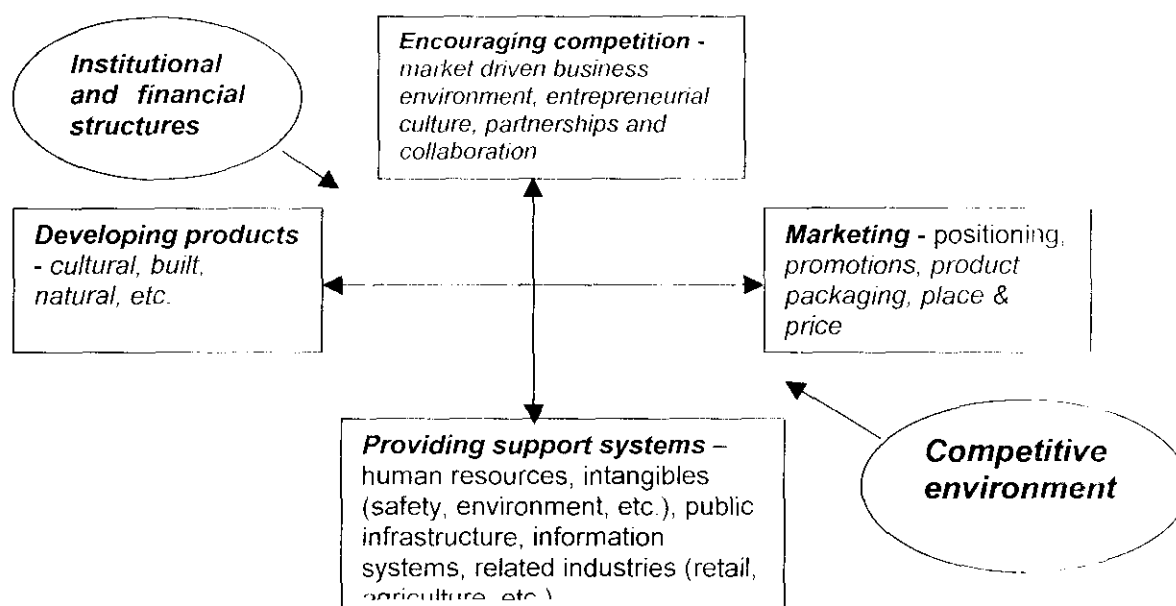


The competitive environment



The following trends will influence the competitive positioning of the Western Cape.

- **Economic and competitor trends**

- The global economy is recovering from a recession phase and the available *discretionary consumer spending is limited*. The implications are that developing destinations such as South Africa will have to *aggressively compete* for a growing share of the global and domestic tourism market.
- Given the *slowdown in the Asian economies, competitors* such as Australia and South East Asian countries who have traditionally focused on the Asian markets will *increasingly target South Africa's primary markets in Europe and the USA*.
- *Aggressive marketing strategies* are being followed by *competitor destinations* which are faced by economic difficulty, fuelled by their favourable currencies and the need to

improve their trade balances. These include Egypt, Pacific Islands, South East Asian countries, etc.

- While inter-provincial competition in the South African domestic market will further increase, international competitors in sub-Saharan Africa, South East Asia, South America and Europe are becoming increasingly attractive alternatives for the top end of the South African market.

- **Technological**

- The fast rate at which electronic communication is developing through the World Wide Web, satellite systems, cellular telephones, etc. is having a very substantial effect on the nature of the tourism distribution network. There is no doubt that the ability of our tourism industry to capitalise on these developments will become a key factor in determining South Africa's global competitiveness.
- As global aviation alliances are consolidated and aviation technology constantly improves long haul flights will become increasingly affordable. A liberal airspace policy and direct flight options will be essential to encourage competition and ensure maximum consumer benefits.

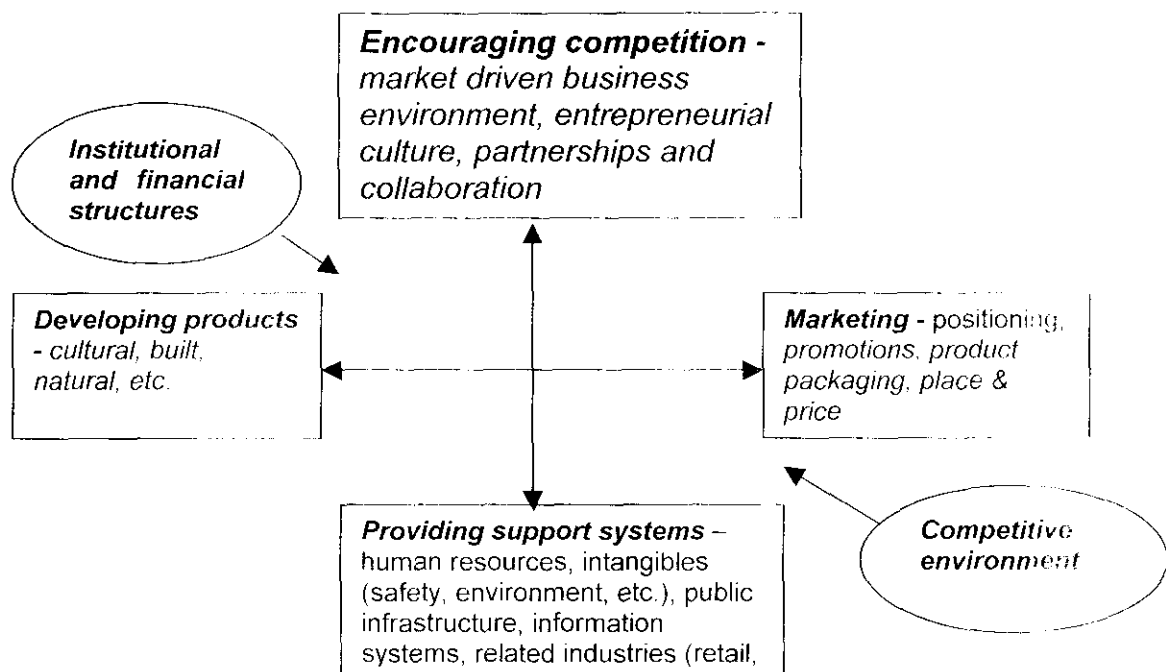
- **Political**

- South Africa's role as a leader in Africa is expected to further expand. Consumers in source markets such as the USA and Europe are constantly exposed to conflicts in central Africa and research indicates that South Africa is often (mistakenly) perceived by the average resident of source countries to be directly affected by such conflicts.
- The positive publicity opportunities following the political miracle of 1994 are decreasing and an aggressive marketing effort will be essential to compensate for this change.

- **Social**

- Tourism is increasingly being recognised by the Government, Labour and the private sector at large as a major economic contributor. However, awareness among the population at large is still limited and tourism has been slow in gaining acceptance and support of the majority of South Africans.
- There is an increasing global awareness, in particular in the Northern Hemisphere source markets, of the need for environmentally and socially responsible tourism practice.
- The new generation of tourists are mature travellers and are seeking an intensive experience (exploring culture, nature, lifestyles, entertainment, etc.) rather than the somewhat superficial traditional itineraries.

Encouraging competition and rivalry



As indicated in a previous section tourism should be market driven. To achieve this competition should be encouraged within the industry, while addressing areas where the market has failed or has not been effective. The following strategic guidelines are aimed at achieving a competitive, but responsible tourism environment:

Strategy 1: Keep the industry market driven and deregulated as far as possible

Tourism is a highly competitive industry and thrives on free market principles. The industry should be deregulated where possible and free commercial activity should be encouraged

- Commercial pricing should be guided by *market conditions* and government should not interfere in product pricing.

- **Regulation should be limited** as far as possible and proposed regulatory mechanisms should be thoroughly investigated and assessed. These should be aimed at protecting tourists from unacceptable business practices and poor services standards.
- The growth in tourism could lead to price increases in entry fees to public recreation areas and attractions, thereby depriving locals of affordable access to such resources. **Discounted entrance fees** during periods outside of the peak international tourist season should be strongly encouraged.
- Every effort should be made to convince the national civil aviation authorities of a flexible aviation policy that allows for **more direct flights** to the Western Cape and establishing a **competitive aviation environment**. For Western Cape tourism to grow it is vital that adequate flight capacity exists to carry tourists to the area, that tourists are provided the opportunity to fly directly to Cape Town from international destinations and that competition among airlines is encouraged.

Given the integrated nature of the tourism industry, Western Cape Tourism will only succeed if the private industry, public sector and community work in true partnership.

Strategy 2: Establish public-private partnerships and collaboration

- Western Cape Tourism should invite **private sector** associations to **participate in its various project working groups** and should consult the private sector when devising programmes and campaigns.
- Wherever possible provincial **marketing campaigns** and initiatives should **provide opportunities for private product participation**.
- **Private sector bodies** should **involve the appropriate government agencies** when deliberating on tourism policies and planning ahead.
- The provincial **tourism authorities should regularly meet with the organised components of the broader business community** to discuss strategic matters. Such meetings should include representation of key business leaders, relevant business associations, governmental tourism agencies and non-governmental organisations and should serve as a platform for raising and debating key tourism policy and strategy issues.

