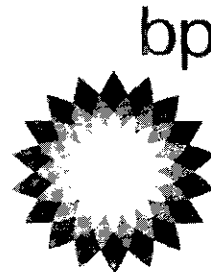




WESTERN CAPE TOURISM BOARD  
"A GUIDE TO SUCCESSFUL MARKETING  
IN THE TOURISM INDUSTRY"



We would like to acknowledge with appreciation the assistance of KPMG and also the financial support of BP Southern Africa.

[www.capetourism.org](http://www.capetourism.org)



1st Edition: November 2001

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## PREFACE

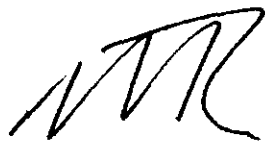
**T**he Western Cape is blessed with the natural resources and physical infrastructure to provide tourism products for domestic and international tourists. SMME's (Small, Medium and Micro Enterprises) have been recognised as key drivers of growth in the tourism industry. These businesses have the ability to create employment and income which is fundamental to the economic well-being of communities and South Africa.

The objective of this document is to provide owners and managers of tourism businesses with an understanding of the marketing process, explain the issues to consider and provide a description of the tools used in marketing tourism businesses. The document provides a number of guidelines to assist businesses to develop a successful approach. The guidelines require careful application to your own business situation.

Understanding that small businesses require a wide range of business and marketing skills, to operate successfully, it is hoped that this guide will serve as a reference for the key elements of marketing your business. The document is written to be used in the day to day running of a small business, but also aims to provide operators with the necessary understanding of marketing terminology and processes.

*Remember, for every 8 tourists hosted, 1 job is created!*

*Wishing you every success in your venture*



Dr Mike Fabricius  
CEO - WESTERN CAPE TOURISM BOARD



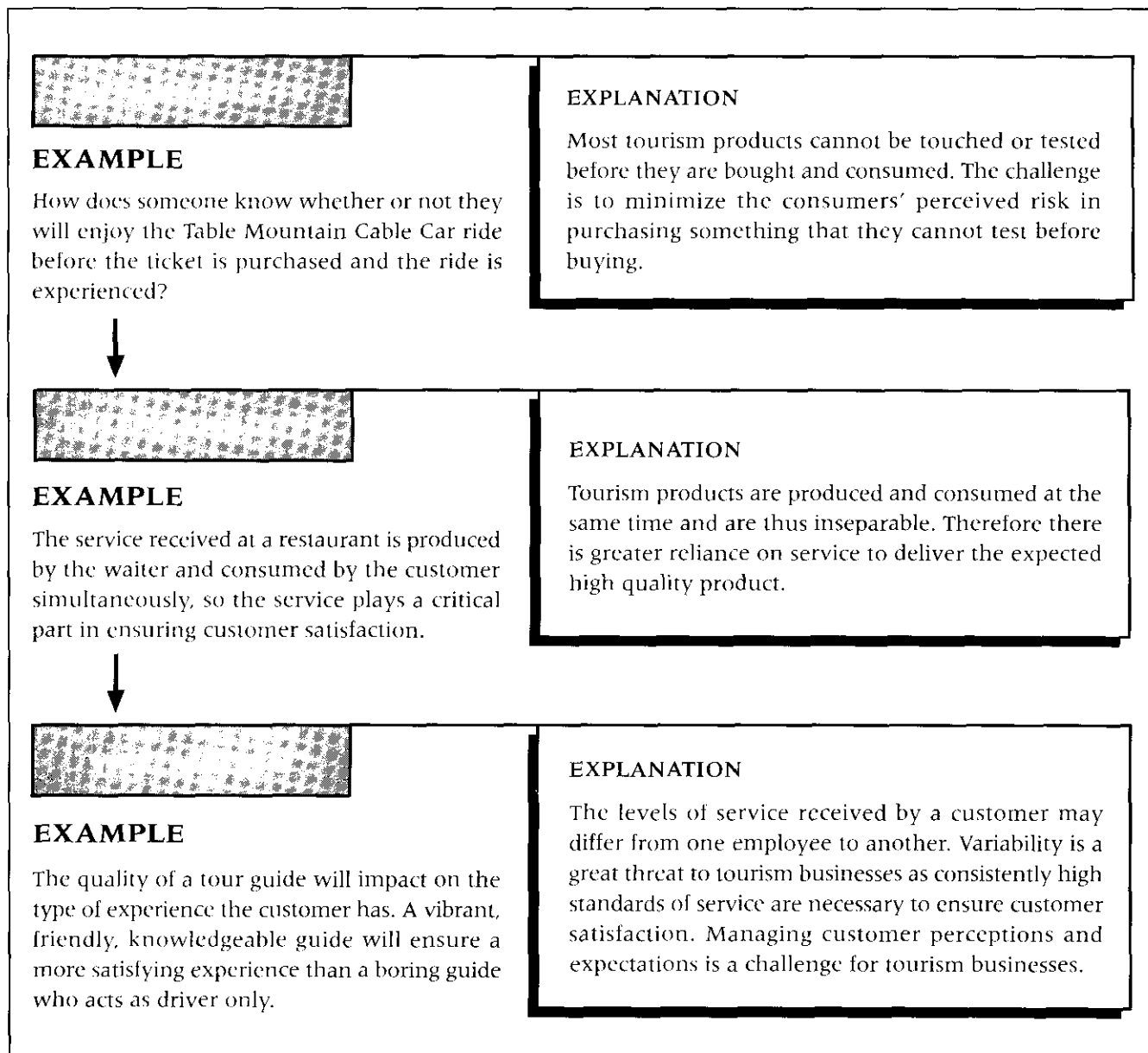
# Section 1:

## Understanding Tourism Marketing

### 1.1 The Distinguishing Characteristics of Tourism Products

Marketing tourism “products” is **different from most other products** because **what is being sold** is the **consumption of an experience rather than a tangible product**. The “product” is primarily **service-based**. This means that the customer often walks away from the tourism offering with only a **memory or experience**. An **example** of this would be a tourist’s **overnight experience at a bed and breakfast**. The bed and breakfast establishment will offer **a meal, a wake up call**, or possibly **advice on local tourist attractions** in the area, all of which are **forms of services**. So when we talk about “**tourism product**” it means the **combination of products and particularly services, which make up the total experience**. The marketing of tourism products poses some challenges to the tourism business. **The main characteristics defining tourism products are shown in Figure 1.**

FIGURE 1: DEFINING CHARACTERISTICS OF TOURISM PRODUCTS





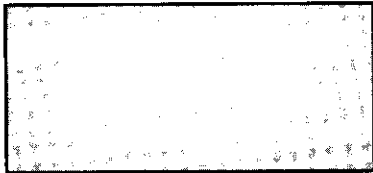
### EXAMPLE

The perishable nature of a tourism product can be illustrated by the following explanation.



### EXPLANATION

A scheduled flight on an aeroplane will leave whether the plane is half empty or filled to capacity. Once the plane takes off the empty seats can be seen as unrealized profit.



### EXAMPLE

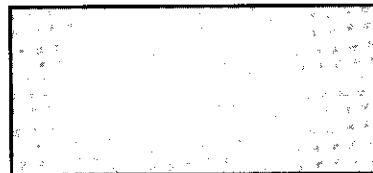
Accommodation is an important element of a visit, but people visiting the Western Cape will come to experience the heritage attractions or the wineries, as well as a range of other attractions.

Discovering ways to market your offering with these attractions, will make the experience more attractive for the visitor.



### EXPLANATION

The product offering is one of many in the destination experience. Many different tourism products may complement one another in the destination context. Understanding the "drivers" of visitation is important. In other words, what are the attractions or reasons that motivate people to visit your area?



### EXAMPLE

At any one time, every person has more than one place they would like to visit, for a range of reasons. A range of factors will determine what is at the top of the list and therefore which experience will be the next to be undertaken. At any one time, a person will have a list of:

- "Holidays": trips away from home for one month or more
- "Breaks": between 1-4 weeks to a destination away from home
- "Short Breaks": quick getaways close to home, which aim to 'recharge the batteries'

### EXPLANATION

Factors which influence people's decisions include:

- Disposable Income
- Time Available
- Children/No Children
- Travelling Companions
- Special Interests
- Perceptions of a Destination or Experience

A single woman who is an executive with a high pressure job is on the lookout for special deals on weekends away, as she needs regular short breaks to 'recharge her batteries'. She has a special interest in art, so direct-mailing her your specially priced accommodation packages, which include entrance to local art galleries, will capture her attention and may prompt her to book while the special price is available.

It is a challenge for tourism marketers to hit the right "triggers" (or motivators) which will convince the customer that the product will meet their needs now. As a tourism operator, it is impossible to control some of these determinants, but if you have an understanding of your customer this knowledge can be used to influence the customer.



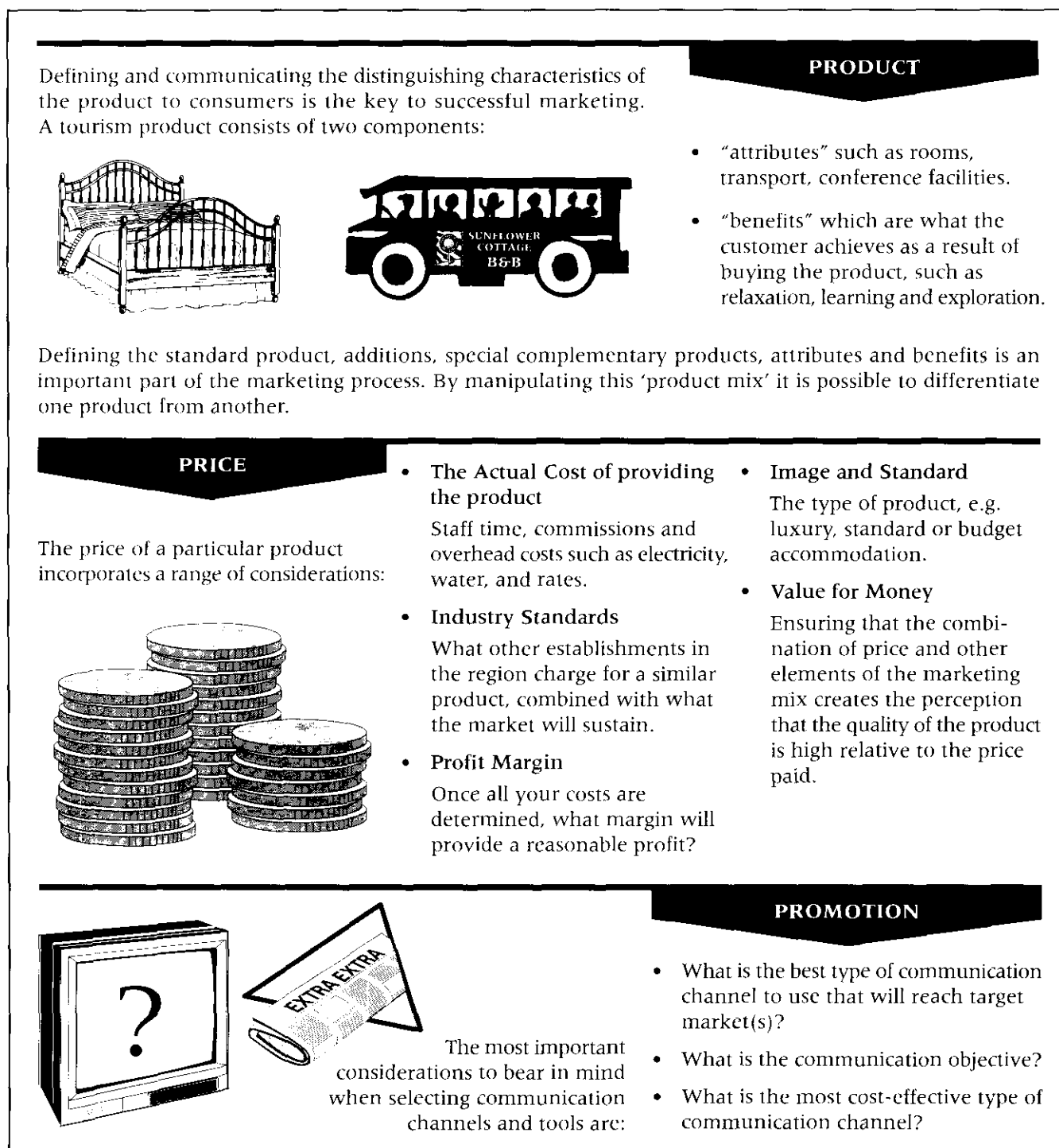
## 1.2 The Tourism Product Marketing Mix

Many small businesses **mistakenly understand marketing to be just promotion and advertising**. In fact, marketing is a **much broader concept** that can be applied to all parts of a tourism business. The marketing concept is **about satisfying needs of customers** by creating and selling a product or service that meets these needs. A **customer-driven approach is crucial** to an effective marketing effort. Knowing what the customer wants and being able to provide it is what marketing is about.

**Marketing tangible products** has traditionally been exercised in **four broad areas, the marketing mix**. The marketing mix is also commonly known as the **“Four Ps” (Product, Price, Promotion and Place)**. Because tourism products consist primarily of services in addition to the traditional, the tourism product marketing mix requires three additional areas that are of specific importance to tourism marketing.

The seven “Ps” of tourism marketing are described in Figure 2.

FIGURE 2: TOURISM PRODUCT MARKETING MIX





## PLACE

- **Direct distribution** means that the company takes full control of taking the tourism product to the market. For example, if you were trying to attract business for an airport transfer shuttle company, you may need to utilise personal selling. This would involve meeting potential clients at their offices.

**Distribution** is concerned with **how to get the product to the market**. Two main categories of distribution methods are:

- In **indirect distribution**, the company exercises less control over the process of reaching your market. For example, a small attraction may be able to utilise a local tourism authority or tourism bureau. They may be able to take bookings for you or put potential customers in contact with you directly. A charge may be levied for such a service.



## PROCESSES

There are many different types of processes involved in running a tourism business, for example, administration, training, planning and strategising, recruitment, distribution, purchasing and service delivery. It is important to ensure that these processes are planned and carried out properly so that operations run smoothly and problems are rectified quickly.

For example, a hotel needs efficient front and back office communications to ensure high quality service and an experience without inconvenience for the customer.

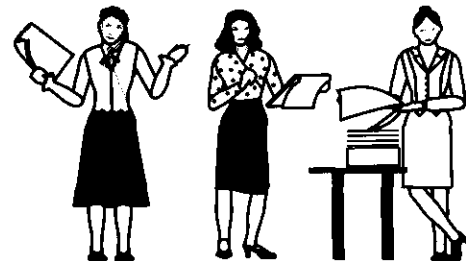
A great deal of attention needs to be paid to processes in a service-oriented business. Dealing with staff turnover, sick leave, suppliers and distribution channels all have an impact on how the service is delivered. Implementing clear procedures will ensure that the best possible service is delivered at all times.

## PEOPLE

In tourism businesses, service forms a large part of the product offering. Service invariably involves front line people and it is here that a tourism offering can really do well or fail miserably. It is extremely important to ensure that all staff dealing with customers carry out excellent service delivery at all times. Due to the strength of word-of-mouth promotion in the tourism industry, service excellence is paramount.

Staff professionalism can be boosted and grown through solid training and employee reward systems. Discussion sessions with staff that deal with customers on a daily basis can be useful to bring about improvements to the service/product.

Internal marketing is the act of marketing one's business through one's staff and is a common practice amongst service-oriented companies. It is crucial to ensure that staff 'buy into' the promise of customer service excellence. The staff must be familiar with the goals and objectives of the business so that their duties are carried out in the correct manner.



## PHYSICAL EVIDENCE

The physical evidence of a tourism product refers to a range of more 'tangible' attributes of the operations.

'Tangibilising' the product is a good way of giving positive and attractive hints or cues to potential customers with regard to the quality of the product. For example, if you run a shuttle service then it is important to ensure that your vehicles are spotlessly clean at all times. Elements such as quality and attractiveness of décor, effective layout of establishment, tidiness of surroundings and quality of promotional material are all important.



## Section 2:

# An Overview of the Tourism Marketing Process

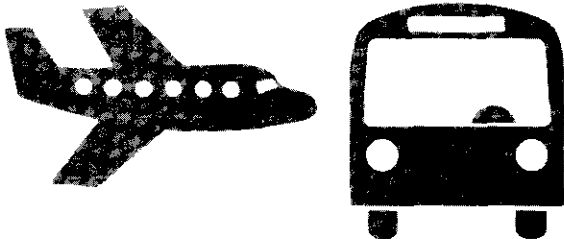
Considering the **complexity of marketing a tourism business**, it is important to have a **logical approach to collecting the information** required to make informed decisions, and **then planning your marketing** activities. The **four primary phases** are: gathering background information, developing a marketing plan, implementing a marketing plan and reviewing your success. **The 15 steps involved to ensure that your marketing efforts are successful are explained over the next few pages.**

### 2.1 Phase I: Gathering Background Information

#### STEP 1 PRODUCT DEFINITION

##### THE CORE PRODUCT

Defining the core product offering as well as additional services, is an important first step to understanding the total picture of what you are selling. For example, a tour operator whose product is an accommodated tour could define the product as a camping tour for 16 days, including meals. Additional services would include transfers to and from the airport.



##### THE COMPLEMENTARY PRODUCT

The complementary product should also be identified, i.e. which products or services in the area/region complement your product. For example, a B&B may consider a local winery, restaurant and car hire company as complementary products which may make up an attractive package for their target market.



