



This COVID-19 storm will pass. For now, Let's stand

Together
to outlast the storm.

Stay **Safe**. Stay **Strong**

Your Safety - Our Priority



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The new normal: adapting business operations in the COVID-19 era

THE RAINBOW TOWERS



Rainbow Towers Hotel employees



RTG Chief Executive Tendai Madziwanyika

As the novel corona virus (COVID-19) storm swept across the globe in its merciless and relentless march destroying economies and wrecking lives, none was safe in its wake. Every country closed its borders save only for those people who were forced to repatriate to their homelands. Fear gripped the entire world as the science was imprecise with guidelines constantly shifting. Zimbabwe was not spared from this human migration as many of our citizens came back to their motherland. *Someone* had to receive them, *someone* had to love them, *someone* had to open their doors to welcome them. "Try next door" was the constant utterance but alas, there was no next door. As Rainbow Tourism Group (RTG) we chose to be that someone! All doors were well shut as everybody rightfully observed the lockdown guidelines and obeyed the advice to "stay safe".

In the face of the storm, as RTG we made a conscious decision to open our doors and created a home for our beloved returning citizens. This was a war like no other and we chose to be at the frontline of the war on COVID-19 and we became

the refuge of those exposed to direct attacks at the frontline.

RTG is proud to have stood with the Government and the people of Zimbabwe in welcoming and looking after more than 1000 of our returning citizens. This decision was made at a time where fears and myths around COVID-19 were at their highest as science kept shifting and changing whilst almost all infections in the country were imported with very little community spread. We incorporated guidelines as issued by the World Health Organisation (WHO) and the Ministry of Health and Child Care into our standard operating procedures and systems (as developed under ZW ISO 9001:2015 standard risk-based thinking approach). We invested heavily on Personal Protective Equipment for our staff and were thorough in equipping them with protective wear, information and procedures to be followed.

We are proud of our teams and applaud them for their commitment and selflessness as they stay true to the essence of hospitality - looking after others - in times of happiness and challenges. Since re-opening in May 2020 after the Presidential announcement to re-open essential services none of our employees at any of our hotels tested positive. Our systems of service delivery were tested to the maximum in a most trying environment of our time and proved to deliver consistently, safely and effectively every time - that is QUALITY!

We have adjusted all our business processes in line with the WHO and the Ministry of Health and Child Care protocols and guidelines. We had to create an environment where both our guests and employees felt safe. We attribute our success this far to our ability to adapt to the new normal. The risk-based thinking approach enshrined in

the ZWS ISO 9001:2015 standard helped us to successfully adapt our processes in mitigating the risk presented by COVID-19.

All our six hotels as well as our Corporate Office are certified to the ZWS ISO 9001:2015 standard through the Standards Association of Zimbabwe. Our certification ensured that RTG delivered and continues to deliver a safe environment with enhanced protocols and hygiene.

The emergence of the pandemic has and continues to be a challenge to all businesses. Our focus in this COVID-19 era is the provision of safe facilities that uphold the highest standard of hygiene and cleanliness. We have transformed the way we do business which has necessitated the immediate change in our work structure and processes. Some of the measures put in place include enhanced hygiene, testing, training and social distancing. Our employees and guests can have the peace of mind and comfort of knowing that RTG has their best interests at heart and that they have and will continue to deliver.

Available information indicates that it will take a while to get to the end point of the pandemic. Our business approach going into the future, shall therefore be premised on using whatever learnings gleaned as we get more experience and knowledge about COVID-19. This will help us to not only strengthen but also fine tune our systems and ultimately better protect our employees and guests.

In this regard RTG has developed a four-point strategy that focuses on: Systems & Processes; Training; Compliance and Resourcing in order to mitigate the threat presented by COVID-19. The Company shall continue to leverage the experience gained so far in managing

the COVID-19 risk.

At RTG we believe quality is defined as the consistent, safe delivery of a promise every single time. We delivered against our promise when we hosted COVID-19 quarantine guests. Now we give you our promise to say we will deliver to you refreshing guest experiences every time you stay with us, travel with us in our Heritage Expeditions Africa buses or take delivery through our Gateway Stream system. We will thereby consistently deliver this promise to you every time.

As we announce the closure of the quarantine era for RTG and transition to normal business (for the Rainbow Towers Hotel & Conference Centre), we aim to be the beacon towards the return to normalcy.

As the storm begins to recede, the rain still falls, the sun begins to appear, look out for the shimmer of the Rainbow which signifies hope and a new beginning. We invite you to join us and experience refreshing moments with us in the confidence that we stood together in the face of the storm in the understanding that our systems which were tested to the severest extent, beyond the bounds of imagination proved to be strong and delivered consistently and did not fail.

So please come and stay with us in the confident knowledge of a Company whose systems passed the severe test of headwinds brought by COVID-19.

T. Madziwanyika
Chief Executive



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We thank our committed and diligent workforce on the frontline

A voice from our hardworking teams



WILLARD & RONALD

"The training we received from medical and health professionals helped us to be able to work with confidence and peace of mind. We were accommodated at our hotels for entire shifts in order to reduce mixing with outside communities thereby reducing the risk of bringing infection into our hotels and to our families. We feel proud to have participated in a noble national cause of providing quarantine facilities for our fellow citizens at Rainbow Towers Hotel"

Willard Zakeyo & Ronald Mlotshwa Food and Beverage team members



SANDRA MUZAMBI

"At first the housekeeping staff were afraid because housekeeping is a high contact function. We feel safe because we have comprehensive systems and processes in place. This is a new experience but we have since adjusted to the new normal. We are no longer afraid because we are well equipped with knowledge on how to execute our duties in a safe way that protects our guests, fellow colleagues and our families"

Sandra Muzambi Housekeeping Supervisor.