One of the most important advantages of the tourism industry is its capability of accommodating Small Medium and Micro Enterprises (SMME's). The past 5 years have seen a

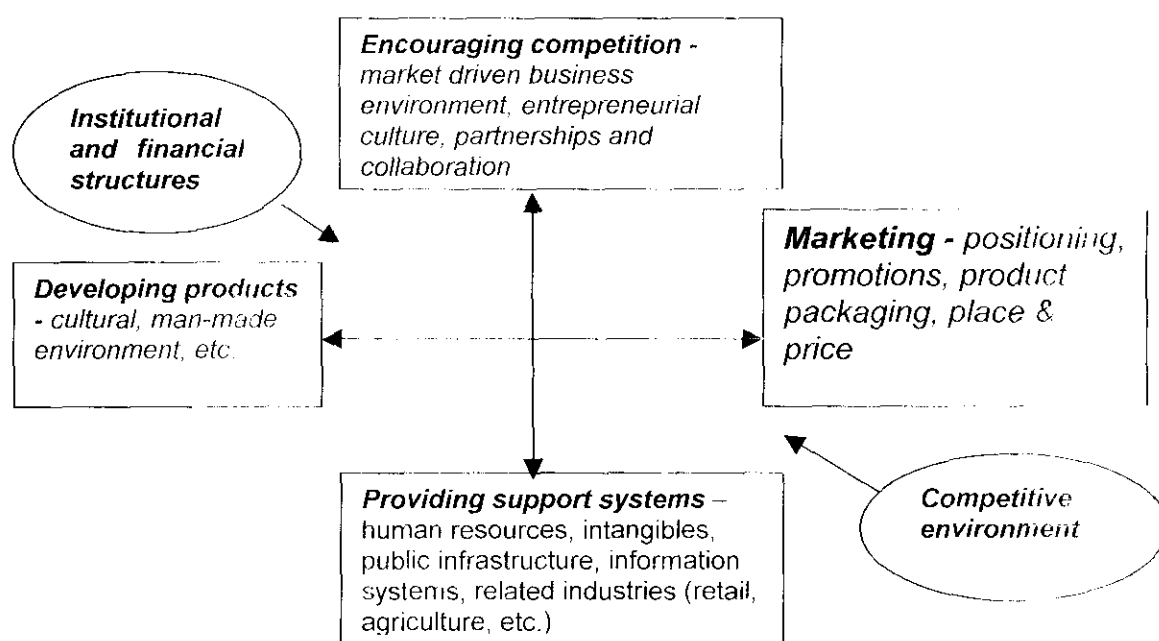
huge growth in new tourism enterprises such as small accommodation establishments, tour operators, tourist service providers, etc. It is important that the spirit of entrepreneurship be encouraged and stimulated.

As indicated in an earlier section it is clear that the tourism industry has been skewed by past policies in favour of white owned businesses. Special measures should be instituted to remedy the situation.

Strategy 3: Promote entrepreneurship, with a special emphasis on marginalised and disadvantaged entrepreneurs and communities

- *SMMEs require special attention and assistance* to enter the industry.
- A *tourism entrepreneurship programme* should be established at provincial level. Such programme should provide *information, training, advice and financing* channels to new tourism enterprises and should work closely with the many existing business development organisations, local tourism organisations and other initiatives that already exist in the province.
- Tourism programmes and campaigns should provide *special opportunities and conditions for participation of disadvantaged entrepreneurs and communities* (see product development strategies).
- Special *marketing assistance programmes* should be established to facilitate access to the marketplace for disadvantaged entrepreneurs (see marketing strategies).

Marketing



Approach and principles

While the Western Cape and its regions provide experiences that should be clearly differentiated from those offered the rest of South Africa and the world, consumer decision-making processes and economies of scale should be considered when devising and implementing the marketing strategy. The following are recommendations in this regard.

Strategy 4: *Focus on the lucrative end of the international market and provide affordable travel opportunities for domestic tourists*

- Given the vision of a high quality tourism destination that offers environmental integrity and a special tourism experience, the *emphasis should be on attracting the lucrative end of the international tourism market*. The province should differentiate itself from other international destinations by emphasising its unique, high quality travel opportunities. *Value for money*, rather than a price-based strategy should underpin the international marketing thrust.

- This implies that, generally, the *international marketing strategy should be aimed at the discerning section of the market*, in search of a tailor-made packages of high quality travel opportunities, rather than the mass international tourism market.
- *Affordable tourism resorts and camping areas* capable of accommodating large numbers of domestic tourists at affordable rates are *essential to capture and grow the domestic market*. These facilities should include a strong entertainment component (playgrounds, indoor entertainment (take-away restaurants, zoos, etc.), good public amenities (life guards, taxi ranks, ablution facilities, etc.) and provide information on the environment of the area. Such markets should be developed with care and their impact on the environment and tourism image of the province should be monitored.

Strategy 5: Compliment the national (Satour) marketing programmes in targeting the international market and compete provincially for the domestic market

- It is acknowledged that the majority of *international leisure travellers* are faced by a large number of destination *choices*. *International visitors should first be enticed to come to destination South Africa*, whereafter they should be guided by provincial initiatives to spend the largest share of their holiday in the province.
- In view of the above the Western Cape should position itself as part of the South African “stable” and *where possible should only venture* into the *international* marketplace, if it is done *with/in support of or in conjunction with Satour*.
- In supporting Satour’s initiatives the provincial *emphasis should be on creative packaging* of travel opportunities in order to increase the length of stay and expenditure of international visitors in the Western Cape, once they have decided to come to South Africa.
- *Regional and local tourism agencies should not venture into the international market* to conduct generic marketing of their areas. Their products and experiences should be *packaged as part of provincial marketing initiatives in support of Satour marketing campaigns*.
- The Western Cape should *compete vigorously* with other destinations for the largest possible share of the South African *domestic market*.

Strategy 6: Initiate collective marketing opportunities to combine the efforts of the private sector, regional and local tourism organisations

- Every effort should be made to *devise provincial collective marketing opportunities* that allow for the participation of regional and local tourism organisations, in order to impact substantially in the marketplace and optimise resources and funds. *Joint planning* of the marketing initiatives should be encouraged and duplication should be avoided at all cost.
- Generic marketing initiatives should facilitate *opportunities for private entrepreneurs to sell their products under the “umbrella” of the generic marketing programme.*
- This means that Western Cape Tourism should provide a *“menu” of tactical marketing opportunities for private businesses* when planning and executing generic marketing initiatives. These could include attendance of exhibitions, participation in journalist and media programmes, marketing publications, electronic “tools”, industry workshops, advertising campaigns, etc.

Competitive positioning, branding and imagery

Given the analysis of strengths and opportunities and considering the advantages of the Western Cape relative to its competitors, the competitive positioning should be based on the following concepts:

- *The foundation/root of the African continent – “Gateway to Africa”*
- *An area that has always played a central role in South African history;*
- *Natural and scenic beauty par excellence (mountains, oceans, botanical gardens, wine farms, caves, forests) and a cultural diversity that reflects the unique South African history and provides a multitude of culinary, music and religious experiences;*
- *Ultimate relaxation and entertainment – vibrancy, warmth;*
- *Outdoor activity paradise;*
- *Clean, healthy and hospitable;*
- *High quality services and infrastructure that work smoothly;*

Given these factors the following positioning statement is proposed, based on the *phrase coined by Sir Francis Drake*:

Explore Africa's fairest Cape

It is vitally important that the Western Cape be branded by means of a strong, single image

In view of internationally known products and images such as "Cape Fruit" and "Cape Wine" it is proposed that the "Cape", rather than the "Western Cape" be used as a marketing brand name for provincial tourism. In accordance with this approach the marketing identity of the Western Cape Tourism Board should be changed to Cape Tourism.

The following logo has been adopted by Western Cape Tourism as the tourism brand image of the province. Should the marketing identity "Cape Tourism" be accepted, the logo will be changed accordingly:



By using a variety of colours in combination with the national icon, Table Mountain, the logo depicts the diverse charm and beauty of the province. The area offers physical, geographic and cultural diversity. The warmth and light of the sun are symbols of hospitality, leisure opportunities and an open and welcoming society. The waving colours at the bottom of the logo depict the diversity offered by the various regions of the province.

Table Mountain also embodies a "sense of place" for the various cultural groups represented in the Western Cape and serves a symbol of the cultural diversity of the people of Africa.

Strategy 7: Promote a single provincial brand – Western Cape “incorporated” within the national branding.

- With regard to international positioning the *Western Cape should link to the South African branding*, i.e. the province should not be isolated from the national brand but should be clearly positioned as the preferred destination within the South African “stable”.
- *The various regional and local tourism agencies in the province should promote the provincial brand.* Where agencies have developed their own corporate brands, these should be used in conjunction with the provincial branding.
- *Stakeholders not directly involved in tourism who promote the province or generic products of the province*, such as inward investment programmes, wine, fruit, fishing, banking and others *should be encouraged to promote the provincial brand image*, which should appear in conjunction with their own corporate images on merchandise, promotional material, etc.
- The provincial brand and imagery should *reflect the unique contribution of the Western Cape to the heritage and cultural diversity of South Africa*. The historical development and influences of all cultures should be reflected in the way the province is projected.
- *Cape Town is a well-known brand name* and should be strongly positioned as a magnet and *gateway* within the provincial branding. Tourism agencies in the greater Cape Town area should use a single destination name, namely “Cape Town”.

Target markets – the 5 “E’s”

The generic branding of the province should be underpinned by targeted marketing efforts. These should be based on effective segmentation of the marketplace to ensure the optimisation of our comparative advantages and the most effective application of resources. The segmentation approach adopted should be market driven and should focus on consumer preferences that could be linked to the products and attractions on offer in the province.

Since consumers are primarily in search of experiences, whether these are leisure, business or family related, preferred experiences are applied as a point of departure for segmentation.

The following segments are proposed (*see detailed segmentation in Annexure A*):

➤ **Experiencers**

Want an introductory overview and fairly superficial experience of the destination and its main attractions within a limited time period. These include the *Iconeers, Sightseers, Socialisers, Ecotourists*, and *VFR's*.

➤ **Explorers**

Want to have an intensive experience, travel to lesser-known areas, risk more, “rough it up”, getting “behind the scenes”. Sub-segments include *Backpackers, Trailers, Adventurers, Heritage Hunters* and *Special interest niches*.