##### THE BENEFITS OF USING THE PRODUCT

Defining the **benefits** of using the product is important since these **intangible aspects will trigger the interest of potential customers**. You may wish to **compile a list of words** which **describe various elements of the total experience or benefits** which your product provides. This will help to **identify which markets** will be more likely to purchase your product and will provide the basis for design and production of promotional tools and activities.

**Examples of phrases describing different experiences or benefits are:**

- Gourmet dining
- Boutique accommodation
- Stimulating workshop environment

ADD MORE DESCRIBING PHRASES

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## STEP 2 MARKET RESEARCH

### MARKET INFORMATION IS IMPORTANT!

Market research is **essential to doing business** in tourism. The information gathered from market research **reduces the risk** of doing business by **enabling you to make informed decisions**. The extent and depth of research is **dependent on the level of detail** you require **and the financial and technical resources** you have available. **Market information is important** for a number of reasons.

- Understanding national and regional tourism trends will help you identify the markets you should be attracting and the markets with the most potential for your offering.
- Understanding specific segments within the overall markets, such as age, marital status, children, where they live, their occupation, perceptions, attitudes and interests, will help you to tailor your marketing to meet their needs and therefore increase the likelihood of selling your product.
- Understanding competitor offerings, visitation figures and pricing structures will help to predict sales, potential cash flow and help to determine differentiation strategies.

### RESEARCH REVEALS NEW SEGMENTS

Market research validates “**gut feelings**” about markets that **should be targeted** or reveals new market segments with potential. Market research assists in applying marketing budgets effectively.

*Guidelines for marketing research are included in this book.*

## STEP 3 UNDERSTANDING THE MARKET

### IDENTIFYING PROFITABLE SEGMENTS

Successful marketing depends on **identifying potentially profitable segments** of the total market, **targeting these segments with messages** relevant to their needs and positioning your product so that the **segment believes your product is a better choice** than competing products. This approach **focuses and improves the effectiveness** of a company’s marketing effort.

The three basic activities are:

- **Segmentation:** Break up broad markets into groups of people with the same, clearly defined characteristics. There are many ways to segment a market.  
**A few relevant characteristics are:**
  - Demographics: age, income level, marital status, culture, etc.
  - Geographics: continent, country, region or climate
  - Psychographics: lifestyle, personality type, attitudes, etc.
  - Special Interests: birdwatchers, backpackers, art lovers, etc.
- **Targeting:** Select segments that are most likely to purchase your product offer and deliver the greatest potential revenue for your business as the main focus of your marketing activities.
- **Positioning:** Communicate how your product meets their needs in a way that is different to your competitors. Positioning is the consumer’s image of your offering in relation to other competitor offerings in the marketplace. Two of the strongest elements in positioning are price and service. The perception that a consumer forms can also be based on a range of attributes, benefits, past experiences, location and the image that the product portrays.

WHICH MARKET SEGMENT IS YOUR TARGET?

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HOW DO YOU MEET ITS NEEDS?

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## STEP 4 DEVELOPING A STRONG BRAND IMAGE

### CONSISTENT APPLICATION OF YOUR BRAND

To develop a **strong position** with your target markets, a **clearly defined and consistently applied brand** is required. A brand is a tool to communicate a **consistent message about your product**. Brand values are what your tourism business or product stands for – **the qualities inherent in your business**. The brand personality is the **image or character that you want your product to portray**.

#### Brand elements in communication include:

- The company logo and corporate colours;
- Fonts used in brochure and stationery design;
- "Tone of voice" used in copy;
- Types of images used to promote the offering; and
- Overall feel of any graphic design elements used.

### DESCRIBE YOUR STRONG ELEMENTS

Define approximately **six key words** which describe the **strongest elements** of your brand values and personality. Brand values should be **reflected in** all aspects of business; **communication, promotional tools, distribution and service delivery**.

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### GENERAL NOTES

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## 2.2 Phase 2: Developing a Marketing Plan

A marketing plan is a comprehensive plan for marketing activities to be undertaken to ensure the growth of your business. It is a combination of a review of the present, a vision for the future and defining the steps required to ensure your vision is achieved.

### STEP 5 UNDERSTANDING ENVIRONMENTAL INFLUENCES

#### TAKE A CRITICAL LOOK

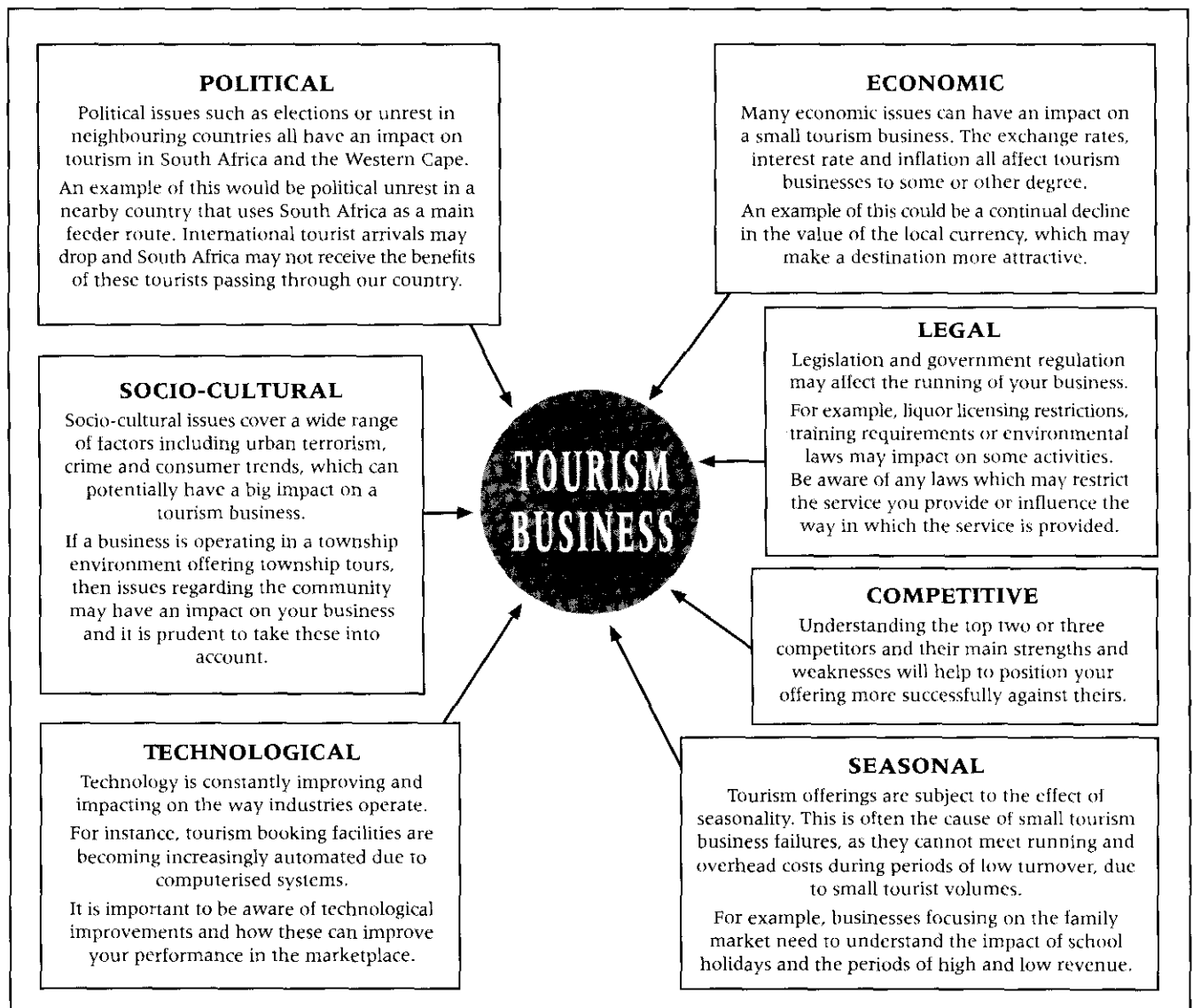
In order to plan for the future it is necessary to take a critical look at the environmental elements which will impact on your business in both a direct or indirect way. Two aspects should be considered:

1. An external or macro-environmental review will highlight issues that may impact on your business indirectly and over which you have little individual control.

Figure 3 describes some of these factors.

2. An internal or micro-environmental review will describe factors internal to your business over which you do have control. The main factors that are directly controllable include the "Seven Ps" of the tourism product marketing mix. The aim is to utilise these internal resources to their best potential so as to improve competitive advantage and at the end of the day profits.

FIGURE 3: MACRO ENVIRONMENTAL IMPACTS



## STEP 6 CONDUCT A SWOT ANALYSIS

A **SWOT analysis** is used to analyse how the **internal and external environmental factors** impact on a business.

### ASPECTS TO CONSIDER

**1. Strengths and weaknesses** target the internal activities of the firm. For instance, a tourism concern may identify as a strength the ability to offer a unique product for which there is strong demand. A weakness may be the lack of a distribution network required to reach their potential customers.

**2. Opportunities and threats** are external factors that may hinder or aid the business' success and include issues such as competitors, legal matters and political and economical factors.

A **comprehensive SWOT analysis** is a **positive step** towards **reducing and possibly eliminating risk** that faces your tourism business, by **enabling you to take advantage** of strengths and opportunities and preparing against weaknesses and threats.

## STEP 7 DEFINE YOUR BUSINESS VISION AND MISSION

A **broad, long-term vision** provides **overall direction** for the business whereas a **mission statement** focuses on the **daily activities of the business**.

### BUSINESS VISION

A business vision is a statement that outlines the future desired state of the business, whether it be stated in financial or qualitative terms. The vision provides all staff with an understanding of the ultimate aim of the business.

### MISSION STATEMENT

A mission statement describes the type of activity that the business wishes to undertake as well as a broad statement of how the business aims to achieve this.

*Together, the vision and mission provide common goals and focus for everyone to work towards, and should be reinforced regularly to maintain direction.*

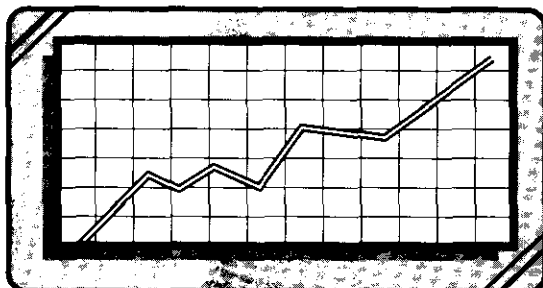
## STEP 8 SET BUSINESS & MARKETING GOALS AND OBJECTIVES

Establishing **clear and measurable goals** is the best start **after deciding what long-term business goal you are trying to achieve**. **Quantify** what needs to be achieved over the next 1-2 years, to **move you closer to your vision**.

### EXAMPLES OF OBJECTIVES

- To sustain occupancy levels of 65% (accommodation facility)
- To break even within two years
- To retain and increase repeat business
- To increase market share of the local business market
- To increase average length of stay of visitors, from 1 night to 2 nights

Time frames and measures of these goals are important for planning and evaluation of the effectiveness of your activities.



Set long-term business goals and draw up a plan of action.



# STEP 9 FORMULATE STRATEGIES

**TYPES OF ACTIVITIES**

In this stage you will describe the **types of activities** that you need to undertake **to achieve your goals** and objectives. **Strategies describe activities and processes not tools or tactics.**

Examples of strategies are shown in Figure 4.

- Strategy 1 \_\_\_\_\_
- Strategy 2 \_\_\_\_\_
- Strategy 3 \_\_\_\_\_
- Strategy 4 \_\_\_\_\_

Once strategies have been formulated, classify each strategy as short, medium or long-term and determine whether the strategy will require low, medium or high resource investment (costs and labour).

	TERM			HIGH RESOURCE INVESTMENT		
	Short	Medium	Long	Low	Medium	High
Strategy 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**FIGURE 4: EXAMPLES OF DIFFERENT TYPES OF STRATEGIES**

<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>New market and target segment development strategies</b></p> </div>	<p><b>Explanation</b> Identify new markets and/or segments and describe how you intend to try and grow these markets.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>EXAMPLE 'Develop the European Backpacker market by providing them with information and attractive packages.'</p> </div>
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>Existing market expansion strategies</b></p> </div>	<p><b>Explanation</b> Identify ways of making existing markets larger.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>EXAMPLE In a business to business operation, the strategy might be 'Network with more wholesalers in Asia'.</p> </div>
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>Product development and packaging strategies</b></p> </div>	<p><b>Explanation</b> Identify ways that your product can be improved to make it more appealing to a particular market or segment.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>EXAMPLE A small tourism merchandiser may decide to develop a range of corporate gifts for companies, conducting business with foreign people to leave them with a small gift as a reminder of the presentation.</p> </div>

Figure 4 continues on page 12



**Pricing strategies**

**Explanation**

Identify ways that your product can be attractively priced to suit a particular market.

**EXAMPLE**

An accommodation establishment which is full on the weekends, may develop a 'mid week breakaway' package for shift workers who work on weekends, but want to get away during the week.

**Promotion strategies**

**Explanation**

Identify various ways of communicating with your target markets, using the triggers that you have identified.

**EXAMPLE**

Use the jazz festival to encourage the young, professional market to visit the area.

**Customer database and relationship building strategies**

**Explanation**

These strategies identify the most important segments for your business and establish ongoing communications with them.

**EXAMPLE**

The local caravan park has a database of families from Gauteng which have stayed more than once. The strategy they implement is one of a special customer system where they offer repeat customers a special rate for staying a whole week in the school holidays, if they book in advance.

**Public relations and networking strategies**

**Explanation**

Identify the important media contacts to regularly send press releases or special offers.

**EXAMPLE**

Host 1 or 2 journalists free of charge to promote luxury mid-week winter escapes.

**Co-operative partnership strategies**

**Explanation**

Identify activities which involve working with other business in the area for mutual benefit.

**EXAMPLE**

Develop a food and wine touring route in the region.

**Distribution strategies**

**Explanation**

Identify all the different ways in which your product can be distributed. This can include co-operative distribution, distribution through agents or direct distribution.

**EXAMPLE**

Ensure that your business meets the guidelines to receive distribution through the local tourism authority. Ensure that your B&B is included in the regional central booking service. Set aside 500 brochures for the Holiday and Travel Show.

**Resource strategies**

**Explanation**

Highlight ways that resources can be employed effectively for periods of different demand or improved for particular requirements.

**EXAMPLE**

Staff to be continually trained in customer service and silver service table waiting skills. Succession strategy to be developed.





**STEP 10 IDENTIFY KEY TACTICS**

Tactics are the specifics of how each strategy will be carried out. For example:

TYPE OF STRATEGY	SPECIFIC STRATEGY	SPECIFIC TACTIC
Public relations and networking strategy.	Host 1 or 2 journalists free of charge, to promote luxury mid week winter escapes.	Target journalists from <i>Getaway</i> magazine and <i>Fair Lady</i> .
Co-operative partnership strategies.	Develop a ‘food and wine’ touring route in the region.	Approach wineries and restaurants and local producers in the region and form a committee.

**STEP 11 IDENTIFY KEY PERFORMANCE INDICATORS**

It is important that your **marketing plan contains measurable performance indicators** to evaluate the effectiveness of your campaign. The **type of indicator will change depending** on the type and objective of your activity or communication, **and may include:**

- Increase in awareness of product
- Increase in publicity (articles, web site hits, e-mail enquiries)
- Increase in product use (number of bookings)

EXERCISE: EVALUATING THE SUCCESS OF YOUR CAMPAIGN

Performance Indicators	Target Date	Budget	Responsible Staff Member



## 2.3 Phase 3: Implementing a Marketing Plan

To **effectively implement** a marketing plan, a **budget needs to be committed** for the year ahead and carefully allocated; the right tools selected, definitive action plans produced and performance results to different activities collected at various stages throughout the marketing process.

### STEP 12 DEFINE AND ALLOCATE A MARKETING BUDGET

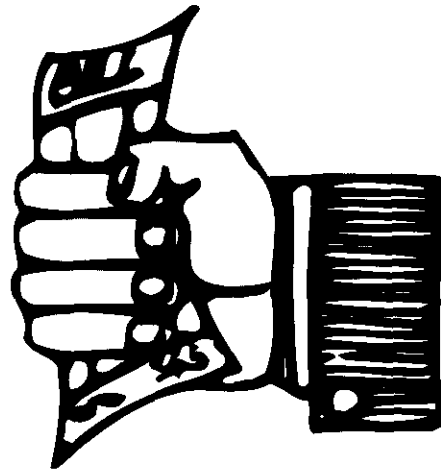
#### FINANCIAL CONSTRAINTS

Your **financial constraints will help dictate** the detail and complexity of your marketing mix. All **costs relating to the marketing process** should be **factored into your marketing budget**. **Marketing costs** do not only include the cost of **producing the marketing materials** or **placing an advertisement**, but also include a range of associated costs. Examples include: **general administrative costs**, such as stationery and postage to mail customers brochures following an enquiry; **salaries and wages** associated with staff answering telephones or conducting promotions; and **travel costs** associated with attendance at trade shows, or meeting with distributors of your product.

#### CHANGE OF FOCUS

The **focus** of your marketing activities **will change over time** and will depend on whether your markets will require motivation, detailed information about your product or incentives to book. **Regular review** of your budget and the way it is allocated **is essential**. It is more **important to consider how to effectively spend** the budget you do have. **than to be overly concerned about the actual amount**.

*New businesses should spend every available resource on marketing in order to attract customers.*



#### GENERAL NOTES

A series of horizontal dashed lines provided for taking notes under the 'GENERAL NOTES' section.



