frameworks explain theories and concepts, which are relevant to the research that it is created for. Together with a reference to scientific sources and the definition, it shows what is already known on the specific subject. They also exhibit a clear understanding of these same theories and concepts.

Definitions from different scientific sources of each of the theories and concepts are showcased and compared to come to a better understanding of the specific theory or concept.

In this theoretical framework you can first find a conceptual model, followed by the explanation of the theories and concepts itself.

### 2.1. Conceptual model

A conceptual model was designed to present the relationship between the different concepts out of the research questions. The relationships between these concepts are explained beneath the model.

The different concepts are shown in the red circles. Additionally, a red line with arrowhead displays that there is a relation between the specific concepts. There is no difference between the red lines, they all represent a relationship between concepts. In other words, it does not matter if the line is dotted or full.

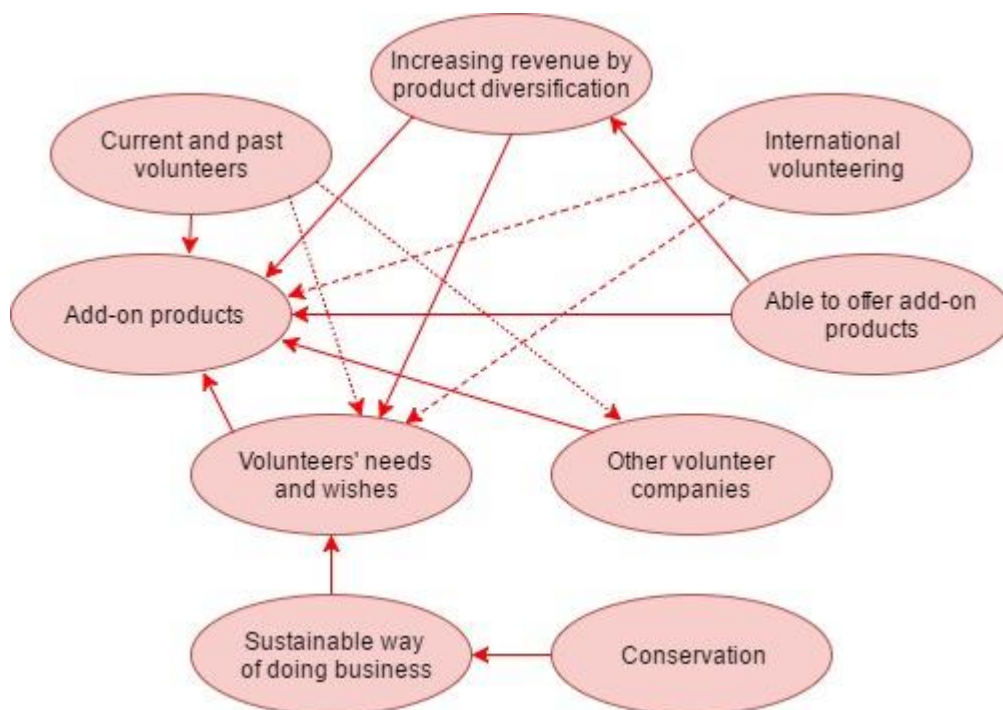


Figure 1: Conceptual model

First of all, the concept “Current and past volunteers” stands in relation with “Add-on products” because it are these volunteers that have to reveal their opinion about add-on products. With this information Khaya can determine if future volunteers would be willing to make use of add-on products. Furthermore, this concept is also in relation with “Volunteers’ needs and wishes” because they have been a volunteer already. Therefore they know what their own needs and wishes were during their volunteering period, which would present Khaya the needs and wishes of volunteers. In addition, these volunteers had probably researched “other volunteer companies” before buying the volunteer package from Khaya.

Secondly, “Increasing revenue by product diversification” is in relation with the concept “Add-on products”. The reason for this is that product diversification, in a nutshell, means the offering of more products. These products are named add-on products in this research. Additionally, it are the volunteers with their needs and wishes who increase the revenue with product diversification. There is no relation with the concept “Current and past volunteers” because they are no longer customers of Khaya, unless they become returning customers.

Thirdly, the concept “International volunteering” is in relationship with the concepts “Add-on products” as well as “Volunteers’ needs and wishes”. The reason for this is that international volunteers might want to make use of add-on products, because they have these certain needs and wishes while they are volunteering internationally.

Fourthly, “Able to offer add-on products” is a concept in relation to the concepts “Increasing revenue by product diversification” and “Add-on products”. If Khaya would be able to offer add-on products then it would increase its revenue by means of product diversification. As aforementioned, add-on products would be offered and therefore it is also in relationship with this concept.

Fifthly, the concept “Other volunteer companies” is in relation with “Add-on products”. These other companies are examined closer and this will present whether they offer add-on products to their own volunteers or not.

Sixthly, as mentioned earlier the concept “Volunteers’ needs and wishes” stands in relation with “Current and past volunteers”, “Increasing revenue by product diversification” and “International volunteering”. Furthermore, this concept is in relation with “Add-on products”. The reason for this is that these volunteers might need and wish for additional products besides the volunteer package which is offered to them by Khaya.

Seventhly, all concepts out of the research questions are in relation with “Add-on products”. This concept is the one that is visible throughout the whole research and appears in all the research questions.

Lastly, although not taken into account in the research questions, the concept “Sustainable way of doing business” is something that could stand in relation with the concept “Volunteers’ needs and wishes”. Volunteers could wish for a volunteering company that works in a sustainable way. The concept “Conservation” is in turn in relation with “Sustainable way of doing business”. The reason for this is that when a company works in a sustainable way, they contribute in conservation as well. This is explained in subchapter 2.2.8. Sustainable way of doing business and 2.2.9. Conservation.

## 2.2. Theories and concepts

In this subchapter the different theories and concepts used for this research are discussed. This will give the reader some background information and a better insight in this research, which makes it easier for them to understand this report. In addition, these different theories and concepts displayed in the conceptual model will be closer examined.

### 2.2.1. Current and past volunteers

According to the Cambridge Dictionary the term ‘volunteers’ can best be described as: “a person who does something, especially helping other people, willingly and without being forced or paid to do it” (Cambridge Dictionary B, 2016).

The website of the Centre for Volunteering describes volunteering as an activity in where an individual offers his/her services, possibly through a non-profit or community organisation, in order to benefit the



individual as well as the specific local community or project where the volunteering takes place. The volunteer receives no payment. Besides this, the volunteering takes place without coercion and out of free will. (The Centre For Volunteering, 2015).

Both of these sources mention that the volunteering happens out of free will and without getting paid for it, while trying to support people, projects or local communities. This is exactly what volunteering at Khaya is about, helping out at a specific project in order to benefit both yourself and the project, without getting paid for it.

In this report the current and past volunteers of Khaya are in fact the current and past customers of Khaya of the year 2016. The reason why they are Khaya's customers is that they have paid a fee for arranging everything for them, which also includes a direct donation towards the specific project. This fee is the majority of Khaya's income.

#### 2.2.2. Increasing revenue by product diversification

The goal of this research is to have Khaya increase its revenue. This might be done through use of diversification. According to the website of Entrepreneur, the definition of diversification is: "A risk-reduction strategy that involves adding product, services, location, customers and markets to your company's portfolio" (Entrepreneur, 2016).

Besides this, Paul B. Siegel and Thomas G. Johnson (1995) state that the term diversification refers to two things, namely the process of making things more varied and minimizing risk by means of selecting assets (Siegel & Johnson, 1995).

In addition to that, Deborah A. Carroll (2009) demonstrates that revenue diversification is positively linked to having a financial healthy company, as well as having higher operating margins. Besides this, revenue diversification would also reduce the tendency to closure because of bankruptcy. In turn, revenue concentration correlates with a decline in revenue and a higher risk of insolvency. She states: "diversification of revenue sources is repeatedly linked to various indicators of reduced financial vulnerability" (Carroll, 2009).

In the light of these findings, this research will focus mainly on product diversification. The reason for this is that having higher operating margins means having a higher selling price and this is not in line with Khaya's pricing strategy. Khaya aims to offer its volunteers an affordable and complete package, which is one of Khaya's unique selling points compared to Khaya's competitors.

#### 2.2.3. International volunteering

People who volunteer internationally often combine volunteering with tourism. This is also called volunteer tourism. They can have all kinds of reasons to do so; both tourism as well as volunteering related motivational reasons. Kirsten Holmes and Karen Smith (2009) demonstrate that studies on volunteer tourism experiences identify four key motivational elements for volunteers: travel, career development, altruism and personal interest/development (Holmes & Smith, 2009). Potential international volunteers who are thinking of choosing South Africa as the destination for them to volunteer are also people who have an affinity with traveling.

Besides this, having an affinity with traveling is also one of the reasons to go abroad and do volunteer work, according to Marc Crouch (2015). In his article he describes in total five reasons, which are: see the world, becoming a part of the community, making a real difference, gaining a whole new perspective and choosing a project that suits you (Crouch, 2015). As mentioned before, potential international volunteers who are considering of doing volunteer work in South Africa have an affinity with traveling. Besides being able to help those who are really in need, the volunteers find themselves



miles away from home, in a for them new and amazing country. This brings opportunities to discover new cultures, wildlife, landscapes, history etc. (Crouch, 2015)

Therefore, one of the reasons why volunteers choose South Africa is to travel and see the world. In order for Khaya to increase its revenue it could offer its volunteers some travel related options. This is something that can be researched.

#### 2.2.4. Able to offer add-on products

This concept contains an analysis of Khaya as a company. With this analysis Khaya would be able to detect if they would be able to offer add-on products or not. The concept consists of two analysis, namely the SWOT Analysis and the PESTEL Analysis. These analyses have been examined and further explained in this chapter.

A SWOT Analysis has been made to understand the current situation of Khaya better. The outcome of this analysis could show to what extend Khaya is able to offer add-on products, which is the third sub-research question.

Firstly, the abbreviation SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is an analytical framework to assist a company with its strategic management. The Strengths and Weaknesses are both internal factors, while the Opportunities and Threats are both external factors. While internal factors can be adjusted, the external factors cannot (Berry, 2016).

In addition to this, according to the website of Mindtools, a SWOT is a notably powerful tool, which can help expose opportunities that a company is able to exploit. By recognizing weaknesses, the company should be able to take care of and handle threats that could otherwise hurt the company (Mindtools, 2016).

Besides this, Mindtools believes that by taking into consideration the company and its competitors with the SWOT Analysis, a strategy can be made which helps to distinguish the company from its competitors (Mindtools, 2016).

Secondly, according to the Professional Academy website the PESTEL Analysis is a tool to monitor the external factors that have or could have an impact on the company. The outcome of this analysis can be used to identify the external factors from the SWOT Analysis (Professional Academy, 2016).

While some name it PESTEL Analysis, others name it PESTLE Analysis. Nonetheless there is no difference in the meaning of the abbreviation, just the order of the words. PESTEL or PESTLE stands for Political, Economic, Social, Technological, Environmental and Legal. This analysis aids in identifying these external factors.

According to Team FME, the purpose of a PESTLE Analysis is to identify factors that fit in either of these two key criteria. Firstly the factors that are outside the control of the company and secondly the factors that have some level of impact on the company (Team FME, 2016).

Besides this, Team FME shows the process that can be used while conducting the PESTLE Analysis. Firstly the company has to brainstorm about key issues beyond its own control. Secondly these issues implications should be identified in a broad sense. Thirdly these implications should be rated to their relative importance. Fourthly these implications should be rated to their likelihood of occurrence. Lastly these implications should be considered if the issues did occur (Team FME, 2016).

It is in the light of these findings that these analyses illustrate the current situation Khaya is in at the moment, both adjustable and non-adjustable. With the knowledge about both the internal and external factors and by using its internal factors, Khaya can make use of or protect itself from the external

factors. Therefore it is that the outcome of these analyses can showcase in a way to what extent Khaya is able to implement the add-on products in their product range, which is in fact sub research question 3.

#### 2.2.5. Other volunteer companies

As mentioned in the subchapter 2.2.1. Current and past volunteers, volunteering is offering specific projects or local communities services without getting paid for it and out of free will.

The definition of 'volunteer company' in this report is: a company, which offers unpaid volunteer work. In fact the volunteer (customer) pays the volunteer company for all the services the volunteer company provides. These services can be for example placement costs, accommodation, arranging transport, meals, donation to the specific project etc.

Additionally, 'Other volunteer companies' in this report means volunteer companies that are operating in South Africa, besides Khaya.

Other volunteer companies besides Khaya will be analysed. The outcome of this analyses could exhibit whether or not these companies offer add-on products to their volunteers. The expectation is that they do in a way offer add-on products to their customers.

#### 2.2.6. Volunteers' needs and wishes

The volunteers of Khaya have certain needs and wishes during their volunteering period at Khaya. These needs and wishes could be some add-on products. For example, as mentioned earlier in chapter 2.2.3. International volunteering, most volunteers go volunteer abroad in order to see something of the world.

To find out what the volunteers' needs and wishes were, a survey has been constructed with multiple questions. The reason for this was that the best way to find out these needs and wishes, was to ask questions. (Koekman, 2014)

#### 2.2.7. Add-on products

As mentioned before, Khaya wants to have the possibility to offer add-on products researched. At the moment Khaya mainly offers their volunteer package. Therefore, to increase their revenue, Khaya wants to have a look at other possibilities.