➤ **Entertainers**

Want to relax in a limited action, entertaining environment. Sub-segments are *Sun & surfers, Shoppers, Food & winners, Music & theatre fans, Romantics, Night lifers/ravers*.

➤ **Engagers**

Primary reason for visit is to meet a particular party(s) to build relationships, exchange common ideas and conduct business – could also engage in various other activities. They include *Business travellers, Officials, Politicians and Academics*.

➤ **Eventers**

Visit area to partake in an organised event. These include *Sportslovers, Culturelovers Festival goers, Conventioneers, Incentives*.

While all of these segments are of value to the province it is evident from the preceding analysis that, based on our strengths and opportunities the following **key target markets** should be pursued:

Strategy 8: *Aggressively target the established “experiencer” and “entertainer” market segments and develop the new “explorer” and “eventer” segments*

- The “**experiencer**” and “**entertainer**” segments deliver the bulk of tourist numbers to the province. They should *be nurtured and aggressively targeted* as the established “cash cows” of the

international and domestic markets respectively. Every effort should be made to further develop the existing attractiveness of the Western Cape in respect of these segments. Since the products that appeal to them are well-established in the marketplace, constant efforts should be made to develop new attractions and to improve existing attractions.

- The “*explorers*” and “*eventers*” should be targeted as the most important *new growth* segments. A concerted effort should be made to aggressively promote the existing attractions and to develop the many latent opportunities. Such promotion will require improved identification, development, packaging and exposure of products, which appeal to these segments.
- Concerning *international, domestic and intra-regional* markets, the following segments should be targeted:

MARKET	PRIORITIES ESTABLISHED MARKETS		PRIORITIES NEW GROWTH MARKETS	
	Experiencer	Entertainer	Explorer	Eventer
International <u>Priority focus areas:</u> <ul style="list-style-type: none"> ▪ UK ▪ Germany ▪ Benelux ▪ USA ▪ France ▪ SE Asia <u>Emerging focus areas</u> <ul style="list-style-type: none"> ▪ South America ▪ Asia (China, Japan) ▪ Rest Europe (Spain, Italy) ▪ Scandinavia ▪ Australasia 	<ul style="list-style-type: none"> ➤ Iconceers ➤ Sightseers ➤ Ecotourists 	<ul style="list-style-type: none"> ➤ Food & Winers ➤ Shoppers ➤ Sun & Surfers 	<ul style="list-style-type: none"> ➤ Backpackers ➤ Heritage hunters ➤ Specialists 	<ul style="list-style-type: none"> ➤ Sportslovers ➤ Conventioneers ➤ Incentives
Domestic <u>Priority focus areas:</u> <ul style="list-style-type: none"> ▪ Gauteng ▪ Free State ▪ Kwazulu Natal ▪ Eastern Cape <u>Emerging focus areas</u> <ul style="list-style-type: none"> ▪ North West, ▪ Mpumalanga, ▪ Northern Province ▪ Northern Cape 	<ul style="list-style-type: none"> ➤ Sightseers ➤ Ecotourists 	<ul style="list-style-type: none"> ➤ Sun & Surfers ➤ Food & Winers ➤ Music & theatre ➤ Night lifers ➤ Romantics 	<ul style="list-style-type: none"> ➤ Trailers ➤ Adventurers ➤ Specialists 	<ul style="list-style-type: none"> ➤ Sportslovers ➤ Culture lovers ➤ Festival goers ➤ Conventioneers
Intra-region	<ul style="list-style-type: none"> ➤ Sightseers ➤ VFR 	<ul style="list-style-type: none"> ➤ Music & theatre ➤ Shoppers ➤ Night lifers 	<ul style="list-style-type: none"> ➤ Trailers ➤ Adventurers 	<ul style="list-style-type: none"> ➤ Sportslovers ➤ Culture seekers ➤ Festival goers

The market above-mentioned segmentation acknowledges that tourists plan their visits according to experiences sought, rather than bureaucratic areas as defined by local and regional authority boundaries. The products that comprise such experiences are often located across regional boundaries.

Strategy 9: *Package tourism themes and magnets in the form of suggested routes and itineraries in pursuit of target market segments*

- In generically positioning the province, the *magnets and themes offered in the various geographic regions* (e.g. the “Cape Metropole”, “Overberg”, “Breede River Valley”, etc.) should be *collectively promoted and packaged in an integrated manner*.
 - Destination *magnets* are location specific and could include tourist *attractions that are unique to a particular destination* such as events (sport, cultural, etc.), conferences, major cultural and environmental attractions, beach & resort areas and icons (Table Mountain, Cango Caves, V&A, Kirstenbosch, Robben Island, etc.).
 - Tourism *themes are cross-cutting* and could include general scenic beauty, food and wine tasting, arts & culture, adventure, eco-experiences (flowerwatching, whalewatching, star-gazing, birding, etc.), trailing (hiking, horseriding, 4x4, mountainbiking), backpacking, heritage experiences (mission stations and slave trade, etc) and a large variety of special interest activities.
- The tourism *magnets and themes should be packaged in the form of suggested travel routes and itineraries* of various lengths and duration. The routes could cross over boundaries and should highlight the key attractions associated with particular themes. This concept will facilitate the marketing of particular generic travel packages and will allow opportunities for regional integration and incorporation of private products.
- *Special generic marketing campaigns* should be launched to *establish awareness of new travel opportunities and/or rectify wrong perceptions/imbalance*s e.g. Winter season events and theme strategy to counteract down season; explorer campaign to highlight hinterland and community attractions, etc.

Marketing mix

The matrix contained in *Annexure B* provides a guideline with regard to the proposed marketing mix per market segment. It is acknowledged that circumstances differ among locations, target audiences, etc. and that these guidelines should not be rigidly applied.

Developing our resources

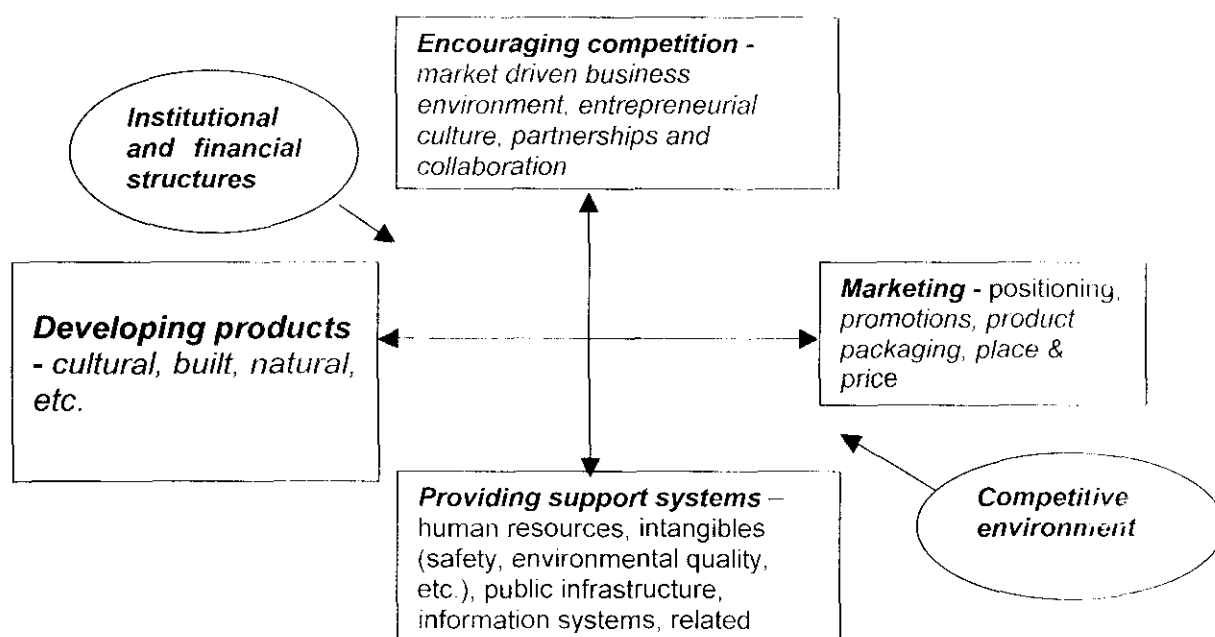
The concept of tourism development is often misconstrued and misdirected and very often addresses a limited component(s) of the overall spectrum of tourism resources. The following guidelines are central to the tourism development strategy:

- Tourism *development* is an integral ***part of the overall tourism value chain*** and is aimed at ***producing a total experience*** that is ***most appealing*** (of most value) to our target audiences, more so than those of our competitors.
- This implies that a ***market driven approach*** to tourism development should be followed, ***basing development*** programmes and initiatives ***on current and potential market trends and requirements***.
- The total *experience includes*:
 - ❖ appropriate tourism *products and services* that are of direct value to the tourist (attractions and commercial “plant”),
 - ❖ *relevant support systems* that are in support of the tourist products and services and are indirectly experienced by the tourist. These include:
 - *service quality levels* (human interfaces and operating standards)
 - *intangibles* such as safety, environmental integrity, general destination upkeep, etc.
 - tourism related *infrastructure* (public transportation, roads, utilities, road signs, access to information, etc.) and
 - tourism *information networks and systems* (information offices, electronic access, market intelligence, planning information, etc.)

Strategy 10: Formulate an integrated spatial tourism development framework

- Based on the market segments identified in the previous section, a provincial *spatial tourism development framework* should be formulated. The framework should serve as a *guide* (not a blueprint or masterplan) *for establishing tourism development priorities* and should map potential tourism development areas and routes.
- The framework should *identify tourism products* (attractions, investment opportunities, etc.) and *support systems* (service quality challenges, infrastructure priorities, intangible facets, information systems) to be addressed in the priority areas.

Product development



Market growth is dependent upon the maintenance and enhancement of tourism products. These could be divided into two categories, namely *attractions* (the primary motivators of a tourist visit) and *plant* (commercial facilities that support and enhance the experience).