**STEP 13 SELECT TACTICAL TOOLS**

UNDERSTANDING COMMUNICATION

Understanding the customer communication process and considering the communication objective with each of your target markets is essential to choosing the most effective tools (Figure 5).

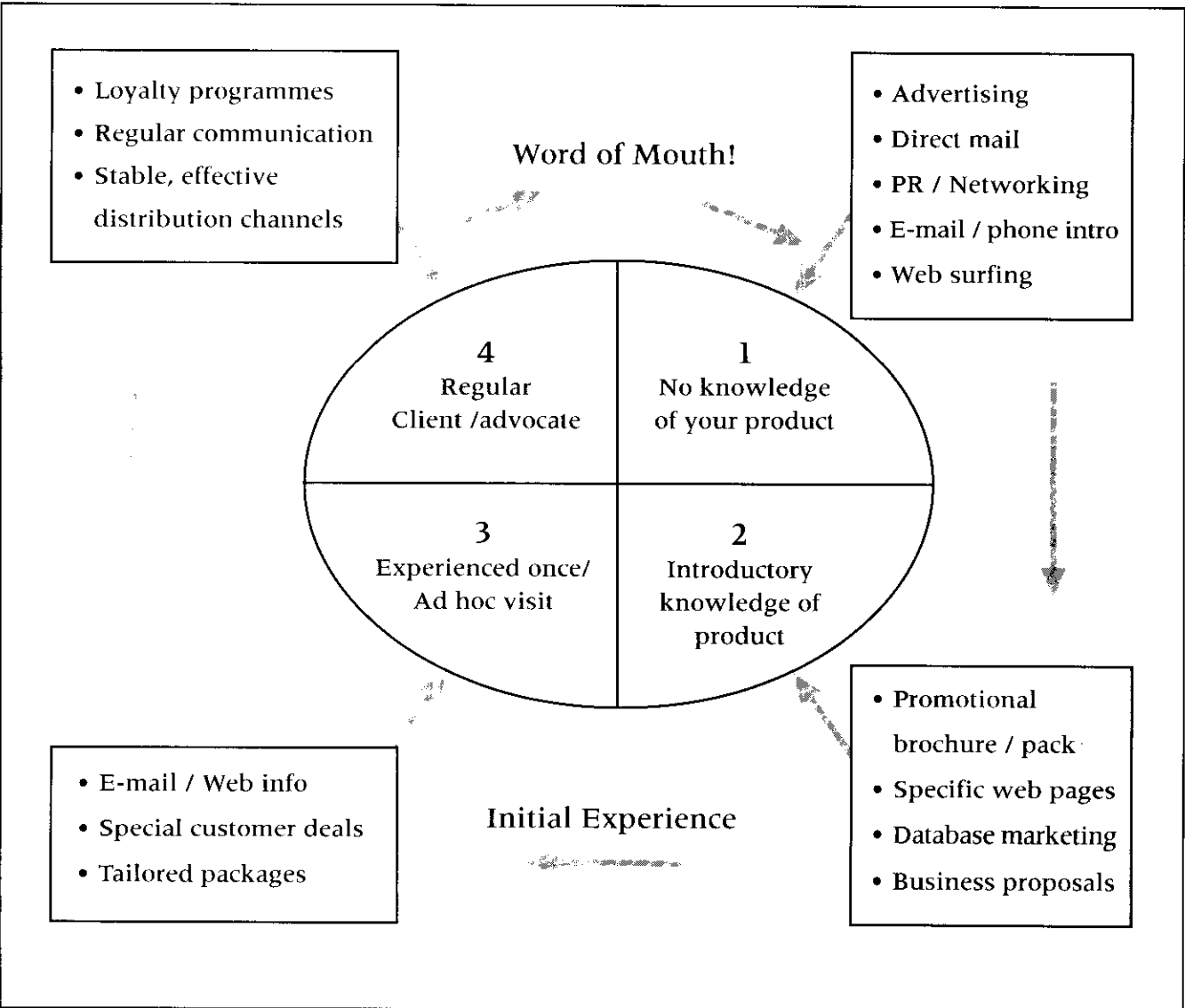
Marketing tools vary in terms of cost, time and resources required for effective use. In selecting tools, the most important criterion is cost-effectiveness. Cost-effectiveness needs to be measured in relation to the communication objective to be achieved. The two most important questions to continually ask yourself are:

Through which avenues are my target markets most likely to be exposed to, and be receptive to my message?

What combination of media will ensure my customer is first motivated, then provided with enough information to make a decision and finally, given easy access and the appropriate tools to be able to make a booking?

A guide to the strengths and weaknesses of a range of marketing tools and helpful hints in their development is provided in the next section.

FIGURE 5: CUSTOMER COMMUNICATION CYCLE



## STEP 14 DEVELOP ACTION PLANS FOR EACH TARGET MARKET

An **action plan for each campaign** aimed at each particular target market **should be developed** for all campaigns throughout the year. **Development of an action plan** should start at least **two months in advance of when you wish to start communicating** with your target market. An **action plan details each step** in the development and execution of the campaign **and allocates a time period and timeframes** for each step. Responsibility is allocated to a person(s). The **action plan is an important tool** to ensure that everyone is accountable for their part in the process.

**AREAS IN YOUR ACTION PLAN FOR WHICH THERE SHOULD BE MANY INDIVIDUAL STEPS INCLUDE:**

compilation of product/packages/deals

planning of media or delivery channels

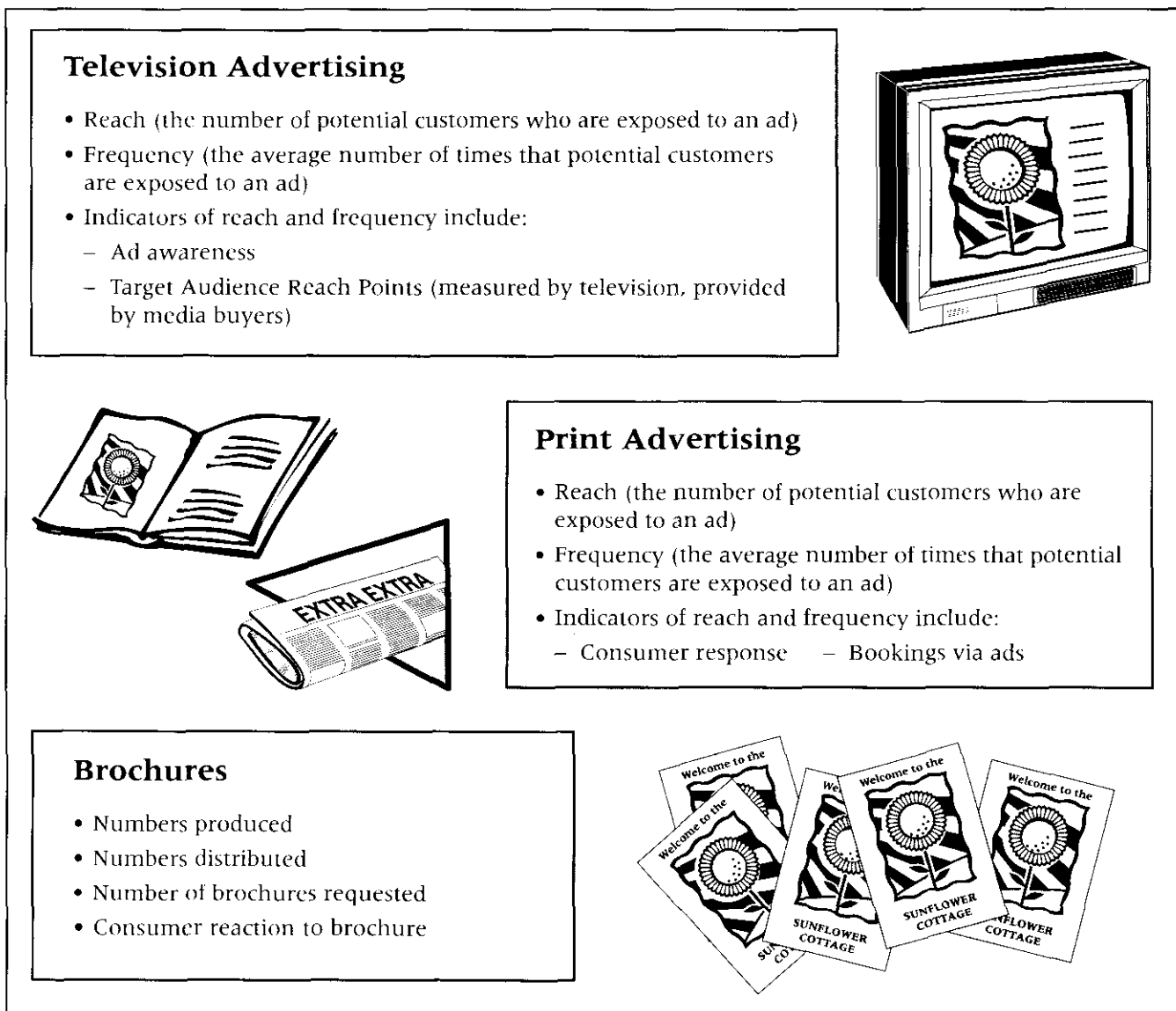
development of communication (for example, direct mail pack or ad creation)

finalising distribution details

During the various stages of the action plan, **results can be collected and reviewed** to determine the **effectiveness of tools** used and the **responsiveness of the market** to particular messages. This can **highlight problems** early, with the potential for **minor changes to the campaign** to be made.

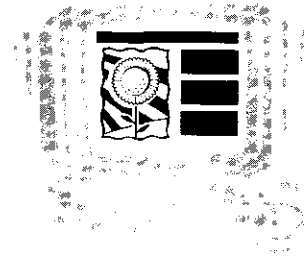
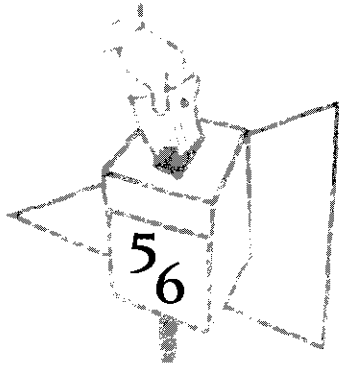
*Figure 6 indicates specific activities and their associated measures which should be collected on a regular basis.*

FIGURE 6: KEY PERFORMANCE INDICATORS



## Web Sites

- Number of hits or visitors to sites
- Number of e-mail addresses collected
- Number/value of bookings made

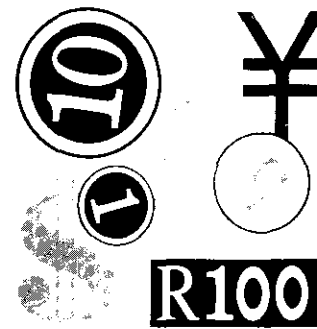


## Direct Mail

- Numbers distributed
- Number of responses
- Number/value of bookings generated

## Public Relations and Publicity

- Rand value of exposure generated i.e. normal cost per column centimetre in newspapers and magazines, which was free editorial
- Number/value of bookings generated
- Number of entrants in competitions
- Number of enquiries for information



## Travel Shows

- Number of visitors to show
- Number of visitors to booth/stand
- Material distributed

## Familiarisations

- Number of participants



## 2.4 Phase 4: Review of Success

### STEP 15 MARKETING CONTROL AND STRATEGY EVALUATION

#### REVISION OF MARKETING STRATEGIES

Marketing strategies **need to be reviewed periodically and changed** if necessary. Marketing control can uncover problems and show where improvements can be made to a business. **This could happen quarterly, half yearly, or annually**, but depends on the lifespan of your strategies and activities.

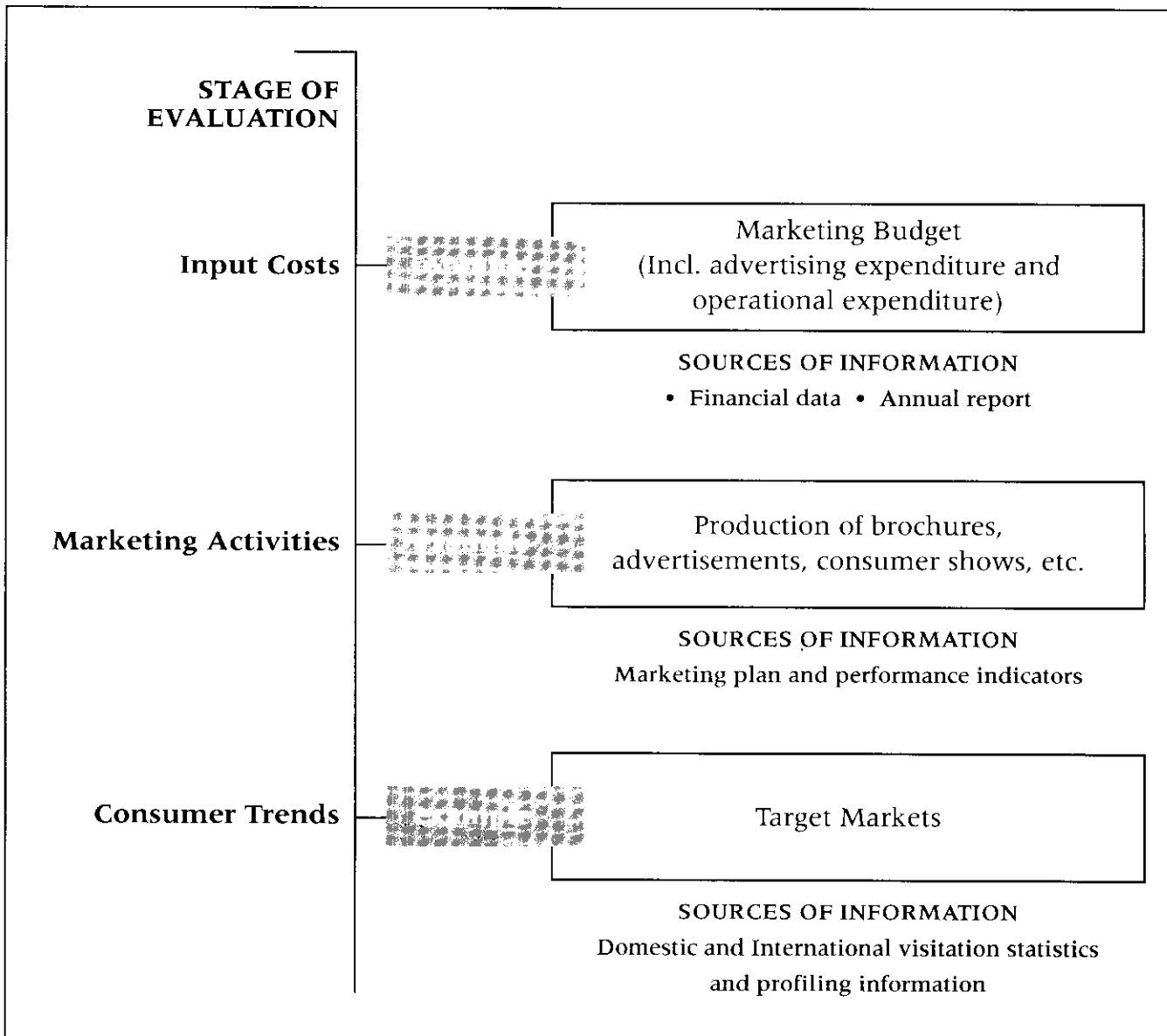
*Remember to give a strategy enough time to prove or disprove itself.*

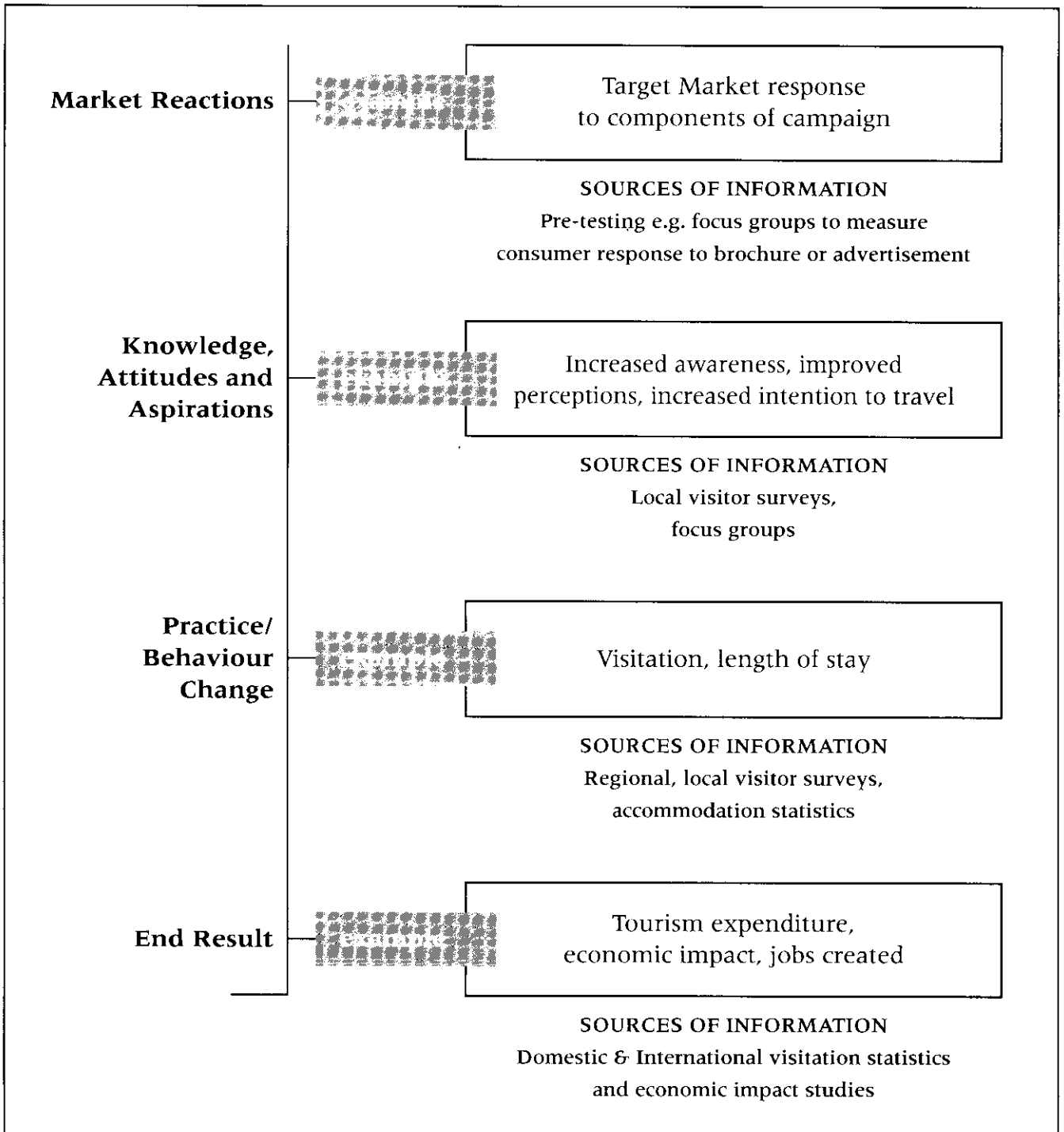
This process **includes** not only **evaluating the success** of individual strategies, but also **reviewing changes in consumer trends, market reactions, awareness and intention to travel, visitation and expenditure.**

**Regular reviews** of strategies and broader industry trends **will ensure** that you continue to make your **marketing activities more and more successful.**

*Figure 7 will help you understand the different stages in a marketing campaign, and how you can evaluate their overall effectiveness.*

FIGURE 7: EVALUATING MARKETING EFFECTIVENESS





GENERAL NOTES

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## Section 3:


# An Overview of Marketing Tools

### 3.1 Tactical Tools in the Marketing Process


**Selecting the most effective tactical tools** to use in your marketing activities is one of the **most critical** and **most challenging** parts of the marketing process. **Not every tool will suit all businesses**, but the following aspects will help establish some basic guidelines as to which are the most suitable tools for your business.