The term 'add-on products' is in this particular case, brought up by the owner of Khaya. He was having thoughts about giving the additional, extra, external products a general name. If in this research is spoken about add-on products, then the definition for this is 'all the possibilities for Khaya to increase its revenue besides increasing the number or price of the volunteer packages.'

Therefore, a couple of examples of add-on products are; travel trips, merchandising and car rental discounts.

#### 2.2.8. Sustainable way of doing business

The definition of a sustainable way of doing business can be interpreted differently around the globe. However according to the Financial Times Lexicon the definition of a sustainable way of doing business is the process in which companies can manage the opportunities, obligations and risks of the financial, social and environmental impacts. Which are sometimes also referred to as profits, people and planet (Financial Times Lexicon, 2016).

In addition to this, Margaret Rouse, writer and manager of the website Whatis.com from TechTarget (2016) states that environmental, social and economic goals are treated as the pedestals of

sustainability. Margaret Rouse also states that the environmental and social goals most of the times conflict with the economic goals. (Rouse, 2016)

Considering both these theories, a sustainable way of doing business depends on three aspects. In this report the sustainable way of doing business focuses on all three aspects, namely: profit to ensure that Khaya keeps existing in the future, people to keep helping those in need and planet to choose nature projects which are about conservation.

Furthermore, and as mentioned before, Khaya supports only those projects that operate in a sustainable way.

#### 2.2.9. Conservation

Conservation has a close relationship with a sustainable way of doing business, discussed about in the subchapter before this one.

According to the Cambridge Dictionary the term 'conservation' can best be described as: "the protection of plants and animals, natural areas, and interesting and important structures and buildings, especially from the damaging effects of human activity" (Cambridge Dictionary A, 2016)

Furthermore, the website of Ecoca (2016) demonstrates that conservation is the sustainable handling of nature's resources. They include air, water, earth deposits, however also wildlife. These resources may be non-renewable as well as renewable. When it comes to non-renewable resources, like for example earth minerals as gold or silver, then conservation of these earth minerals means ensuring that there is an abundance of them for next generations to resort to. When it comes to renewable resources, like for example plants, then conservation of these plants means guaranteeing that they are replaced quicker than that they are consumed (Ecoca, 2016).

Besides this, Ecoca (2016) states that the conservation of these natural resources mostly focus on the interests and demand of humans, for example the cultural, recreational, economical and biological values these resources have (Ecoca, 2016).

In the light of these findings, conservation together with the sustainable way of doing business, Khaya ensures that these natural resources will be utilized in a rightful way. They do this by only supporting specific projects that stand for conservation and have a sustainable way of doing business.

### 2.3. Findings

In order to understand the current situation of Khaya better, SWOT and PESTEL analyses were made.

The theory about international volunteering has displayed that volunteers go to South Africa to volunteer because they want to travel and see the world. This was taken into account during this research.

As mentioned before, this research will only focus on increasing revenue by means of product diversification.

Khaya works in and only collaborates with projects that have, a sustainable way of doing business and stand for conservation.

Volunteers from Khaya do the volunteering out of free will, while supporting local people, projects and communities.

The owner of Khaya gave the names of the competitors as well as the term 'add-on products'.

### 3. Research methods

This chapter explains the research and also the specific research methods that are operated during this research. Followed up by a table that displays which research method is applied for each specific research question. The chapter exhibits in what way data is collected and analysed.

The purpose of this research is to establish conclusions and recommendations from the research results. Therefore this research would be a conclusive research (Research Methodology, 2016).

Out of the findings of this report comes a recommendation, the owner of Khaya can then decide whether they are going to implement these add-on products in their gamma or not.

#### 3.1. Research design

For this research an explorative research design has been conducted in which several forms of research have been executed.

The first research form that has been executed was Field research in the form of Quantitative research. This will be explained in the subchapter 3.1.1 Quantitative research. The second research form of research that has been executed was Desk research, which will be explained in chapter 3.1.2 Desk research. Furthermore, some theory of Field research will now be discussed.

The website of MSG describes Field Research as creating and collecting substantial and credible data and is in general obtained by means of exercising face to face, phone, webinars or e-mail contact. Field research is however quite expensive and therefore it needs to be executed in a highly efficient manner to gather the specifically needed information. Gathering unnecessary data will be a dilapidation of resources (Management Study Guide B, 2016).

According to the MSG website there are a couple of important sources for field research, namely: distributors and suppliers, customers, competitors and industrialists or marketing experts (Management Study Guide B, 2016).

Firstly there are distributors and suppliers as a field research source. They can be a really satisfying source since they can present all kinds of information about for example the product and distribution (Management Study Guide B, 2016). However for this research, distributors and suppliers will not be approached as a field research source.

Secondly there are customers, who can act as a field research source. The MSG website stated that these are the most efficient and important field research sources. Customers can present useful information about for example the competition, market trends and product usefulness (Management Study Guide B, 2016). Besides this, customers can also provide the company with valuable feedback on the company and its product. This source will be consulted during the execution of this research in the form of a survey.

Thirdly, competitors can be another useful field research source. Although it can be challenging to retrieve data from this source, if obtained, the information would be valuable. This source could give information about for example more modern technology and software, which products they offer, which products are favoured by their customers, their pricing strategies and promotions (Management Study Guide B, 2016).

The competitor source will be consulted during the execution of this research to answer sub-research questions 2a and 2b. Competitors will be approached in the form of e-mailing.

Lastly, according to the MSG website, there is the industrialists or marketing experts source, which is the most knowledgeable source that could provide in depth information. This could for example be information about the products available, research and marketing methods and future trend of market (Management Study Guide B, 2016).

This last source is the industrialists or marketing experts field research source, will however only be used on a very small scale. The source would be the owner of Khaya itself. To stay up-to-date with the trend of the market he visits several conferences about his field of work. He has given several options for the before mentioned possible add-on products which Khaya could start to offer. Besides this, the owner compiles a list with the names of Khaya's closest competitors.

To sum this up, field research will be conducted in the form of a survey to past and current customers. Besides this, the owner of Khaya will be consulted about the possible add-on products and about Khaya's closest competitors, which will be contacted for information.

#### 3.1.1. Quantitative research

Quantitative research will be executed in the form of a survey.

The survey will be conducted to answer sub research questions 1a and 1b. The survey can also give new insights to answer sub research questions 2a and 2b. While the respondents have time to complete the survey, the desk and field research will take place simultaneously. This research should give a clear understanding about Khaya's closest competitors and should give answers to sub research questions 2a and 2b. The in-company mentor will give the names of Khaya's closest competitors. These competitors will be analysed by means of their websites, independent review sites and other online sources, which have information about them. Besides this, the desk research could give new insights for the analysis of the outcome of the survey. Answers to the survey will be analysed and compared in order to answer the sub research questions. With these and other findings, the main research question should become answerable.

Reasons for choosing an online survey are; not much time is needed to administer and process the test, being the highly user-friendly, obtaining the data is easy and fast, the respondent has time to think about the answer, answers are anonymous, it is free to use an online survey and international response is possible (Baarda, 2010).

B. Baarda also states that the biggest problem of online surveys is the low response rate and another advantage over written surveys is that it is easier to show photos and videos (Baarda, 2010).

Furthermore, according to the book 'Survey Methodology' (Groves, et al., 2009) a target population is finite, which means that the number is countable. A target population also has a time restriction and is observable. The target population of this research will consist of Khaya volunteers of the year 2016 only. This makes the target population both countable and it receives a time restriction. Another precondition is that the volunteers had their volunteering period in Port Elizabeth; this makes the target population observable. This is where Khaya's main office is located. Besides this, Port Elizabeth is the location where Khaya supports the most projects and has the most volunteers annually.

##### 3.1.1.1. Research population

Over the year 2016, Khaya had 189 volunteers in Port Elizabeth. This includes bigger groups and excludes volunteers that had booked through an agent. These 189 volunteers will receive the survey. The more respondents will lead to a more reliable outcome of the survey. According to the website Fluid Surveys University the average response rate for email surveys is 24,8% (Fluid Surveys University, 2014). Therefore the response rate for this survey, which the research aims for, is 25% <sup>1</sup>. This indicates

<sup>1</sup> aimed percentages and minimum respondents are rounded up to have a more workable amount

that with a target population of 189 volunteers, the target would be a minimum of 50 respondents. To keep the response rate as high as possible reminders will be send out.

#### 3.1.1.2. Data collection

In addition, the survey will be conducted with the help of thesis tools (Thesis Tools, 2016). Thesis Tools is an online tool to create a survey. It will create a link and this link will be given to the volunteers which have been mentioned earlier, via an email. The person who communicates with all the volunteers before arrival will send the link to these volunteers. The reason for this is that it then looks more familiar; to hear from someone they know and already had contact with in the past year. People are more willing to help out an acquaintance than someone they do not know. This makes it a bit more respondent-friendly (Baarda, 2010).

#### 3.1.1.3. Data analysis

Thesis Tools shows the outcomes of the survey questions and each question will be analysed separately. Tables will be made which show the outcomes of each question. Besides this, a chart will be made for the outcome of each question. With this data, the survey question will be elucidated. With this newly obtained data, the sub-research questions will be examined.

When it comes to the survey questions, only closed questions will be used. While some of the questions are answerable with 'yes' or 'no', with the option to elaborate on the given answer, multiple choice questions will also occur, with the option to give their own input. This is done by the 'other, namely...' option.

Before sending out the survey to the past volunteers, the present volunteers will perform a so-called trial run (Baarda, 2010). Respondents will give feedback during the trial run and the survey will be improved technically where needed.

The survey questions can be found in Appendix 2: Survey questions.

#### 3.1.1.4. Survey Operationalization

The following table is an operationalization table, which elaborates on the concepts used in this research. The dimensions are a breakdown of the concepts in some sort of sub-concepts which are in their turn explained by the indicators.

**Table 1: Operationalization table**

Concept	Dimension	Indicators
Current and past volunteers	Is a volunteer now	People that already have paid Khaya to do volunteer work
	Was a volunteer	
Increasing revenue by product diversification	More revenue	More than previous years
	More products	More products than just volunteer work
International volunteering	People who do unpaid work out of their own free will	No salary
		Not forced
		No age limit
	Want to help abroad	Not in their home country
		Helping out local communities or wildlife
	International	Can come from all over the world

Able to offer add-on products	SWOT	SWOT Analysis outcome
	PESTEL	PESTEL Analysis outcome
Other volunteer companies	Other than Khaya	Excluding Khaya
	Company that offers a complete volunteer package	Complete volunteer package include accommodation, food, transport, etc.
		In South Africa
		Offers the package to all nationalities
Volunteers' needs and wishes	People who do unpaid work out of their own free will	No salary
		Not forced
		No age limit
	Needs	Food
		Clothing
		Shelter
		Medical care
	Wishes	Volunteers wish to make use of more products
Add-on products	Khaya	More products than just volunteer work
	Other volunteer company	

The next table will link the survey questions towards the sub-research questions. Surveys take time to create, fill in and analyse. To ensure that nobody's time is wasted with useless questions the survey is operationalized. This displays that the questions are linked towards this specific research. Below this operationalization table you can find an operationalization figure, which shows a bit of a deeper insight in operationalization.

**Table 2**

Sub research question	Survey question
<i>1a) Do volunteers of Khaya, believe that Khaya should implement add-on products in their gamma?</i>	1. What were the reasons for you to choose Khaya as your volunteering company?
	2. In general, are you satisfied with your volunteering period with Khaya?
	3. Did you miss anything during your volunteering period?
	4. Do you believe that Khaya could have offered you more products, to improve your period with them?
<i>1b) If so, what kind of add-on products would these volunteers suggest that Khaya should purvey?</i>	5. What kind of other products from Khaya would you make use of?
<i>2a) Are there other volunteer companies in South Africa who offer add-on products?</i>	6. Did you consider other volunteering companies besides Khaya?
	7. To the best of your knowledge, do these other volunteer companies offer other products, besides the volunteer work?
<i>2b) If so, what kind of add-on products do these other volunteer companies offer to their volunteers?</i>	8. What other products do these companies offer?
	9. Would you choose for Khaya again, if you had the knowledge about it, before you made your choice?



Sub research question 3 will be answered by means of the earlier mentioned SWOT and PESTEL Analyses.

Next is the operationalization figure displayed. It displays the relation between the survey questions and its answers towards the sub-research questions.

On the left in yellow, the survey questions can be found, where Q1 stands for Question 1. From these yellow boxes, green or blue arrows go towards the possible answers they produce. These arrows reach the answers in the same colour box. Green answers have a relationship with a specific research question, while blue answers do not, however they are still an option to ensure a survey with a complete arsenal of answers. Some blue answers redirect to new survey questions with a blue arrow, skipping specific survey questions that otherwise would have been answered if a different answer should be given. One example of this is Survey Q7. If the answer is yes, the respondent would continue as normal with Survey Q8, however if the answer would be no, then the respondent continues at Survey Q9.