Attractions

The *market priorities* identified in the previous section should be *complimented by a range of tourism attractions* that promote the strengths and opportunities of the Western Cape. These attractions should constantly be improved and expanded to ensure that the provincial product base remains attractive and sought after as the priority market segments grow.

The *Unique Selling Points* of the Western Cape are:

- The *physical environment* (unique combination and range scenic beauty, coastline, topography and vegetation)
- The *cultural diversity* (unique ethnic, religious, language and lifestyle diversity and heritage)
- The “*Spirit of the Cape*” (as embodied in the free lifestyle, culture of outdoor living, and relaxed atmosphere)

Strategy 11: Promote Unique Selling Propositions (USP's) and initiate special attraction development programmes to compliment these

- *Special attraction development programmes* should be established to pursue the development of tourism attractions relating to the USP's.
- The programmes should be aimed at both *constantly improving and maintaining the key magnets (icons)* of the province *and developing new attractions* in accordance with the requirements of the new growth markets.
- Such programmes should *involve the widest possible range* of related government departments, agencies, NGO's, CBO's and private sector organisations that have a stake in the proposed developments.

- The *following programmes* should be initiated:
 - A *heritage tourism* programme, including the identification and development of historical, cultural, and socio-political assets, arts, crafts; music and social interaction.
 - A *eco-tourism* programme, aimed at developing the many underexplored conservation areas and parks in the province.
 - An *adventure tourism* programme, including the development of a trails network (hiking, biking, 4x4, horseback) and other adventure tourism opportunities.
 - A *events tourism* programme, aimed at increasing the number and extent of sport and cultural events, conventions and meeting and the facilities required for this purpose.
- *Workgroups* consisting of relevant role players should be established to spearhead and implement the various programmes. Such workgroups should identify specific pilot projects within each programme and allocate a “champion” to spearhead these projects. The various regional and local tourism co-ordinators and relevant government departments should be involved where appropriate. The successes emanating from the pilots should be applied to similar circumstances elsewhere in the province.

Strategy 12: Improve the participation of local communities (particularly those marginalised) in tourism development programmes

- A *key objective/element* of such projects should be to *improve participation, ownership and entrepreneurship* in tourism *among local (particularly rural and disadvantaged) communities*, thereby *stimulating employment*.
- A structured and *planned process* should be followed to pro-actively *identify local assets* that could compliment the programmes identified above and to *facilitate the participation of marginalised communities* in developing these.
- *Appropriate financing and funding mechanisms, including the establishment of a provincial Tourism Development Fund* (refer to section on funding and financing) should be pursued to facilitate the development of new attractions in accordance with the above mentioned thrusts.

Commercial plant and services

While high quality tourism attractions are essential to ensure tourism growth to the province, visitors need to be offered a variety of commercial support services to facilitate their experience. “Plant” includes *all commercial “hardware” in support of the various attractions*. These include accommodation, rental vehicles, coaches, conference and events facilities, campsites, day-visitor facilities, restaurants, entertainment facilities, etc. In addition to plant, visitors require *commercial services* such as tour guiding, tour operating services, foreign exchange, reservation facilities and a multitude of other services (medical, personal care, etc.) to make their stay enjoyable.

The provision of such commercial opportunities offers a substantial source of Foreign Direct Investment to the province and facilitates job creation and economic growth. Investment in such facilities needs to be encouraged.

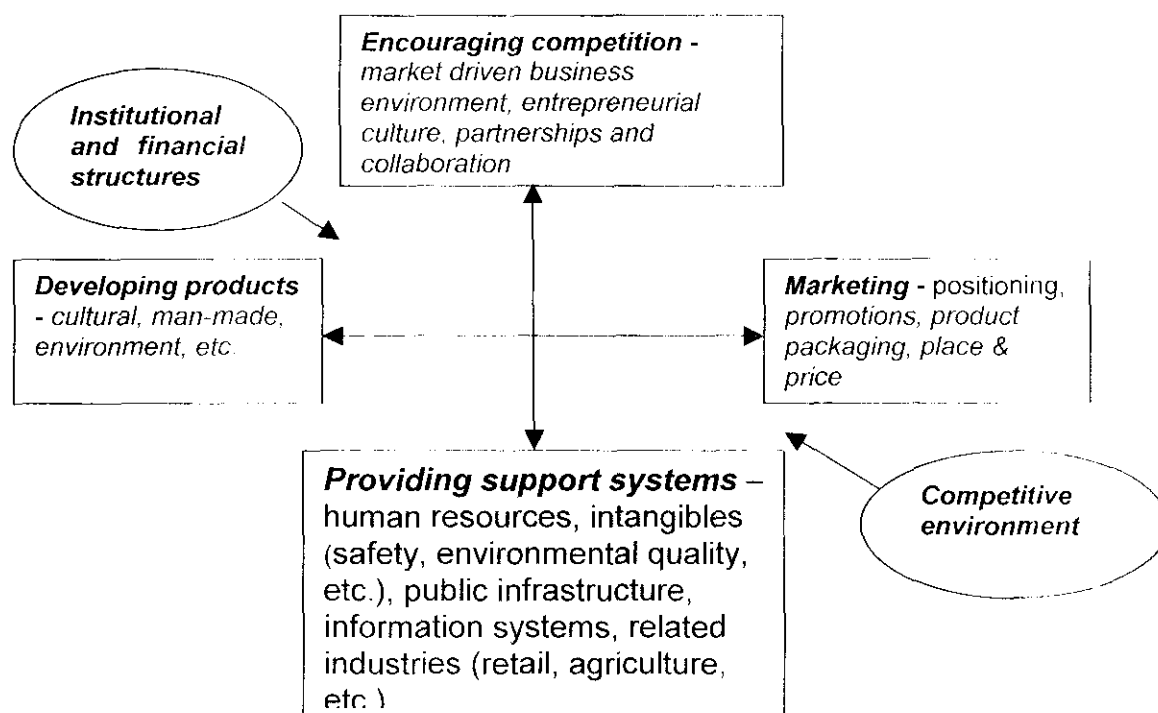
In accordance with the requirements of *priority market segments* (“experiencers”, “entertainers”, “explorers”, “eventers”) *priorities for plant expansion include*: world-class conference and exhibition facilities; eco-tourism facilities in and around conservation areas; high quality coastal tourist resorts; adventure tourism facilities (trails, backpacking lodges, etc.) and facilities/services to expose visitors to the cultural diversity and lifestyles of local people.

Strategy 13 Promote appropriate investment opportunities and establish incentives to stimulate investment in underdeveloped areas

- A *tourism investment promotion package* should be compiled to provide potential investors with the required information, comprising a *database* of tourism investment opportunities, relevant tourism *statistics* and appropriate *investment promotion material*. The investment promotion initiative should be led by Wesgro in association with tourism authorities.
- While commercial tourism expansion should be based on market feasibility, it should be acknowledged that *certain areas with tourism market potential* have *not yet developed as tourism zones*. Local and regional authorities should consider *special development incentives of limited duration to stimulate commercial development* in such areas.

- The *development of local tourism attractions* should *lead to* the establishment of *new tourism businesses* and *attractions development programmes* should *include* a *business development* component.

Tourism support systems



While tourism products are directly experienced and consumed by visitors these need to be complimented by a range of indirect systems and facets that are vital to facilitating an enjoyable and hassle-free experience. These support systems include *service quality levels* (human interfaces and operating standards), *intangibles* (safety, environmental integrity, general destination upkeep), tourism related *infrastructure* (public transportation, roads, utilities, road signs, etc.) and tourism *information networks and systems* (information offices, electronic access, market intelligence, planning information, etc.)

Service quality levels

Due to tourism consumers purchasing and utilising the tourism product at the source, they do not only experience a completed end product as in the case of manufactured, export goods. The quality of the tourist experience also includes elements related to service quality, such as the *quality of customer care (human interfaces), operating standards and a variety of*

“intangible” facets, e.g. visitor safety, environmental integrity and general cleanliness and upkeep of the destination.

Customer care and hospitality

As in the rest of South Africa the skills base and productivity levels in the Western Cape need to be improved in order to be globally competitive. Since travel and tourism is all about relaxation and access to special experiences, personal service levels and customer care comprise important parts of the tourist value equation. This requires a culture and tradition of good service, appropriate language and communication skills and a good understanding of customer relations among those who come into contact with tourists.

In addition, core hospitality skills such as cleaning, waitering, cooking, reception services, etc. are prerequisites for most tourism jobs and the expansion of appropriate skills in these areas is fundamental to job creation in tourism.

Strategy 14: Launch provincial tourism awareness, education and customer service programmes

- A large-scale provincial *customer care programme* should be launched. Such programme should include a basic exposition of the nature and importance of tourism as well as the basic rules of customer treatment. It should be offered to all front-line staff who interface with tourists. The course should be promoted to *staff of tourism enterprises and all businesses that render a service to tourists* along the tourism value chain such as emigration officers, information staff, drivers/operators of public transportation, banks, petrol attendants, police, retail salespeople in tourist areas, and various others.
- The citizens of the Western Cape, in particular the youth as the future custodians of the industry need to be made aware of the value (economic and employment generation) of tourism. *A tourism awareness programme* should be established to communicate the tourism message *in schools and relevant institutions*. The responsibilities of the general public to ensure the safety of visitors, protect the environment, not litter, act hospitably, etc. should be emphasised.

- The current national pilot programme of including *tourism in the senior schools* curriculum should be *expanded* in the province and efforts should be made to create an *awareness of tourism among primary school pupils*.
- Fair *fluency in English* is a minimum requirement for those who deal with tourists and special efforts should be made to ensure that front-line staff of tourism and related service companies are able to speak and understand English. A basic understanding and ability to speak other languages such as German, French and Spanish should also be encouraged.
- The tourism industry should co-operate closely with health authorities to ensure that tourism is included in *HIV/Aids awareness programmes* and that adequate tourist information is produced to inform tourists about the status and threat of Aids.