It is necessary to ensure that the tool you use is reaching your required target segment or market.



The nature of your tourism business will also dictate which tools are better suited to your circumstances. For example, if you sell tourism products to other businesses then the attendance of particular trade shows will be beneficial as opposed to buying ad time on television.




The type of product that you are offering will also tend to influence the type of tools that you use. For example, if you are offering an accommodation product then a brochure would definitely be necessary as it would inform the potential tourist in a visual format.

### 3.2 Networking and Building Relationships


**Networking and building relationships** with people in the industry **takes more time and creativity than money**, but still **takes much commitment and planning**. Physical promotional material, such as brochures and direct mail, have limitless options for complexity and size of investment. **Wide audience media** can be **more expensive** forms of marketing, but returns can be large if developed shrewdly and effectively. And of course, on-line promotion; perhaps not yet demonstrating its full potential, but begging for marketers to take advantage of its flexibility and ability to reach a wide audience which is able to be segmented.

Marketers sometimes use the terms **“above the line”** and **“below the line”** to distinguish between formal and more informal marketing activities.




**“Above the line”** marketing efforts have been traditionally defined as any form of advertising or promotion that is of a formal and structured nature. These are characterised by television, print and other mainstream media types, which are relatively expensive marketing tools.

They are called “above the line” because generally a specific budget is allocated for the production and placement of these mediums and results can, to a degree, be related directly back to the **“bottom line”**, or profit margin of the business.



**“Below the line”** marketing efforts are less formal and more creative. These include give-aways, flyers and special event promotions. In most cases the cost “of below the line” efforts are much lower than in the case of “above the line”, but it is very difficult to gauge the impact which these mediums have on the “bottom line”.



Traditionally marketers viewed the selection of marketing tools as a choice between above and below the line tools. With markets today becoming much more fragmented, new media such as the internet, and consumers having a much wider choice of products and services, the challenge is now getting the right mix of these mediums working *together*... this is what is now called working **“through the line”!**





### 3.3 Industry Partnerships

Industry partnerships are an **extremely valuable resource** to tourism businesses in terms of **gaining exposure** to markets, **being a part of broad destination** marketing and **supplementing your marketing budgets** by combining funds with industry partners.

ELEMENTS TO CONSIDER:

<b>Time:</b>	<ul style="list-style-type: none"> <li>• Researching initiatives/ways of being involved</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Project involvement</li> <li>• Provision of information</li> </ul>
<b>Cost:</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Co-operative funding contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of material such as photos</li> </ul>
<b>Skills Required:</b>	<ul style="list-style-type: none"> <li>• Negotiation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Self-promotion skills</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Larger amount of marketing support from larger industry organisation or industry partners</li> <li>• Depth and breadth of distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Being part of marketing of a broader area, regional or national</li> </ul>

A number of different ways of working with industry partners are outlined in the following points and should be evaluated on the above criteria.

#### 3.3.1 Local Tourism Organisations

It is **important** for small tourism companies to **form strong relationships** with local tourism organisations. **More benefits** can be **achieved through pooled effort** than would otherwise be achieved.

*Local tourism organisations can provide support in the following areas:*



- Distribution;
- Regional brochure production;
- Representation at trade and consumer shows;
- Obtaining editorial on regional experiences which then provide a relevant and attractive environment for advertising; and
- Having an on-line presence within which operators can have a listing or links to their web site.

#### 3.3.2 Industry Associations

**Industry bodies** such as the Guest House Association or the Tour Operators Association for Cape Town **can provide a range of benefits** for members, including **marketing initiatives, professional development and education and quality standards**.

#### 3.3.3 Co-operative Marketing with Local Tourism Operators

Co-operative marketing **is a concept that can be extremely beneficial** to small tourism businesses when carried out correctly. **The main thrust** of this concept is the **creation of partnerships** across regions and industry. Typical alliances would take the form of private businesses participating in a **regional market strategy** through collaboration with local tourism organisations.

**Pooled resources enable strong regional marketing efforts** to support a destination area and **integrates** all the complementary tourism offerings **into one, unified destination** offering to the tourism consumer. If the destination is branded on its key strengths, with support from related products, then all partners stand to win. **The pooling of resources is a key driver** of such a marketing approach.



Packaging is an **important part of co-operative marketing**. Packaging involves **combining a number of component products** to form a package, which can then be sold to interested trade and consumers. It is important to **tailor the elements** of the package to a **particular target market** and keep their needs in mind in both the development and promotion of the package.

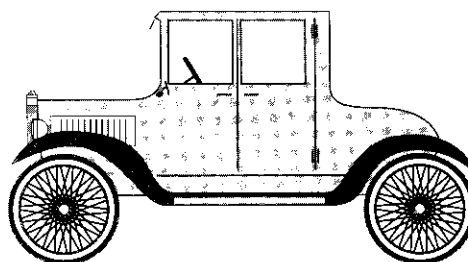
A package should **contain** complementary products such as **accommodation, transport, entry to attractions, meals and touring**. Packages can also prompt people to use your product in low season or off-peak periods. **Attractive pricing of packages can be a powerful motivator** of travel at these times.

Example of a model package

***Daimler Collingrove Escape  
in the heart of the Stellenbosch Wine Region  
invites you***

Visit our grand homestead, Collingrove (circa 1856) where our personal service will ensure your stay is a memorable occasion. After a peaceful night, spend a stylish day in our world renowned wine country.

For the true wine explorer, travel in the classic comfort of a 1962 Daimler and visit local wineries and art galleries. Enjoy a gourmet lunch and savour local wines.



**OUR PACKAGE INCLUDES:**

- Hosted guest house accommodation
- Fudge and flowers
- Cooked breakfasts daily
- Full day use of a vintage car
- Tour of winery and 2 course gourmet lunch including wine on day of tour
- 10% discount at local art gallery

- Antique furnishings
- Wine tasting and tour
- Gourmet food
- Cedar hot tub
- Classic car
- Local gallery visit

**PER PERSON COST FOR 2 NIGHTS:**

- Twin Share R1250 pp
- Extra Night R320 pp

**TO BOOK:** Ph/Fax: (021) 555 5555

*The elements of a model package should motivate customers, provide all information required for them to make a decision and finally make it easy to book if the contents of your package have convinced them to take action.*

The above model package can be analysed in the following way:

MOTIVATION  
attention grabbing  
package title

CONVERSION  
clear/easy method  
of booking

MOTIVATION  
captivating description  
of the experience

CONVERSION  
incentive to book/perceived  
value for money

INFORMATION  
inclusions in package

INFORMATION  
product attributes



### 3.3.4 Working with the Travel Trade (Wholesalers and Agents)

**Wholesalers and travel agents provide vital links** in the distribution and sale of travel offerings. If you wish to work with travel agents, booking offices, tour wholesalers and inbound tour operators, you must **be prepared to pay commission**.

Commission levels range from 10% for a retail agent or booking service, to 20% for a wholesaler, to 35% for an operator working in the international inbound arena. Commission is essentially the cost to distribute your product, but remember, **you only pay a commission if you get a booking**.

This **commission must be included in your rack or retail rate** and should not be added on top of this rate. For example, if your product sells for R440 (before tax) the commissionable rate you would provide to a retail agent would equal the total less 10% i.e. R396.

Being a part of 'packaged product' (a group of compatible products such as accommodation, transport, attractions, meals and touring offering a total experience aimed at a particular target market), can mean your product is more likely to be taken up by a wholesaler. **Packages will also need to be fully commissionable**. Use of a central booking number for the package makes it more attractive for the travel industry to make one call to book all products, rather than having the expense of calling each single operator.

### 3.3.5 Trade and Consumer Shows

Trade shows are organised events where companies from an industry assemble and go about meeting potential clients, suppliers and possible future partners in business. It is not likely that tourists will attend this type of event and **it is often impractical** for individual businesses to attend. However, **local and regional tourism organisations often attend** in order to promote their tourism region. From a co-operative marketing point of view these events are very important.

There are some holiday shows (such as camping expos and backpacking shows) that consumers do attend and these should be evaluated on the potential market that is likely to attend. Some consumer shows have visitors collecting brochures but not really being interested in everything they collect. To **prevent giving away large amounts of brochures at a show**, have one on display and **print a small response card**, which describes the brochure content. This allows customers to fill in their contact details, leave it at the stand, or mail it to you and you will send them a brochure. This is also **the benefit of having a web site address** to give to people so they can obtain the information from the web, **rather than receiving a brochure** which eventually gets thrown away. The response card can be used with a group of operators and the cost split. A kit of all operator info can be compiled and sent out from one location.

**Trade and consumer shows are also important venues for networking with trade, industry partners and other operators.**

## 3.4 Public Relations

**Public relations** activities can **involve building relationships** with media to facilitate editorial exposure, co-ordinating special promotions and competitions or hosting agents and journalists in the hope that they will **provide additional exposure** for your product.

ELEMENTS TO CONSIDER:

<b>Time:</b>	<ul style="list-style-type: none"> <li>• Researching relevant contacts and publications</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Project involvement</li> <li>• Provision of information</li> </ul>
<b>Cost:</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• To accommodate and feed journalist</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of material such as photos</li> </ul>
<b>Skills Required:</b>	<ul style="list-style-type: none"> <li>• Negotiation skills</li> <li>• Development of unique story lines or angles</li> </ul>	<ul style="list-style-type: none"> <li>• Self promotion skills</li> <li>• Development of interesting prizes/promotions</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Targeted/interested audiences</li> <li>• Breadth of distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Credible information</li> <li>• Action orientated content</li> </ul>

These activities take much more time and effort in building relationships than direct costs, and must be reviewed on this basis.



### 3.4.1 Editorials

Editorials **are an inexpensive or free way** of receiving press coverage. This marketing tool enables you to communicate a large amount of factual information about your offering that may not fit into a small and expensive advertising space. **Editorials can be difficult to organise** and the tour offering must be of some significant interest.

Destinations are often the subject of editorials and it is here that co-operative marketing can help the smaller tourism businesses who operate in the area. **Popular attractions or reputable tourism services will often be quoted in these editorials.**

### 3.4.3 Familiarisations

Agents and journalists are more likely to promote your establishment **if they have experienced it first hand.** As the term suggests, encouraging agents and journalists to become familiar with your product, increases the likelihood of them including it in future promotions. **Accommodating** these important **“salesmen” free of charge** will assist with the education process and encourage personal anecdotes to sell your experience.

But **be selective** and try to focus on what makes your product different and arrange for the person to experience the most special aspect. Sometimes **quirky or entirely unique things stick in their minds.** Finally – don’t cross your fingers and hope – continue to **follow up and develop the relationship** which has now commenced.

## 3.5 Promotional Tools

Promotional tools are **tangible items which display elements** of your product. Promotional tools play different roles in how they display product attributes and benefits, and vary in investment and importance.

ELEMENTS TO CONSIDER:

Time:	<ul style="list-style-type: none"> <li>• Compilation of relevant content</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Project &amp; supplier management</li> <li>• Design and production process</li> </ul>
Cost:	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design cost</li> </ul>	<ul style="list-style-type: none"> <li>• Printing/Other materials or production cost</li> <li>• Distribution cost</li> </ul>
Skills Required:	<ul style="list-style-type: none"> <li>• Design/layout skills</li> <li>• Project management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of inspiring visuals</li> </ul>
Benefits:	<ul style="list-style-type: none"> <li>• Tailored information provision</li> <li>• Makes product tangible and something for consumer to keep</li> </ul>	<ul style="list-style-type: none"> <li>• Breadth of distribution</li> </ul>

**Tools** such as brochures and exposure through **web sites are generally considered essential methods of communication** in today’s environment. **Other tools such as promotional videos, banners and merchandise are additional tools to utilise** if budget permits, but again, each has different merits for different businesses.

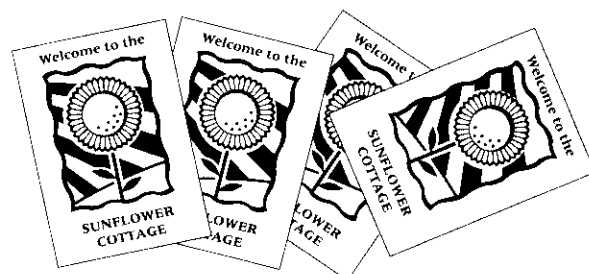
### 3.5.1 Brochures

A brochure is a **good way of communicating** your tourism offering to your target market. It offers the **best opportunity** for a potential consumer to preview the tourism offering from the visual display and the text. Brochures can be very **simple or extremely sophisticated.**

### 3.4.2 Special Promotions and Competitions

Innovative ways of **getting your message across** and motivating customers to act in some way, **can be beneficial** for launches, highlighting special deals, educating and building relationships with agents.

For example, to **promote a range of wholesale products** to agents who are always bombarded by faxes, a box of chocolates thanking them for their support is more likely to grab their attention!



### 3.5.2 Web Sites

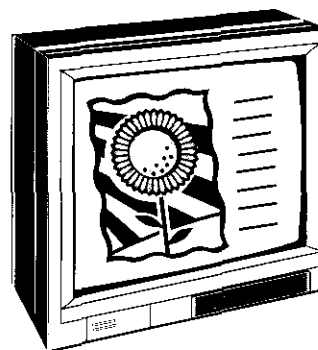
Having a web site is a great way to put your offering to the market in **an interactive and creative format**. It is a useful tool for information provision to a wide audience, but production of a web site will not produce instant business. There are **two jobs to do** with a web site. **Production of the relevant information for your markets;** and **promotion of your site**, so that your markets will find their way to your web site. There are millions of small businesses out there with a presence on the Web, so **have a clear idea of who you are trying to attract** and do not fall into the trap of trying to be everything to everyone.



Creating **fully operational transaction based web sites**, where bookings and payments are handled, **can be an expensive exercise** for an individual business. However, if a number of **small companies pool their resources** it may be viable to establish such a web site. This can also be achieved through **an initiative by the local tourism organisation**.

### 3.5.3 Promotional Videos

Videos also **require a reasonable investment** for a good quality production, but promotional videos have a wide range of uses, from trade and consumer shows, to in-flight viewing, in-house hotel TV channels, or an introductory presentation video for any meeting. **Short duration** and **succinct messages** are **essential elements** for a punchy production: **6 minutes maximum duration**, to maintain audience attention span.



### 3.5.4 Banners

Banners are a **versatile form of promotion** that can be utilised at launches, trade and travel shows, at seminars, events, sponsorship events and in window displays. An important branding tool, but remember that **banners are a low direct response driver**.

### 3.5.5 Merchandise

Promotional or corporate gifts can be used as **attention grabbing items**, appealing thank you gifts or ways of adding branding to many elements of business. In many cases, for a low unit cost, **the additional goodwill generated is of significant value**.

#### GENERAL NOTES

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### 3.6 Direct Marketing

**Communicating** with customers **in a direct manner** by utilising a number of different tools, is becoming **increasingly important** for businesses which need to portray different messages to more specific segments of the market. Customer databases, personalised mail, customer reward programmes and special offers and incentives are all tools to build a trusted relationship with the customer and encourage repeat visitation.