As mentioned before, every green answer holds a relationship with a specific research question and this is displayed as a purple arrow towards a purple box. These purple boxes stand for the sub-research questions. Therefore, the purple box named Sub-Research Q1a stands for sub-research question 1a

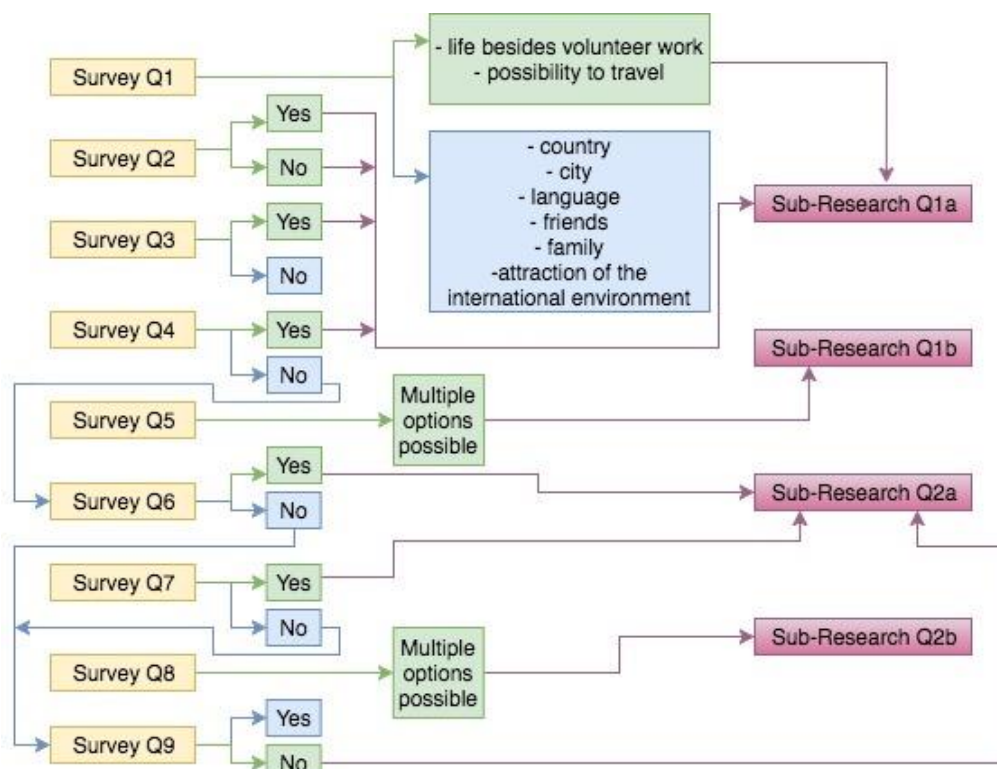


Figure 2: Operationalization figure

### 3.1.2. Desk research

Desk research has also taken place in order to analyse the four closest competitors of Khaya, named by the owner of Khaya. In addition to this, SWOT and PESTEL analyses were made to understand Khaya's position better.

According to the Management Study Guide (MSG) website, desk research is gathering data from existing sources, like the Internet. Desk research is relatively cheap, compared to field research. Besides



this, it is also very useful and can be executed at the beginning of each research. Most of the times it gives the basics of the specific field of research that has to be completed (Management Study Guide A, 2016).

To execute the desk research, the closest South African competitors of Khaya will be analysed. A number of competitors will be listed and from this list a couple might display that they do offer add-on products in their gamma while others might display that they only offer the volunteer package. The competitors who do offer add-on products will be closer examined. Then the add-on products they do offer will also be listed. Enquiries will be made with these competitors in order to have reliable results. However, this would be a form of field research, which will be discussed in chapter 3.4. Field Research.

The outcomes of all these conducted researches will be analysed to answer all the sub-research questions. With this outcome, the main research question can be answered and in turn recommendations can be made for Khaya to increase its revenue.

In addition to this, the MSG website also states that there are two kinds of desk research, namely internal desk research and external desk research (Management Study Guide A, 2016).

#### 3.1.2.1. Internal Desk Research

Internal Desk Research involves research done inside the organizational boundaries and collecting relevant information (Management Study Guide A, 2016).

In order to set up the research proposal of this research, some internal desk research has already been executed. To produce subchapter 1.3 Company Background, this form of research has been carried out.

Besides this, more internal desk research will take place, in order to analyse the internal factors of the SWOT Analysis.

#### 3.1.2.2. External Desk Research

According to the website of MSG, External Desk Research concerns desk research, which is done outside the organization. They also mention that one of the most used and known methods of external desk research is Online Desk Research (Management Study Guide A, 2016), which already has been carried out, in order to create parts of the research proposal. However more desk research will be executed in order to examine Khaya's closest competitors. Although the names of the competitors will be obtained from internal desk research, with these names, external desk research can be executed.

Another form of external desk research is: Government Published Data (Management Study Guide A, 2016). Gathering this kind of data is relatively easy to find and it is mostly free to use. This data from the government is mostly Economical, Financial and Social related and therefore it can probably be used to make a part of the PESTEL Analysis mentioned before.

### 3.2. Research methods operationalization

This subchapter displays a table, which exhibits the link between each research question in relationship with the specific research methods that are applied to conduct this research. This reveals the specific research method which has been operated for each and every research question, which enables it to answer the specific research questions in a more structured and organized way.

The research questions can be found on the left side of the table. The main research question comes first and the sub research questions come second. While on the right side of the table the research methods can be found. This side of the table explains which research methods have been applied in order to answer the research questions that can be found on the left side.

This table is followed up by two other subchapters, namely 3.3. Research credibility and 3.4. Research generalizability. These next subchapters demonstrate the credibility, reliability and the generalizability of this research.

**Table 3: Research methods operationalization table**

<b>Main research question</b>	<b>Research method</b>
<i>To what extent does Khaya Volunteer Projects need to take action in meeting the volunteers' needs and wishes for add-on products, to ensure that in the future Khaya Volunteer Projects will keep attracting international volunteers, to further increase its revenue?</i>	The outcome of the conducted researches will be analysed. It is in the light of these findings that there can be made recommendations whether Khaya should or should not use product diversification to increase its revenue.
<b>Sub research questions</b>	<b>Research method</b>
<i>1a) Do volunteers of Khaya, believe that Khaya should implement add-on products in their gamma?</i>	This sub research question will be researched by means of the practical research approach. This type of research approach contains empirical research. A survey will be created to question current and past volunteers of Khaya. Quantitative research will be used to analyse the outcomes of the survey.
<i>1b) If so, what kind of add-on products would these volunteers suggest that Khaya should purvey?</i>	The same survey can be used to answer this second part of the first sub research question. The respondents will be given the opportunity to answer this question multiple choice with an open option to share their own ideas.
<i>2a) Are there other volunteer companies in South Africa who offer add-on products?</i>	The second sub research question will be researched by means of theoretical research approach. Desk research will be executed and its findings will be analysed to answer this sub research question. Besides this, field research is also carried out by means of the questions of the earlier mentioned survey.
<i>2b) If so, what kind of add-on products do these other volunteer companies offer to their volunteers?</i>	The second part of the second research question will be researched by a combination of desk and field research towards the other volunteer companies in South Africa.
<i>3) To what extent is Khaya able to implement add-on products in their product range?</i>	As mentioned before in subchapter 2.2.4, this third research question can be answered by executing the PESTEL and SWOT Analyses. These analyses can show if Khaya would be ready to implement these kinds of products in their product range.

### 3.3. Research credibility

Credibility as well as reliability have been ensured during the whole research process. The link to the survey was sent out through e-mail or personal contact and several reminders were sent. This enabled the respondent to fill in the survey whenever they wanted, wherever they wanted.

As mentioned before in subchapter 3.1.1.1. Research population, the average percentage of respondents is 25%. This will be formed by the volunteers of the location Port Elizabeth from 2016 only. If the percentage reaches the average of 25%, then the survey would become reliable.

To ensure that these results are as reliable as possible, the choice has been made to only sent the survey to the volunteers of 2016. The reason for this has been that these volunteers were in the very near past or during the process of this research, a volunteer with Khaya. This ensured that their experiences were fresh in memory and not faded or influenced by the years passed.

In addition to this, the online collected research results, have been checked on credibility by the confirmation from multiple sources. This ensures that the data which is gathered online is credible and reliable, which makes it relevant for this research.

### 3.4. Research generalizability

With the aim of 25% respondents out of 189 volunteers, the research becomes generalizable. By sending the survey to volunteers of the location Port Elizabeth only, the results would be generalizable for the location of Port Elizabeth only. However, in subchapter 1.7 Scope, it has already been mentioned that this research would focus only on Port Elizabeth. This is the location where most of Khaya's volunteers go to and where more than half of the projects are situated. Therefore this would ensure the ecological validity.

The survey link has been sent to the 189 chosen volunteers multiple weeks in advance of the point in time where the results had to be gathered and analysed. This ensured that the respondents had more than enough time to fill in the survey. As mentioned before in chapter 3.3. Research credibility, the survey was sent to the respondents in the shape of a link via e-mail or personal contact. This permitted the respondents to fill in the survey whenever they want. The respondents could choose the time which suited them best. Furthermore, with the survey being online in the form of a link, the survey became mobile and the respondent also had the choice of filling the survey in wherever they wanted. Therefore also this, would ensure the ecological validity.

When the research was conducted, the research results were gathered and displayed in chapter 4 Research results.

## 4. Research results

This chapter displays the results of the research that has been conducted. Additionally, in this chapter these results will be analysed and the next chapters will showcase a discussion about the research process, conclusions and recommendations.

### 4.1. Survey

A survey has been conducted and the results will be discussed within this sub chapter.

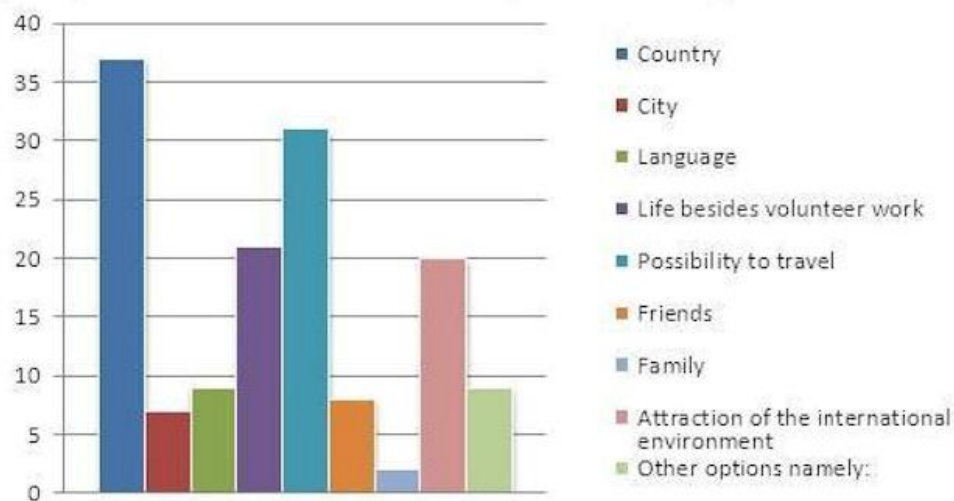
As predicted, the survey had a response rate of almost 27%. Even after sending multiple reminders it was not possible to obtain a higher response rate. The response rate counts for number of respondents that started the survey (51), however the number of respondents that answered the final question is a bit lower (49). This gives a response rate of 26% for the complete survey. There could be several reasons for them to not answer the final question. Some of the reasons could be for example the choice of not giving an answer at all, a malfunction on the website or a malfunction in their device (laptop, telephone). Additionally, a dropout could also be the reason for less respondents for the last question.

Out of the results charts were made and they can be found in Appendix 7: Survey results.

#### 4.1.1. Reasons

The first survey question was the question why the volunteers choose Khaya as their volunteering company. It gave the respondents the opportunity to choose multiple answers out of eight options. In addition to this, a ninth option was included for respondents to add their own option (other option, namely). All 51 starting respondents answered this question and there were a total of 144 answers given. This gives an average of 2,82 answer per respondent. The answers to this survey question are discussed briefly here and chart number 1 is also displayed.

**1. Why did you choose to volunteer with Khaya Volunteer Projects?**



N = 55 , total number of answers given = 144

Survey Chart 1

As the chart demonstrates, the answer “Country” became the most popular and was chosen by 73% of the respondents (37), while “possibility to travel” became second with 61% of the respondents (31). Third and fourth came “Life besides volunteer work” and “Attraction of the international environment” with respectively 41% (21 respondents) and 39% (20 respondents).

The ninth option “other options namely” was chosen by 18% of the respondents (9). The answers they gave were varying from: sports to children, projects offered and the experience.

#### 4.1.2. Satisfaction

The second, third and fourth survey questions were about if the volunteers were satisfied with their volunteering period with Khaya, if they missed anything and if they believed Khaya could have offered them more products.

The second survey question was about if the volunteers were satisfied with Khaya and the question was answerable with “yes” or “no”, with the option to explain why the answer was given. All 51 respondents answered this question.

“Yes” was answered by 98% of the respondents (50). This leaves a remaining of 2% of the respondents (1) to have given a negative answer. The reason he/she gave for this negative answer has been discussed with the owner of Khaya and for confidentiality reasons will not be displayed here.

The respondents that answered “yes” gave several reasons, for example: “had an amazing time”, “well arranged and organized”, “great experience”, “good supervision” etc.

The third survey question was about if the volunteers missed anything during their volunteering period and this question was also answerable with “yes” or “no”. If the respondent had answered yes, then they would have been given the opportunity to elaborate on their answer. In addition to this, all respondents (51) have answered this survey question.