MARCELINE ROKI

"We now know that there are ways of handling any new or dangerous situation. We will not shun or stigmatise anyone because of the potential risk of the virus but perform our duty in a careful manner. We want our guests to come to any of our RTG hotels with the comfort of knowing that we will look after them in a way that protects them and ourselves"

Marceline Roki - Bedroom Hand

Ensuring a safe stay for our guests and a safe environment for our teams

Our guests and staff expect the highest standards of hygiene and compliance to global recommendations that deliver a safe environment and reduce the risk of contracting COVID-19 at our hotels. We have infused our ZWS ISO 9001:2015 certification systems and procedures with the enhanced hygiene and cleanliness protocols as recommended by WHO and the Ministry of Health and Child Care.

We have put in place the following protocols that safeguard our guests and employees from the risk of COVID-19 as follows;

- Awareness training for all our employees on COVID-19.
- Frequent scheduled disinfection of all hotels is conducted using professional disinfecting companies. We have also adopted the use of disinfectant chemicals that kill viruses and bacteria as recommended by WHO.
- Regular testing of our staff.
- The deployment of a registered nurse at all our hotels and doctor on call 24 hours.
- Temperature checks for all guests and employees at entry points.
- Contactless hand sanitisation stations at all hotel entry points and designated points throughout the hotels.
- Vehicle wheel sanitisation and footbaths at all hotel entry points.
- Amendments to our service procedures as follows;
 - a. Minimal contact and interaction with guests.
 - b. Use of technology; Gateway Stream mobile & web-app for room service and other products and services.



Mandatory temperature checks at all hotel entry points





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- c. The replacement of buffet service with a la carte plated service and set menu for smaller groups. For large groups supervised buffet service strictly managed by our staff.
 - d. The removal of all high contact items from guest rooms which include pens, writing pads and the complimentary mineral water. However, these are available on request.
 - e. The provision of complimentary hand sanitiser in all the guest bedrooms and conference rooms.
 - f. Housekeeping services are now only available on request to limit direct contact between guests and staff.
 - g. The gym, swimming pools and bars will remain closed.
- Enforcement of social distancing requirements in all service areas; conference rooms, food outlets and receptions.
 - Personal Protective Equipment for all employees.
 - Enhanced cleaning and sanitisation of all public areas and high contact touch points which include door handles, tables, walls, chairs, staircase rails and your room key cards.
 - Enhanced cleaning protocols for guest bedrooms.
 - Enhanced food preparation safety.
 - Handling and reporting protocol in the event of suspected COVID-19 case/s.



Regular disinfecting of our hotels by professional service providers

Leveraging International Standards Organisation (ISO) certification



Standards and quality matters are at the heart of the RTG business philosophy. RTG is the only ISO certified hospitality Group in Zimbabwe. All six hotels and the RTG head office, having undergone ISO certification through the Standards Association of Zimbabwe, the local certifying body.

In October 2018 all the six hotels and RTG head office successfully attained ZWS ISO 9001:2015 certification. The new standard, which ushered in a risk-based thinking approach to the Quality Management System (QMS), has played an integral in fortifying internal systems and processes. Extensive preparations over a three-year period, saw the Company embark on reviewing all documentation, mainly Best Operating Procedures (BOPs), to incorporate the new risk-based thinking

approach to its business operations. All staff from the shop floor, right through to the top management, underwent awareness training to understand the new standard and the benefits that come with the transition from the ZW ISO 9001:2008.

Standards help ensure that service is consistent and of high quality, this has a number of benefits: for guests, it means that they can have more confidence in all types of services that are on offer. As a business RTG has continued to see the value and benefits to the business, the systematic approach to every business process enables the delivery of quality service. It has become a key differentiation factor for the Group, which has brought an improvement in the bottom line in relation to competitiveness, productivity, and market share, and general improvement in business results.

For RTG, ISO certification has been the driver for quality service delivery:

- Our guests receive consistent quality products and services since all processes and procedures are standardized and documented.
- Certification puts RTG on a pedestal making it a service provider of choice.
- Elimination of process errors and inefficiencies as a result of implementing the process approach in doing business. Even when things go wrong, post-delivery activities have been planned for.
- Continuous improvement through continuous learning.
- Meeting the market demands as suppliers choose to work with certified Quality Management Systems.
- Enhanced customer satisfaction driven by the Customer Focus principle. It is a message to the market that customer satisfaction is at the core of the business. RTG has witnessed a growth in Guest Satisfaction Index (which is a measure of

satisfaction levels consolidated on a monthly basis from guest feedback surveys) from 86.8% in 2011 to the current 91% against a 90% benchmark.

- Detection and identification of problems in time giving leeway to implement relevant actions before product and service provision. (Implementation of the Risk-based-thinking approach).
- All staff are motivated to achieve set goals and objectives as top management effectively engages them. (Growth in Staff Engagement Index from 65% in 2013 to 80.6% in 2019 against a 70% industry benchmark).

The International Organization for Standardization (ISO) is an independent, non-governmental international organization with a membership of 164 national standards bodies.

Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges, based in Geneva Switzerland. Its mandate is to facilitate the development of standards that give world-class specifications for products, services and systems to ensure quality, safety and efficiency. ISO is made up of various national standards bodies, currently with a membership of 164. Experts are brought together to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges. Over 22,000 standards have been developed so far spanning across the industry divide, and it is up to an organization to select the ones relevant for use in their business.