ELEMENTS TO CONSIDER:

<b>Time:</b>	<ul style="list-style-type: none"> <li>• Compilation of relevant content</li> <li>• Time to segment and maintain database/ mailing lists</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Project and supplier management</li> <li>• Design and production process</li> <li>• Distribution/ mailing process</li> </ul>
<b>Cost:</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design cost</li> </ul>	<ul style="list-style-type: none"> <li>• Printing/Other materials or production cost</li> <li>• Distribution/ mailing cost</li> </ul>
<b>Skills Required:</b>	<ul style="list-style-type: none"> <li>• Design/layout skills</li> <li>• Project management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of inspiring visuals</li> <li>• Database management</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Highly targeted information provision</li> <li>• Makes product tangible and something for consumer to keep</li> </ul>	<ul style="list-style-type: none"> <li>• Breadth of distribution</li> <li>• Action orientated content</li> </ul>

All of these tools involve research, planning, production and distribution processes, but if executed effectively, can produce invaluable and sustainable rewards.

#### 3.6.1 Your Most Valuable Tool: The Customer Database

By far the **most cost-effective form of promotion** is that of **word-of-mouth**. Satisfied customers will always **tell their friends and colleagues** of the excellent service and experience that you provided. **Your customer database is a most valuable tool.**

Common wisdom in the marketing world alleges that it is 5 times **more expensive to find a new customer than** it is to get an **existing customer to buy again**. This is especially true with tourism marketing, therefore it is very important to **understand the characteristics and attitudes of your existing customers**, as well as **keeping in regular contact** with them.

Keeping a **customer database** with not only their **name and contact details**, but also **details of age or life cycle, occupation, intended length of stay and activities** they plan to do while in the area, can help to **build a profile** of your customers. This **information can be conveniently stored** on your computer in a **spreadsheet or in a database programme**.

This information is then useful in tailoring **further communication** with customers to **demonstrate personal service**, offer special rates or extra benefits if they visit you again, **or recommend a friend**. Even if they're unable to visit you again themselves, **being proactive with personalised communication can encourage word-of-mouth to friends**.

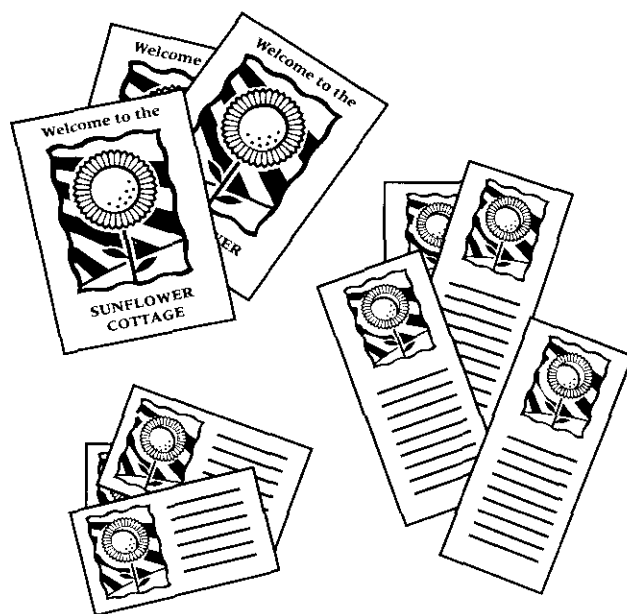
A **customer database** can be an extremely valuable tool, but the information **must be used regularly** to justify the collection of the information. Criteria must be developed for **defining the most valuable customers** and segments on your database and then you must **plan communications** for an extended period.



### 3.6.2 Direct Mail, Postcards and Flyers

Information can be **tailored to specific segments** and either **letterbox dropped** in particular areas, **or personalised and sent directly to individuals**. Communication through the mail is a **highly effective way of getting specific messages across** to segments. “Junk” mail is the term given to material, which **has no relevance at all for the recipient**. If the message portrays how a product can meet the needs of the consumer and captures the attention of the consumer, its impact and potential conversion rate will both be very high.

**Direct mail** has the potential to **motivate, provide information AND convert interest** into a booking by **providing prices and a strong call-to-action**. **Direct mail** can consist of **simple, but attention grabbing formats**, such as **postcards and flyers**, or more sophisticated mail packages consisting of **covering letters, brochures** and other **promotional tools such as discount vouchers**.



### 3.6.3 Special Customer Reward Programmes

**Reward programmes** for your customers **do not need to be as sophisticated as the bonus points systems** of the airline frequent flyer programmes. They **can be as simple** as identifying potential repeat visitors, offering them benefits for repeat visitation and then regular communication **to provide reasons and incentives to visit**.

#### FOR EXAMPLE

- Visit 4 times in a year and receive 1 night free.
- Because you've stayed with us before, we have a special for June, July and August. Book two nights in any of these months and we'll give you a free picnic hamper for an indulgent lunch, filled with a range of local cheeses, fruit, fresh bread and wine.
- Book three conferences in a year and receive free catering for your next conference.

### 3.6.4 Special Offers and Incentives

**Special offers and incentives** are a great way to **boost visitation** in low season, **extend length of stay** or to **increase bookings** around a special event.

#### FOR EXAMPLE

- “Couples Winter Escape”: Book two double rooms this winter and receive a 5% discount and 2 free bottles of wine.
- “Wine Festival Special”: Two complimentary wine glasses and transport to the festival, which showcases the region's wines and local jazz talent.
- “Garden Route Spectacular”: Book yourself and two friends on a tour during January and you'll receive a complimentary bungi jump!

*Ensure that you research what kinds of product would appeal to your target market and what price they would be prepared to pay. Test your concepts with a couple of people you perceive to fit your target market profile.*



### 3.7 Wide Audience (Traditional) Media

**Advertisements** can come in **all shapes and sizes in many different media types**, from **newspapers to television commercials**, to **billboards**. Advertisements are used to inform and **raise awareness** of a product or service.

Advertising **can be expensive**, so it is important to **make sure that you will be reaching your target market** when choosing the media type. For instance, **if your main target market is international tourists** then it **may not be practical to advertise in local community newspapers**. However, **a bright poster at the local tourism organisation**, where many international tourists are likely to visit, **may be a very fruitful form of advertising**.

**Wide audience media can play an important role in the marketing mix**, by establishing your brand in the marketplace and reaching substantial numbers of people with your messages. **Below is a set of criteria which will help you to make decisions regarding use of the media**. But you must also **keep in mind the other marketing tools** you are using **to communicate to your target markets, your target market's use of each medium and your overall communication objectives**.

#### Definitions of Criteria

- 1 **Reach:** Number or percentage of people in the target market who are exposed to your message.
- 2 **Impact:** The effectiveness of the media in 'cutting through the clutter' and grabbing the attention of the consumer.
- 3 **Cost of Production:** How expensive it is to physically make the ad or communication tool. For example, design and production costs associated with a newspaper advertisement or planning, filming and editing a television ad.
- 4 **Cost of Placement:** How expensive it is to purchase the space or time in a particular medium, so that it is delivered to the consumer. For example, the cost of television airtime – the longer the ad, the more expensive the airtime. The cost of the space to place an ad in a magazine. The cost of the billboard space for outdoor advertising.
- 5 **Targetability:** The capacity of the medium to target a specific segment of consumers.
- 6 **Conversion:** The effectiveness of the medium in being able to prompt consumers to take action and request more information or make a booking.

#### ELEMENTS TO CONSIDER:

<b>Time:</b>	<ul style="list-style-type: none"> <li>• Developing overall concept</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Finalising script or ad concept</li> <li>• Design and production process</li> </ul>
<b>Cost:</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of production including talent, graphics, images, props, production company or designer and editing suite time</li> </ul>	<ul style="list-style-type: none"> <li>• Printing/other materials or production cost</li> <li>• Cost of placement, including physical copies of the ad or to provide the advertisement electronically, as well as the purchase of air time or space in the publication</li> </ul>
<b>Reach/ Frequency:</b>	<ul style="list-style-type: none"> <li>• Reach – Which proportion of your target market will be exposed to your ad at a particular time?</li> <li>• Which programmes or sections are your target markets most likely to see and be interested in?</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency – How many times will your target market see your ad and how many times are required for your message to sink in?</li> <li>• Consider the implications of shorter campaigns with higher frequency, or longer campaigns with frequency spread out</li> </ul>

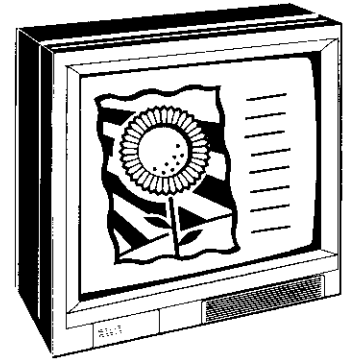


### 3.7.1 Television

Advertising on **television can be an effective medium** if you want to reach a broad market, **but it can be an expensive medium** if you want to reach particular segments.

For television to be effective, **two factors** must be successfully achieved:

- **Reach** – this means that at the time your ad is running, the highest possible number of your target market needs to be viewing that particular channel.
- **Frequency** – this means that your target market must see the television ad enough times in a week to be able to remember and understand the messages your ad is trying to get across. If your total airtime is going to be over a shorter period, then very high frequency per week will have the biggest impact. If your campaign is running over a longer period of time, then an accepted benchmark is your target audience seeing the ad on average 3-4 times per week.



Therefore, a **clear description of your target market** is required for both production of the ad and selection of the airtime, including programmes and the time of day.

Media companies and buyers **can provide in-depth analysis of reach and frequency**, but local television stations **can provide this information direct** to the consumer.

Overall, **television advertising will not be worthwhile if your budget is not large enough** to sustain reasonable reach and frequency over a decent period of time. The **recommended minimum period** to advertise at any one time is **two weeks**. It would be preferable that **two-week blocks are repeated over time**, if continuous advertising is not possible.

Television may be a **viable option for larger local tourism organisations or conference venues**, but for the **small tourism operator, a promotional video** may be a more viable option.

<b>PRODUCTION TIPS</b>	For the significant investment in television production, sufficient time must be put into development of the script and creative concept. Research on the target market is imperative and pre-testing with a sample audience is advisable.
<b>PLACEMENT TIPS</b>	Again, in relation to the cost of production, ensure that there are enough funds to ensure adequate airtime exposure for sufficient reach and frequency to your target audience.
<b>Benefits</b>	<ul style="list-style-type: none"><li>• Ability to reach large numbers of people</li><li>• Applicable to branding objectives</li><li>• High impact in terms of television's ability to attract attention and engage the senses</li></ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"><li>• High cost of production and placement</li><li>• Generally does not prompt immediate action</li><li>• Length of production time</li></ul>



### 3.7.2 Cinema

**Cinema** advertising space is **cheaper to purchase than television** and has the advantage of playing to a **captive audience**, which also means that **slightly longer ads are effective**. It is also quite easy to segment the audience based on the **type of movie that is screening** and the **geographical location** of the cinema. The format of a **cinema ad is slightly different from a television ad**.

Production quality and **costs for a cinema ad vary** and can be as **sophisticated as a television ad**, but can also be **produced at a lower rate** by the companies that sell the advertising space.

Consideration of **reach and frequency here is also important**, but cinema advertising may be able to have an **impact over a longer period** of time because of the **limited number of ads** being shown and the **captive audience**.



#### PRODUCTION TIPS

Cinema ads can have high impact if the captive audience and increased air time are incorporated into the creative concept effectively. Concepts which provoke and engage the audience are very effective.

#### PLACEMENT TIPS

Research the types of movies showing and the demographics of the areas where the cinema is situated and you can be quite targeted with placement of ads.

#### Benefits

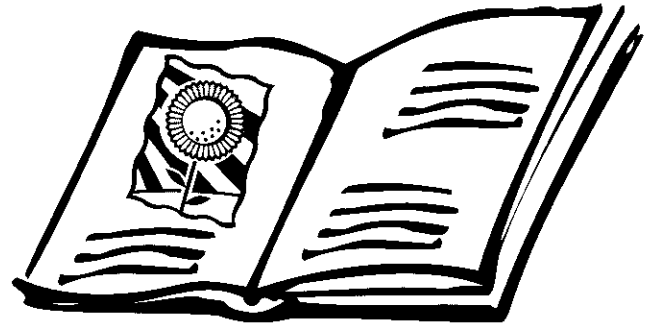
- Ability to reach a captive and somewhat targeted audience
- High impact and ability to engage the audience
- Flexibility in the investment required for production
- Effective brand building tool

#### Weaknesses

- Ability for quick conversion
- Generally does not prompt immediate action
- Need to run a campaign over a significant period of time to achieve sufficient frequency

### 3.7.3 Magazines / Journals

This is a **cost-effective method** of advertising, because of the **reasonable reach, targetability and life span of the media**. Certain monthly publications and tourism or travel journals may target your market segment accurately.



#### PRODUCTION TIPS

Magazines are high impact publications, therefore evocative, thought-provoking ads work well here. Magazines can have varying levels of advertising in them, so more innovative concepts are sometimes required to capture readers' attention.

Consecutive ads portraying a message and then asking for action can add intrigue and have high impact.

#### PLACEMENT TIPS

Magazines usually have detailed readership information, so carefully compare research. Remember that certain sections of a magazine will have more impact than others.

#### Benefits

- Ability to target broad audiences as well as niche markets
- Ability to intrigue readers by using ads on consecutive pages
- Readers actively involved in content
- Good prospects of conversion
- Travel sections in relevant magazines can be excellent environments where the audience is highly receptive to your messages

#### Weaknesses

- Need to ensure distribution of publication consists of a number of outlets and is broad enough geographically
- Need to physically see a previous copy to ensure the images, printing and paper stock are of sufficient quality
- Need to run a campaign over a significant period of time to achieve sufficient frequency

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### 3.7.4 Travel and Destination Guides

There are many **travel publications which are printed annually or periodically** and often contact tourism businesses to **purchase advertising space**. Accommodation guides, regional and local visitor guides, camping and walking guides and touring guides are all forms of travel publications.

#### PRODUCTION TIPS

Advertising messages should be relevant to the section in which the ad is placed. These publications often have a long time between the commencement of advertising sales and actual production of the publication, so ensure that the information contained in the ad will not date.

#### PLACEMENT TIPS

Questions that you should ask advertising sales representatives when they phone are:

- How many copies of the publication are printed?
- How are they distributed and how many were purchased last time it was produced?
- Which markets does the publication target?
- What form of advertising will be used to promote the publication?
- Are there other forms of promotion supporting the marketing of the publication?
- What are the different sections in the publication and where will the advertising be placed in the publication?
- Can they provide testimonials from other advertisers who have experienced an increase in enquiries or bookings as a result of advertising in this publication?

The **best way of dealing with unwanted advertising** salespeople is by **identifying publications** in which you are going to advertise throughout the year, based on the strategies you have identified in your marketing plan. Suggest that **once you've reviewed the success** of your planned advertising, **you may be prepared to review their advertising proposal**.

#### Benefits

- High travel interest from people purchasing or sourcing these guides
- Shelf life of publication is usually longer than magazines and newspapers
- High ability to motivate enquiries and bookings

#### Weaknesses

- Need to ensure distribution of publication consists of a number of outlets and is broad enough geographically
- Need to physically see a previous copy to ensure the images, printing and paper stock are of sufficient quality
- Need to run a campaign over a significant period of time to achieve sufficient frequency

### 3.7.5 Newspapers

With newspaper advertising **frequency is important**. It has **broad reach but sections within newspapers provide vehicles** to segment the readers. A great medium for conversion, because **readers take note of special deals and contact details**.



#### PRODUCTION TIPS

One single message with a strong call to action is the most important factor of a newspaper ad. Ensure the ad is not too cluttered.

#### PLACEMENT TIPS

Research the readership of different sections of the newspaper and place ads in the most relevant sections.

#### Benefits

- High prospect of conversion especially in travel section
- Flexibility of size and cost of ads
- Ability to reach a wide audience
- Special features and editorial provide a good environment for tourism product

#### Weaknesses

- Ads can get lost in the clutter of many other ads surrounding your ad
- Short life span of publication

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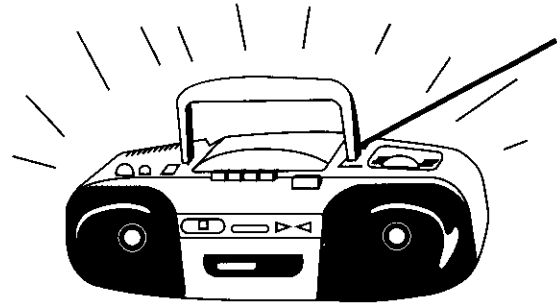
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### 3.7.6 Radio

Radio is an **underestimated medium**. It is a medium which can **attract high consumer involvement**, therefore the **potential for conversion is quite high**. The **production process** of producing a script for radio is **not as complex, time consuming or costly** as other media. Specific stations and radio segments can allow **reasonably effective targeting** to occur.



#### PRODUCTION TIPS

When using a radio script ensure it has a unique way of promoting the product, using specific triggers related to the particular target market.

#### PLACEMENT TIPS

Understand as much about the listening audience for particular segments as possible and then choose carefully.

A number of operators can develop a radio campaign together, which can run over consecutive weeks. For example, in a travel segment, a group of B&Bs can take turns to advertise or talk about their offering. One call-to-action would provide consumers with a flyer summarising the details of the B&Bs. One B&B will get their "day in the sun" each week, but all B&Bs will get exposure through the flyer.