Strategy 15: Establish tourism skills development programmes

- A consolidated tourism *skills development programme* should be established that includes the various training institutions in the province such as Technicons, Universities and Private Colleges. It should be aimed at creating a highly skilled tourism workforce and monitoring service levels and should link up with the planned national training institute (SATI) and the Sectoral Education and Training Authority for tourism (SETA).
- Since tourist guides are often the most direct source of information to tourists, it is vital that they are professionally trained and that they perform according to a clear and measurable code of conduct. A provincial *tourist guide development programme* should be established *to train and register tour guides in accordance with the national tour guide regulations* and to *facilitate access to the industry* for previously *disadvantaged tour guides*.

Operating standards

Since tourists travel infrequently to tourist areas, they are not in a position to apply consumer pressure to establishments and enterprises that do not perform according to expectations. Appropriate regulatory measures need to be instituted to guard consumers against unacceptable service standards and misleading advertising.

Strategy 16: *Legislate a compulsory registration system and acknowledge credible voluntary grading systems*

- A ***compulsory registration system*** should be legislated according to which all tourism businesses need to adhere to basic entry standards pertaining to health, hygiene, safety and truthful advertising before qualifying for registration with the provincial tourism authority. Only registered business should be allowed to operate and to display the provincial tourism insignia.
- Provincial promotion campaigns and materials should ***acknowledge*** the service standards of businesses that belong to ***credible voluntary grading systems***.

Intangible resources

While tourism attractions, commercial products and service levels are directly measurable components of the tourist experience, certain facets of the overall experience are less tangible and directly measurable. However, these often have a very profound effect on the quality of the experience. ***Such intangible facets include visitor safety, environmental impact/integrity and general destination upkeep.***

Strategy 17: Acknowledge and treat tourism safety as a key priority

- The perceived and real threat of *criminality* against tourists should be *acknowledged as the most important short term threat* facing the South African and Western Cape tourism industries.
- *A tourism safety programme* should be initiated by provincial and local governments to safeguard tourist areas. Such programme could include the expansion of the *surveillance camera network, appropriate signage to indicate suggested tourist routes and a special force of tourist police* to patrol tourist areas.
- It would be most appropriate to identify *priority zones* for the application of the safety programme and to *commence the programme at a local ("precinct") level*. The programme should *combine and co-ordinate the efforts* of the SAPS, private security companies and citizens in order to develop successful working models that can be replicated in other areas.
- The current visible policing capacity could be supplemented by the *Community Patrol Officers system* and consideration should be given to *private property owners financing* such supplementary costs.
- A *public awareness programme* should be initiated to counteract negative perceptions about tourism safety and communicate a balanced state of affairs.
- Tourism authorities should *co-operate closely with existing safety and security forums* and organisations involved in safety and security initiatives, to ensure that tourist safety forms part of the core security strategy of the province.

Strategy 18: Actively encourage sustainable tourism practices and promote general destination upkeep and cleanliness

- In all tourism developments, the requirements of the *National Environmental Management legislation* should be adhered to.
- The tourism *industry should be continuously informed of global best practice* concerning environmental management and *responsible tourism development* and should be encouraged to pursue such practices.
- *Local tourism bureaux* should fulfil a *watchdog* role in monitoring the general *cleanliness and upkeep* of their destinations and to inform local authorities of required improvements.
- Initiatives should be launched *to enlist the support and assistance of the general population* in monitoring their environment and *keeping it free of pollution and grime*.

Infrastructure

No tourism market can be developed in the absence of appropriate infrastructure to ensure access to tourist attractions and accommodate the basic needs of visitors. Tourism related infrastructure includes a wide range of facilities ranging from access roads and public transportation to ablution facilities and waste bins.

Strategy 19: Assess tourism related infrastructure requirements and facilitate/lobby for the provision of such

- Based on the requirements of the target markets and as part of the spatial development framework, a *thorough evaluation* should be conducted *of tourism related infrastructure* in the province.
- *Such assessment should include* the identification of under-utilised public assets, access roads that need to be improved to facilitate tourist movement, gaps in public facilities such as ablution facilities, parking, etc., road signs and public transportation facilities.

- The identified infrastructure *gaps and requirements* should be *communicated and promoted* to all relevant authorities.

Information and communication

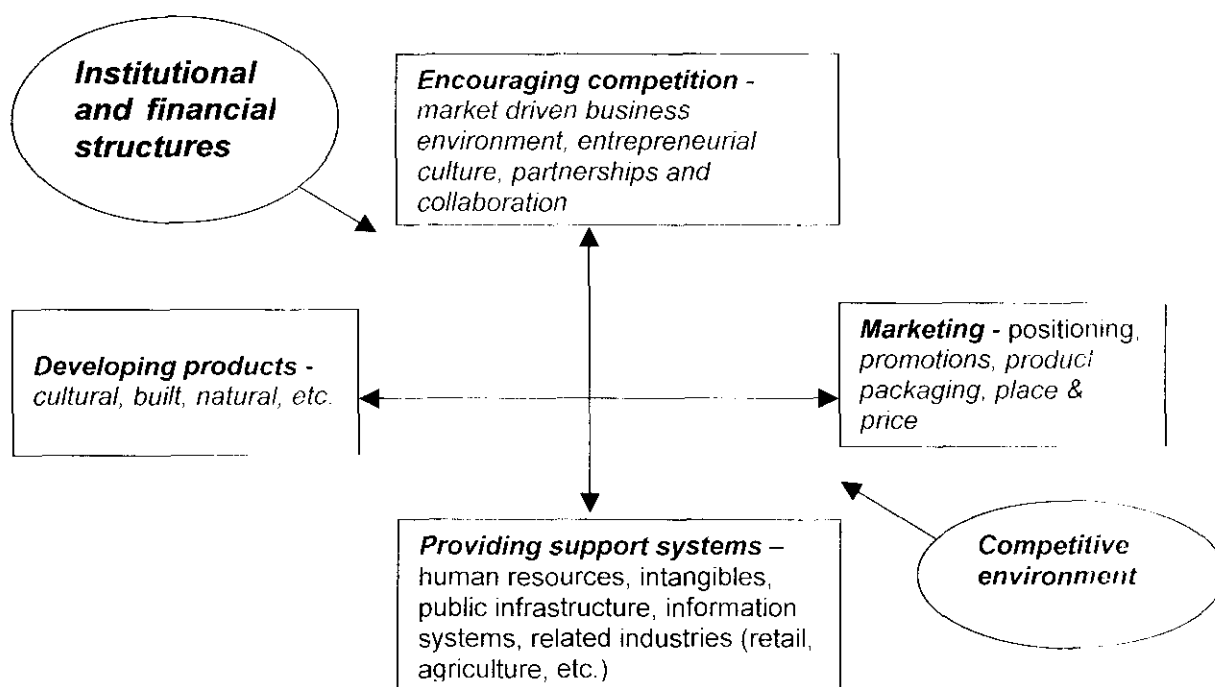
The “explorers” and “eventers” as new growth market segments are in search of tourism products that are generally not available in the traditional travel packages and itineraries. As has been indicated in previous sections these new themes and magnets need to be provided to tourists in the form of suggested routes and itineraries. Tourists should have easy access to such information in order to plan their journeys in advance and to find suitable information while travelling. This implies that information technology and networking will play an increasingly important role in travel planning. In addition, the tourism industry needs to remain in tune with global and local market trends and requirements.

Strategy 20: Develop a state-of-the-art, integrated provincial tourist information, road signage and tourism statistics system

- An ***integrated provincial tourism information system*** should be established. Such system should be managed by the provincial tourism authority and should, *inter alia*:
 - Be *linked to the national information system* that is operated by Satour;
 - *Include all relevant information* relating to tourism products and services, support systems, market trends and requirements, etc.;
 - Provide an *electronic information exchange network* between the local tourism bureaux and the provincial information database and system;
 - Be comprised of an appropriate, *multi-dimensional user access system*, including accredited tourist information offices, road signs, guides and maps, World Wide Web, GIS and other media.
- An emphasis should be placed on ensuring appropriate and ***user-friendly road signs***, as an integral part of the tourist information network. The following aspects should be attended to:
 - *Simplifying the current road signs manuals and specifications* in order to ensure applicability and ease of communication

- *Formalising application and approval procedures and communicating* these to all parties involved in road sign approvals.
 - Establishing *regional road signs committees* to facilitate and approve road signs, involving the regional road authorities, regional tourism offices and private sector.
 - Conducting a thorough *audit of the provincial road signs network* in order to identify flash points (problems and opportunities) and systematically addressing these.
- A verified and appropriate *database of tourism statistics* should be established in order to monitor market trends and performance
- *Mechanisms* should be devised to *measure the economic impact and performance of tourism*. These could include a provincial tourism satellite account, tourism performance barometer, etc.

Institutional and financing structures



The implementation of the proposed strategy requires substantial institutional support and financing.

Institutional arrangements

The current situation

The Constitution determines tourism as a Schedule 4, concurrent legislative competence, which means that national and provincial governments jointly have tourism power;

It implies that the provincial government has the power to structure and arrange tourism in the province, but that in doing so it should adhere to the principles of co-operative governance. Provincial legislation should therefore not be counterproductive, or jeopardise the national economic interest.

Local authorities do not have legislative and/or regulatory powers pertaining to tourism, but tourism is a local authority function. Local authorities are important contributors to tourism

success, in accordance with the community-driven tourism philosophy. Their efforts should be co-ordinated within the provincial tourism strategy.

