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An investigation into the sustainability of township tourism post the 2010 FIFA World Cup™ - the case of Soweto

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Abstract

This research is a post event study that looks at the experience, challenges and the sustainability of the township tourism industry in Soweto after the 2010 FIFA World Cup™. South Africa faces the challenge of high unemployment and low economic growth. The awarding of the world cup was seen as a welcome opportunity to address these challenges. Tourism was identified as a sector that could play a huge role. Many partnerships were formed by business and government to maximise the 2010 World Cup experience on the tourism sector. Entrepreneurship and SMME development was seen as a way to get the less skilled active in the tourism economy. This study draws on research of mega events, SMME development and tourism.

The findings were that although the tourism industry has had a good world cup experience and most SMME's have benefited, the maximisation of this benefit was not achieved. Recommendations include implementing interventions from studies undertaken from end to end, encouraging youth SMME's and growing internal tourism.

Keywords

Township. sustainable. internal tourism

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Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Deshica Naidoo

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Chapter 1 - Introduction to the Research Problem

Research Title

*An investigation into the sustainability of township tourism in
Soweto post the 2010 FIFA World Cup™*

Research Problem

1.1 Introduction

South Africa is described as an emerging economy when discussed in relation to other countries. The countries being described and compared as emerging economies were Brazil, Indonesia, Chile, Russia, India and China.

When South Africa is compared to these emerging economies (*Dimant & Roodt, 2008 / 2009*), they have the lowest GDP growth at -1.8% for 2009 as compared to an average of 3.9% for the other countries. South Africa also has the highest unemployment rates at 23.6% while other emerging markets have an average unemployment rate of 8.5%. These statistics are for the year 2009.

1.2 Tourism to reduce unemployment, stimulate growth and entrepreneurship

In the survey (*OECD Economic Surveys, 2008*) it is noted that “the phenomenon of persistent extreme unemployment is bound up with the failure of the education system to deliver enough skilled workers to the labour force”. Therefore until the education system can be improved and more skilled labour can be produced through the system, South Africa faces the challenge of stimulating growth and reducing unemployment by providing jobs to the less skilled people within the country.

In the Gauteng province there are about eight million residents with approximately 3.4 million employed and an unemployment ratio of over 25% (*TEP, 2008*).

The government has attempted to find alternative ways to stimulate the economy by identifying sectors that can be targeted for growth in the short, medium and long term. This is part of the Industrial Policy Action Plan (IPAP) that was released in February 2010. One of the sectors that have been identified for stimulating growth and reducing unemployment is the tourism sector. South Africa is a country with great tourism prospects due to the following reasons:

- Ideal tourism climate throughout the year
- A multitude of diverse cultures
- Tourist destinations that are world class (Oceans, Mountains, Nature Reserves, World Heritage Sites and the available infrastructure to enjoy the natural habitat). These include Table mountain, Cape point,

Drakensburg, Cradle of Human Kind, Gods Window, Pilgrims Rest, to mention a few

- A rich political history in terms of colonisation, local wars, apartheid era and finally democratisation
- Most developed country in Africa

It is estimated that over one million people are directly and indirectly employed by the tourism sector (*Economic Sectors and Employment Cluster, 2010*) and the contribution to GDP of this sector is R194bn.

Tourism is an industry where supply of skills is determined by the demand within the sector (*Economic Sectors and Employment Cluster, 2010*). As such by marketing and stimulating demand, one can in effect grow the labour required. The hosting of the 2010 FIFA World Cup TM was an event that had automatically resulted in an increase in the demand for tourism in South Africa and hence an increase in skills supplied.

The Gauteng province specifically, attracts over four million tourists (*TEP, 2008*) and has “several natural tourist attractions” eg “Freedom Park, Union buildings, Voortrekker monument and Newtown Cultural precinct” (*TEP, 2008*). It also has the Cradle of Humankind and Soweto which is described in (*Rogerson, 2002*) as “a strong tourist draw-card in South Africa” and as an integral part of tourists stay, “not only in Johannesburg, but also in South Africa as a whole”. Further, Johannesburg, situated in the Gauteng province has a well developed transport infrastructure, a number of airports and easy links to many other African countries (*TEP, 2008*).

Tourism as such, is not an industry that requires a huge multitude of highly skilled people. Many school leavers and women can easily enter the industry and training is not necessarily required in some areas within the industry. Where training is required, it is very minimal and not as time consuming as the normal three to four year university degree.

In (Rogerson, 2005), he talks about small tourism enterprises that have the potential for addressing poverty reduction. This concept is called pro-poor tourism which has intentions of passing income from tourism businesses back into the hands of the poor locals in a country. In the article by (Booysens, 2010), she also talks to this concept. She comments on Scheynes, 2002, who says that it is “critically important to investigate approaches to township tourism that will afford local people real opportunities for economic empowerment”. Therefore, stimulating SMME growth can encourage entrepreneurship opportunities.

Entrepreneurship in turn, is seen as an enabling driver for stimulating economic growth and for creating jobs (Herrington, Kew, & Kew, 2008). There are two main reasons that people start their own businesses:

1. Individuals see an **opportunity** that they want to take advantage of
2. People are **necessitated** to through their current circumstances and just need to make a living.

It is expected that more people would find entrepreneurship a viable income opportunity due to South Africa's dual economy, and the large unemployment rate

1.3 The expected impact of 2010 FIFA World Cup on South African tourism

The FIFA World Cup TM presented “significant tourism opportunities to South Africa” (DEAT; SAT, 2005). The eyes of many people were on South Africa. In addition, 32 teams arrived in the country to compete for the elusive cup. This event provided a fantastic marketing opportunity for South Africa to showcase its great people and places! Many plans were put in place to make the most of this opportunity.

The province of Gauteng had two host cities, Johannesburg and Pretoria / Tshwane (TEP, 2008). There were two stadiums in Johannesburg and one in Pretoria that was used. A total of 21 games were played in Soccer City, Ellis Park and Tshwane stadiums. These stadiums had a capacity of 95 000, 60 000 and 45 000 people respectively and the estimated total number of people at fan parks, games and in other areas around the match venue were expected to be approximately 165 000, 105 000 and 78 000 (DEAT; SAT, 2005). This translated to a large number of people being in the province over the period of the world cup.