#### Benefits

- Short campaigns can often be very effective
- Relatively short time required to produce a script for airing
- Humour can work well on radio to capture people's attention if executed properly
- Specific segments to reach particular audiences

#### Weaknesses

- No tangible reference for the customer to keep
- Only particular markets listen to radio regularly



### 3.7.7 Outdoor Billboards and Posters

The **main formats** for outdoor advertising are **billboards and posters**, but other methods **can also include bus or taxi advertising**. In a society where **driving to work** is a necessary evil and heavy traffic is a daily occurrence, outdoor advertising **provides an opportunity** to communicate a clear message.

Because **at any one time, only one or a few outdoor messages** will be in a person's view, there is **high recall of clever advertising**. With people often travelling the same routes every day, there is often **high frequency and reinforcement** of the messages.



#### PRODUCTION TIPS

One single-minded message is even more important in billboard advertising. Clutter on a billboard is disastrous! Strong images are also important. Humour can be quite effective on a billboard and if executed properly will ensure recall is high.

#### PLACEMENT TIPS

Outdoor advertising companies can pinpoint areas where your target market may commute and provide data on the demographics of the audience of particular outdoor sites. Ensure that one message is up for a reasonable period of time and consider the use of multiple messages over time.

#### Benefits

- Highly visible medium, free of the clutter of other mediums
- Strong branding tool
- Can target particular suburbs or areas with a certain demographic profile and the message is reinforced regularly with people who travel the same route daily
- Humour can be effective in achieving high impact on outdoor advertising

#### Weaknesses

- Relatively low ability to facilitate direct bookings as a result of the ad
- Sometimes expensive production costs (but street lamp posters would not be too bad)

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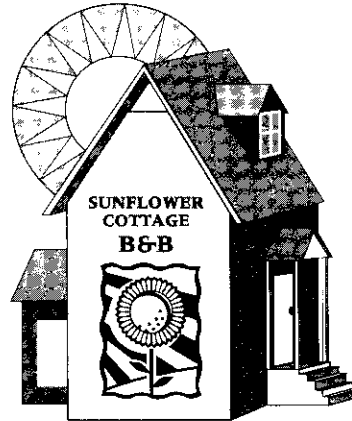


# Section 4:

## Case Studies

### 4.1 Accommodation Supplier

Mrs Adams retired from her primary school teaching post in 1996 and decided to invest in **opening up a B&B**. She made **alterations to her house** located in Hout Bay, Cape Town. She offers **four double bedrooms with en-suite bathrooms and sea facing balconies**. She also serves breakfasts in a communal dining area. Her main market segments include **foreign independent travellers** and **domestic tourists** from outside the Western Cape.



#### 4.1.1 Product

Before planning any alterations Mrs Adams **contacted the Guesthouse Association** of South Africa to determine what a B&B establishment should offer. She also **visited many guest houses and B&Bs** in Cape Town to get a feel of the market in terms of the following aspects: **size; style, décor and furnishings; location; type and level of service being offered; occupancy levels and average length of stay** for the high and low season and prices being charged and details of discounts being offered. After gathering this information **Mrs Adams was able to establish the requirements for starting a B&B**. She was also **able to calculate the potential income** of her B&B and went ahead with **drawing up plans for the alterations** to her house.

#### 4.1.2 Pricing

The **rack rate is slightly higher than the average B&B rates** being charged in the market. The **sea facing balconies**, the attraction of the village of Hout Bay and **relatively high demand** for accommodation, **justifies the higher rates**. She **advertises her 'rack rate' (standard rate)** in her brochure but **offer varying discounts**, depending on the state of business, to people booking stays of over three nights. She **offers tour operators**, who could provide her with a substantial volume of tourists, **discounts** that were also negotiated. Mrs Adams has established a **good relationship with two tour operators** who supply her with roughly 40% of her bednights. Mrs Adams **increases her annual 'rack rates'** from season to season according to related running costs such as her municipal rates, electricity and utilities, food prices and **general inflation levels**.

#### 4.1.3 Promotion

Initially, **Mrs Adams thought that a full colour brochure and an advert in a national weekend newspaper for the month of November would generate enough interest** from upcountry tourists. After **receiving quotes for the costs** of such an advertising exercise she soon **realised that she would not be able to afford it**. Given her cost constraint she limited her promotional activities to **creating a three colour brochure** and **visiting the local tourism bureaux** and talking with the consultants when she dropped these brochures off with them. Mrs Adams makes sure that, on leaving, **all guests are given a brochure** to give to their friends or family.

Mrs Adams has established a good relationship with the Cherry Lodge B&B in Knysna. Cherry Lodge recommends that their guests use Mrs Adams' B&B when they visit Cape Town while Mrs Adams does the same for her guests. Details of **Mrs Adams' B&B were included in a House & Leisure magazine** feature on tourism in Cape Town. The local tourism organisation **approached Mrs Adams to host the journalist**. In return for the accommodation **Mrs Adams' B&B was included in the story**.

#### 4.1.4 Distribution

**Bookings are taken by telephone at the B&B**. Mrs Adams ensures that the local **tourism offices always have her brochures** at hand. She often pops into the Cape Town Tourism Information Centre to **make sure that her brochure is visible**. Mrs Adams also has an arrangement with a couple of **travel agents: she offers them a commission** of roughly 15% **on all bookings** made through their offices by tourists.





## 4.2 Conference Venue

John and Eileen Peterson own a **50-hectare farm** nestled against the Helderberg between Somerset West and Stellenbosch. They have run a **successful agricultural business** selling various grape varietals to the local co-operative wine producer. **The couple decided to develop a small conference facility using existing farm buildings**, located 5 minutes drive from the R44.



### 4.2.1 Product

They **built a main conference hall** accommodating 80 people in cinema-styled seating. Attached to the main room are **three smaller 'breakaway' rooms** for smaller groups. All **rooms are air-conditioned**. The facility also has a **terrace and outside bar with breathtaking views** of the mountain and the vineyards of Stellenbosch.

They take **bookings for office functions and weddings** and offer **full catering facilities** which are outsourced. A comprehensive range of **audio-visual equipment** is available. A typical conference **package includes three tea/coffee breaks and a three course buffet lunch**, as well as **post-conference bar facilities**. Ample **accommodation facilities are available in the area** for overnight stays. Their main market segments include **corporate meetings, planning sessions and client functions** as well as **office parties and weddings**.

### 4.2.2 Pricing

John and Eileen **price on a per head basis when catering is included** and on a **standard venue hire fee if no catering** is required. As they are fairly new in the market they have decided to **price more competitively than similar conference venues** in the Stellenbosch area, so that they can **capture a share of the market**. They also intend to **increase prices in relation to other venues** in the Cape Town area in the future, which is an **example of competitor based pricing**. They have an agreement with various accommodation establishments to offer **pre- and post-conference nights at a slightly discounted rate** to encourage increased length of stay.

### 4.2.3 Promotion

The conference venue is a **member of the South African Association for the Conference Industry (SAACI)**. They are **listed on SAACI's database** and they have their **own web site linked to that of SAACI's**. However, they have learnt that the **best form of promotion** for their business is that of **word-of-mouth-advertising**. Good word-of-mouth is generated as a **result of delivering a consistently high quality of service** to clients.

The local Stellenbosch wine route guide offers good rates for advertisers. A **small ad promoting the facilities** with breathtaking views of the area **is affordable** for the owners. A **sign on the R44** also directs customers to the conference venue.

### 4.2.4 Distribution

Eileen used to work for a major insurer and has **extensive experience in dealing with clients**. She makes **sales calls to human resources and marketing departments of firms**, in and around Cape Town. Personal selling is **the most effective form of distribution** for them. They also make use of a **telesales exercise every year** in September and they **mail information packs to firms** outside of the Cape Town area.

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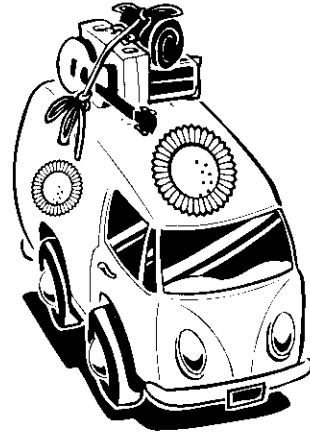
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### 4.3 Tour Guide

David **studied tourism** at the Sivuyile Technical College. As a student he worked as a driver for a small company that operated an airport shuttle business. During this time **he spoke with international tourists** and gained a good understanding of their needs in terms of tourism activities while in Cape Town. **After he graduated he decided to start his own township tour company** focussing on 'Gugs'. **His main target segments include international backpackers and international organised groups.**



#### 4.3.1 Product

From his contact with foreign tourists David knew that they would be **interested in half-day tours in the township**. He offers a **mini-bus tour** with the following format:

- **hotel pick-up** after breakfast at 9 am.
- a **drive through** the heart of 'Gugs' in an **air-conditioned mini-bus** with **commentary** by himself.
- a **visit to the home of a local family** to gain experience of township living followed by a **trip to a local market** where tourists could purchase items of interest to them.
- a **visit to a local tavern or shebeen** to enjoy a traditional **home cooked lunch** with a performance by a **marimba band**, before taking the tourists back to their hotels.

#### 4.3.2 Pricing

David has **priced his township tour in line with other cultural tourism offerings** in Cape Town. He **charges a standard per person rate, inclusive of the meal cost**. He does **offer discounts** on an informal basis **to parties of four or more**, depending on how busy the business is at the time. Some **tour operators use his services** and he **charges out to them at a reduced rate of up to 30% per person**. David's **price increases depend on the price of fuel for his mini-bus and the cost of the lunch** that he offers.

#### 4.3.3 Promotion

David had **very little to spend on promotional activities** and has produced his own **small, two colour pamphlet** which he **leaves at local accommodation facilities and tourist information centres**, such as Cape Town Tourism and Tygerberg Tourism **of which he is a member**. He often **visits more established tour operators** to **promote his business** in the hope that they will include his half-day tour on their itinerary.

David has **taken part in the "One City Festival"** and often **includes tour operators in his tours** so that he can **show them what he offers**. Due to the fact that **David's operation is recognised as a high quality tour**, visiting **dignitaries often book tours** with David. He makes sure that **this fact is mentioned in his brochure**.

#### 4.3.4 Distribution

As David **receives a lot of trade from the backpacker market** he has arranged that **tickets can be booked at certain backpacker centres** in the city. David **gives a commission to the backpacking hostels** for doing this. **Alternatively all bookings are made through his home-based office** where his mother acts as an assistant.



## 4.4 Tour Operator

George Selborne started Hamba Tours in 1998. He has **expanded from running one inbound tour group** in his first year of business **to running 15 in 2000**. George based his business on **experience and market knowledge** gained as a game warden at Umfolozi Game Reserve.

### 4.4.1 Product

George designs tailor made **week- or two-week long holidays for Germans** visiting South Africa. **He specialises in eco-tourism products** and contracts some 30 suppliers of tourism services, e.g. **accommodation, attractions, eco-tourism guides**, etc. The packages are **sold to eco-tourism interest groups**.

### 4.4.2 Pricing

George uses a **focused or niche marketing strategy**, and **charges a premium for his tours**. He is one of a few specialists in this area and can **comfortably charge high rates**.

## 4.5 Tourism Merchandiser

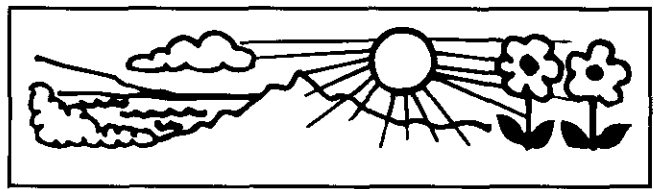
Thandi Mputle is an **artist and traditional art retailer**. She has been running a **small stall at Green Market Square** for three years. She **started selling her own work at Cape Town station** but soon realised that the passing **pedestrian traffic does not represent her target market**. She then **set up shop at Green Market Square** in order to **target international visitors** to the city.

### 4.5.1 Product

She **makes and sells her own, and other people's, rock and wooden sculptures** of various sizes, **traditional jewellery** and **watercolour paintings** of township settings.

### 4.5.2 Pricing

Thandi's curios are **priced in line** with the many other similar stall holders at the market and **are cost-plus based**. She negotiates prices with some flexibility in order to secure business.



### 4.4.3 Promotion

George **visits Germany twice a year** to meet with his **major distributors (travel agents)** and establish new contacts. **The full colour glossy brochure is updated annually and sent to the German agents**. Mainstream advertising is not used, as it is unlikely to reach the target market. Much of his business is achieved through **word-of-mouth promotion**.

### 4.4.4 Distribution

Mr Selborne has **four official agents in Germany who promote his tour**. **The agents are specialists in world eco-tourism holidays**, and he enjoys a mutually beneficial relationship with them. **He is also establishing links with agents in France and England**.



### 4.5.3 Promotion

Thandi **does not undertake any promotional activities**, as the **market itself is a drawcard** for the tourists in Cape Town.

### 4.5.4 Distribution

Thandi's retail **stall at Green Market Square is her only distribution point** at the moment, but she **hopes to set up another stall** at another high volume tourist area in the Peninsula in the near future.



4.6 Local Tourism Organisation

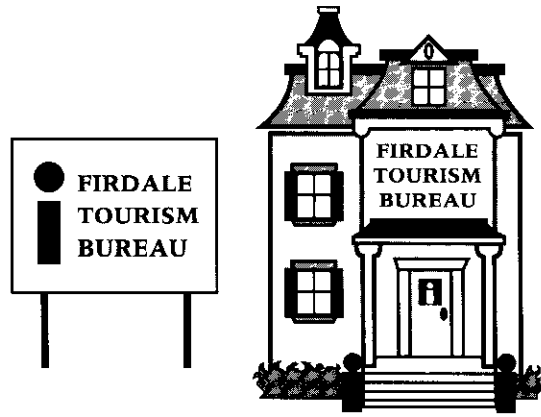
A local tourism organisation is typically a public-private partnership, jointly funded through a local government grant and membership fees. The main target markets are local tourism businesses and visiting tourists.

4.6.1 Product

In servicing their members, LTOs will carry out broad marketing activities to promote tourism to the area and in so doing, promote their members' businesses. The service that they offer to tourists is information about tourism services in the surrounding areas.

4.6.2 Pricing

No price is charged to tourists for the information and advice they receive. However, information booklets and brochures published by the organisation may be charged for and some form of merchandising will be undertaken by the organisation, e.g. postcards and small gifts and souvenirs. Local businesses that benefit from the service offered by the organisation are generally required to become a listed member of the organisation that will involve an annual membership fee.



4.6.3 Promotion

Within the co-operative marketing context it is easier for an LTO to approach publications for the possible inclusion of editorials regarding their regional tourism offering. Publishers rarely provide this type of opportunity to small individual businesses. LTO attendance of trade shows, on behalf of tourism businesses in the area, is a further benefit of co-operative marketing.

4.6.4 Distribution

LTOs act as distributors of information for the various private businesses that are members of the organisation. This is achieved through a centrally located regional office. This serves as a direct distribution point to the tourism public.

GENERAL NOTES

Series of horizontal lines for writing general notes.



## Section 5:

# Guidelines to Developing a Web Site

### 5.1 Obtaining a Domain Name

**Computers** on the Internet **have a unique Internet Protocol (IP)** number which is their address. **A domain name is a reference to that IP address** on the Internet, and **may contain your company name**, indicate the type of organisation and the country where your web site is registered.

www.mycompanyname.com

indicates the organisation mycompanyname has a web site on the World Wide Web.

http://www.mycompanyname.com

means people can access the mycompanyname web site information using a web browser (such as Netscape or Internet Explorer).

#### 5.1.1 Reading the Internet Addresses

It may help to read the Internet addresses backwards. Most web addresses indicate the country of registration by the characters after the last dot on the right. South Africa uses .za and Australia .au

#### 5.1.2 Finding the Organisation's name

Reading further to the left you may find the organisation's name, brand or business activity.

#### 5.1.3 Registering your Domain

Many Internet Service Providers (ISPs) will register a domain name for you, and host it on one of their servers. Ask the ISP to provide a full list of costs and indicate the length of time the domain name will be hosted for the advertised fee. Or you can register a domain name over the Internet.

The benefits of registering a domain name include the use of your business, organisation or brand name as a web address. Owning your own domain name also means that in future you could physically move your web address and web site files if you change your ISP, without changing your web site and e-mail addresses. This would become an expensive exercise if the address printed on all your stationery needed changing.

More importantly, you will want your customers to continue using the same e-mail and web address details whenever they want to contact you. Having your own domain name helps ensure your customers can reach you even if your business, or that of your ISP, should move.

The following three letter suffixes identify the type of organisation that owns a domain name.

.com	commercial
.co	company
.edu	educational
.gov	government
.net	network administrative organisations
.mil	military organisations
.org	organisations that don't fit anywhere else

Your registered domain name is on the ISPs server, but remains your property, and you can move it to any server that you require. However, domain name registrations expire after a period of time so be careful to renew the registration.

**BOOK ONLINE AND WIN A FREE HOLIDAY!**

**SUNFLOWER COTTAGE B&B**



BOOKINGS

TOURS

OFFERS

EMAIL



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## 5.2 Selecting an Internet Service Provider (ISP)

An Internet service provider **will not only allow you access** to the Internet, **but will form an important communication link** with your customer base. Your ISP **will allow you to have access** to e-mail, the World Wide Web (WWW), as well as a few other information sources.

*When selecting an ISP the following factors need to be taken into consideration:*

### ACCESS:

Some ISPs offer unlimited access to the Internet, others will limit the time you are allowed on the Internet. This can affect your company communication.

### SPEED:

Speed or bandwidth of the ISP's connection to the Internet.

### COST:

Some ISPs offer free Internet access which can be slower than some of the other paid ISPs.