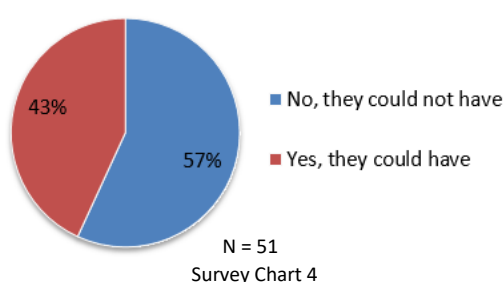
71% of the respondents (36) have answered this survey question with a “no”, which means that over two-third of the respondents were not missing anything during their volunteering period. Contrary to this, 29% of the respondents (15) answered with a “yes”, which means that almost one-third was in fact missing something during their volunteering period.

While some answers can be explained because of that they expected European standards in an African country (better bed linen, better Wi-Fi), other answers were more reasonable like: “I had to change to many times of a room”, “more guidance”, “the accommodation is too old and dirty”, “sometimes food runs out”, they missed “some kitchen items” and a “gate for safety”.

In addition to this, one respondent displayed that he/she was missing “a clearer overview of what the monthly payment is spent on”, while in fact this can be obtained from Khaya whenever a volunteer requests this.

The fourth survey question was, could Khaya have offered them more products, to improve their stay with Khaya. This was yet another question answerable with yes or no. If the respondent had answered “no”, then the respondent would skip question five and directly go to question six. If the respondent had answered “yes”, then the respondent would elaborate on his/her answer in question five. All respondents have answered this survey question (51). Chart number 4 displays the outcome of this survey question.

**4. Do you believe that Khaya could have offered you more products...**



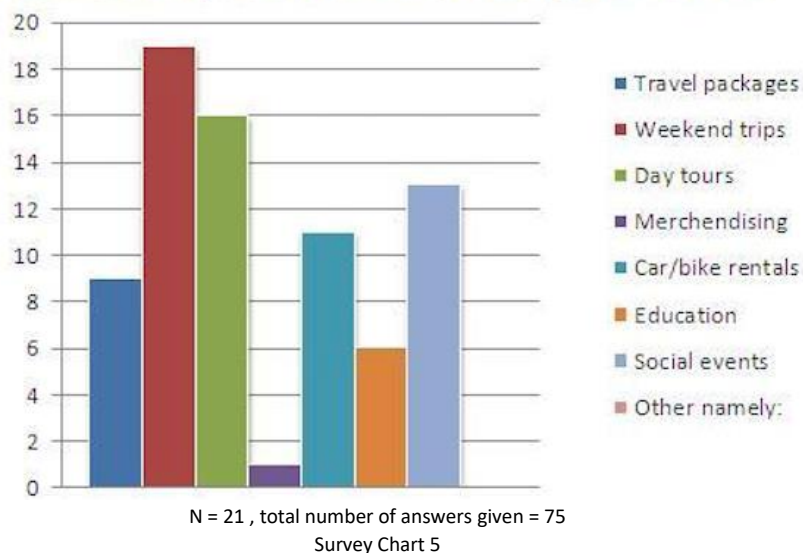
More than half of the respondents (29) have answered this question with “no”, which is 57%. They were happy with the offer that Khaya gave them and were sent to question six from there. The remaining 43% of the respondents (22) have answered this question with a “yes” and were sent to question five.

#### 4.1.3. More products

The fifth survey question had seven options to choose from with once again an extra option to fill in their own choice at “other namely”. Additionally the respondents could choose multiple answers. It is remarkably to mention that not all 22 respondents who answered “yes” in the previous question have answered this question. Only 21 respondents made a choice with this question, while 75 answers were chosen. As mentioned before, the reason for the missing respondent can for example be that the respondent did not answer the question or that there was a malfunction in the system.

A brief discussion about the answers of this research question and chart number 5 which displays the outcome are found here.

**5. What kind of other products from Khaya would you make use of?**



The answer “weekend trips” came in first, 90% of the respondents (19) who answered this question (21) chose this option. Second with 76% of the respondents (16) came “day tours”. “Social events”, “car/bike rentals” and “travel packages” came third, fourth and fifth with respectively 61% (13 respondents), 52% (11 respondents) and 43% (9 respondents). Almost a third, namely 29% (6 respondents) chose the answer education and only 5% (1 respondent) chose merchandising as an answer. The open option “other namely” was chosen by none of the respondents.

#### 4.1.4. Competitors

The sixth, seventh and eighth survey question were all about Khaya’s competitors.

The sixth survey question was about whether or not the respondents had considered other volunteering companies besides Khaya and could also be answered with a “yes” or “no”. If the respondent had answered with “no”, then they would have been directed to the ninth and last survey question. If the respondent had answered “yes”, then they would have continued to answer question seven and eight. Besides the “yes” and the “no”, the respondent could elaborate on their answer by writing why they chose for that answer. This survey question is answered by 49 respondents, probably the reason for missing respondents earlier, was the same as for this question.

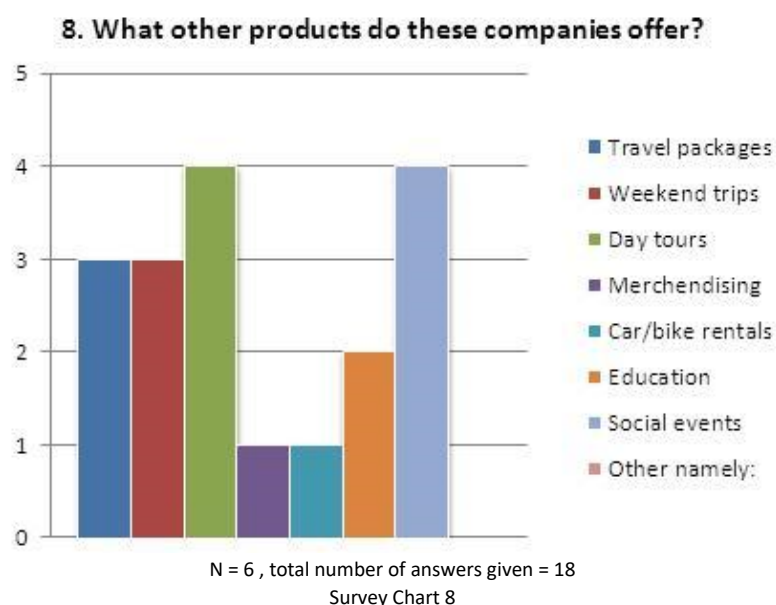
The 78% of the respondents (38) that answered “no” gave a variety of answers, for example: right price, nice programs, good reviews, school had it arranged, most appealing and past experiences with Khaya. These 38 respondents were forwarded to the last survey question.

The 22% of the respondents (11) who answered that they did consider other volunteer companies did so because for example: “I did a lot of research”, “I first wanted to go to Cape Town”, “to compare prices” and “there are a lot of volunteer companies”.

These eleven respondents continued to question seven. The question was if they thought that these competitors offered add-on products to their volunteers and was answerable with “yes” or “no”. If the respondents had chosen “yes”, then they would have continued with the next question. If the respondents had chosen “no”, then they would have continued with the ninth and last research question.

64% of the respondents (7) answered this question with a “yes”, leaving 36% of the respondents (4) for the other answer “no”.

The eighth survey question gave the respondents the same options to choose from as the fifth survey question. Not the remaining seven, but only six respondents answered this question. The reason for this might be the same as at the other survey questions with missing respondents. The total number of answers chosen was 18, which gives an average of 3 answers per respondent. Here is a brief discussion displayed about this specific survey question, with a chart, Survey Chart 8,.



67% of the respondents (4) chose the answers “day tours” and “social events”. While 50% of the respondents (3) chose for “travel packages” and “weekend trips”. 33% of the respondents (2) chose for “education”, while both “merchandising” and “car/bike rentals” was chosen by 17% of the respondents (1). The open option “other namely” was once again not chosen.

#### 4.1.5. Returning customer

All respondents should, one way or another, end up at this last question. The last survey question was if the volunteer would choose for Khaya again and it was answerable with “yes” or “no”. Besides this, the respondents could give an explanation for their answer. Nevertheless, from the 51 starting respondents, there were only 49 respondents who answered the last question. There could be several



reasons for this missing respondents and the reason would probably be the same as it would be with the other missing respondent questions.

From the given answers, 84% of the respondents (41) chose “yes”, they would choose Khaya again. The remaining 16% of the respondents (8) chose “no” and they would not choose Khaya again.

The respondents who answered “yes” did so for a variety of reasons. The main reason is that they had an amazing time, nice experience and got a great service.

The respondents who answered “no” gave the following reasons (amongst others): “I would arrange things myself and would like more independent”, “I prefer not to cook for a big group and its awkward to walk through someone’s room to get to your bedroom”, “I would now rather arrange things myself now I am familiar with the location”, “too expensive for me and I feel too old for the house”. While even one of the respondents was very unreasonable with the demand of having an own driver and own house, the explanation was: “I was supposed to have a driver every day but we had to share our van with another group who also took halve the house. That was very unpleasant.”

## 4.2. Desk research

The owner of Khaya has given the names of Khaya’s closest competitors in South Africa. They will firstly be analysed in this chapter by forms of external desk research. If this gives enough information then they would be more closely examined. This can be done by means of desk research or field research, which can be found in subchapter 4.3. Remaining field research.

After the analysis of Khaya’s closest competitors, the PESTEL Analysis and SWOT Analysis will be displayed.

### 4.2.1. Competitors Analysis

The four closest competitors of Khaya in South Africa are analysed. The competitors are: You2Africa, SAVE, SASTS and African Impact.

#### **Competitor You2Africa**

This competitor has 35 projects all over South Africa. They are based in Cape Town, where they also have the most of their projects. They started approximately 15 years ago and offer projects in wildlife, children, community development and sports. They state that 30% of the volunteering fee their customer pays, goes straight to the project.

Desk research has also revealed that they offer a free Cape Town orientation tour upon arrival, a free Cape Peninsula tour and two hours of free surfing lessons. Besides this, they offer additional tours and trips with extra costs, although at reduced rates and executed by their partner companies. In addition to this, they organise volunteer socials on a regular basis.

Information retrieved from the You2Africa website (You2Africa, 2017).

#### **Competitor SAVE**

SAVE stands for South African Volunteering Experiences and was founded in 2006. It has around 30 projects across six African countries in several fields, for example children, sports, wildlife and skill development. They are based in Cape Town, where they have the most of their projects. Also SAVE states that part of the volunteer fee gets donated to the specific project.

SAVE collaborates with a backpacker accommodation that also offers tours and packages. This gives the volunteers the opportunity to purchase add-on products besides the volunteer package.



Information retrieved from the SAVE website (SAVE, 2017).

### Competitor SASTS

SASTS stands for South African Students' Travel Service and was originally set up in 1972 to provide travel opportunities for South African students. However since eleven years SASTS offers volunteering packages to international people. They are also based in Cape Town and support around 40 projects.

On their website they state that they offer bookings of tours and activities, which are executed by their partner companies (SASTS, 2017).

### Competitor African Impact

African Impact was founded in 2004 and offers projects in 12 countries. In South Africa they support 30 projects varying in for example childcare, education, sports and wildlife.

They display some activities on their website only they do not mention if they offer this themselves or via a partner company therefore it is not clear if they offer add-on products or not.

Information retrieved from the African Impact website (African Impact, 2017)

All four of Khaya's closest competitors have been contacted and this will be further presented in the subchapter 4.3. Field research.

#### 4.2.2. PESTEL Analysis

As mentioned before PESTEL or PESTLE stands for Political, Economic, Social, Technological, Environmental and Legal. With this analysis, the external factors are examined that could influence Khaya and with these results the external side of the SWOT Analysis can be created. Here you can find a table with all the PESTEL factors and after the table these factors are discussed. The possibility of offering add-on products is kept in mind at all times.

**Table 4: PESTEL Analysis**

Political	Economic	Social
Political conflict	High unemployment level	Health
International political unrest	High poverty level	Education
	Foreign exchange rates	History
		Social events
Technological	Environmental	Legal
Accounting systems	Environmental issues	Visa applications
Booking systems	Conservation	Project regulations
	Environmental regulations	

##### 4.2.2.1. Political

The political factors do not have a direct effect on Khaya. The reason for this is that there are no real political conflicts at the moment. There are also no wars going on or other forms of international political unrest influencing South Africans.

#### 4.2.2.2. Economic

With an extremely high unemployment rate in South Africa, Khaya is able to employ new employees when needed in an instant. This ensures for the companies continuity even when employees leave the company without paying respect to the terms of notice in their contract.

The same applies to the high poverty level in South Africa. Although this goes hand in hand with the crime rates, which in turn can influence the choice for possible volunteers whether or not to choose for South Africa as their volunteer destination. This however, is not investigated in this research.

Besides this, foreign exchange rates can be used as an advantage to the company. When the exchange rates are closely monitored, Khaya could be able to increase its income when foreign currencies are exchanged at the right time. On the other hand, if Khaya exchanges its foreign currencies in a bad moment then it would make less income because of this.

#### 4.2.2.3. Social

Khaya supports several medical and educational projects around Southern Africa. The support is really needed and therefore this has a positive effect on Khaya as a business. Future volunteers recognise that these projects do need their support. This results in them making the decision to choose for Khaya.

When it comes to history, future volunteers could also be attracted or repulsed. If they find it interesting then all the historical touristic things for example regarding to the Apartheid could attract them. On the other hand, the fact that Apartheid ended only two to three decades ago, could also repulse them.

Social events could be one of the things that volunteers missed during their stay with Khaya. If this would be the case then the survey has shown it. This would give the opportunity for Khaya to organise these kinds of events.