A study by (Grant Thornton, 2010), an accounting and consulting firm, looked at the expected impact of the world cup as well. This study was updated in April 2010 and looks at expected number of tourists, the economic impact, effect on

GDP growth and the number of jobs to be created. A summary of the expectations as per the study at April 2010 were:

- **Number of tourists** – A total of 373 000 visitors are expected of which 85 000 will be from Africa. The tourists are expected to stay an average of 18 days and to spend an average of R22 000 per tourist
- **Economic impact** – Gross economic impact is expected to be R93bn with 38% of this being accrued in 2010 and the balance having accrued prior to 2010
- **GDP Growth** - GDP is estimated between 2- 2.5% for 2010. Of this, an expected 0.54% is directly attributable to the 2010 FIFA World Cup
- **Job creation** – The job statistics are based on annual jobs based on this amount of economic activity and NOT new jobs created. The figure quoted in the study was 695 000 jobs with 174 000 being net sustainable annual jobs for 2010

If correctly positioned and marketed, tourism in Gauteng could have experienced a huge uplift over the period of the 2010 FIFA World Cup.

Although the study into the impact of large events to a countries economy is a relatively new area of work, there has been evidence that large events do not provide the anticipated economic benefit to an economy (*Baade & Matheson, 2002*); (*Bohlmann, 2006*); (*Cornelissen, 2005*); (*Gratton, Dobson, & Shibli, 2000*); (*Pillay & Bass, 2008*); (*Rogerson, 2009*). More information in terms of the arguments put forward is discussed in the literature review. A suggestion made in the article by (*Bohlmann, 2006*) is that extensive planning for such an event will result in a more successful event that “will contribute to the development of community, and benefit residents for a long period of time”.

In policies and plans put together by the Department of Environmental Affairs and Tourism (DEAT), Tourism Enterprise Partnership (TEP) and South African Tourism (SAT) many initiatives, guidelines and procedures were put forward to address tourism during the 2010 FIFA World Cup.

Research Aim

Based on the literature review done, there is enough evidence to show that the tourism sector in South Africa is a major contributor to GDP growth and to employment within South Africa. As such any interventions that increase the contribution of tourism to GDP and increase employment opportunities within the sector will be beneficial to the country as a whole.

The 2010 FIFA World Cup™ has been promised by many to be a catalyst for economic growth and a reduction of unemployment rates. The review of the literature has revealed that traditionally, such large events promise more than they actually achieve. However there has also been some work around the notion that if such events are strategically and carefully planned, they could be more beneficial for a country.

Township tourism has been identified as a draw-card for tourism in South Africa. South Western Townships (Soweto) specifically, is seen as a preferred destination due to its cultural and historical legacy. In (Rogerson, 2002), he talks about Soweto being “Johannesburg’s number one tourist destination”.

Many initiatives together with government and business were started to address some of the challenges being faced by the tourism industry and to ensure the sustainability of tourism in South Africa. This research aims to look at the following:

- The actual experience of tourism SMME's within Soweto during the world cup
- Whether the initiatives around township tourism that were suggested by the studies were implemented and an overview of the results thereof.
- The challenges faced by township tourism in Soweto during the world cup and lastly
- The overall sustainability of township tourism in the future

The concept of sustainability is one that has been evolving over the last few decades. The most agreed upon characteristics of sustainability is a focus on social, environmental and economic impacts. In terms of 'sustainable tourism', *(Lu & Nepal, 2009)* have best summarised the characteristics as containing four basic principles which are:

- Holistic planning and strategy making
- Importance of preserving essential ecological processes
- Protecting both human heritage and biodiversity
- Ensuring that productivity can be sustained over the long term for future generations

In this research the concept of 'sustainable tourism' focuses mainly on the first and last bullet points.

Chapter 2 - Theory and Literature Review

The focus of the literature review has been to understand the economic climate of South Africa more specifically looking at the challenges the country faces in terms of growth and unemployment; analysing the impact tourism can have on the economy; understanding the role of entrepreneurship and SMME development within the tourism sector; evaluating the impact of the 2010 FIFA World Cup TM to South Africa; and lastly to ascertain if any work had been done by the tourism industry with regards to challenges faced due to the world cup that would make township tourism more sustainable. As such, the literature review is broken down into the following sections:

- Unemployment, Skill set and Economic Growth in South Africa
- Soweto as an economy
- Impact of tourism on economic growth
- Entrepreneurship and SMME's in tourism sector
- The impact of 2010 FIFA World Cup TM
- The sustainability of township tourism

Unemployment, Skill set and Economic Growth in South Africa

Since the forming of the new democracy in 1994, the South African economy has grown albeit at a slow rate. The (*OECD Economic Surveys, 2008*) reported growth of 1% a year between 1994 and 2003 and a growth averaging 5% between 2004 and 2007. The (*OECD Economic Surveys, 2008, p. 21*) also

said “the welcome acceleration of growth did little, however, to improve South Africa’s ranking relative to other middle - income countries... most have witnessed higher growth rates in recent years, leaving South Africa still trailing well behind the most dynamic emerging economies”. The countries being compared as emerging economies were Brazil, Indonesia, Chile, Russia, India and China.

When looking at these same countries latest unemployment rate (*Dimant & Roodt, 2008 / 2009, p. 12*) Brazil 8%, Indonesia 8.1%, Chile 10.8%, Russia 8.3%, India 6.8% and China 9%, it becomes apparent that South Africa whose unemployment is 23.6% is at a disadvantage as an emerging economy. Since 1994 the unemployment rate has actually risen from 20% to the current 23.6% (*Dimant & Roodt, 2008 / 2009*). In the latest unemployment statistics reported for the first half of the 2010 year in the media, the unemployment figure is quoted as above 25%.

The challenge of reducing unemployment has however been a central one to the democratic government since taking over in 1994. It has been identified in the GEAR policy, in AsgiSA and now in IPAP. All of these are medium to long term growth plans for the country. Government departments, thus have an increased focus in their policies around stimulating growth and redistribution of skills and wealth.

The legacy of the South African education system has resulted in a skills mismatch within the country. The skills mismatch as discussed in (*Economic Sectors and Employment Cluster, 2010*) is the “shortages of skilled workers and

a huge excess supply of workers with low skill levels”. Therefore, South Africa’s solution to reducing unemployment seems twofold: more jobs of a less skilled nature need to be created, while at the same time, the skills inadequacy needs to be addressed. The tourism industry is a sector where less skilled jobs can be created; thus giving short to medium term reprieve to the nation.