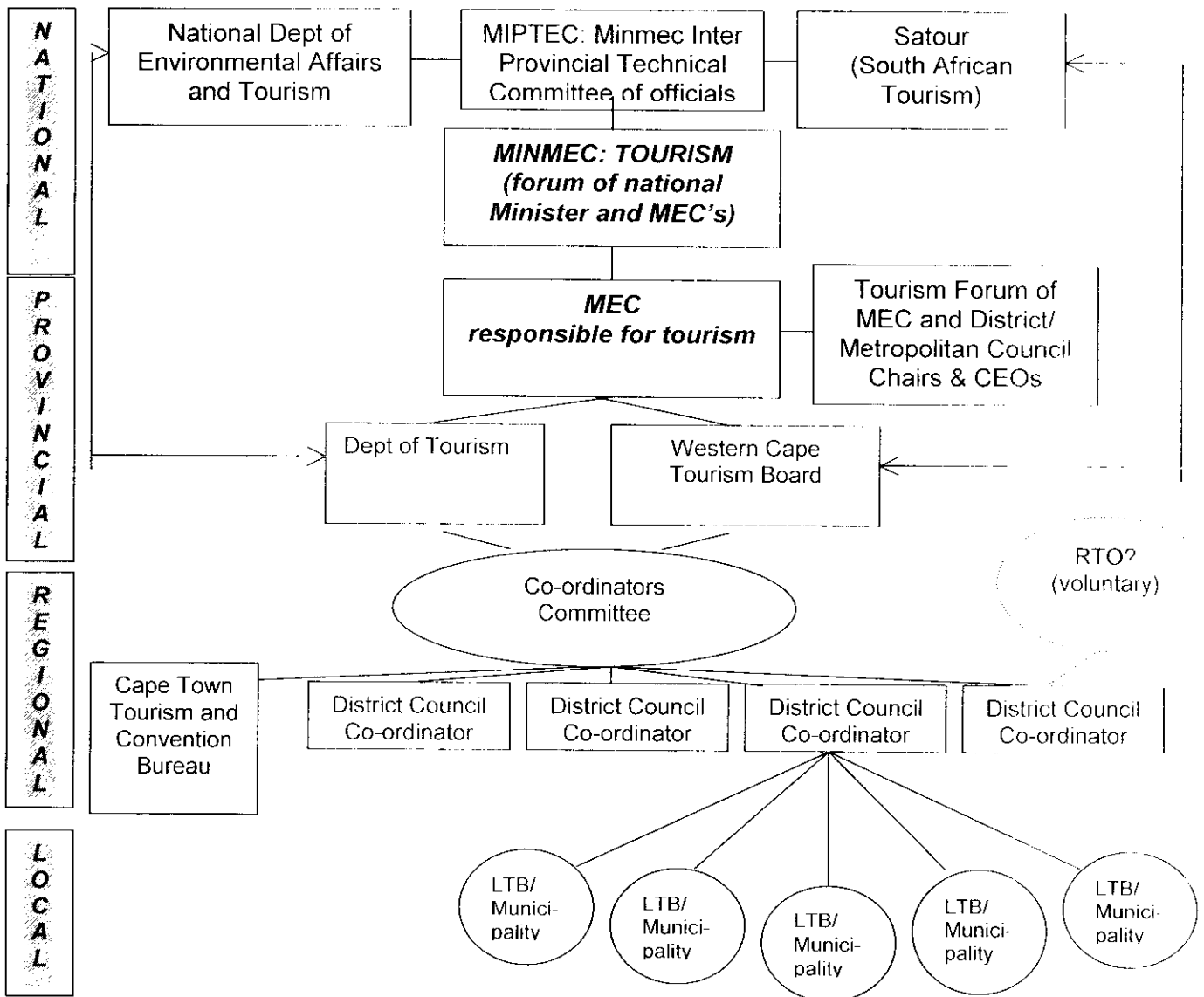
At provincial level the Western Cape Tourism Act (1997) provides the guideline according to which the local, regional and provincial tourism sectors in the province are structured. The Act stipulates the establishment of The Western Cape Tourism Board, eight Regional Tourism Organisations (RTO's) and Local Tourism Bureaux (LTB's) in each town.

The current institutional situation could be summarised as follows:

- In accordance with the Constitution, the current Western Cape Tourism Act (1997) provides for the establishment of a statutory provincial tourism agency and regional and local tourism organisations to conduct tourism marketing and development. While the notion of local involvement in tourism management is sound, the present legislation has a number of major shortcomings, including the following:
 - Too many tiers of government addressing the same key performance areas, resulting in duplication and fragmentation of resources;
 - Confusion among clients and target audiences concerning the essence of tourism marketing and development messages,
 - The full responsibility for tourism development being landed on Regional Tourism Organisations (RTO's) and Local Tourism Bureaux (LTB's), with these bodies not having the capacity and funding to fulfil such responsibility;
 - The responsibility for development and maintenance of infrastructure and public tourism attractions being removed from the local government line function to the RTO and LTB, rather than being integrated into the integrated local development plan.

The approach followed here is that "structure should follow strategy" and therefore the following suggested institutional structure is aimed at giving effect to the strategy.

Proposed public sector institutional structure for Western Cape tourism



Arrangements at National level:

- The *Minmec: Tourism* is a meeting of the national Minister of Environmental Affairs and Tourism and the provincial Ministers for Tourism that discusses and agrees on national tourism policy matters.
- The *Miptec: Tourism (Minmec Inter-provincial Technical Committee)* is a meeting of national and provincial tourism officials (heads of government tourism departments and CEO's of tourism

authorities) that co-ordinates provincial and national tourism affairs, in preparation and support of the Minister: Tourism.

- The national *Department of Environmental Affairs and Tourism* is responsible for national tourism policy, regulation and development.
- *South African Tourism (Satour)* is responsible for international marketing of South Africa and for information management, in consultation with provincial tourism organisations.

Proposed arrangements at provincial level

- Effective *co-ordination mechanisms* should be established between the provincial, regional and local tourism functions in order to ensure synergy of effort and resources. The various tourism tiers should complement one another, culminating in a strong and effective provincial tourism development effort.
- It is vital that tourism be acknowledged and managed as a priority at political level. To this end it is proposed that the provincial Minister responsible for Tourism in the province should establish a *Ministerial Tourism Forum* where he/she can meet with the Chairpersons of the District and Metropolitan Councils and voluntary Regional Tourism Associations on a bi-annual basis to discuss the tourism strategy for the province.
- The Ministerial Tourism Forum should be informed by a provincial *Co-ordinators Committee* comprising officials of the provincial tourism authorities and the District/Metropolitan tourism co-ordinators. It should meet regularly to discuss and agree on co-operative tourism programmes and strategies.
- The *Tourism Directorate in the Department* of Economic Affairs, Agriculture and Tourism and the *statutory tourism authority (Western Cape Tourism Board)*, should be responsible for *formulating and executing the tourism policy and strategy*. Their proposed roles and functions are as follows:

TOURISM BODY

GOVERNMENT

Western Cape Tourism Board

- Guide and lead the implementation of the provincial tourism policy and strategy.
- Co-operate with Satour in generically marketing the province internationally as a key part of the South African tourism product.
- Generic marketing of the province domestically.
- Work with regional co-ordinators and LTB's in packaging new themes, routes and experiences.
- Develop a provincial marketing "toolkit" that is representative of all products, areas and towns.
- Establish an integrated provincial tourism information system (including a network of accredited information offices) in conjunction with Regional co-ordinators, LTB's and private sector
- Initiate provincial initiatives to raise the awareness and understanding of tourism among the population at large.
- Manage and implement provincial tourism registration and accreditation systems in conjunction with LTB's.

Provincial Government

- Formulate, publish, legislate and monitor the provincial tourism policy and strategy.
- Provide funding for tourism promotion and development and monitor the application of such.
- Work with national safety and security departments and bodies to address tourism safety and security.
- Upkeep and development of provincial public tourist attractions (e.g. historical, cultural, environmental).
- Provide public infrastructure
- Provide public amenities such as parking, ablution, public transportation, etc. in support of the tourism industry.
- Conduct spatial planning in support of tourism and allocating land and infrastructure for tourism development.
- Establish a road sign plan and provide road signs
- Maintain the general safety, upkeep, cleanliness and beautification of the province.

Joint responsibilities

- Formulate a provincial tourism development framework and work with Regional Co-ordinators, LTB's, private sector and all other relevant bodies in developing new tourism products and attractions.
- Initiate basic training and education programmes to improve tourism knowledge and skills, within the framework set by the Sectoral Education and Training Authority (SETA) at national level.
- Establish a tourism business advisory network to encourage and stimulate entrepreneurship.
- Establish provincial programmes to facilitate the increased participation of previously disadvantaged communities and entrepreneurs in tourism.

Proposed arrangements at regional level

- The ***regional tourism function should be mainly a developmental one*** and there should be ***no obligation to establish Regional Tourism Organisations.***
- The tourism industry and Local Tourism Bureaux in an area may decide to form a ***voluntary regional tourism association***, but such body should operate independently of government statutes or finance.
- The ***regional authority (District Council) should establish a tourism co-ordinating function*** to attend to tourism matters in the regional area, as part of the mandate and core business of the regional authority. This co-ordinating function could be performed by District/Metropolitan Council employees only, or by such employees working in conjunction with a co-ordinating committee or board established and financed by the District/Metropolitan Council.

As the gateway to the province, the tourism body for the greater Cape Town area requires special attention and the following proposals pertain:

- A ***single Tourism and Convention Bureau*** should be established for the greater Cape Town metropolitan area.
- In addition to the functions of a tourism co-ordinator (similar functions to LTB), the Tourism and Convention Bureau should have a ***strong Events and Convention Management focus*** and should arrange and bid for major tourism meetings, events and conventions in the Cape Town metropolitan area and environs.
- ***Existing LTB's*** in the Cape Town Metropolitan Area should be amalgamated into the Bureau and ***could fulfil the role of information offices*** of the Cape Tourism and Convention Bureau, depending on their location.
- Until such time as the single metropolitan structure has been established, the Cape Metropolitan Council and municipalities within its jurisdiction should ***co-operate closely*** to ensure integrated tourism development.