#### 4.2.2.4. Technological

When it comes to external technological factors then Khaya can set its mind to ease. Both the accounting system and the booking system have been updated for the employees to work with, in the best and most convenient way possible.

#### 4.2.2.5. Environmental

As mentioned before, one of the biggest environmental issues faced by Khaya is the waste pollution. A lot of the people in Africa do not see the importance of living a more environmental friendly life than they do now. Waste is often burned, buried or dumped. This however does not play a role when it comes to offering add-on products or not.

Once again, as mentioned before, when it comes to conservation, Khaya only supports the projects that work in a conservative way and are aware of the environmental problems that Africa is facing. Besides this the project also have to maintain a sustainable way of doing business.

When it comes to environmental regulations, Khaya foresees no difficulties when it comes to offering other products to their volunteers. These products are in fact already on the market so they do fit within the environmental regulations set for the specific area or if these add-on products would be some sort of new products then Khaya would protect it so that these regulations will be respected at all times.

#### 4.2.2.6. Legal

Visa applications can be complicated depending on which nationality the volunteer has. Mostly it takes several months to get the right visa and therefore the future volunteer has to take this into account.

Khaya always gives their future volunteers proper and sufficient advice when it comes to visa applications.

All project have regulations. However the possibility to offer add-on products to Khaya's volunteers has nothing to do with project regulations. Therefore, if Khaya would offer add-on products, then Khaya would experience no difficulty when it comes to project regulations.

#### 4.2.2.7. Conclusion

It can be concluded that the economic factors can work as an opportunity for Khaya. The high unemployment rate ensures that if Khaya would make use of add-on products and if they would then need new employees, Khaya would be easily able to find them. Giving job opportunities to local people would in turn lead to more support for the local community.

The visa applications could be a threat for Khaya. It could be a threat not only for the add-on products, but also for the normal volunteering work. However, as mentioned before, Khaya gives the best possible advice to the volunteers. Besides this, volunteers require a visa for almost every country they go volunteer abroad to.

#### 4.2.3. SWOT Analysis

As mentioned before, a SWOT Analysis has been created to show Khaya's current situation. The analysis can be found here.

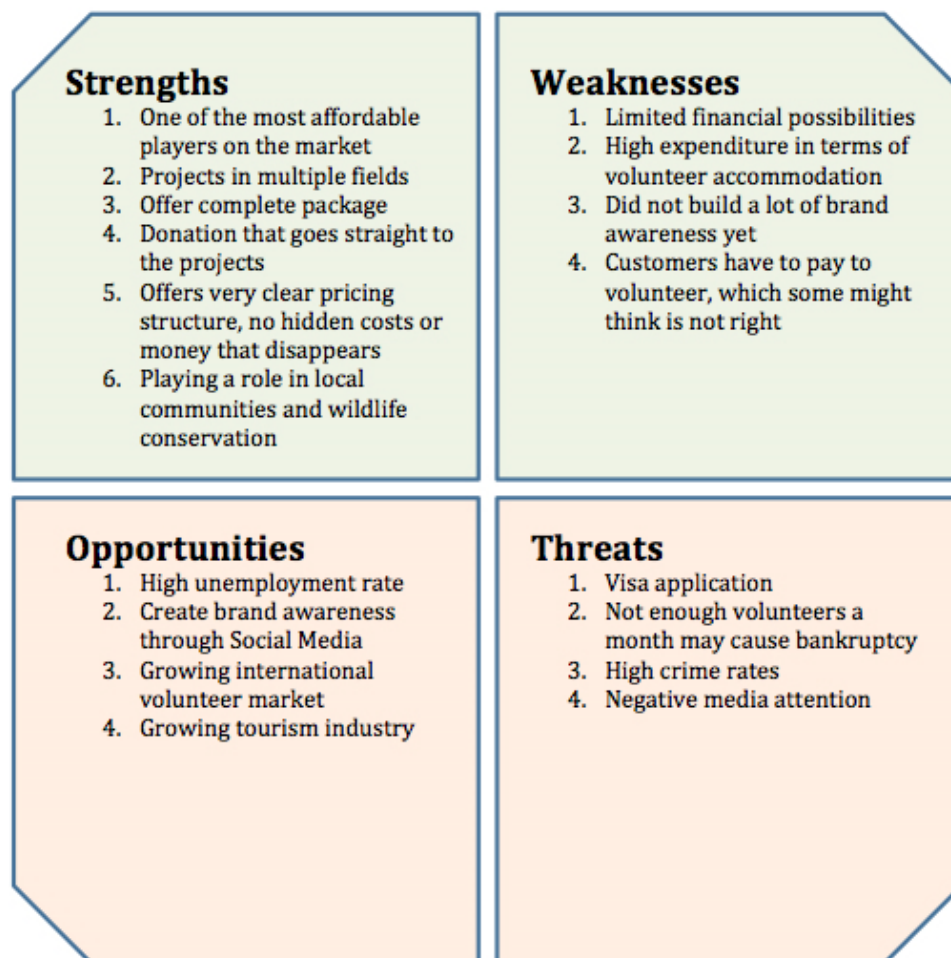


Figure 3 : SWOT Analysis

At the moment Khaya has developed six strengths and four weaknesses. These two combined are called the internal factors on which Khaya can work. Opposite of the internal factors are the external factors.

These are four opportunities and four threats at the moment. External factors are factors that are there and cannot be adjusted.

From the SWOT, a confrontation matrix can be created to display if there are relations between the company's strengths, weaknesses, opportunities and threats. If these relations are positive, there would be a plus (+) or a double plus (++) displayed. If the relations are negative, there would be a minus (-) or double minus (--) displayed. This depends on how much the two are related to each other. If there is no relation a 0 is displayed.

To some extent, the confrontation matrix will give an insight in if the organization would be able to implement the add-on products. All these strengths, weaknesses, and threats can be combined, when this happens you have four different strategies. When you combine a strength and an opportunity you can attack. By combining a strength and a threat you can defend. Combining weaknesses and opportunities can give you more strength. If you combine a weakness and a threat you probably have to retreat. These strategies do not have to apply to the whole organization.

After the confrontation matrix there follows a table, which explains this confrontation matrix. The confrontation matrix as well as the explanatory table can be found in Appendix 5: SWOT Analysis.

The confrontation matrix in the appendix shows fourteen times attack, eight times defend, ten times strengthen and nine times retreat.

If Khaya would be able to create more brand awareness, then they would attract more volunteers, which would in turn lead to more financial stability.

When it comes to sub research question 3 in this report, the SWOT Analysis has been created to determine if Khaya would be able to implement add-on products in their product range.

#### 4.3. Remaining field research

The remaining field research (after the survey) will be the enquiries with Khaya's four closest competitors. All competitors have been contacted via e-mail or a contact form to question about their offerings of add-on products. The e-mail can be found in Appendix 6: Competitor's e-mail.

The first competitor, **You2Africa**, replied that they were a little short staffed at the moment. The answers they gave to the questions that were asked were: "We assist with day trips – shark diving, wine tours, townships tours, weekend trips – garden route." And "check the website for background, annually around 700 volunteers a year".

To conclude, the first competitor has more annual volunteers than Khaya and in a way does not offer add-on products, but does assist with finding these kinds of trips for their customers. This means that they do not obtain more revenue directly by offering add-on products, however they might achieve more revenue by means of attracting more volunteers because they assist with these trips. As mentioned before, this will not be taken into account in this research.

The second competitor to reply was **SAVE Volunteering** (SAVE). They gave a more extensive reply than You2Africa. SAVE is one of two organizations running under the same roof. The second organization is called Saltycrax Backpackers, which offers accommodation, activities and packages to guests of all nationalities and ages. SAVE offers a variety of volunteer packages throughout the country. These packages can include meals, accommodation, transfers from and to the airport, transport while on project, a project T Shirt, 24-hour support and a donation for project.

They believe that by having the backpackers might attract more volunteers. The reason they give for this is that it gives the volunteers the opportunity to easily find for example day tours or weekend

outings, cause they offer it to them. However they are also very aware of the fact that most of the volunteers do their own research about what the country has to offer them, meaning that they would find their own tours and outings if they were not offered to them by SAVE or Saltycrax.

To sum up the reaction of SAVE, with Saltycrax under the same roof, they kind of do offer add-on products themselves, which they believe could attract more volunteers that would have an easier way to make use of these add-on products.

Both the third and fourth competitor, **SASTS** and **African Impact** did not reply on the first e-mail. Several reminder e-mails were sent in order to obtain useful information from both competitors. SASTS as well as African Impact did not reply to any of these e-mails.

#### 4.4. Findings

This subchapter presents the most important results from this research.

The survey has shown that most volunteers chose Khaya for the country and the possibility to travel. Additionally all respondents except one, were satisfied with Khaya and their stay. Nonetheless almost half of the respondents believed that they could have been offered more products. As a top 3 of what these products could be, respondents chose weekend trips, day tours and social events.

Two third of the respondents thought that Khaya's competitors offered add-on products as well, which were day tours, social events, weekend trips and travel packages.

41 of the 49 respondents who filled in the last survey question chose the option of choosing for Khaya again if they would have had the knowledge that they have now, upfront.

Furthermore, desk research and the remaining field research combined, have displayed that Khaya's closest competitors have their add-on products outsourced or offered via a company that operates under the same roof.

In addition to this, the outcome of the SWOT Analysis presented the opportunity for Khaya to offer add-on products, however only if Khaya would be able to ensure that the expenditure in terms of the add-on products can be covered.

Now that all the research results are analysed, the final three chapters are presented. First the chapter discussion, followed by the chapters conclusions and recommendations.

## 5. Discussion

This chapter offers an analysis about the results of the research and the process which the research had.

### 5.1. Reflection on research results

When it comes to the expected results of the research, then they were somehow within expectations. One of the main expectations was that the volunteers would want to be offered more products besides the volunteer package.

The theoretical analyses had revealed that volunteers choose to volunteer because in that way they could try to support the people, projects and local communities. Enhancing both the project and themselves while they do not get paid for it. However this has not been taken into account in the survey. The reason for this was that this was unnecessary information, in order to answer the research question.

Volunteers pay a fee to Khaya, which allows Khaya to exist and support its own volunteers. A percentage of this fee goes directly towards the project as a donation, which was expected to be known by the volunteers. However one of the respondents said that he/she was missing a clear overview of where the fee is going to.

In addition to this, the theoretical analyses had displayed that international volunteers choose for volunteering abroad to be able to see something of the world. Having an affinity with traveling was one of the main reasons according to the theoretical analysis. This is something that the survey results have also revealed. Especially survey questions one and five displayed that the volunteers chose Khaya and other products in the form of travel related answers like: country, possibility to travel, attraction of the international environment, weekend trips, day tours and travel packages.

Furthermore, the theoretical analysis discussed about Khaya wanting to increase its revenue by product diversification. The outcome of this was that Khaya was looking to offer more products to its volunteers. Additionally, this option has been researched by means of desk research, in the form of SWOT and PESTEL analyses. These analyses have exhibited that Khaya would be able to offer more add-on products to its volunteers.

Another concept discussed in the theoretical analysis was “Other volunteer companies”. The concept was explained and expectations were discussed. It was expected that other volunteer companies offered add-on products to their volunteers. Desk research in combination with the remaining field research was executed and the outcome of these two combined have demonstrated that most of the competitors do offer add-on products in a way. While most of them outsourced the offering of add-on products, one of them offered the add-on products themselves via another company working under the same roof.

It has also been expected that the volunteers would expose their needs and wants when they would be asked about this. The survey has asked the volunteers about these needs and wants and they have answered with their responses. Besides this, it has been expected that these needs and wishes had a relation with the add-on products. The survey showed that some of the respondents wanted to be offered add-on products by Khaya during their stay.

Furthermore, it has been expected that the main concept of this report would be “Add-on products”. All other concepts would have a relation in a way with this main concept. It has been exposed, during the process of this research, that the concept “Add-on products” was in fact the main concept, as expected. All other concepts were linked with this main concept.

The concepts “Sustainable way of doing business” as well as “Conservation” were expected to have a relation with the concept “Volunteers’ needs and wishes”. However, this is something that has not been proven in this research. The concept “Conservation” has only been taken into account during the PESTEL analysis. When it comes to these two concepts, the option to fill in their own answer has not been utilized by the respondents in a way that could have been expected. It might be an option for future researches to include this in the survey. For example include the reason for the respondent to choose Khaya because of Khaya’s sustainable way of doing business and its conservational believes.

## 5.2. Reflection on research process

Combine multiple short delays throughout the research and it becomes a lengthy delay. This was one of the hard lessons learned during the execution of this research. Postponing, procrastinating, as well as too many tasks during the graduation internship were reasons for this research to have been delayed. The international environment of where the internship and research took place played a part in the delay of this research as well. Too many temptations to postpone the research and for example explore the country existed during the whole internship period.

One way to prevent any delays in future researches is that a planning has to be constructed, which would have to be followed strictly. If the planning would be followed, then it would ensure that the research goes according to plan and that there would be no room for delays.

Contrary to this, the gathering of the survey results progressed quite easily with the website Thesis Tools. When all results were gathered, Excel was used to create the charts look more nice than the charts made by Thesis Tools itself. The response rate was high enough to have made the outcomes of the survey reliable. Additionally, the respondents were all past or current volunteers from Khaya during the year 2016. This made the kind of respondents reliable as well.