In the Industrial Policy Action Plan (IPAP) (*Economic Sectors and Employment Cluster, 2010*), the effect of the current economic crises has been discussed. Between October – December 2008 vs. 2009, 870 000 jobs have been lost. This figure was sourced in IPAP from Statistics SA. This leaves South Africa, an emerging market and already behind other emerging markets in a very precarious position especially in terms of positioning itself in the global world.

Fortunately for South Africa as opposed to other countries, the 2010 FIFA World Cup [™] being hosted in SA provides a welcome impetus to spur economic growth and employment. The government has taken proactive steps to leverage the benefits that can be obtained by this event. A Local Organising Committee (LOC) was formed with the intention of liaising with various government departments and business to not only ensure a successful world cup but also spur economic growth and employment within the country.

The Department of Environmental Affairs and Tourism was identified as one such department that could assist with the developmental goals of the government as a result of the world cup. But can tourism have an effect on economic growth and employment?

Soweto as a economy

Soweto is the acronym used for the South Western Townships within Johannesburg. In August 2008, a five year economic plan for Soweto was announced by the Johannesburg council (*City of Johannesburg, 2008*). The aim of this plan was to grow Soweto into a “major league entertainment destination and tourist draw card” (*Visser, 2008*). Within the context of this research, it is important to understand the societal and economic make up of Soweto.

Soweto’s population as reported in (*City of Johannesburg, 2008*) was a staggering 1.2 mil people – this translates to 40% of Johannesburg’s population. The study goes further to note that Soweto is the most populated residential area in the country.

The economic contribution of Soweto is a mere 4% to Johannesburg’s economic activity. A contribution of 20% comes from the community services sector (employment in schools, hospitals and clinics) as noted in (*Visser, 2008*). The balance of the contributions’ comes from very negligible activity in a variety of sectors including construction, transport and trade (*City of Johannesburg, 2008*).

The unemployment ratio quoted in (*City of Johannesburg, 2008*) is 53%. This forces many people into entrepreneurial activity as a means to support themselves and their families. The president of the Soweto Chamber of commerce and Industry, Nancy Nxumalo, was quoted in (*Visser, 2008*) saying

“there are a lot of small, medium and micro enterprises not in a state of achieving their best”.

This development plan had in its vision a region that was world class in which to “invest, work, learn, visit and live” (*City of Johannesburg, 2008*). Further it was to successfully create wealth that would benefit and be widely shared with its entire people.

Impact of Tourism on economic growth

There is acknowledgement that “tourism can contribute effectively to economic and social development, including for poverty alleviation” (*Rogerson, 2007*). In the same article, there is international recognition by the New Partnership for Africa’s Development (NEPAD) of the positive impact of tourism in social upliftment and economic contribution.

Tourism though, is not identified as a separate industry sector in any countries National Accounts System, as it is a consumption based concept. Consumption driven sectors are those that provide a service and include sectors like financial intermediation, transport, insurance and real estate, wholesale and retail and accommodation and tourism. A possible reason for this is the unique two tiered economy that South Africa has. South Africa can in some instances pass for a very developed economy (highly evolved financial sector); while in other instances it exhibits characteristics of a developing economy (high

unemployment and extreme income inequality). Not having a separate industry sector makes it difficult to compare and analyse contribution of the tourism sector to economic growth. Therefore growth in this sector is measured by volume of tourists and value of transactions (*Economic Sectors and Employment Cluster, 2010*).

Analysis of the volume and value in this sector is found in data from 2008, as quoted in (*Economic Sectors and Employment Cluster, 2010*). This shows that the tourism sector contributed an estimated R194.5bn to GDP both directly and indirectly. South Africa Tourism (SAT) estimates quoted in the document show 438 509 people directly employed in tourism sector with another 603 201 jobs that indirectly support the sector. Because the demand of tourism will directly drive the supply side of tourism, it becomes critical to grow demand to increase the economic activity of the tourism sector (*Economic Sectors and Employment Cluster, 2010*).

Growth in this sector can occur from internal tourism or from external tourism. Internal tourism refers to locals that travel within their country. The reasons for their travel may vary from business, visiting friends and family or to leisure (*TEP, 2008*).

While growing external tourism, internal tourism should not be ignored. This becomes especially valuable for the sector when faced with challenging times, like we currently face due to the global financial crises. If people cannot travel externally, then there will always be the option of the internal tourist market providing continuance to the sector. A constant flow of local travel will normalize the income flow to the industry and make the sector less susceptible to spurt tourism fluctuations based on the world economy.

Currently, (TEP, 2008) reported Gauteng province as the second most domestically visited province after Kwa-Zulu Natal. The reason for most of the visits was to see friends and family. This reason, in percentage terms, accounted for 68% of internal travel while a mere 12% travelled to Gauteng on leisure. This is concerning as local people still do not see the benefits of travelling to the province.

In November 2005, the Department of Environmental Affairs and Tourism (DEAT), the Department of Trade and Industry (DTI) and the South Africa Tourism (SAT) industries worked together to compile and publish a program to enhance the Global Competitiveness of the Tourism Industry in South Africa via The Tourism Growth Strategy (TSG).

The goals of TSG were *threefold*: sustainable GDP growth; sustainable job creation and lastly redistribution and transformation. These goals were to be achieved via *six key objectives*:

- Increase in tourist volume
- Increase in tourist spend
- Increase length of stay
- Improve geographical spread
- Improve seasonality patterns
- Promote transformation

From this it can be seen that the tourism industry was identified as a role player for improving social and economic challenges that SA face. The mechanism for doing this was a huge focus on driving demand within the industry by increasing volume and value of tourism sector.

In February 2010, The Department of Trade and Industry (DTI) implemented the Industrial Policy Action Plan (IPAP) to focus on South Africa's development for the periods 2010-2013. The research done by IPAP notes that the tourism sector has emerged over the last two decades as

...a fast growing and valuable non traditional, tradeable services sector. Tourism is an important driver of both domestic consumer spending and foreign exchange earnings, underpinned by a sustainable resource base, labour intensive activities and relatively low barriers to entry for entrepreneurs.

This re-iterates previous focus on the tourism sector to assist in economic and social challenges faced within the country.

Thus far it is clear that South Africa has a problem with unemployment which has a direct impact on economic growth. One of the sectors that were identified to address this issue was that of tourism. The 2010 world cup was to be used as a key event to profile and market the South African tourism industry. The identified benefits were to result in improved economic growth and absorption of more jobs into the sector.

