



Sustaining Competitive and Responsible Enterprises  
in SOUTH AFRICA's Tourism Sector



International  
Labour  
Organization

## Soap savings:

### How monitoring and control saves money

*Tuningi Lodge is a 5-star lodge based in the Madikwe Game Reserve. Madikwe is a Big Five game reserve situated in the North West Province of South Africa, covering some 75,000 hectares, on the Botswana border. The rich diversity of vegetation ensures a wide range of game and the topography offers ideal game viewing opportunities.*

*Madikwe is managed by the North West Parks and Tourism Board (NWPTB), which was formerly the Bophuthatswana National Parks, a conservation organisation that is known for its pioneering approach to people-based wildlife conservation which it has practised since the late 1970s. Unlike almost all state-owned game reserves in Africa, the approach towards conservation that has been adopted at Madikwe puts the needs of people before that of wildlife and conservation <sup>1</sup>.*



### Initial situation

Lodge managers realised that they had a problem of high laundry costs. Their monthly laundry spending includes items such as fabric softener, washing powder and cleaning of linen that is mostly outsourced. The biggest contribution to the costs was the fact that they were using lots of washing powder in the laundry. Although staff had all been trained to use just 1 scoop of washing powder per load, and to mark off on a sheet by the automatic washing machine how much they used, the lodge was still spending a great deal of money on soap.

### ILO SCORE training

The ILO provided SCORE training in November 2009. Part of the course included how to measure the extent of the problem, and also the 5 Why's. First they looked at who used *what, when, and how* often. They found two main issues:

**Volume of powder used:** Over 4 months they purchased 100kg of washing powder. Everybody uses two scoops of powder per load instead of only one.

**Inefficient use of machines:** Nobody ensures the machines are full before using them. Staff members each wash their own uniform separately even if the machine is only a quarter full. All towels are being washed every day even if only two need to be cleaned. Face cloths often get washed separately instead of with the towels.

**The 5 Why's were then used to check why the problem arose:**

<sup>1</sup> [http://www.madikwecollection.co.za/about\\_madikwe.html](http://www.madikwecollection.co.za/about_madikwe.html)



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# case studies

- 1) *Why are they using too much soap?* They either do not care or do not know how much to use and by buying in bulk there is too much available to waste.
- 2) *Why don't they care?* They are not paying for it and there is a lot available.
- 3) *Why don't they pay?* It is part of their job to do the laundry and keep their uniform clean and neat.
- 4) *Why do they not know how much soap to use?* They have forgotten or have not been trained properly.
- 5) *Why have they not been trained?* It was taken for granted that old staff members would train new ones.

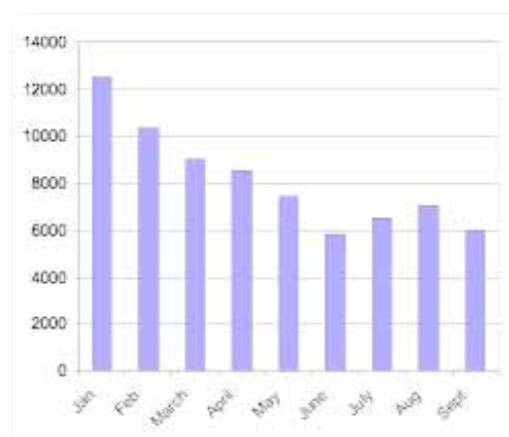
## Changes that took place

After attending the SCORE Training, both the lodge management and supervisory staff took action by investigating different soap suppliers to get smaller bags of more concentrated powder, and re-training of staff. They issued staff individual 1 kg bags of soap for uniforms (rather than a communal bag), and each department received a 5 kg bag for towels etc. They would get weekly feedback on consumption and would perform random spot checks that the washing machines were full. They also set a target to halve laundry costs, and to reach R7000 per month.



## Direct impacts of the change

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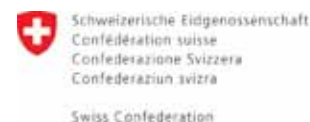
## Return on investment and lessons learned

The Tuningi case shows that training can benefit both staff and management. Staff and manager sometimes see problems differently, and this can be changed by better communication.

Target group	Benefit
Employees	Better understanding and control over lodge expenses
Management	Better understanding of the problem, Better control and monitoring
Company	Lower expenditure, Higher profits

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