The validity of the survey has also been conserved. The survey has measured enough to answer the research questions, which is displayed in chapter 6. Conclusions.

While the response rate of the survey was within expectations, another way could be found next time to increase the number of respondents and get even more trustworthy survey results. An example of this would be for example developing and distributing the survey earlier.

In addition to this, in a next research a properly formed operationalization table should be produced. This enables the researcher to enhance and simplify the survey, its outcomes and the entire research process.

Furthermore, some of the competitors replied with extensive and less extensive answers. While other competitors were not very eager to provide company information. This is something that can always happen and all depends on if the person would be willing to assist or not. Besides this, it also depends on if their inboxes see the emails as spam or not.

Lastly, the research was focussed on the problem statement, which was all about the decline in revenue over the past couple of years. In order to increase the revenue again, the possibility to offer add-on products has been researched.

The conclusions out of this research can be found in the next chapter.



## 6. Conclusions

The sixth chapter, Conclusions, exhibits the conclusions that were created after the research results were analysed. In these conclusions the sub research questions will be answered and finally the main research question will be answered. As mentioned before, the table in chapter 3.2. Research methods operationalization, displays the relationship between the research questions and the specific research methods that are applied to conduct this research.

First of all, the first sub research question becomes answerable with the outcome of the first four survey questions. These outcomes display that most of the respondents choose Khaya for the country and the possibility to travel. This reveals that the respondents do want to travel and see the world, which means that if they want to be offered add-on products, travel related options would be a good idea.

Furthermore, the theoretical research has also exhibited that volunteers go volunteer abroad not only to do volunteer work, but also travel and see the world. This also means that travel related options as add-on products would be a good suggestion.

In addition to this, the respondents are satisfied with Khaya in general. Although some missed something during their volunteering period and even more respondents believed that Khaya could have offered them more products.

It can be concluded, that these results indicate that volunteers of Khaya, believe that Khaya should implement add-on products in their gamma.

Secondly, the second part of the first sub research question, was about what kind of add-on products the respondents would suggest that Khaya should purvey, which was answerable with the outcome of the fifth survey question in addition to the already mentioned outcomes of the theory and survey results.

It can be concluded out of these results, that Khaya would do best to start offering the following add-on products to their volunteers, namely: weekend trips, day tours and social events. Additionally, Khaya could also start with offering car/bike rentals and travel packages to its volunteers.

Thirdly, to answer the second sub research question, desk research as well as field research towards the four competitors of Khaya has been executed. Besides this, survey question six and seven also assist in answering this sub research question.

The results of both the desk research and field research display that three out of four competitors do not offer add-on products themselves, however they do assist their volunteers in finding these kind of add-on products by having deals with partner companies who do offer these products. The fourth competitor offers add-on products through another company that operates under the same roof.

Additionally, the survey results reveal that the respondents that did consider other volunteer companies thought that these other volunteer companies do offer add-on products. Although it was not taken into account, this could also indicate that the respondents think that the other volunteer companies do offer the add-on products, while in fact they do not offer these themselves but have them outsourced, as three out of four competitors of Khaya do.

In conclusion, there are other volunteer companies that offer add-on products. In fact desk research revealed that the competitors, which were researched do offer add-on products. However three out of the four of these companies probably have these add-on products outsourced, while the fourth offers the add-on products via another company under the same roof. Unless Khaya has the desire to merge



with another company, it would be wise for Khaya to offer the add-on products via partner companies, instead of offering the add-on products themselves.

Fourthly, to answer the second part of the second research question, the outcomes of the desk research, field research and survey question eight has been closer examined. These outcomes display that other volunteer companies mostly offer day tours, social events, travel packages and weekend trips. As mentioned before, the outcomes do not show if the add-on products are offered by the volunteer companies itself or if they are outsourced.

To conclude, the volunteers of Khaya as well as the other research methods reveal that Khaya should offer these travel related add-on products.

Fifthly, the third research question can be answered with the outcomes of the PESTEL and SWOT Analyses. The PESTEL analysis presented an opportunities for. If Khaya would commence in the offering of add-on products, it would have little trouble in finding new local employees to implement and maintain the add-on products in their product range. Besides this, the SWOT analysis displayed that Khaya has the opportunity to introduce the add-on products in their gamma, provided that Khaya would be able to cover the new expenditure that would arise from implementing the add-on products.

Lastly, it is in the light of these findings, that the main research question becomes answerable. The survey has revealed that the volunteers displayed their needs and wishes for add-on products.

Khaya's volunteers display that they want to be offered more products than just the volunteer package. Besides this, the competitors analysis has displayed that most of the competitors outsource these add-on products instead of offering these products themselves. From these answers combined a final conclusions can be drawn.

It can be concluded that, to meet the volunteers' needs and wishes for add-on products, Khaya should start offering these add-on product via outsourcing. This ensures for Khaya to have limited risk when it comes to expenditure and organizing these add-on products. Furthermore Khaya should try to obtain a better commission on these add-on products with their partners, or maybe even start finding new partners. In this way, Khaya would secure more revenue via the commissions and keep attracting international volunteers. In addition to this, these international volunteers drawn by the offering of add-on products would ensure for a higher revenue.

In the next chapter, the recommendations that arise from these conclusions can be found.

## 7. Recommendations

The last chapter of this report displays the recommendations drawn from the conclusions.

If Khaya would listen to the outcome of the survey, then they should start to offer more products to their volunteers. However the survey did not take into account if the volunteers would think that Khaya should offer the add-on products themselves or have them outsourced and merely assist the volunteers in their search for these add-on products. The add-on products that the respondents are looking for are weekend trips, day outings, social events and car/bike rentals.

Looking closely at the outcome of the competitor analysis, it reveals that three of them outsource the offering of add-on products. Only one of the competitors offer the add-on products themselves, however this is done through another company, under the same roof.

Therefore it can be recommended, looking at both these outcomes combined, that Khaya should start to offer add-on products to their volunteers, by means of outsourcing. This signifies that Khaya would do best to start making new, or improving old, partnerships with companies that do offer these add-on products. Cooperating more closely with these partners could in turn lead to obtaining a more favourable commission for Khaya and a discount for the volunteers.

An example as recommendation could be that Khaya should start to negotiate with the tour operator Nomad Tours. Khaya already has agreements with this company. Khaya receives commission and in turn Khaya gives a discount to its volunteers. If Khaya would receive a higher commission, it would obtain a higher revenue from these add-on products outsourced to Nomad Tours. Additionally, Khaya should start promoting these tours more on social media, which would lead for Khaya to attract new and maybe even old volunteers, willing to make use of these tours with favourable discounts.

Another example as recommendation could be that Khaya should start offering the day tours of Lungile Backpackers to their own volunteers more. The prices of these tours are quite high, so Khaya has to negotiate once again for a higher commission. If Khaya would succeed in this higher commission then it would be able to obtain a higher revenue. In addition to this, Khaya's volunteers could be receiving a discount when they would book these tours through Khaya. In turn Khaya could agree upon a minimum amount of tours that Khaya volunteers would buy from Lungile on an annual base. This would benefit Khaya, Lungile as well as Khaya's volunteers.

If Khaya would offer add-on products via partner companies and promote these online, it would be able to attract more volunteers. More volunteers and obtaining a better commission for Khaya would mean a higher revenue.

Another recommendation can be constructed for the social events (socials). Organizing socials on a weekly base and promoting them on social media could lead to more volunteers annually. The reason for this is that volunteers are attracted via social media and if they would see that Khaya's volunteers do more than just volunteering on a weekly base, they might get the feeling that Khaya is the volunteering company they want to be volunteering with. In that way, Khaya is able to demonstrate that, if you are a volunteer with Khaya, you get to do nice and enjoyable things with your fellow volunteers, which gives them a feeling that they really belong to a family. Being part of a family abroad is important and brings safety as well as new friendships. The friendships that arise while living in a family-like environment are mostly true friendships that last a lifetime. This is something that really attracts future volunteers to Khaya. In addition to this, the socials do not have to be profitable, as long as they demonstrate the safe and entertaining environment of a family, which would then attract new volunteers.

A couple of recommendations for socials would be for example going to a wine tasting, visiting the beach, singing karaoke, visiting SAMREC (South African Marine Rehabilitation and Education Centre), going to a food market or even playing beerpong. This would be the most enjoyable when all (or most) of the volunteers would join in the social. Other ideas would be organizing a quiz, going shopping, visiting Bayworld, going on a hike, organizing a braai and of course going to Kasi Hop, which is a braai and kind of pub-crawl in the township of New Brighton.

Furthermore preparing dinner together and eating together also works to improve the family-like feeling volunteers get when volunteering with Khaya. It can be recommended that this is promoted on social media as well.

Additionally, another add-on product that scored relatively high in the survey were car/bike rentals. Volunteers of Khaya displayed that they would be interested in making use of rental cars and/or bikes. Khaya could buy a couple of cars and bikes, and start renting them to their volunteers. However the damages to these cars and the trouble this brings would be a too high risk for Khaya. In addition to this, sometimes there are only a few volunteers, which would result in cars standing still, not being rented. This would also mean that Khaya does not earn money, but in fact loses money on these cars. Another option would be to start negotiations with local renting companies and try to get a commission like Khaya would try with the other companies. Although it would be wise to not start offering car/bike rentals to their own volunteers. One reason for this would be that if these volunteers have their own car, they could go on the weekend trips and day tours themselves. This results in less trips and tours bought at one of Khaya's partners, which could in turn result in not reaching the agreed upon annual numbers of tours bought by Khaya volunteers. This would harm the newly made agreements with the partners about commissions. Therefore it is recommended for Khaya not to offer car/bike rentals to their volunteers.

In addition to this, another recommendation can be constructed. In the future Khaya could have the following possibility researched; achieving a higher revenue, by means of increasing the annual number of volunteers. There are multiple ways for Khaya to achieve this increase. One option would be for Khaya to investigate a country where brand awareness is low at the moment. The research should then display if the country has enough potentially new volunteers for Khaya on an annual base. When this is known, Khaya could then start focussing its marketing budget on that specific country. In this way brand awareness in this country would increase and Khaya would be able to get more volunteers annually. With this approach, multiple countries could be researched simultaneously.

Another way to investigate how to increase the annual number of volunteers could be having the option of collaborations with other volunteering companies researched. In this way, Khaya would be able to swap and/or attract more volunteers while getting more brand awareness through other volunteering companies. Getting more brand awareness would most likely lead into more volunteers.

Furthermore, to further investigate on the results of this research, Khaya could have the option to merge with for example Lungile Backpackers researched. This way both companies can share costs and income, which could be more profitable for both in the long run. The reason for this recommendation is that one of the investigated competitors is operating with a backpackers under the same roof, which allows them to offer the add-on products themselves. This could also be a way for Khaya, to survive for many years to come.

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## Appendix 1: Milestones plan

[illegible]

## Appendix 2: Survey questions

### Survey:

**1. What were the reasons for you to choose Khaya as your volunteering company? (Multiple options possible)**

Country, city, language, life besides volunteer work, possibility to travel, friends, family, attraction of the international environment, other option namely:

**2. In general, are you satisfied with your volunteering period with Khaya?**

If yes, why?

If no, why not?

**3. Did you miss anything during your volunteering period?**

If yes, what did you miss?

**4. Do you believe that Khaya could have offered you more products, to improve your period with them? (If not certain, please read the answers of question 5 first, before answering question 4)**

If yes, go to question 5

If no, go to question 6

**5. What kind of other products from Khaya would you make use of?**

**(Multiple options possible)**

Travel packages, Weekend trips, Day tours, Merchandising, Car/bike rentals, Education (for example language courses), social events, other namely:

**6. Did you consider other volunteering companies besides Khaya?**

If yes, why? Continue to question 7

If no, why not? Continue to question 9

**7. To the best of your knowledge, do these other volunteer companies offer other products, besides the volunteer work?**

If yes, continue to question 8

If no, continue to question 9

**8. What other products do these companies offer?**

**(Multiple options possible)**

Travel packages, Weekend trips, Day tours, Merchandising, Car/bike rentals, Education (for example language courses), social events, other namely:

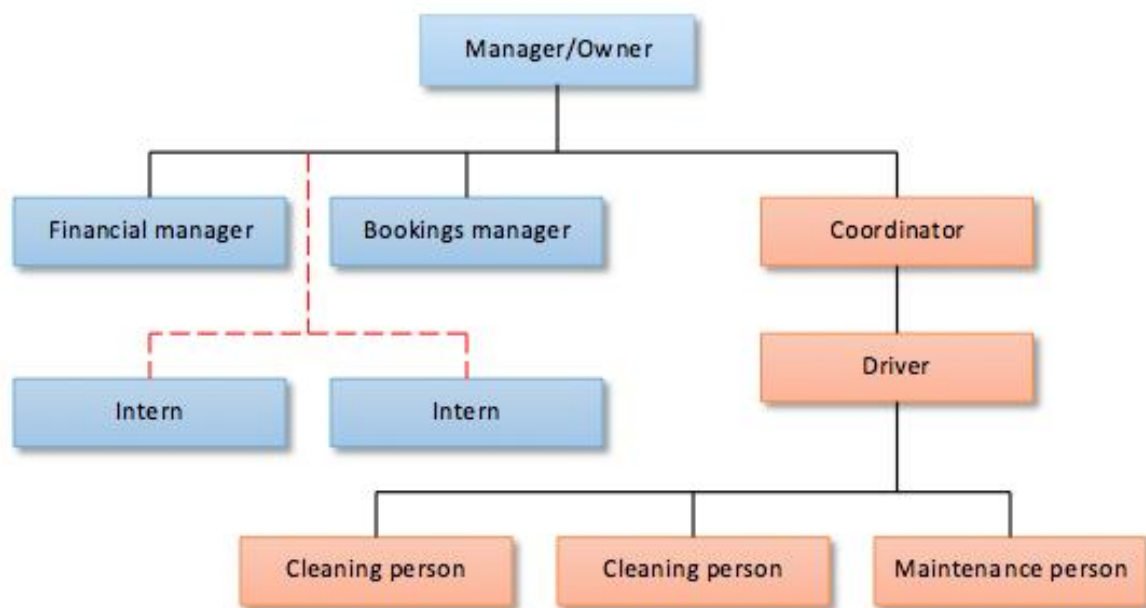
**9. Would you choose Khaya again, if you had the knowledge about it, before you made your choice?**

If yes, why?