Township Tourism

There are many different types of tourism that can be identified. The list is quite exhaustive, but the most common groupings of tourism as recognised by Greater Johannesburg Metropolitan Area (GJMA) and noted in (*Rogerson, 2002*) are:

- **business tourism** – people travelling for business purposes eg conferences, training, team building
- **casino and entertainment** – people travelling for gambling and entertainment. There are two big casino's in GJMA and one just outside Johannesburg
- **cultural and political tourism** – This includes theatres, museums, art galleries, traditional markets, heritage sites and townships
- **regional tourism** – these tourists travel mostly from neighbouring countries for retail or other services including medical

Township tourism which forms part of the cultural and political grouping is also referred to as slum tourism and poverty tourism or poorism. It is about tourists experiencing how people live in areas of poverty. The most common township tours are prevalent in India, Brazil, Kenya and South Africa. The intention of these tours is to provide tourists a real life view of poverty that exists within the world. Township tourism has been a growing trend in the last two decades as people search for “identity and involvement in an increasingly rich society” (*Lorentzen, 2009*) through more authentic experiences.

In the case of South Africa, township tours are more symbolic. This is due to the townships being associated to the apartheid struggles in the country (*Booyens, 2010*).

There has been both criticism and support for township tourism. The criticisms were best summarised in (*Booyens, 2010*) as:

- Exploitation of suffering of others for pleasure and entertainment of visitors

- There is very limited interaction between locals and tourists
- There is very little if any economic benefit for locals
- Heritage sites are exploited by growing demand of township tourism

The support for township tourism includes:

- Creating economic opportunities for local residents and small enterprise development
- Awareness of trials and tribulations of township living is raised
- Cultural and heritage awareness is heightened. This enables greater diversity understanding amongst individuals
- Generating and keeping economic inflow within the township

In the case of South Africa and more specifically Soweto, township tourism has been recognised as a “one of the country’s top 20 tourism attractions”

(*Booyens, 2010*). Soweto tourism was also noted as being able to “create thousands of new jobs within Soweto in the next decade” (*Rogerson, 2002*).

The challenge though, is to maximise benefits of tourism for locals. The current township tourism market is dominated by large firms. They crowd out emerging entrepreneurs as they have easier access to finance, marketing and other supporting resources.

An enabling environment for emerging entrepreneurs needs to be created to ensure to ensure that township tourism achieves the objectives of “local economic development, job creation and economic empowerment” (*Rogerson, 2002*).

But is there a place in the tourism sector for entrepreneurship and SMME development? This is discussed in the following section.

Entrepreneurship and SMME's in Tourism sector

Small, medium and micro-enterprises (SMME's) are formed as a result of people venturing into entrepreneurial activity. There are two main reasons for entrepreneurship which have both been discussed previously in the introduction. A 'tourism SMME' is defined in (Rogerson, 2005) as "those SMME operations which fall within the scope of the travel and tourism economy as well as those operating within the travel and tourism industry". The number of employees at SMME's could vary between 1-50 employees.

Research by (Fairlie, 2005), finds that an alternative to unemployment, discrimination and a route out of poverty can be found in entrepreneurial activity. He goes further to say that "many disadvantaged groups...have used business ownership as a source of economic advancement".

Support for developing SMME's can be found in the work of (Kirsten & Rogerson, 2002). The advantages of "developing small, medium and micro-enterprises (SMME) tourism business are stressed" to improve job opportunities, stimulate foreign exchange and to increase economic growth.

With regards to township tourism, a report by (*GJMC, 1999*) highlights that township tourism can indeed be a mechanism for small enterprise development and economic empowerment. This report goes further to posit that tourism “...can create thousands of new jobs within Soweto in the next decade. Many of these jobs will suit women, young people and first time job seekers. They will be strongly concentrated in the small business and local communities”.

To successfully enable entrepreneurship, there are a certain conditions that need to be in place. In the (*Herrington, Kew, & Kew, 2008*), these conditions have been grouped into two main categories:

1. National framework conditions – these influence a company’s ability to compete effectively or to start new businesses. Some of the specific conditions include the role and extent of government support, physical infrastructure being in place, flexibility of labour markets, efficiency of financial markets
2. Entrepreneurial framework conditions – these conditions influence an individual’s decision to pursue entrepreneurship. Some of the specific conditions include government programmes and policies, availability of education and training, access to physical infrastructure, access to finance

Emerging entrepreneurs face many challenges which include globalisation, lack of government support and assistance, lack of financial support and poor infrastructure. The most common cited within the tourism sector in research reviewed by (*Rogerson, 2005*), (*Kirsten & Rogerson, 2002*), (*Rogerson, 2009*) include:

- Inadequate exposure to tourism markets (*Rogerson, 2009*)
- Lack of skills and experience to start, maintain and grow a business (*Rogerson, 2009*), (*Kirsten & Rogerson, 2002*).
- Low government intervention in terms of support programmes, financing and upgrading of infrastructure (*Rogerson, 2005*)

These findings are consistent with those of the latest Global Entrepreneurship Monitor (GEM) survey (Herrington, Kew, & Kew, 2008) which find education and training to be a major limiting factor. Other factors that were noted to inhibit entrepreneurial activity were government policies and access to finance.

The GEM survey also found that South Africa have “lower than expected entrepreneurial activity rates, given its per capita income”.

A possible reason for this within the tourism industry could be the domination of market share by a few large players and then many smaller businesses that own the balance of the market. This current relationship with the “domination of large enterprises severely constrain the growth of SMME’s in the tourism sector” (*Kirsten & Rogerson, 2002*).

Government has recognised this and in response, the Tourism BEE charter was formed. The BEE charter key objective is to “transform the Tourism Sector by empowering more South Africans in order to make the sector more accessible, more relevant and more beneficial to all South Africans” (*Tourism Empowerment Council of South Africa, 2010*).

The 2010 FIFA World Cup [™] has been seen as a “catalyst for poverty alleviation” (*Rogerson, 2009*) while the targets set in the Tourism BEE Charter revolve around enterprise development and creating opportunities for opening

up access to tourism markets for emerging tourism companies (*Rogerson, 2005*).

Therefore the 2010 FIFA World cup together with the BEE charter were aimed at achieving “shared growth in tourism ...growth should include sharing benefits of this event with small tourism enterprises” (*Rogerson, 2009*).