TOURISM BODY	GOVERNMENT
<p><i>Regional Tourism Association</i></p> <ul style="list-style-type: none"> ➤ RTA should be a voluntary body that could be established by the private industry and/or local Tourism Bureaux in an area. ➤ Aimed at collectively packaging and marketing the products of a regional area in conjunction with Local Tourism Bureaux and District Council co-ordinators, in support of the provincial marketing strategy and information system. 	<p><i>District/Metropolitan Council co-ordinating function</i></p> <ul style="list-style-type: none"> ➤ Primary role developmental and co-ordination ➤ Conduct similar functions to the Local Municipality for areas within the jurisdiction of the District Council that do not have municipal status (see local authority functions above). ➤ Assist with the establishment and maintenance of Local Tourism Bureaux (at least information offices) in towns and settlements that are unable to establish such. ➤ Act as a co-ordinator of common actions among the various Local Tourism Bureaux within the jurisdiction of the region. ➤ Assist the provincial tourism authority and RTO (should it exist) to collectively package the products of the region, in support of the provincial marketing strategy. ➤ Produce regional marketing material to compliment provincial marketing efforts.

Arrangements at local level

Tourism-specific functions should be conducted by a **Local Tourism Bureau** that should:

- Be **established by the local authority (Town or District Council) and private businesses** in a local area, as a legal entity that is representative of these parties.
- Be **jointly funded** by the local authority and private industry members in the area, as well as from own revenue, including marketing commissions.
- Include a **meaningful number of persons who represent previously disadvantaged** constituencies.
- Be **accredited by the Western Cape Tourism Board** if it meets the requirements stipulated below.

The *local authority line function departments* should be responsible for all integrated development matters, including:

- The *development* of tourist attractions, the provision of public amenities and infrastructure in support of tourism and the general maintenance of the environment should be part of the development plan of the local authority, who should consult the LTB when planning and implementing these.

The following functions should be performed by local tourism authorities:

TOURISM BODY	GOVERNMENT
<p><i>Local Tourism Bureau</i></p> <ul style="list-style-type: none"> ➤ Manage the information office(s) of the local area and feed into the provincial information system ➤ Market specific events, conferences and meetings that occur in the local area ➤ Act as a first point of registration for tourism businesses i.r.o. the provincial registration system and monitor minimum standards maintained by registered businesses in local authority area ➤ Receive and channel applications for local road signs from members to municipality ➤ Promote tourism awareness, a culture of hospitality and involvement in tourism among the local population. ➤ Keep a general watch over tourism matters and advise the municipal authority regarding tourism development requirements 	<p><i>Local Authority</i></p> <ul style="list-style-type: none"> ➤ Establish an LTB and provide financial support to the LTB ➤ Upkeep and development of public tourist attractions (e.g. historical, cultural, environmental) ➤ Provide public infrastructure ➤ Provide public amenities such as parking, ablution facilities, public transportation, etc. in support of the tourism industry ➤ Conduct spatial planning in support of tourism and allocating land and infrastructure for tourism development ➤ Plan and provide local road signs ➤ Maintain the general safety, upkeep, cleanliness and beautification of the local area. ➤ Assist the LTB in implementing the provincial registration and minimum standards system by providing health and safety inspection services.

Funding

The successful implementation of the proposed tourism strategy will require substantial financial resources. The current provincial tourism budget is extremely limited and will not allow for the successful implementation of the tourism strategy. It also does not compare favourably with the budgets of competitive provinces such as Gauteng and Kwazulu Natal. There is no doubt that innovative models will have to be found to supplement the current budget. The following options should be considered:

- ***Streamlining the budgets*** of regional and local tourism agencies to ensure maximum support of the provincial tourism strategy;
- ***Increasing the current provincial fiscal tourism allocation*** by means of conditional grants, earmarked by the provincial government for specific projects or campaigns;
- ***Commercialising*** various facets of the ***provincial tourism operations***, such as information management and distribution;
- ***Increasing sponsorships*** of provincial tourism programmes;
- Establishing a ***mandatory tourism registration system*** according to which every tourism-related business will be obliged to pay an annual provincial registration fee, of which a portion should be retained by the Local Tourism Bureau.

While the above-mentioned initiatives will improve the funding base they will not be able to raise adequate finances to implement the strategy. It is proposed that a ***legislated levy*** be investigated and implemented, based on the following models:

- The preferred option is a ***mandatory national tourism levy***, with tourists being levied ***at the international airports*** upon departure and a portion of national levy income being returned to the provinces. Much work has been done at national level to investigate and formulate such a system.
- Should the national levy be ***unacceptable*** to the national fiscus, urgent attention should be given to establishing a ***provincial tourism levy***, either at the Cape Town International Airport or as a bed levy at tourism establishments.

As proposed in Strategy 12, a statutory Tourism Development Fund should be established to facilitate the development of tourism attractions, facilities and human resources. Such a fund could be resourced from, among others, provincial tourism levies, national government transfers, provincial government appropriations and/or local government contributions.

Legislative Implications

As has been stated the current institutional arrangements are governed by the Western Cape Tourism Act of 1997. The proposed strategy and institutional structure have substantial legislative implications. While a thorough legislative review will be required, the following are the most important aspects that require attention:

Changes and amendments

Chapter 4: Local Tourism Bureaux – objects and composition to be amended in accordance with the institutional roles specified above. Various objects in the current Act need to be reviewed, including that of developing infrastructure, developing skills and electing representatives on the Regional Tourism organisation.

Chapter 3: Regional Tourism Organisations – in view of the proposal that RTO's should not be statutory bodies, the full section needs to be scrutinised and reviewed.

Chapter 2: Western Cape Tourism Board – objects to be reviewed in accordance with the roles and responsibilities defined above. The composition and functioning of the Board need to be amended to reflect the non-statutory nature of Regional Tourism Organisations. This has an effect on the composition of the Permanent Committees for Marketing and Development, which in terms of the current act are comprised of representatives nominated by the RTO's. Given the elimination of statutory RTO's the concept of Permanent Committees will require review, as will the appointment of the Chairpersons of the Permanent Committees to the Board.

Additions

While the Act provides for the provincial Minister responsible for Tourism to regulate registration and financing systems it lacks specificity and details in this regard. The establishment of a statutory Tourism Development Fund should also be considered.

Annexure A: Market Segmentation

Segment	Demographic & travel profile	Main experiences sought	Products & regions	Market potential of segment
<p><u>Experiencers</u></p> <p>Want an introductory overview and fairly superficial experience of the destination and its main attractions within a limited time period</p>	<p>40 years+ age group</p> <p>Couples and families</p> <p>First timers or irregular visitors;</p> <p>Group (coach) tours;</p> <p>FIT's, self drive</p> <p>Stay in tourist and first class accommodation, domestic self catering.</p>	<p><u>"Iconers"</u> - want to visit the main attractions (icons) of the destination</p> <p><u>"Sightseers"</u> Want to travel around and see a variety of attractions and areas</p> <p><u>"Socialisers"</u> Want to experience the people and lifestyles of the destination, without being too deeply involved</p> <p><u>"Ecotourists"</u> General nature and outdoor lovers who want to generally enjoy nature, e.g. Whale watchers Flower lovers Day hikes</p> <p><u>"VFR's"</u> Visiting friends and relatives</p>	<p>Various attractions throughout the province, in particular the "icons" of the greater Cape Town area, Garden Route/Klein Karoo and West Coast flowers.</p> <p>Prefer "touristy" areas which are well-frequented and developed</p> <p>Patronise commercially packaged travel opportunities - tested itineraries, routes and tourist-friendly attractions</p> <p>Often mingle more with other tourists than the general public</p>	<p>"Cash Cow" segment. will remain the mainstay of long-haul tourist market to South Africa. Limited potential for growth, but high return on investment</p> <p>Critical success factors are quality, accessibility and carrying capacity of main tourism attractions.</p> <p>Continuous improvement of these attractions is a requirement.</p>
<p><u>Eventers</u></p> <p>Visit area to partake in an organised event</p>	<p>25 - 60 years</p> <p>Conventioneers and incentives mostly single or couples; festival goers and sporters families and groups</p> <p>Range of accommodation, from luxury class to budget</p>	<p><u>"Sportslovers"</u> Participants in or spectators of sport events</p> <p><u>"Culturelovers"</u> Participants in or spectators of cultural events</p> <p><u>"Festival goers"</u> Attend organised cultural/community festivals</p> <p><u>"Conventioneers"</u> Attend conventions and exhibitions</p> <p><u>"Incentives"</u> Treated to a holiday as an performance/client incentive</p>	<p>Particular consumer segments in search of specific lifestyles, hobbies and networking opportunities.</p> <p>While key events currently occur in the greater Cape Town area, much potential exists for further expanding on these and for staging events and festivals in hinterland.</p> <p>Highly professional organisational skills and top class facilities required.</p>	<p>"Star" segment, largely untapped with major scope for expansion.</p> <p>Critical success factors are the existence of a world-class convention and exhibition centre and the establishment of a professional Convention and Events agency</p>