If no, why not?



### Appendix 3: Organogram



#### Legend

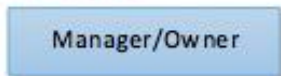
Paid employees:



Unpaid employees:



Office employees:



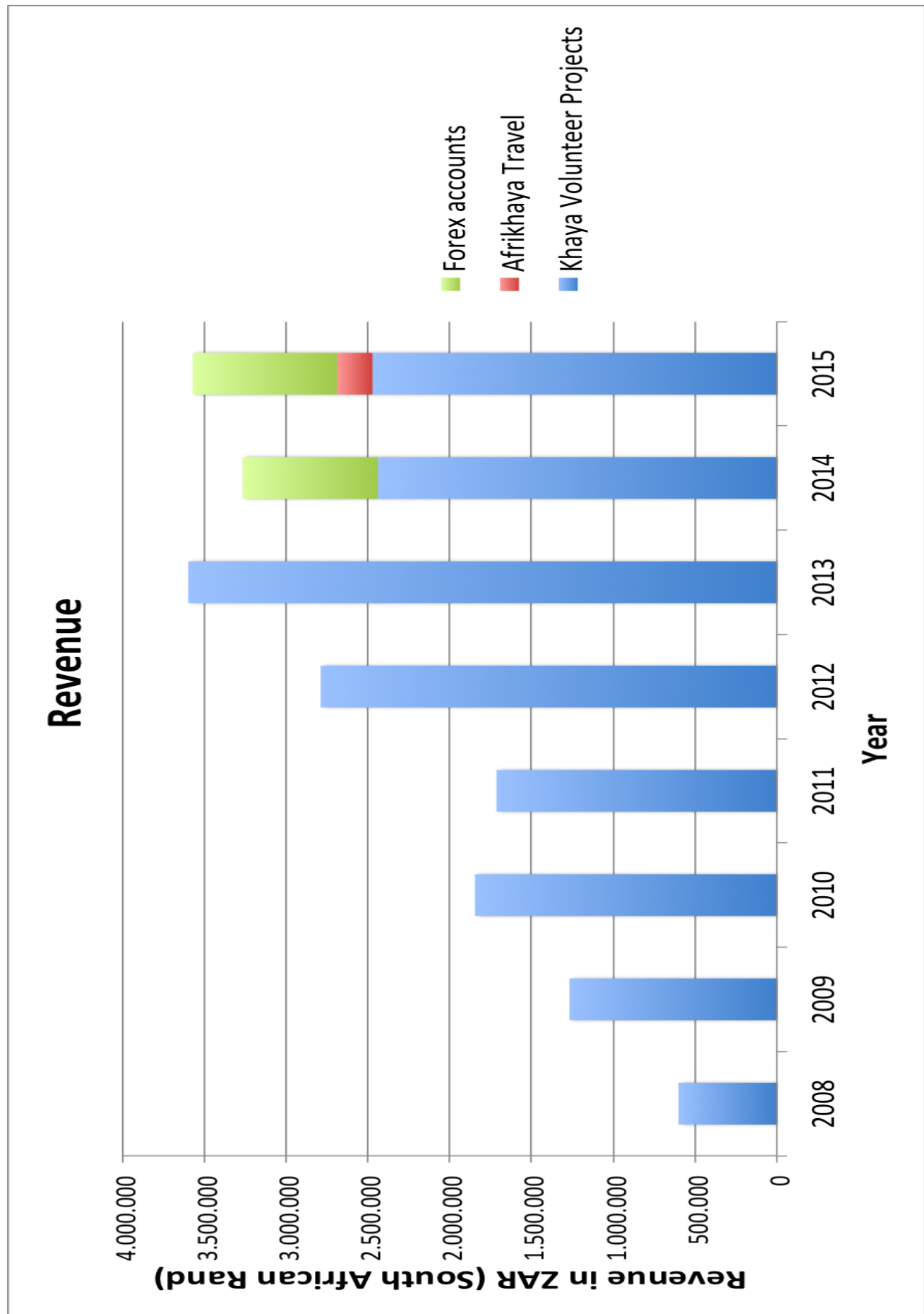
Non-office employees:





#### Appendix 4: Revenue Chart

Khaya's financial year starts on the 1<sup>st</sup> of March and ends on the 28<sup>th</sup> or 29<sup>th</sup> of February. This means for example that 2009 in the chart displays the financial year of 01-03-2009 until 28-02-2010. The revenue is discussed shortly at the end of sub chapter 2.1.2. Financial information.



## Strengths

1. One of the most affordable players on the market
2. Projects in multiple fields
3. Offer complete package
4. Donation that goes straight to the projects
5. Offers very clear pricing structure, no hidden costs or money that disappears
6. Playing a role in local communities and wildlife conservation

## Weaknesses

1. Limited financial possibilities
2. High expenditure in terms of volunteer accommodation
3. Did not build a lot of brand awareness yet
4. Customers have to pay to volunteer, which some might think is not right

## Opportunities

1. High unemployment rate
2. Create brand awareness through Social Media
3. Growing international volunteer market
4. Growing tourism industry

## Threats

1. Visa application
2. Not enough volunteers a month may cause bankruptcy
3. High crime rates
4. Negative media attention

Confrontation matrix		Opportunities				Threats			
		O1	O2	O3	O4	T1	T2	T3	T4
Strengths	S1	0	+	++	+	0	++	0	0
	S2	0	+	++	+	0	++	0	0
	S3	+	+	+	+	-	+	0	0
	S4	+	+	+	0	0	+	+	0
	S5	0	+	+	+	0	0	0	0
	S6	++	+	+	0	0	0	++	+
Weaknesses	W1	--	-	0	0	0	--	-	0
	W2	--	0	+	0	0	--	-	0
	W3	0	++	+	+	0	--	0	--
	W4	0	+	+	-	-	--	0	-

## Appendix 5: SWOT Analysis

Explanatory table

<b>Attacks</b>		<b>Strengths + opportunities</b>
<b>S1/O2</b>	+	Brand awareness can be created on social media by letting the world know that Khaya is one of the most affordable players on the market
<b>S1/O3</b>	++	Volunteers are always looking for more affordable offers, with a growing volunteer market this can be used to attract them
<b>S1/O4</b>	+	The same counts for the tourism industry, only this counts not as much for Khaya as the volunteer market does
<b>S2/O2</b>	+	Brand awareness can also be created on social media by letting the world know that Khaya is operating in multiple project fields
<b>S2/O3</b>	++	Volunteers are also looking for projects in multiple fields, with a growing volunteer market this can be used to attract them
<b>S2/O4</b>	+	The same counts for the tourism industry, only this counts not as much for Khaya as the volunteer market does
<b>S3/O1</b>	+	With the offer of a complete package, more local employees can be hired than when Khaya would offer a limited package
<b>S3/O2</b>	+	Brand awareness can be created on social media by letting the world know that Khaya offers a complete package
<b>S3/O3</b>	+	Volunteers are always looking for a complete package, with a growing volunteer market this can be used to attract them
<b>S3/O4</b>	+	The same counts for the tourism industry, only this counts not as much for Khaya as the volunteer market does
<b>S4/O1</b>	+	Donations that go directly towards the projects ensure that projects are able to hire paid local employees
<b>S4/O2</b>	+	Brand awareness can be created on social media by letting the world know that Khaya donates a certain amount of the volunteer fee directly to the projects
<b>S4/O3</b>	+	Volunteers are happy to learn that their money goes straight to the project they volunteer at, with a growing volunteer market this can be used to attract them
<b>S5/O2</b>	+	Brand awareness can be created on social media by letting the world know that the volunteering fees are without any hidden costs
<b>S5/O3</b>	+	Volunteers are attracted by fees that have no hidden costs, with a growing volunteer market this can be used to attract them
<b>S5/O4</b>	+	The same counts for the tourism industry, only this counts not as much for Khaya as the volunteer market does
<b>S6/O1</b>	++	Local employees are hired
<b>S6/O2</b>	+	Brand awareness can be created on social media by letting the world know that when volunteering with Khaya, you play a role in local communities and wildlife conservation
<b>S6/O3</b>	+	Volunteers want to play a role in local communities and wildlife conservation, with a growing volunteer market this can be used to attract them

## Appendix 5: SWOT Analysis

Defend		Strengths + threats
S1/T2	++	Volunteers are looking for the most affordable players on the market
S2/T2	++	Offering projects in multiple fields ensures that volunteers have enough choice when choosing a project
S3/T1	-	Khaya does offer a complete package, but excludes the visa
S3/T2	+	Volunteers are attracted by offering a complete package
S4/T2	+	Volunteers are attracted by knowing a part of their money goes to the project as a donation
S4/T3	+	With the donation the project can employ local employees, resulting in less unemployed people
S6/T3	++	Volunteers play a role in local communities. By educating those that cannot afford education they ensure that these kids have a change in the future, which in term results in lower crime rates
S6/T4	+	Negative media attention can be opposed with the fact that volunteers of Khaya do play a role in local communities and wildlife conservation

Strengthen		Weaknesses + opportunities
W1/O1	--	With limited financial possibilities, Khaya is not able to hire more local employees than they do
W1/O2	-	Creating brand awareness can cost money, with only limited financial possibilities this is not always possible
W2/O1	--	Losing money on rental costs of volunteer accommodation when there are only limited volunteers, does not make Khaya able to hire more local employees than they already do
W2/O3	+	With a growing international volunteer market, there will be more volunteers which results in the cover of more of the expenditure of volunteer accommodation
W3/O2	++	Khaya is able to create more brand awareness through Social Media
W3/O3	+	A growing international volunteer market enables Khaya to create more brand awareness
W3/O4	+	A growing tourism industry enables Khaya to create more brand awareness
W4/O2	+	With the creation of more brand awareness, Khaya can explain to its future volunteers why they have to pay a fee to volunteer
W4/O3	+	A growing international volunteer market ensures for more volunteers for Khaya and in turn they will be explained why they have to pay for volunteering and where their money goes to
W4/O4	-	Tourist are looking for affordable things and mostly think paying for volunteering is not the way they want to spend their holiday

Retreat		Weaknesses + threats
W1/T2	--	The limited financial possibilities are caused by not enough volunteers a month
W1/T3	-	With limited financial possibilities, Khaya can employ less local employees
W2/T2	--	Not enough volunteers will lead to less cover of the high expenditure in terms of volunteer accommodation
W2/T3	-	High expenditure in terms of volunteer accommodation prevents Khaya to hire more local employees
W3/T2	--	Less brand awareness means less volunteers

## Appendix 5: SWOT Analysis

<b>W3/T4</b>	--	Less brand awareness means less knowledge about Khaya by the media, which could lead to negative media attention
<b>W4/T1</b>	-	When volunteers do not understand why they have to pay to volunteer, they also would not want to go through all the effort to acquire the visa that they need to volunteer
<b>W4/T2</b>	--	When volunteers do not understand why they have to pay to volunteer, there might be less volunteers
<b>W4/T4</b>	-	When the media has no idea why volunteers have to pay to volunteer, this might result in negative media attention

## Appendix 6: Competitor's e-mail

The following e-mail has been sent to Khaya's competitors in order to obtain information.

Dear Sir or Madam

Let me introduce myself first.

I am Adrianus Heijmans, a graduating student at the HZ University of Applied Sciences in Vlissingen the Netherlands. I am writing my thesis about companies that offer volunteer programs in South Africa, to the international volunteering market.

In my thesis I will conduct a research towards these companies. The main topic will be if they offer other products, besides the volunteering package, to their customers. Examples of this would be: Travel packages, Weekend trips, Day tours, Merchandising, Car/bike rentals, Education (for example language courses) and social events.

Now my question to you, a company that offers volunteer programs in South Africa, would be if you do offer these kind of side products to your customers and if so, what kind of products do you offer to them? Besides could you share some information or figures about how successful these side products are? And do you believe it attracts more volunteers because of it?

More background information about your company would also be much appreciated, for example when it comes to annual number of volunteers.

Hopefully you are willing to help me with this information, so that I can complete my thesis and graduate as a Bachelor of Business Administration.

Thank you in advance for your cooperation.

Kind regards  
Adrianus Heijmans

## Appendix 7: Survey results

This Appendix shows the survey results. The answers to the survey questions are shown first in a table then in a chart.