It has already been mentioned that the barriers to entry into the tourism market are not high. Thus youth too can find a space within this industry. Many of the research reports reviewed (*Rogerson, 2005*), (*Kirsten & Rogerson, 2002*), (*Pillay & Bass, 2008*) and (*Rogerson, 2002*) discuss the need for training within the industry. Partnerships have been formed with government and business to create structures (TEP for instance) that support new and emerging SMME's. Therefore the risk of failure is minimised by all the support currently in place. Hence youth should be encouraged to enter this market that has been identified by government as a priority growth sector.

Overall there is consensus that a place exists within the tourism sector to promote and enhance entrepreneurship. The 2010 FIFA World cup has been seen as an excellent opportunity to kick-start or creates improvements within investment in tourism, more specifically in the area of township tourism...

Impact of 2010 FIFA World Cup™

The study of mega sports events impact to an economy is relatively new in academia. Research has been undertaken in this area since the 1980's, but there is very little evaluation done post the event.

Countries are keen to host mega events for a variety of reasons. The main reasons cited in the literature review are:

1. Government sees these events as a form of nation building

Hosting a mega event is not just attractive for its potential economic benefits. In a conference (*University of Witwatersrand, 2006*) and in the article by (*Giampiccoli & Nauright, 2010*), the more elusive benefits of hosting such an event were discussed. Among these, was the collective identity forming attributes of such events, creating a sense of pride in communities and the democracy and human rights issues as another. Mega events unify the nation towards one common goal.

For the 2010 World Cup, South Africans were pulled together by the support for their team Bafana Bafana. This was evident by the multitude of supporters that lined the streets of Sandton prior to the opening game to convey their well wishes to the team and the unwavering support for the team until they were knocked out of the world cup.

2. In (Gratton, Dobson, & Shibli, 2000), they note that sports events are part of broader strategy aimed at raising the profile of a city with cities being given a unique opportunity to market themselves

With the advent of technology, more people have access to viewing these mega events. (Bohlmann, 2006) notes that “the general public’s insatiable appetite for sporting events and the visual immediacy of television has been the driving force behind the growth of the sector”. He goes further to talk about the “global media explosion” and television networks paying huge sums for the rights to broadcast these events.

“Delivering a successful event in the eyes of the world” (Giampiccoli & Nauright, 2010) can change perceptions of the country in the world. In South Africa’s case, the image of a crime ridden society was altered. This was due to an almost crime free world cup which was contrary to some media speculation prior to the event.

3. An influx of foreign direct investment (FDI) is expected into the country

In the article by (Makori, 2010), he quotes the Minister of Finance, Pravin Jammadas Gordan, on estimates of tourist contribution of R15bn to the economy through “spending in hotels, meals, transport and so on.” The Finance Minister goes on to say “this money will circulate throughout the economy, spreading benefits much wider than just the hospitality and transport industries”.

Many countries see these events as an opportunity to get in foreign direct investment. Part of this will be from the organizing committee for the event while another part will be from the multitudes of tourists that are drawn to the

event. It is largely hoped that the tourists will see this as an opportunity to explore the country even further than just for the period of the world cup.

Due to the 2010 FIFA World Cup™ being in Africa for the first time, this was an added opportunity for many tourists to experience the African continent for the first time.

4. Lastly, this type of mega event is seen to be an economic and development catalyst by providing jobs and boosting tourism in the economy

(Baade & Matheson, 2002) say that “the promise of substantial economic benefit provides justification for public subsidies for mega event infrastructure” while in (Makori, 2010), he quotes the Finance Minister “...investment in 10 world class stadiums alone created 66 000 new construction jobs, ...R2.2bn going to low income households and, therefore contributing to a reduction in poverty”.

In the case of South African employment, building new stadiums was a great boost as it could absorb many less skilled workers who would have otherwise been unemployed. This in turn would have had a multiplier effect on the cash being circulated within the economy. The danger however is that most of these jobs were temporary and unless alternative employment could be stimulated, as a country, SA would go back to its position prior the world cup.

Although these events are largely sought after by countries, researchers ((Baade & Matheson, 2002); (Bohlmann, 2006) (Pillay & Bass, 2008)) question the actual benefits of such events and whether these benefits materialize as expected. They argue that these benefits are exaggerated due to three main reasons. These reasons are discussed below:

1. *“Direct spending attributable to the games may be gross as opposed to net” (Baade & Matheson, 2002)*

Most surveys only account for any additional spending during mega events. Locals however, may reduce their spending for various reasons; going on holiday, not wanting to be part of crowd / congestion, watching the games at home rather than going out. This “other side” is not generally considered when assessing economic benefit of such events.

2. *“Crowd out of regular business travellers” (Pillay & Bass, 2008)*

Due to the large influx of foreigners and the mega event being in a city / country, regular business travellers will tend to stay away from the affected region. This is not taken into account when analysing the economic impact of an event.

3. *“The notion of the multiplier effect” (Pillay & Bass, 2008) may be overstated*

The multiplier effect says that any increase in spending will result in increased income as the same money is circulated through the system through additional spending. The danger with this is that some money may leave the country. This could be via companies based in hosting country that are internationally owned. With increased profits these companies in turn would pay more dividends which will flow out of the country to the majority shareholder/s. In *(Baade & Matheson, 2002)*, they question how much of this additional revenue is circulated in the host country's economy. Another reason could be additional foreign labour being employed during this period. The resulting income will flow out of the country once they leave.

The South African government attempted to minimise the negative impact of the world cup by undertaking massive planning initiatives once it was announced that the country had won the bid. A local organizing committee was formed to oversee preparations for the event. Subsequently a Technical Coordinating Committee (TCC) was started to look at the prep work of national government. Within this context, the 2010 Soccer World Cup Tourism Organising Plan was established by the Department of Environmental Affairs and Tourism (DEAT) and South African Tourism (SAT).

The purpose of the plan was “to ensure that tourism not only plays its role in delivering a memorable experience to 2010 World Cup attendees, but also leverages the event as a catalyst to create a step-up in the tourism competitiveness platforms in South Africa” *(DEAT; SAT, 2005)* This was to be achieved by:

- Contributing towards hosting a successful FIFA World Cup in 2010
- Maximising tourism value from the event
- Enabling other African countries to benefit from the event
- Maximising the opportunity to brand South Africa as a tourism destination
- Have a positive impact on social legacy through advancing the tourism competitiveness agenda to support objectives of creating jobs, growth and equality

These objectives were in turn aligned to the goals and objectives of the Tourism Growth Strategy discussed above in the 'impact of tourism on economic growth'.