Segment	Demographic & travel profile	Main experiences sought	Products & regions	Market potential of segment
<p><u>Explorers</u></p> <p>Want to have an intensive experience, travel to lesser known areas, risk more, "rough it up", getting "behind the scenes"</p>	<p>20 – 40 years age group</p> <p>Single travellers, Couples or small groups</p> <p>Study & prepare well for trip: often return travellers</p> <p>Public transportation or self-drive</p> <p>Budget accommodation B&B's, self-catering, youth hostels & lodges</p>	<p><u>"Backpackers"</u> Move around without prior arrangement, on a limited budget, want an in-depth experience of the destination and its people</p> <p><u>"Trailers"</u> Travel in unspoilt areas on laid-out trails, e.g. Hiking Horseback Mountainbiking, 4x4 vehicles</p> <p><u>"Adventurers"</u> High-risk experiences for the adrenaline rush and outdoor spirit, e.g. Mountaineering Abseiling Parachuting/ gliding Hang-gliding Bungy jumping Rafting</p> <p><u>"Heritage Hunters"</u> Those in search of the history and cultural dynamics of the society</p> <p><u>"Specialists"</u> Market niches in search of particular experiences, related to their special interests e.g.</p> <p><i>Special Interests</i> (birders, star gazers, botanists, agriculturists, etc.) <i>Special activities</i> (surfing, dune boarding, biking, road running, etc.) <i>Hunters</i> <i>Scientists</i></p>	<p>Want to have a first-hand experience of the destination and its people.</p> <p>Often explore the less frequented areas and products including outlying adventure experiences, unspoilt environmental attractions and wilderness areas, small towns and communities where there is a direct socio-cultural interface.</p> <p>Often the experiences sought are in the hinterland regions.</p> <p>All tourism regions can benefit from this segment, in particular the less populated and environmentally diverse areas.</p> <p>Environmentally sensitive, well educated and well-informed market.</p>	<p>Market potential of segment</p> <p>A "Star" segment with major potential for future growth. Provides the vehicle for differentiating the Western Cape from other destinations. In accordance with global trends towards experience related travel.</p> <p>Critical success factors are access to high quality information on the area and development of new products, which appeal to the segment.</p>

Segment	Demographic & travel profile	Main experiences sought	Products & regions	Market potential of segment
<p><u>Entertainers</u></p> <p>Want to relax in a limited action, entertaining environment</p>	<p>20 years upwards</p> <p>Self drives</p> <p>Singles, couples and families</p> <p>Mostly domestic market</p> <p>Also short breaks & day trips within Western Cape</p> <p>Frequent visitors</p> <p>Stay in tourist class accommodation</p>	<p><i>"Sun & surfers"</i> Lie on the beach or relax at a holiday resort</p> <p><i>"Shoppers"</i> Visit shopping malls and districts in search of bargains and unique buys</p> <p><i>"Food & winners"</i> Wine tasting, dining out, trying out local cuisine</p> <p><i>"Music & theatre fans"</i> Attend shows, theatre, music performances, art exhibitions, etc.</p> <p><i>"Romantics"</i> Honeymooners, romantic break-aways, etc.</p> <p><i>"Night lifers/ravers"</i> Patronise pubs, bars, discotheques and other night spots</p>	<p>Constantly in search of an entertaining experience and to meet and socialise with others</p> <p>Want to relax in a low-activity, average-cost environment</p> <p>Primarily Cape Metropolitan and Winelands areas, coastal resorts and villages.</p>	<p>A "cash cow" segment and major income generator in the domestic market: Gauteng and the Western Cape hinterland.</p> <p>A secondary attraction for international tourists yet extremely important in support of the experiential, explorer and event segments.</p> <p>Critical success factors are constant innovation and product improvement</p>
<p><u>Engagers</u></p> <p>Primary reason for visit is to meet a particular party(s) to build relationships, exchange common ideas and conduct business could also engage in various other activities</p>	<p>40 years+ age group, professionals</p> <p>Single, sometimes accompanied by spouse</p> <p>Car rentals and taxi services</p> <p>First and luxury class accommodation fully serviced hotels & guest houses</p>	<p><i>"Business travellers"</i> Travel to the area to conduct business</p> <p><i>"Politicians"</i> For political meetings and parliamentary purposes</p> <p><i>"Academics"</i> Exchange visits or research work</p>	<p>Main reason for travel is to conduct business, but also leisure travel spin-offs.</p> <p>Limited time period.</p> <p>Mostly in greater Cape Town area where access to other enterprises is good.</p> <p>Good communications infrastructure, airport facilities and transportation services are important.</p>	<p>Major tourism generator that is dependent upon the macro economy of the province and less dependent upon promotional exposure. Limited growth potential.</p> <p>Critical success factors are ease of access to information and exposure to entertainment opportunities and experiences in the immediate area.</p>

Annexure B: Marketing Mix by market segment

SEGMENT	PRODUCTS TO PACKAGE	PROMOTION MIX	DISRIBUTION CHANNELS
<i>International</i>			
<i>Experiencer</i>	<ul style="list-style-type: none"> • <i>Main icons:</i> Table Mountain, V&A, Cango Caves, Kirstenbosch, Cape Point, Wine, Ostriches, etc. • <i>General scenic & cultural beauty</i> and attractions • <i>Ecotourism experiences</i> particularly flowers, whales 	<ul style="list-style-type: none"> • Maximise Western Cape coverage in <i>Satour advertising campaigns</i> • <i>Intensive Media/journalist Programme</i> • <i>Travel trade workshops</i> with Satour • <i>Exhibitions & travel shows</i> travel trade, in support of Satour • <i>Very limited and selective consumer contact</i> with a particular Western Cape focus, e.g. Chelsea Flower show 	<ul style="list-style-type: none"> • <i>Travel trade</i> transactions Wholesalers, incoming tour operators & brokers, relevant retailers • E-mail and Internet bookings • Information and reservations offices
<i>Entertainer</i>	<ul style="list-style-type: none"> • <i>Food variety & Wine tasting</i> • <i>Quality of shopping opportunities</i> and goods • <i>Beaches & resorts</i> Cape Peninsula & Garden Route 	Same as above + emphasis on word-of-mouth	Same as above
<i>Explorer</i>	<ul style="list-style-type: none"> • <i>Backpacking opportunities, facilities & attractions</i> • <i>Hinterland</i> travel routes & themes • <i>Heritage & historical</i> tourism attractions mission, slave, struggle, townships • <i>Adventure opportunities</i> diving, deep-sea fishing, whitewater rafting, bungee, etc. • <i>Outdoor activities and trails</i> cycling, mountain biking, hiking, horse riding, • <i>Special interests</i> attractions palaeontology, birding, etc. 	<ul style="list-style-type: none"> • <i>Major media and PR</i> programme focusing on specialists media • <i>Selective and focused exhibitions</i> and travel trade workshops • <i>Co-operative programmes and educationals</i> with particular interest groups (societies, trade organisations etc.) 	<ul style="list-style-type: none"> • <i>Internet and E-mail</i> information and reservations • <i>Selective travel trade</i> • <i>Special offers packages</i> through representative organisations and special interest media • Information and arrangements through <i>South African friends and relatives</i>
<i>Eventer</i>	<ul style="list-style-type: none"> • Major international <i>sports & cultural events</i> • <i>International conventions</i> • <i>Incentive opportunities</i> 	<ul style="list-style-type: none"> • Participation in <i>MICE trade fairs</i> • Exposure to <i>incentive and convention houses</i> • Co-operation with <i>sport and cultural societies/ organisations</i> • <i>Media programme</i> for organisational publications 	<ul style="list-style-type: none"> • <i>Cape Convention and Events Bureau</i> • <i>Specialist bids</i> for international and national conferences and events • <i>Conference and incentive trade</i>

		<ul style="list-style-type: none"> • Exposure of future events through <i>existing events & programmes</i> 	
<u>Domestic</u>			
<i>Experiencer</i>	<ul style="list-style-type: none"> • <i>General scenic & cultural beauty</i> and attractions • <i>Ecotourism experiences</i> particularly flowers, whales • Opportunities for <i>social interaction</i> with family & friends 	<ul style="list-style-type: none"> • <i>Intensive Media editorial programmes</i> • <i>Special domestic travel advertising campaigns</i> • <i>Competitions</i> and other promotions • <i>Consumer fairs and exhibitions</i> 	<ul style="list-style-type: none"> • <i>Phone in and on-line reservations facilities</i> • <i>Internet</i> • <i>Information office network</i> • <i>Multi-media</i> information distribution • <i>Word-of-Mouth</i>
<i>Entertainer</i>	<ul style="list-style-type: none"> • <i>Food variety & Wine tasting</i> • <i>Arts, music and theatre</i> schedule • <i>Beaches & resorts</i> Cape Peninsula & Garden Route • <i>Fun activities and nightlife</i> • <i>Romantic break-aways</i> 	Same as above	<ul style="list-style-type: none"> • Same as above
<i>Explorer</i>	<ul style="list-style-type: none"> • <i>Hinterland</i> travel routes & themes • <i>Adventure</i> opportunities diving, deep-sea fishing, whitewater rafting, bungee, etc • <i>Special interests</i> attractions palaeontology, botanical, birding, marine life 	<ul style="list-style-type: none"> • <i>Major media and PR</i> programme focusing on specialists media • <i>Selective and focused consumer exhibitions</i> • <i>Co-operative programmes and educationals</i> with particular interest groups (societies, trade organisations etc.) 	<ul style="list-style-type: none"> • <i>Internet and E-mail</i> information and reservations • <i>Special offers/ packages</i> through representative organisations and special interest media • Information and arrangements through <i>friends and relatives</i>
<i>Eventer</i>	<ul style="list-style-type: none"> • <i>Significant sports & cultural events</i> • <i>Conventions and conference</i> opportunities 	<ul style="list-style-type: none"> • <i>Joint promotions</i> with <i>sport and cultural societies/</i> organisations • <i>Media programme</i> for organisational publications • Exposure of future events through <i>existing events & programmes</i> • <i>Interaction with corporate affairs offices</i> of major companies 	<ul style="list-style-type: none"> • <i>Media coverage</i> of events • <i>Cape Convention and Events Bureau</i> promotions • <i>Bidding</i> for domestic conferences and events • <i>Sell via conference and incentive trade</i> • <i>Work with PCO's</i>