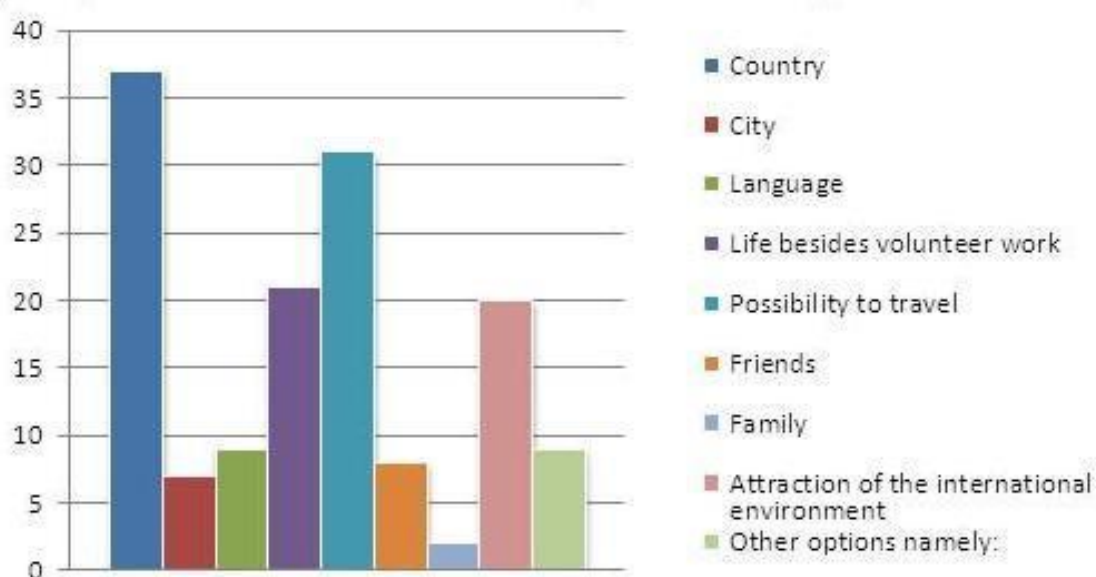
If the results of a research question show a pie chart, then blue is positive for Khaya.

# stands for number of answers given to that specific survey question

n stands for number of respondents that gave an answer to that specific survey question

<b>1. Why did you choose to volunteer with Khaya Volunteer Projects?</b>	<b>#</b>	<b>% of n</b>
Country	37	72.55%
City	7	13.73%
Language	9	17.65%
Life besides volunteer work	21	41.18%
Possibility to travel	31	60.78%
Friends	8	15.69%
Family	2	3.92%
Attraction of the international environment	20	39.22%
Other options namely:	9	17.65%
<b>Total</b>	<b>144</b>	
	n = 51	<b>100%</b>

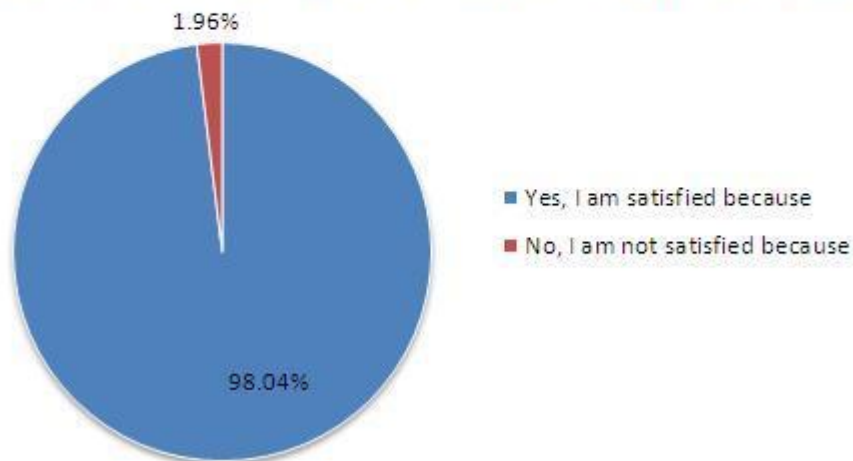
### 1. Why did you choose to volunteer with Khaya Volunteer Projects?



2. In general, are you satisfied with your volunteering period with Khaya?		
	#	%
Yes, I am satisfied because	50	98.04%
No, I am not satisfied because	1	1.96%
<b>Total</b>	<b>51</b>	<b>100%</b>

n = 51

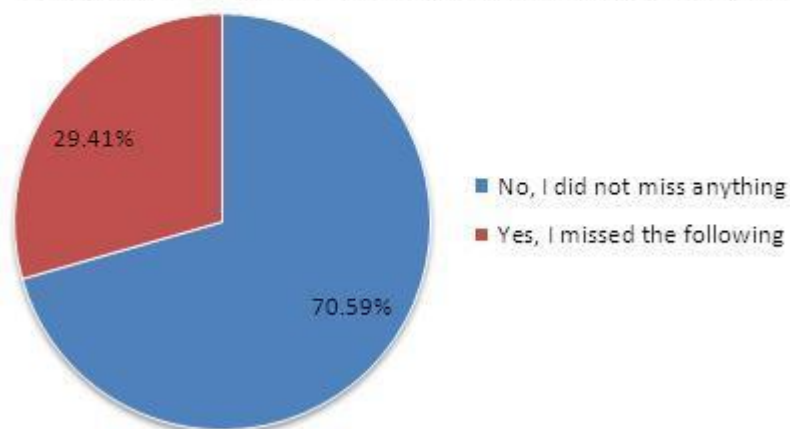
2. In general, are you satisfied with your volunteering period with Khaya?



3. Did you miss anything during your volunteering period?		
	#	%
No, I did not miss anything	36	70.59%
Yes, I missed the following	15	29.41%
<b>Total</b>	<b>51</b>	<b>100%</b>

n = 51

3. Did you miss anything during your volunteering period?



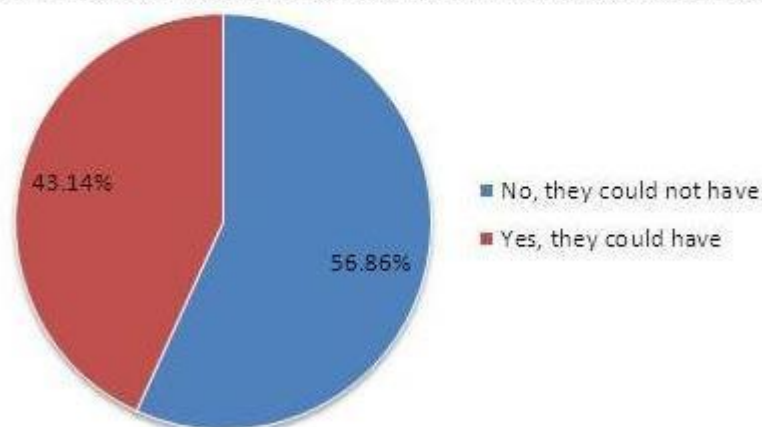


## Appendix 7: Survey results

4. Do you believe that Khaya could have offered you more products...	#	%
No, they could not have	29	56.86%
Yes, they could have	22	43.14%
<b>Total</b>	<b>51</b>	<b>100%</b>

n = 51

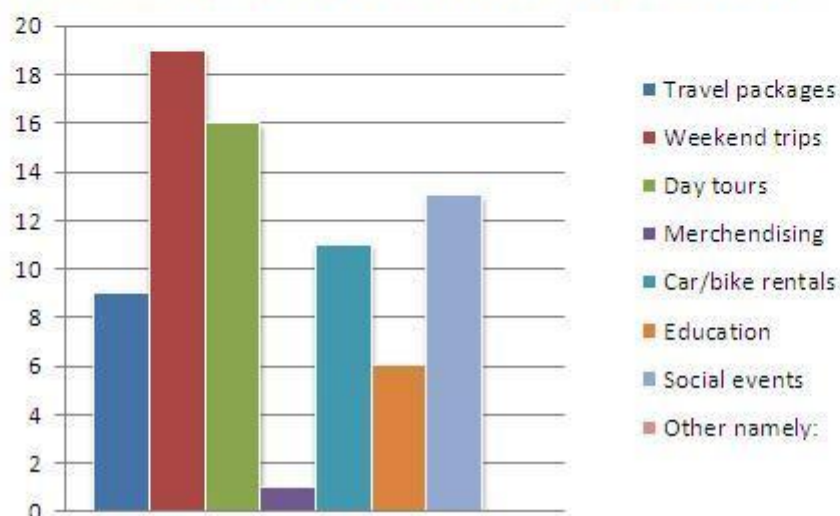
### 4. Do you believe that Khaya could have offered you more products...



5. What kind of other products from Khaya would you make use of?	#	% of n
Travel packages	9	42.86%
Weekend trips	19	90.48%
Day tours	16	76.19%
Merchandising	1	4.76%
Car/bike rentals	11	52.38%
Education	6	28.57%
Social events	13	61.90%
Other namely:	0	0.00%
<b>Total</b>	<b>75</b>	

n = 21 100%

### 5. What kind of other products from Khaya would you make use of?

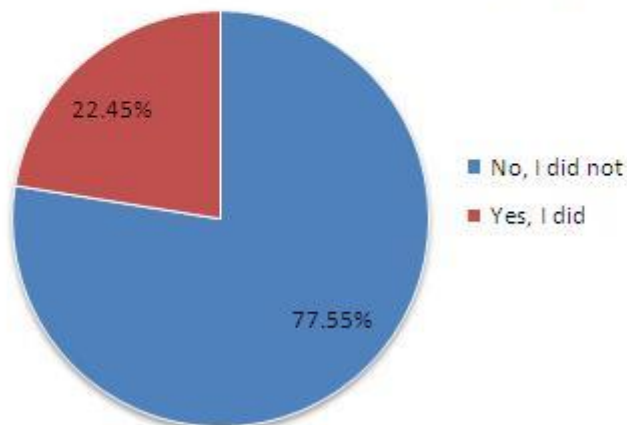


## Appendix 7: Survey results

6. Did you consider other volunteering companies besides Khaya?		
	#	%
No, I did not	38	77.55%
Yes, I did	11	22.45%
<b>Total</b>	<b>49</b>	<b>100%</b>

n = 49

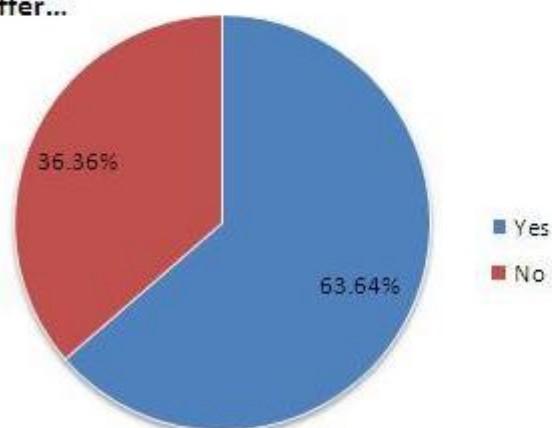
6. Did you consider other volunteering companies besides Khaya?



7. To the best of your knowledge, do these other volunteer companies offer...		
	#	%
Yes	7	63.64%
No	4	36.36%
<b>Total</b>	<b>11</b>	<b>100%</b>

n = 11

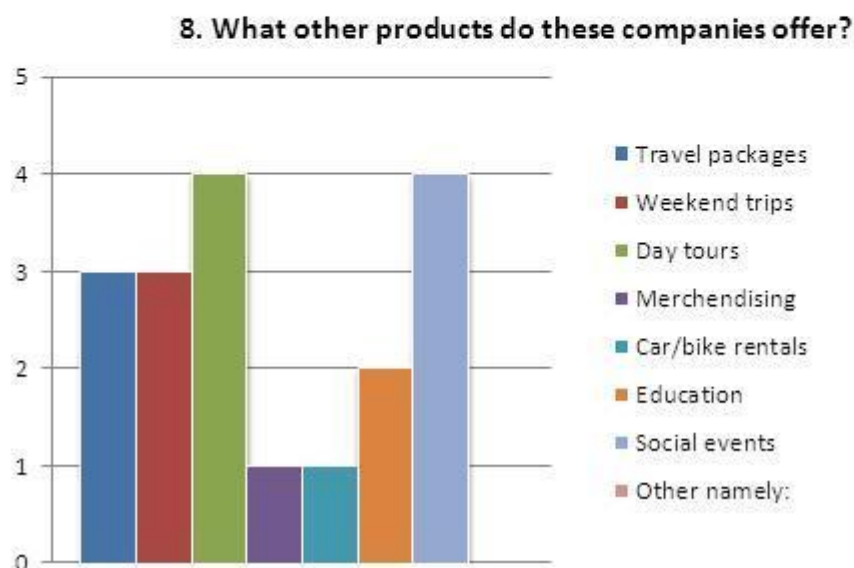
7. To the best of your knowledge, do these other volunteer companies offer...



## Appendix 7: Survey results

8. What other products do these companies offer?	#	% of n
Travel packages	3	50.00%
Weekend trips	3	50.00%
Day tours	4	66.67%
Merchandising	1	16.67%
Car/bike rentals	1	16.67%
Education	2	33.33%
Social events	4	66.67%
Other namely:	0	0.00%
<b>Total</b>	<b>18</b>	<b>100%</b>

n = 6



9. Would you choose Khaya again, if you had the knowledge ...	#	%
Yes, because	41	83.67%
No, because	8	16.33%
<b>Total</b>	<b>49</b>	<b>100%</b>

n = 49

**9. Would you choose Khaya again, if you had the knowledge ...**