Post analysis of the 2010 FIFA World Cup reveals the main objective of hosting a successful world cup and creating a good legacy has been achieved during the 2010 FIFA World Cup™. This can be seen from the results of a survey that was carried out by the Democratic Alliance research department on tourist perceptions during the world cup. This research was conducted by interviews with tourists from every continent except Africa. A total of 98 interviews were conducted between the 11th June and the 11th July 2010. A consolidation of those results was reported in (*Krumbock, 2010*). There were a total of five questions asked to ascertain the tourist view of South Africa. A summary of the questions and their responses are discussed briefly below:

1. *How friendly was the reception you have received in South Africa?*

A staggering 89% of tourists described South African's as 'extremely' or 'very' friendly and hospitable. The balance found South African's to be 'friendly' or 'hospitable'

2. *How safe have you felt during your stay?*

Most people felt safe in South Africa with a mere 3.8% only feeling 'somewhat unsafe'. There were also strong indications that the actual experience was positively better than the tourists were led to believe.

3. *Is South Africa a value for money destination?*

The majority of tourists, 93%, found prices 'reasonable' or 'cheaper' than their own country.

4. *What was your best experience in South Africa?*

The response for this question can be broken down into four equal themes:

- The actual world cup experience
- Visiting Kruger Park, safaris and whale watching
- Cape Town and its associated tourist attractions
- The people of South Africa and the development of 'rainbow nation'

5. *What has been your worst experience? Where can South Africa improve its tourist experience?*

The majority of tourists identified the public transport system as either the 'worst experience' or the 'area that needed most development'.

Sustainability of township tourism

Soweto provides what (Lorentzen, 2009) describes as the principle of an “experience economy”. These are where people are looking for a feel good and cultural experience and are willing to pay for it. She says that “people’s search for identity and involvement in an increasingly rich society” is the drive towards this “experience economy”. Experiences in culture are highly sought after as people are willing to pay to move into Maslow’s self realisation level. An experience economy is the notion about goods and services having an increase in their value due to the personal experience content that the goods or service elicit. This, she goes on to say, is what gives a product or service its competitive edge.

Additional comments on experiences is the article by (Booyens, 2010), where she comments that as “the tourism industry matures there is an increasing demand for unique, authentic and meaningful holidays and tourists want to learn more about the destination they are visiting and to interact with the locals to experience the local culture”.

South Africa has much to offer in terms of diversity of culture and a very vivid and much publicised historical past. In the article by (Booyens, 2010), she notes that “the proportion of visitors travelling to South Africa for cultural purposes has increased significantly since 1994, with an augmented emphasis on township tourism as a catalyst for social change and healing in South Africa”. (Booyens, 2010) also notes that the “area around Vilakazi Street, Pela Street and the Hector Pieterse Museum has been identified by the Johannesburg

Development agency as an important cultural, heritage and economic node that will act as a catalyst for job creation and economic development”.

In the article by (*Rogerson, 2002*), he also writes about cultural or political tourism. Cultural or political tourism, he says, is widely used to “attract tourism and to enhance the image of places for attracting inward investment” (*Rogerson, 2002*). He goes further to talk about the district classified as the Greater Johannesburg and Metropolitan Area (GJMA). In the GJMA district, he says that culture tourism is one of the most undeveloped aspects of local tourism economy. He notes the following reasons for the lack of development:

- Most cultural attractions are situated in the inner city where poor security and high crime levels are prevalent
- There is inadequate transport to these places for tourists especially
- Lack of funding to cultural industries by policy makers has not been fully addressed as a serious impediment to economic growth

In his research, Soweto was identified as “Johannesburg’s number one tourist destination”. In his reasoning, he makes reference to a KPMG study that acknowledges Soweto’s “cultural brand name” especially due to its “embodiment of the struggle for democracy”.

The Department of Environmental Affairs and Tourism (DEAT) recognised the limitations within the tourism industry and as such formed a partnership with the Business Trust to form the Tourism Enterprise Partnership (TEP). TEP seeks to facilitate growth and development of SMME’s by assisting them in identifying

business opportunities and equipping them to take advantage of these opportunities.

To this end, TEP proactively engaged with a research company (Markdata & Associates) to conduct a comprehensive study of “emerging SMME’s active in tourism in South Africa” (TEP, 2008). The study was specifically aimed at maximising the potential of the 2010 FIFA World Cup™ event and to stimulate the growth of emerging SMME’s in tourism. This was to be done by:

- Identifying emerging tourism SMME’s in selected areas throughout SA
- Recording and analysing their activities
- Identifying those capable of delivering goods and services for the 2010 world cup and beyond
- Recommending support and development strategies

The enterprises were grouped into the following categories:

1. Operationals – enterprises that are viable and ready to provide goods and services for 2010 world cup
2. Potentials – enterprises that are viable but need appropriate assistance to provide goods and services for world cup
3. Marginals – Enterprises that have no prospect of becoming service providers for world cup as they are on the margin of viability

A total of 3 802 emerging SMME’s were eventually selected for development assistance and interventions. Of this, 701 were in the Gauteng province. In Soweto specifically, which is the focus area of this research, six marginals; 47 potentials and 10 operationals were identified.

Some of the development issues that were raised in the study are:

- Not all businesses are registered entities, or even registered for VAT
- Financial records are not necessarily kept for business
- Access to ICT, marketing and advertising is inconsistent between the groups
- Many potentials are struggling to survive and as a result do not even have adequate operating finance or operating equipment

The interventions that were suggested by the (*TEP, 2008*) study included:

- Strategic and effective exposure to tourism market
- More powerful tourism network access
- Technical services in product development market
- Increased training

If the challenges as identified in the 'Towards 2010 and beyond' study are adequately addressed, there should in theory be a positive impact of the tourism industry to the South African economy. More sustainable jobs should also in effect be created with a spin off to increasing economic growth in South Africa.

Chapter 3 - Research Questions

The 2010 FIFA World Cup™ promised to be a life changing event for many in South Africa. This event was much anticipated and seen as a growth opportunity for the country. Research by (Rogerson, 2009), notes that “both national and sub national governments have identified mega events as significant vehicles for attracting or retaining mobile capita, in particular foreign direct investments.” In the conference paper (University of Witwatersrand, 2006) mention is made about how “the date 2010 itself has taken on an intensity of symbolic power that pervades everyday talk of wealth and prosperity, as well as individual fantasies about the future”. For Soweto specifically, it was quoted that “thousands of jobs within Soweto over the next decade” (Rogerson, 2002) will be created. So clearly, this event has been seen as a catalyst for South Africa.