### CALL COSTS:

Make sure that you can connect to your ISP with a local phone call. If not, then choose an ISP that is based as close to you as possible.

Some ISPs offer you free web space to host your web site. Around 5-10 Mb for a simple web site.

### E-MAIL ADDRESSES:

Most ISPs will offer you more than one e-mail address which can be used for promotional feedback.

### 24-HOUR TECHNICAL SUPPORT:

Important when you are having problems, especially if you are new to the Internet.

It would be good practice to talk to a few people about their Internet access and compare the results.

## 5.3 Creating a Home Page or Web Site

This is usually **the first page you will view** of a web site. A web site **can be one page or multiple pages** that are linked together. A competent computer user should be able to **create a simple, effective web site**. There are numerous web sites that provide reference material and software to help.

The **pages of a web site are written in Hypertext Markup Language (HTML)**. This **allows the computer to read and interpret** the format of the page **and display the images on the page**. Many of the word processor packages will allow you to **save a document in html format**, ready to transfer to your web server. **A basic understanding of the html tags is needed** if you are going **to build the web page yourself**. Alternatively, there are **numerous companies that will design the web site** for you. Remember, general **design principles that apply to brochures also apply to the web pages**.

*Certain factors need to be taken into consideration when designing your web site:*

Information from your existing brochure needs to be customised to fit on the computer screen, which is a different size

Text on a computer screen is harder to comprehend; therefore you may need to shorten some of the sentences in your brochure text

Images need to be of a lower resolution, this will make the pictures download faster

Background colours can make text hard to read

### 5.3.1 Links

Links are used to move from one web page to another. It is important to link your web site to other web sites to ensure that visitors view your site. The local tourism body may arrange for a link to their page. Linking to co-operative partners in the industry will increase the number of visitors. Special interest sites, relating to your product or advertising, on another web site (e.g. travel site) can be beneficial.

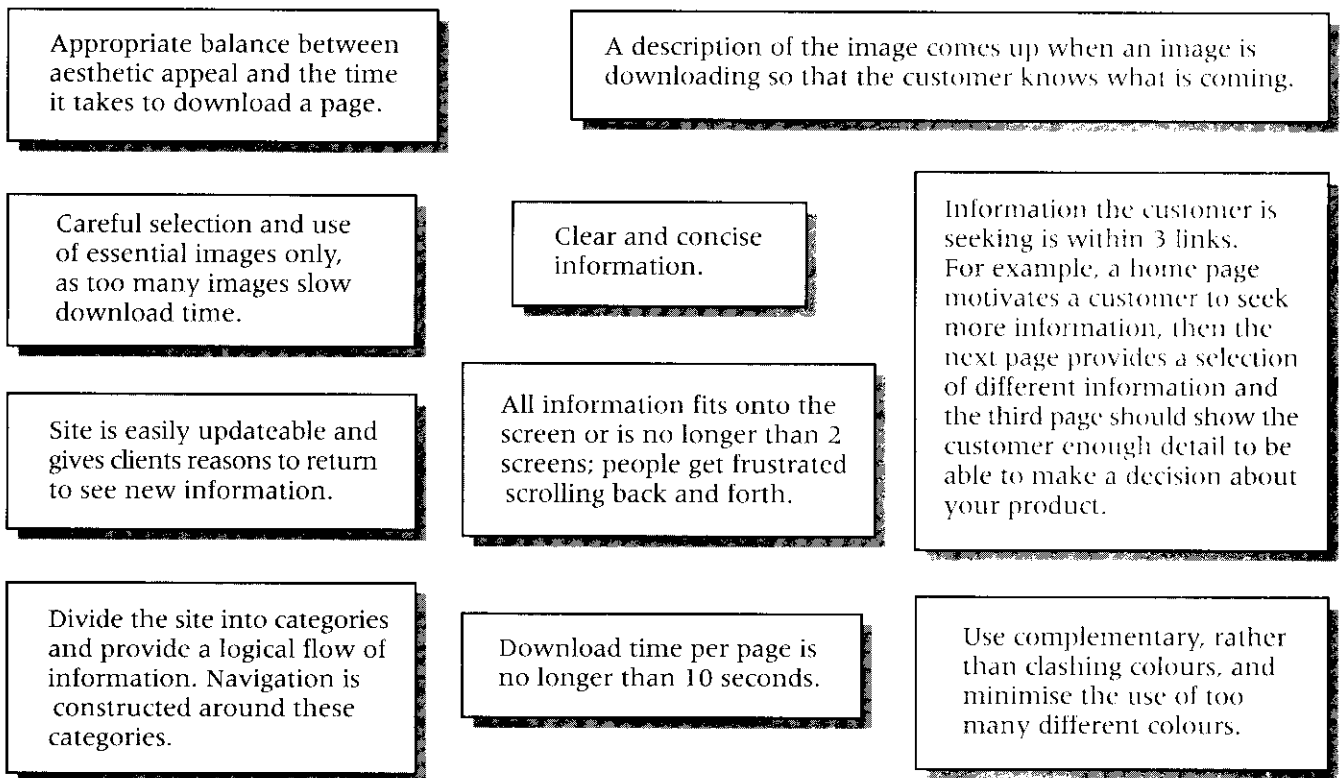
### 5.3.2 Banner Advertising

Banners are small adverts that appear at the top of a web page. The customer would click on the banner and it would then link to your web site. These banners are a good method of promoting your web site, but should be approached with caution. It is difficult to monitor the results, and can be costly.

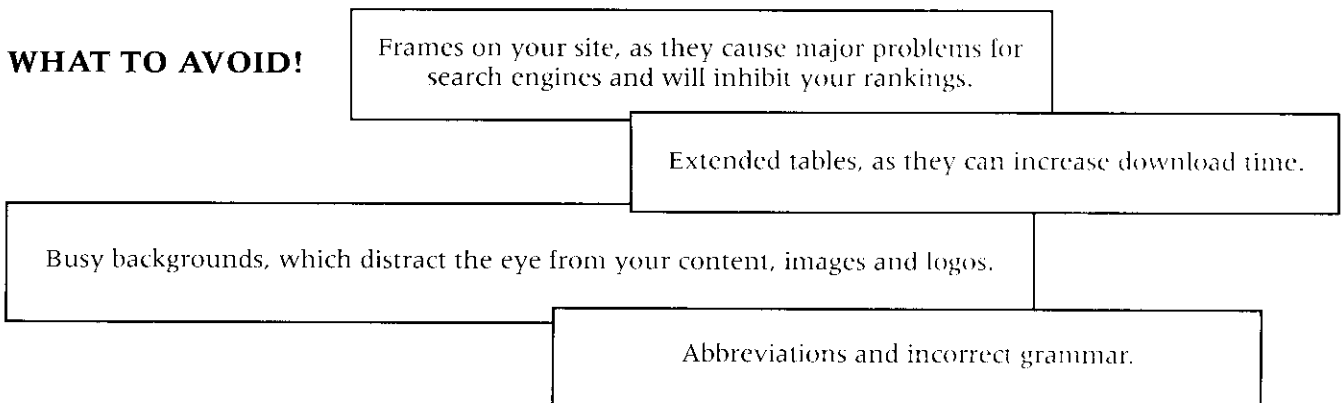
### 5.3.3 E-mail Advertising

This is a cost-effective method of reaching a target, but it needs to be approached with caution. Ultimately you need to seek permission from the intended recipient, before sending the message. Often unsolicited e-mail or "spam" is frowned upon and may cause more damage than good. E-mail is a good method of keeping in touch with your past clientele or to send out special offers to travel agents.

#### Characteristics of a good web site



#### WHAT TO AVOID!



## 5.4 Search Engines and Meta Tags

A **search engine is a database** of web sites. Your customers will **use a search engine to help locate your web site** on the Internet. The **search engines use key words** from your web site to help index the web sites in its database. When a **customer uses a keyword to search**, the **search engine will select the web sites** in its database **that have those keywords**.

**Meta tags are used to place keywords in a web page** in a specific section. These are **hidden and used** by the search engine **to index the site**. Keywords should **describe your service or product**. Keywords are **case sensitive and should not be repeated more than 3 times**.

A **tour operator conducting tours to The Kruger National Park** would include some of the following keywords: **“tours, lion, elephant, kruger national park, Kruger National Park, camping, Camping”**. The keywords **should be repeated in the text** of the web page as some of the search engines will check for these.

## 5.5 Promoting your Web Site

Once you have created your web site, **promotion is required** so that your **customers can discover** your Universal Resource Locator (URL) or web address.

This will **include registering your web address** with search engines, **adding your web address to your brochure**, all **outgoing e-mail, business cards** and any **other promotional material**.

## 5.6 Registering on Internet Guides and Search Engines

Search engines register web sites in various methods. Most have a **web page that is a specifically designed form** that you need to **complete and submit** to them. **This form will ask for details of your product, key words describing your product, contact details of your company and details of the owners of the web site (you)**. Once submitted, the **search engine will catalogue the information and the keywords**. [www.yahoo.com](http://www.yahoo.com), and [www.altavista.com](http://www.altavista.com) both have pages to register your site. **It may take a few weeks to have your registration appear** in the index.

It is recommended that you **return to the search engine every few months to check on your ranking** by searching for your website. **If it does not appear try to register it again**.

### GENERAL NOTES

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## Section 6:

# Guidelines for Marketing Research

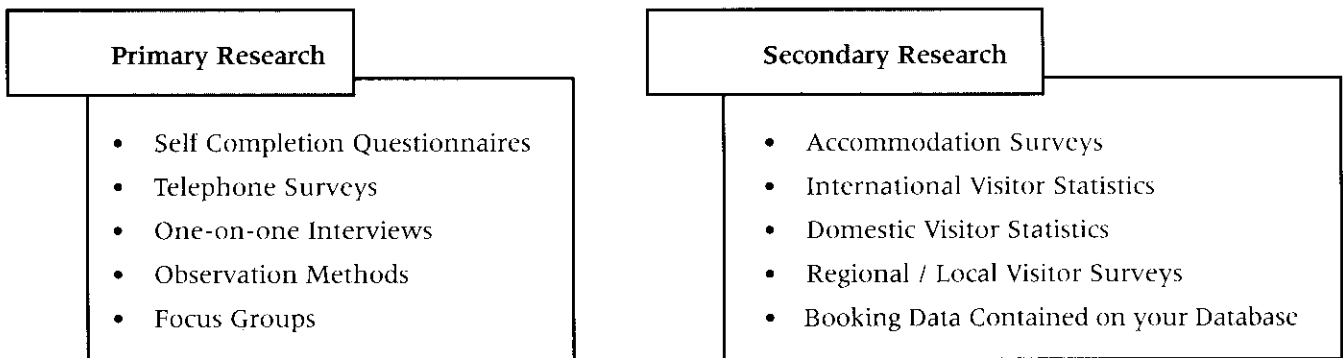
### 6.1 Obtaining a Domain Name

Marketing research is used to systematically design, collect, analyse, and report data and findings relevant to a specific marketing situation, facing a tourism business or organisation.

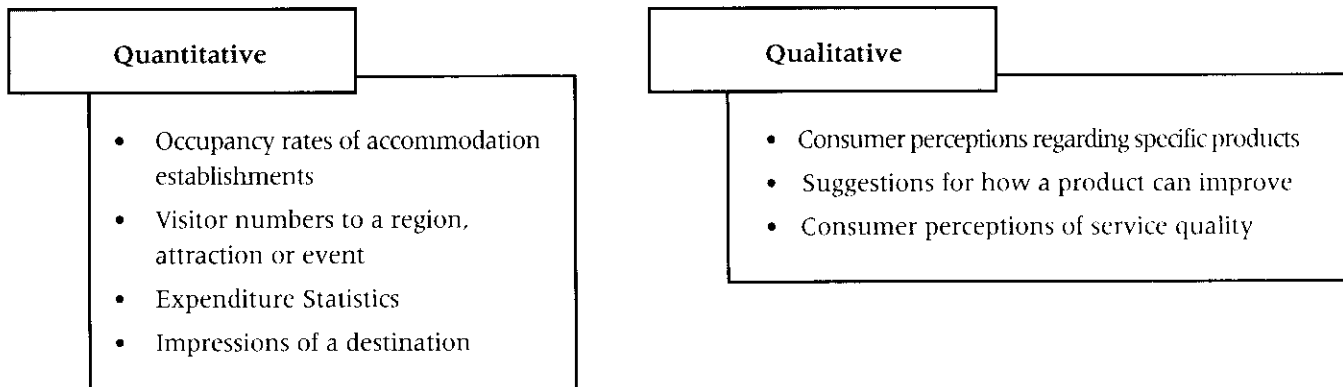
#### 6.1.1 What Kind of Information is Important?

Different tourism businesses will require **different types of information**. There are **two main sources of research, primary and secondary**. **Primary research** is when research is conducted **to achieve your specific objectives**, and is also **often called field research**. **Secondary research** is **information that already exists** and can be **sourced from another party**. Another name for **secondary research** is **desk research**.

*Some examples of the types of research are listed below:*



The **data** contained in research is defined as **quantitative or qualitative**. **Quantitative** data usually **reflects numbers, percentages and averages**. **Qualitative** research **reflects the perceptions, feelings and thoughts of consumers**.



### 6.2 Useful Sources of Secondary Market Research

Secondary market information **can often be obtained at low cost** from a range of organisations, for example:

- Statistics South Africa has information with regard to hotel occupancy rates and international arrival numbers and trends. This data is compiled from national surveys.
- Most tourism bodies will have research on file for public use. These institutions are a good place to start with to achieve a broader perspective of the research concerned. These organisations include, among others, Tourism South Africa, Western Cape Tourism and Cape Metropolitan Tourism.
- The Tourism Research Unit at the Cape Technikon regularly undertakes research that is available at a nominal cost. The TRU can also conduct specific primary research for tourism businesses for a fee.



### 6.3 Conducting your own Primary Market Research

Research can also be **conducted by yourself**, and **need not be expensive**. You can find out a lot about your market **by obtaining information from your current customers**, or by **talking to the type of people** who you want to be **your customers**. Not all market research needs to be formal. Most of the best market research and intelligence is **gathered over years through experience**.

Which questions should I ask?

Your questions should relate directly to the objectives of the research and the information required. For example:

- |          |  |
|----------|--|
| <b>1</b> | To identify and understand your target markets will require information on customers' demographics and leisure and travel interests. |
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- |          |   |
|----------|---|
| <b>2</b> | To evaluate areas of your product / service that need to be improved and developed, requires questions regarding prior perceptions of your product / service and how the experience measured up to these perceptions. |
|----------|---|
- |          |   |
|----------|---|
| <b>3</b> | To evaluate the effectiveness of various marketing tools and distribution channels requires questions regarding what prompted the consumer to make a booking and their interpretation of the communication piece, for example an ad or brochure. What message did they get from the piece? Was it easy to obtain more information or to make a booking? |
|----------|---|

### 6.4 Who do I survey and how many?

You should aim to **obtain information from both current customers and potential customers**. When embarking on research with regard to your target market it is **not necessary to interview all the individuals that make up the target market (population)**. Trying to interview all the potential customers of a restaurant would be futile as there could be thousands of people who fit the profile. In this case it is possible to **interview a small section of the population** (potential restaurant customers). **This is known as a sample survey**. If you carry out **a simple survey of your clients**, for instance, it is important to **make sure that the sample** (amount and range of people interviewed) **is representative of the total population** (actual total client base). It must be reasonably assumed that **the individuals interviewed make up a similar but smaller picture of the whole client base**.

If you require **assistance in developing questions**, the **marketing staff at most tourism bodies** should be able to **provide advice**. Or if you need **assistance in understanding the sample size** required, **academic institutions or specialised market research** companies can **provide advice**.

OTHER QUESTIONS I COULD ASK

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## 6.5 Simple Methods

People are usually **willing to provide feedback**, if they know you want **to improve your service**. **Making it easy for the customer** to give you honest, confidential feedback and not asking too many questions **will ensure that you obtain the maximum number of responses**.

*Simple methods of obtaining information are as follows:*

Questionnaire	Follow up telephone call	Direct mail response	Face to face interviews
Print a self-completion questionnaire on a card or flyer with a maximum of 6 to 8 questions. Leave it in the room and request it be handed in at checkout, or give it to the customer at the end of his/her stay, or experience and suggest they fill it in privately. Ask them to insert it into a box at reception or mail it to you on their return.	A week after the customer's checkout, follow up with a phone call to see if they enjoyed their stay and then ask if they would mind answering a couple of questions to help you improve your service. So as to respect the customer's private time, 3 or 4 questions plus an opportunity for them to provide extra comments, are enough for a phone survey.	Follow up with direct mail to thank the customer for their patronage and include a response card or flyer, which they then mail back to you. This medium allows room for extra questions. Offering a prize as an incentive will encourage customers to answer a series of more in-depth questions.	Face-to-face interviews with repeat customers, with whom you have an established relationship, can give insight into product strengths and weaknesses. It may be worthwhile to engage an independent person to conduct the interviews. Customers may be more willing to talk about the areas for improvement with an independent person.

## 6.6 How do I formulate questions?

Questions can be formulated in a number of ways and **the format will depend on the objective of the question**.

*The following are some different ways of capturing responses:*

- **Tick a Box** One response only or multiple selections: Customers select one or a number of answers out of a list. These can be specific responses, or degrees of agreement or satisfaction.

- **Open-ended questions** Customers provide their own verbal response that you record in their words. It is much more difficult to correlate a number of these responses into a definitive result, but sometimes these questions pick up issues which previous questions have failed to touch on. Recurring themes in these answers will provide valuable information.