Planning for the world cup started soon after South Africa won the bid to host the event. Many proactive initiatives and partnerships were started with the aim of maximising profitability and impact to the economy as well. These initiatives had many good intentions. But it is still uncertain as to whether these initiatives and partnerships achieved their goals... Did the hordes of tourists (as promised in initial estimations) actually come through? What was the feedback from the tourists? Did they enjoy the South African sunshine and people? There are many questions to be asked around the success and experiences of the world cup.

This research focuses on the experiences of the SMME's in the Soweto tourism industry as no research has yet been done into what exactly was the actual experience of Soweto tourism industry. The 2010 FIFA World Cup TM is now over....the tourists have come and gone, but what is the legacy left behind, most especially for the tourism industry in Soweto and can that legacy be sustainable in the future.

The specific research questions to be addressed are:

Question 1 - What has been the experience of the tourism industry in Soweto of this massive event that has just been hosted in the country?

Question 2 - Where the development issues that were identified as part of surveys and studies prior to the world cup addressed adequately?

Question 3 - What additional challenges did the tourism industry in Soweto face during the world cup?

Question 4 - Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup TM and / or as a result of the actual event?

This research is a post event study which aims to explore responses to the above questions by SMME's within the tourism sector in Soweto. The research will also provide guidelines that can be implemented based on research and responses.

Chapter 4 - Proposed Research Methodology and Design

Defence of Methods

This research was qualitative in nature. A qualitative study is based on exploratory research. In (Zikmund, 2003) he states that the purposes of exploratory research are:

1. Diagnosing a situation,
2. Screening alternatives and
3. Discovering new ideas.

The research questions were aimed at getting an understanding into whether the 2010 FIFA World Cup [™] was of sustainable benefit to the tourism industry in Soweto. It also assessed whether the initiatives that were identified by the TEP, DEAT and SAT studies had been actioned. Lastly, the research questions were aimed at identifying any additional constraints that were present within the tourism industry in Soweto.

Research builds on work done by others already and it is evident that data of relevance to this research has already been compiled by various parties. This data have formed part of the literature review and have played a key role in the direction of this research. They will continually be referred to throughout this research.

Expert interviews were used to confirm and expand findings from the research previously done by the parties as mentioned above. The expert interviews were semi structured interviews. In the work of (*Barbour, 2008*), she posits semi structured interviews as having the ability to elicit data on perspectives of salience to respondents rather than the researcher dictating the direction of the encounter. This ability was of relevance to this study as the purpose of the expert interview was primarily to confirm or clarify points from previous studies.

These expert interviews were with the Gauteng service provider (Simakade,) to Tourism Enterprise Partnership (TEP) and with Markdata and Associates (conducted the study “Towards 2010 and Beyond”)

The relationship between TEP and Simakade need to be explained further.

TEP has a head office which is responsible for Operation, Finance and Marketing. One of the roles at head office is to decide strategic initiatives that will be rolled out. They also have individual Provincial offices. These offices are run by service providers who are contracted to TEP. Their role is to manage the roll out of TEP projects. This normally involves ‘on the ground’ work with various SMME’s within the provinces.

The researcher was advised that the projects managed by Simakade were in all probabilities informed by the ‘Towards 2010 study and beyond’. This could not be confirmed with TEP though as two emails sent to them to clarify this were read but not responded to.

Further interviews were carried out with the SMME’s identified in the tourism sector of Soweto. The list of SMME’s to be interviewed was obtained in

consultation with Simakade staff that worked very closely with SMME's within the Soweto area. An overview of the research together with the aims of the research was discussed with Simakade, There after the Simakade, Business development consultant liased with the SMME's in Soweto, to ascertain who was available and keen to partake in the study. The aim of the interview was to elicit the experience of identified SMME's during the 2010 FIFA World Cup™.The research questions were designed to get a view of the pre world cup, during the world cup and post world cup experiences and thoughts of the SMME's.

Unit of Analysis/ Population/ Sampling

The unit of analysis for this study was the SMME's within the tourism industry in Soweto. A 'tourism SMME' is defined in (Rogerson, 2005) as "those SMME operations which fall within the scope of the travel and tourism economy as well as those operating within the travel and tourism industry". Therefore this study included the entire value chain from tour operators to restaurant owners to craft marketers. The number of employees at the respective SMME's could vary between 1-50 employees. A list of the various SMME categories (together with a high level summary of relevant information) interviewed and the number of people within these is attached below:

SMME Interview	SMME Category	Age Group	Sex	Business Type
1.	Bird Guide and Tour Operator	30-40 yrs	Male	New
2.	Artist and Craft maker	30-40 yrs	Female	New
3.	Restaurant owner including art gallery	30-40 yrs	Male	Existing
4.	Restaurant manager	40+ yrs	Male	Existing
5.	Craft seller & tour guide	20-30 yrs	Male	Existing
6.	Craft seller	40+ yrs	Female	Existing
7.	Bus Tour Operator	30-40 yrs	Female	New
8.	Cycle tour operator	30-40 yrs	Female	New
9.	Bed and Breakfast owner	40+ yrs	Female	Existing
10.	Bed and Breakfast owner	40+ yrs	Female	Existing

The SMME's were limited to those in Soweto as this is where greatest impact of township tourism was expected prior to the world cup.

It was initially envisaged that the list from the 'Towards 2010 and Beyond study' of potential SMME's would be used for the SMME interviews. However after having met with Simakade, it became apparent that access to this list could not be obtained. Subsequently, after discussions with Simakade (who do a lot of work with SMME's in Soweto), it was agreed that a Simakade representative would approach various SMME's that he dealt with to obtain a list of those that were keen to be interviewed for this research. Thus convenience sampling was the method used in acquiring SMME's to be interviewed.

Procedure / Data Collection / Instrument

From the literature review done thus far, it was clear that the government, and business have come together to analyse the challenges faced in the tourism industry. This resulted in reports being compiled and suggestions being made for improvement and readiness of the tourism sector towards the 2010 FIFA World Cup TM.

1.1 Expert Interviews

The first step of the research, which involved the expert interviews, was to establish:

- If access to the data compiled by TEP and Simakade (Towards 2010 and Beyond study) could be obtained.
- To identify the initiatives that TEP through Simakade had undertaken in SMME's in Soweto compared to those identified in previous studies.
- Obtain a view from the experts on the proposed research questions.