## 6.7 How do I compile results?

It is generally best to compile the results **on computer software** such as a Microsoft Excel spreadsheet, Microsoft Access database or another database programme, **so that you can easily tally up figures and calculate percentages**.



## Section 7:

# Conclusion

*Marketing tourism products is different from most other products because what is being sold is the consumption of an experience rather than a tangible product. This means that the customer often walks away from the tourism offering with only a memory of an experience. Many businesses mistakenly understand marketing to be just promotion and advertising, but it is a much broader concept that can be applied to all parts of a tourism business.*

*Considering the complexity of marketing a tourism business, it is important to have a logical approach when planning your marketing activities. You, as a tourism product owner, cannot operate in isolation. The importance of networking and joint marketing campaigns cannot be over emphasized. Building partnerships with other tourism product owners and roleplayers, is “the name of the game”.*

*Remember that tourism is a dynamic, ever-changing industry. Keep up to date on all tourism issues, including new policies, trends and statistics.*

*Always be determined and strive for success.*

*Good luck with your Tourism Venture.*

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### ANNEXURES

- |               |  |
|---------------|--|
| Annexure I    | List of Abbreviations  |
| Annexure II   | Sources of Business Advice   |
| Annexure III  | Registration   |
| Annexure IV   | Sources of Finance   |
| Annexure V    | Tourism Related Institutions   |
| Annexure VI   | Institutions Offering Travel and Tourism Courses in the Western Cape         |
| Annexure VII  | More Useful Associations to Contact  |
| Annexure VIII | Accredited Tourist Guide Training Institutions for the Western Cape Province |



## LIST OF ABBREVIATIONS

DEAT	Department of Environmental Affairs and Tourism
SMME'S	Small, Medium and Micro Enterprises
SATOUR	Tourism South Africa
WCTB	Western Cape Tourism Board
RTO	Regional Tourism Organisation
LTB	Local Tourism Bureau
BABASA	Bed and Breakfast Association of South Africa
GHASA	Guest House Association of South Africa
SATSA	South African Tourism Services Association
ASATA	Association for South African Travel Agents
SETA	Sector Education and Training Authority
NQF	National Qualifications Framework
FEDHASA	Federated Hospitality Association of South Africa
TOACT	Tour Operators Association of Cape Town
SAACI	South African Association for the Conference Industry
WECBOF	Western Cape Business Opportunities Forum
TBCSA	Tourism Business Council of South Africa

**SOURCES OF BUSINESS ADVICE**

The Local Business Service Centres (LBSCs) provide non-financial support services to entrepreneurs. These services include: entrepreneurial and business training, business linkages and marketing assistance, research, referrals. The LBSCs listed below have been accredited by NTSIKA.

**Table 1: Sources of Business Advice**

<b>Local Business Service Centre</b>	<b>Telephone Number</b>
Atlantis Business Information Centre .....	021 - 572 0254
Centre for Opportunity Development .....	021 - 448 7501
Cape Town Job Creation Project .....	021 - 31 6100
Cape Town Small Business Centre .....	021 - 919 3242
Clotex .....	021 - 448 8936
Isibane Resource Centre .....	021 - 696 2028
Nicro Small Business Centre .....	021 - 397 6063
South Cape Business Centre .....	044 - 873 3431
South Cape Skills Centre .....	044 - 880 2067
Stellenbosch Business Hive .....	021 - 883 8344
Zenzele Enterprises .....	021 - 361 1840
Just Exchange .....	021 - 448 6672
Mag Training Centre .....	023 - 614 1175
West Coast Business Development Centre .....	022 - 714 1731
<b>Other</b>	
Western Cape Business Opportunity Forum (WECBOF) .....	021 - 951 6852
University of the Western Cape Enterprise Development Unit .....	021 - 959 2244



**REGISTRATION**

**REGISTRATION WITH THE DISTRICT COUNCIL**

<b>Institution</b>	<b>Telephone Number</b>
Cape Metropolitan Council .....	021 - 487 2911
Breede River District Council .....	021 - 347 6411
Klein Karoo District Council .....	044 - 272 2241
Overberg District Council .....	028 - 425 1157
Central Karoo District Council .....	020 - 15 1150
West Coast District Council .....	022 - 433 2380
Garden Route District Council .....	044 - 874 4040
Winelands District Council .....	021 - 887 2900

**REGISTRATION WITH THE DEPARTMENT OF LABOUR**

<b>Institution</b>	<b>Telephone Number</b>
Department of Labour .....	021 - 460 5911

**REGISTRATION WITH THE LOCAL AUTHORITY**

**TRADE NAMES**

<b>Institution</b>	<b>Telephone Number</b>
Registrar of Copyright Designs, Patents and Trademarks .....	012 - 310 9791



**SOURCES OF FINANCE**

The availability of finance to develop and promote your business is important. The institutions and organisations listed below have increased their financial commitment to Small Business Development. Retail Financial Intermediaries (RFIs) specialise in providing small loans from R1000,00 to R50 000,00.

**Table 2: Sources of Finance**

<b>Small Business Units at Banks</b>	<b>Telephone Number</b>
ABSA New Enterprise Banking Unit .....	021 - 914 2550
FBC Fidelity Bank .....	021 - 552 2122
Mercantile Bank of Lisbon .....	021 - 419 9402
NBS .....	086 - 03 3311
Nedbank NED Enterprise Unit .....	021 - 683 8410
Standard Bank .....	021 - 401 2511

**Retail Financial Intermediaries Accredited by Khula**

Business Finance .....	021 - 683 7656
IBTT .....	021 - 361 6222
Start Up Fund .....	021 - 975 1745
Masinedane Community Services .....	021 - 854 6303
Triple Trust .....	021 - 689 6000
Stellenbosch Business and Learning Centre .....	021 - 883 8344
Get Ahead .....	021 - 31 0621
South Cape Educational Trust .....	044 - 873 3433
South Cross Development Trust .....	021 - 683 7100
Landelike Ontwikkelingsmaatskappy (LANOK) .....	021 - 863 5000
Nations Trust .....	021 - 424 5853

**Other**

IDC .....	011 - 269 3000
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## TOURISM RELATED INSTITUTIONS

The institutions and associations listed below may be able to provide you with additional insight into the specific business you are embarking on:

**Table 3: Tourism Related Institutions**

Institution	Telephone number
South African Tourism Services Association (SATSA)	011 - 883 9103
Federated Hospitality Association of South Africa (FEDHASA)	011 - 886 2394
Western Cape Tourism Board (WCTB)	021 - 914 4613
Tourism South Africa (SATOUR)	011 - 778 8000
Department of Economic Affairs, Agriculture and Tourism	021 - 483 4165
National Department of Environmental Affairs and Tourism (DEAT)	012 - 310 3716
Bed and Breakfast Association of South Africa (BABASA)	012 - 344 0594
Guest House Association of South Africa (GHASA)	021 - 762 0880
Association For South African Travel Agents (ASATA)	011 - 930 6444
Landelike Ontwikkelingmaatskappy (LANOK)	021 - 863 5000
Industrial Development Corporation (IDC)	011 - 269 3000
Craft Action Body	021 - 447 0489
Tour Operators Association of Cape Town (TOACT)	021 - 434 8401
Black Association of Travel Agents of South Africa (BATASA)	011 - 773 9040
Hospitality Industries Training Board (HITB)	021 - 595 1730
<b>Regional Tourism Organisations</b>	
Winelands	021 - 872 0686
Breede River	023 - 347 6411
Overberg	028 - 214 1466
Klein Karoo	044 - 279 2532
Central Karoo	023 - 414 3001
Garden Route	044 - 873 6314
	044 - 873 6355
Cape Metropolitan Tourism	021 - 487 2718
West Coast	022 - 433 2380
<b>Local Tourism Bureaux</b>	
Albertinia Tourism Bureau	028 - 735 1000
Amalienstein / Zoar Information Office	028 - 561 1000
Ashton Information Office	023 - 615 1100

Aurora Information Office .....	022 - 952 1703
Barrydale Information Office .....	028 - 572 1572
Beaufort West Information Office .....	023 - 1487
Bitterfontein Information Office .....	027 - 642 7017
Blaauwberg Tourism Bureau .....	021 - 557 8600
Bonnievale Information Office .....	023 - 616 2078
Caledon Tourism Bureau .....	028 - 212 1511
Calitzdorp Information Office .....	044 - 213 3312
Cape Town Tourism Bureau .....	021 - 426 4267/8
Ceres Information Office .....	023 - 36 1287
Citrusdal Information Office .....	022 - 921 3210
Clanwilliam Tourism Bureau .....	027 - 482 2024
Darling Tourism Bureau .....	022 - 492 3361
De Doorns Hex River Valley Information Office .....	023 - 356 2041
De Rust Information Office .....	044 - 241 2109
Doringbaai / Strandfontein .....	027 - 215 1321
Elandsbaai Tourism Bureau .....	022 - 972 1640
Dysseldorp Information Office .....	044 - 251 6201
Ebenhaezer Information Office .....	027 - 217 1616
Elim Information Office .....	028 - 482 1806
.....	028 - 482 1705
Franschhoek Valley Tourism .....	021 - 876 3603
Gansbaai Tourism Bureau .....	028 - 384 1439
Genadendal Information Office .....	028 - 251 8582
George Information Office .....	044 - 801 9296/8
Goedverwacht Tourism Bureau .....	022 - 912 4784
Graafwater / Leipoldtville Tourism Bureau .....	027 - 422 1108
.....	027 - 422 1661
Grabouw / Elgin Valley Information Office .....	021 - 859 9030
Greyton Tourism Bureau .....	028 - 254 9414
Groot Brakrivier Tourism Bureau .....	044 - 620 3338
Haarlem Information Office .....	044 - 763 1071
Hangklip / Kleinmond Information Office .....	028 - 271 5657
Heidelberg Information Office .....	028 - 722 1917
Helderberg Tourism Bureau .....	021 - 851 4022
Herbetsdale Tourism Bureau .....	044 - 651 1605
Hermanus Tourism Bureau .....	028 - 312 2629
Hopefield Tourism Bureau .....	022 - 723 0500
Klawer / Trawal Tourism Bureau .....	027 - 216 1367
Knysna Tourism Bureau .....	044 - 382 5510
Ladismith Information Office .....	028 - 551 1378



Laingsburg Information Office .....	023 - 551 1019
Lambertsbaai Tourism Bureau .....	027 - 432 2335
.....	027 - 432 1000
Langebaan Tourism Bureau .....	022 - 772 1515
Lutzville / Koekenaap Tourism Bureau .....	027 - 217 2825
Malmesbury Information Office .....	022 - 487 1133
.....	022 - 487 2996
McGregor Information Office .....	023 - 625 1738
Montagu Information Office .....	023 - 614 2471
Moorreesburg Tourism Bureau .....	022 - 433 1072
Mossel Bay Information Office .....	044 - 691 2202
Napier Information Office .....	028 - 423 3325
Oostenberg Tourism Bureau .....	021 - 988 1151
Oudshoorn Information Office .....	044 - 279 2532
Paarl Tourism Bureau .....	021 - 872 3829
Peninsula Tourism Bureau .....	021 - 788 6193
Piketberg Information Office .....	022 - 913 2063
Plettenberg Bay Information Office .....	044 - 533 4065
Pniel Information Office .....	021 - 885 1500
Porterville Tourism Bureau .....	022 - 931 2100
Prince Albert Information Office .....	023 - 541 1366
Redelinghuys Tourism Bureau .....	022 - 962 1650
Riversdale Information Office .....	028 - 713 2418
Riviersonderend .....	028 - 261 1511
Robertson Information Office .....	023 - 626 4437
Saldanha Tourism Bureau .....	022 - 714 2088
Sedgelyield Information Office .....	044 - 343 2658
Stanford Tourism Bureau .....	028 - 341 0340
Stellenbosch Information Office .....	021 - 883 3584
Stilbaai Tourism Bureau .....	028 - 754 2549
Suidpunt Information Office .....	028 - 424 2584
Suurbraak Information Office .....	028 - 522 1806
Swellendam Information Office .....	028 - 514 2770
Touws Rivier Information Office .....	023 - 358 1192
Tulbagh Information Office .....	023 - 230 1348
Tygerberg Tourism Bureau .....	021 - 970 3172
Uniondale Information Office .....	044 - 752 1266
Vanrhynsdorp Information Office .....	027 - 219 1552
Velddrif Information Office .....	022 - 783 1821
Villiersdorp Information Office .....	028 - 840 0169
Vredenburg Greater Information Office .....	022 - 715 114

Vredendal Tourism Bureau .....	027 - 213 3678
Wellington Tourism Bureau .....	021 - 873 4604
Wilderness Information Office .....	044 - 877 0045
Witsand Information Office .....	028 - 537 1011
Wolseley Information Office .....	023 - 231 1028
Worcester Information Office .....	023 - 347 1408
Wupperthal Information Office .....	027 - 482 3410
Yzerfontein Information Office .....	022 - 451 2366
.....	022 - 451 2211

Annexure VI

**INSTITUTIONS OFFERING TRAVEL AND TOURISM COURSES IN THE WESTERN CAPE**

**Table 4: Tourism Education and Training Institutions**

<b>Institution</b>	<b>Telephone Number</b>
Boston Business School .....	021 - 426 1450
Boston Computer School - Bellville .....	021 - 948 6761
Boston Computer School - Wynberg .....	021 - 797 3336
Cape College for Career Education .....	021 - 462 2053
Cape Technikon .....	021 - 460 3292
Cape Town Academy - Bellville .....	021 - 949 8324
Cape Town Academy - City Campus .....	021 - 419 6383
Damelin College - Cape Town .....	021 - 419 1818
Durbanville College .....	021 - 975 1038
IMD College - George .....	0441 - 73 3920
Intec College .....	021 - 426 0626
Montrose College .....	021 - 683 4170
Oudtshoorn Technical College .....	0443 - 22 2119
Robford College .....	021 - 674 3288
Sivuyile College .....	021 - 637 0606
Stellenbosch Technical College .....	021 - 887 3027
The Tourism Academy .....	021 - 422 2034
Tourism Spectrum .....	021 - 887 8153
Travel Agents Training .....	021 - 685 1321
Travel Training Institute .....	021 - 26 2293
Tygerberg College .....	021 - 58 1050
University of the Western Cape .....	021 - 959 2259
Varsity College - Cape Town .....	021 - 424 4462
Varsity College - Rondebosch .....	021 - 685 5021

Annexure VI

**MORE USEFUL ASSOCIATIONS TO CONTACT**

**TOURISM SIGNAGE**

Institution	Telephone Number
The Provincial Department of Transport	021 - 483 2137
South African National Roads Agency	021 - 425 1510
Cape Metropolitan Council: Directorate Transportation and Traffic	021 - 418 6830

**USEFUL ASSOCIATIONS IN ESTABLISHING AND OPERATING YOUR BUSINESS**

Institution	Telephone Number
SATSA	011 - 883 9103/4
SATOUR	011 - 778 8000
FEDHASA	011 - 886 2394
GHASA	021 - 762 0880
BABASA	012 - 344 0594

**TRADE ASSOCIATIONS IDENTIFIED BY SATOUR (see Annexure D for full names)**

Institution	Telephone Numbers
SATSA	011 - 883 9103
ASATA	011 - 930 6444
TOACT	021 - 434 8401

**SUPPLIERS TO THE INDUSTRY**

Institution	Telephone Numbers
South African National Craft Council	011 - 728 3070
National Arts Council of South Africa	011 - 838 1383
Craft Action Body	021 - 447 0489
Zenzele Enterprises	021 - 36 1184

**SHUTTLE SERVICES SOURCES OF INFORMATION**

Institution	Telephone Numbers
The Provincial Department of Transport	021 - 483 2137
South African National Roads Agency	021 - 425 1510
Cape Metropolitan Council: Directorate Transportation and Traffic	021 - 418 6830
Local Road Transportation Branch	021 - 592 4713

**EVENT AND CONVENTION MANAGEMENT**

Institution	Telephone Numbers
SAACI	031 - 764 6977
Cape Technikon Tourism Division - Debbie Smal	021 - 460 3911

ACCREDITED TOURIST GUIDE TRAINING INSTITUTIONS FOR THE WESTERN CAPE PROVINCE

ORGANISATION	CONTACT PERSON	TELEPHONE	FACSIMILE	COURSE
Tourist Guide Institute	Andre de Waal	021 - 948 3441	021 - 948 3443	Cape Town, Garden Route and Little Karoo, Namaqualand, Eastern Cape, Western Cape, Northern Cape, Wine Course
Superior Tourist Guide Training	Kirsty Kotze	021 - 531 3395	021 - 531 1572	Cape Town, Western Cape
Durbanville College	Ellen Smit	021 - 975 1038	021 - 96 1721	Cape Town, Western Cape
Livingstone Tourism Academy	Wally Brandt	021 - 96 3971	021 - 975 2425	Cape Town, Western Cape, Eastern Cape
Alive! PTL	Jolene du Plessis	083 212 1125	083 8212 1125	Community guides
Outeniqualand Tourist Guide Training	Keith Burton	044 - 577 834	044 - 577 834	Garden Route and Little Karoo
Serapms	Hildegard Serapins	021 - 797 8836	021 - 797 8836	Cape Town
Cape Technikon	Centre for Continued Education	021 - 466 3079	021 - 461 3709	Cape Town
Robford College	Rob Hicks	021 - 686 7652	021 - 686 7652	Cape Town, Western Cape
Cape College	Salch Booley	021 - 462 2053	021 - 461 1608	Cape Town
Imbizo Tourism	Michelle Gavron	021 - 531 6803	021 - 531 6803	Western Cape