This was then to be corroborated with the SMME findings

Two separate expert interviews were carried out – the first was a face to face fact finding interview with Simakade. Two people were interviewed at this interview (head of Gauteng region and a business development consultant that worked close with SMME's in the Soweto industry). The second was a telephonic interview with an employee at Markdata and Associates. This

interview was probing in nature with the intention of finding out if Markdata was aware if any further of their recommendations from the 'Towards 2010 and Beyond' study were actioned. This interview was not intended to form part of the research findings, but rather to provide context for the researcher. The intention was to use open ended questions to allow the parties to expand on their responses as they see necessary.

It should be noted that getting a list from Simakade of SMME's identified in the "Towards 2010 and Beyond" study proved impossible as Simakade did not use this report to identify the SMME's that were targeted for assistance and interventions during the build up to the 2010 FIFA World Cup TM.

There is a sample questionnaire in the appendix which details the questions that were anticipated for Simakade.

1.2 SMME Interviews

The second part of data collection was to obtain information with regards to what initiatives identified in the study were actually implemented. It was envisaged that the SMME could also provide their view in terms of their experience of the world cup. Due to the feedback from the Simakade expert interview, the questions to the SMME's had to be modified to only focus on their experience during the world cup and to explore their views of future

sustainability of both their individual businesses and of the tourism industry as a whole.

A draft questionnaire to the SMME interviewees is attached to the appendix.

1.3 Method of collecting information

Aside from the telephonic interview with Markdata and Associates, information for part one and part two was collected via face to face interviews. Flexibility was allowed to both the experts and to the SMME's in terms of date and time preferences for the interviews.

Some of the benefits of face to face or personal interviews as indicated in (Zikmund, 2003) are:

- The opportunity for feedback
- The ability to follow up by probing
- Increasing the length of the interview
- Getting more complete questionnaires – people may tend to avoid questions in an electronic survey
- Personal interviews have a higher participation rate

The final step in the data procedure was the analysis of the information gathered. This is discussed in the following section.

Data Analysis

The data was analysed by means of descriptive analysis. In (Zikmund, 2003), he describes the process of descriptive analysis as that of transforming raw data into a form that makes it easy to understand and interpret. He goes further to say that descriptive research answers the questions of who, what, when, where and how.

Research question one and three aimed to answer the ‘*what*’ question. It was about getting an understanding into the industry, the experiences from the world cup event and to also obtain an understanding of any further challenges that were present in the industry.

Question two was a ‘*where*’ question. It was probing by nature with the intention of clarifying if the goals as identified in the reports by TEP and DEAT were addressed. This question was only asked in the expert interview with Simakade as it then became apparent that this study did not explicitly inform the interventions they had undertaken with the SMME’s in Soweto. Therefore it was irrelevant to ask the SMME’s this question.

Research question four was about *how* successful the preparations for the 2010 FIFA World Cup have been to improve status quo and sustainability of SMME’s within the Soweto tourism industry.

In (Zikmund, 2003), he also states that descriptive studies are based on a previous understanding of the nature of the problem. In this case there was awareness that there already exists proof of SMME’s that were identified for

interventions by the DEAT. Unfortunately in the interactions of Simakade with the SMME's in Soweto, there was no follow up on this specifically. Simakade did engage and assist SMME's in the build up prior to the world cup and they continue to assist the SMME's post the world cup as well.

The data was also grouped and analysed according to the themes that arose from each of the research questions.

Research limitations and bias

This research was limited to the tourism industry within Soweto, South Africa.

Initial interviews were conducted with the relevant experts from Simakade. A clarification interview was also held with Simakade to obtain a clearer understanding of some points that were previously unclear. Final interviews were conducted with the SMME's identified in Soweto. A total of eleven, in depth interviews, were conducted – one expert interview and the balance SMME interviews.

The limitations that were identifiable are discussed briefly below:

1. Access was not obtained to the 'Towards 2010 and beyond' group of data relevant to Soweto tourism industry. This was a significant shortcoming. To overcome this, the alternative was to obtain a list of tourism SMME's from staff at Simakade that worked closely with SMME's

in Soweto. Therefore there exists sampling bias in choosing the SMME's to participate in the study.

2. There existed bias in the sampling method of identifying who would be the SMME interviewees. To minimise the possible effect of this bias, a maximum number of ten SMME's were eventually interviewed. It was expected that the larger the sample, the better would be the quality of data that was obtained from the respondents. The SMME's were across a wide range of industries. This included restaurant owners, tour guides, bed and breakfast owners, craft marketers and a bird watcher
3. There existed bias in the sampling method of identifying who would be the expert interviewees. When approaching previous researchers, especially large organisation and government departments, the request was to be put into contact with anyone else that may be of assistance with regards to this topic. Hence the final expert interview was with the "identified self appointed expert". This was cross checked to the organisational structure of TEP (available on the web) to ensure that the person interviewed was at the right level within the organisation.
4. Given the time frame for the research, it was impossible to hold SMME interviews within all townships in South Africa. Soweto was chosen due to the convenience of the location and ease of access to SMME's within the area. Additionally, Soweto was identified as the major draw – card for cultural tourism during the 2010 FIFA World Cup. There exists a bias

towards the Soweto SMME and it may be difficult to apply the findings of this research across all townships in South Africa.

Chapter 5 – Results

Interview Process

There were two main sets of interviews. The first was the expert interviews and the second set was the SMME interviews. All of these interviews were held two months after the world cup with the exception of the clarification interview with Simakade. This was held in November 2010.

The expert interviews were held with the service providers of the Gauteng division of the Tourism Enterprise Partnership (TEP). The service provider is Simakade and two individuals from here were interviewed. This set of expert interviews also resulted in details being obtained for possible SMME's to interview in Soweto. A telephonic interview was also held with a researcher of Markdata who conducted the "Towards 2010 and Beyond" study. The Markdata interview was to ascertain if there was awareness of any resulting actions from the study that had been undertaken.

Thereafter a total of ten interviews were held with SMME's in Soweto. Those interviewed included restaurant owners, tour guides, bed and breakfast owners, craft marketers and a bird watcher. The interviews lasted anywhere between 15 minutes to 45 minutes. All interviewees agreed to be recorded and these recordings have been used to clarify any uncertainties during the results recording.

Of the ten people interviewed, there were four males and six females. The age group varied from people in their twenties to one even over seventy. The ages are reflected below:

- 20-30 years – 1 male
- 30-40 years – 3 females and 2 males
- 40+ years – 3 females and 1 male

Hence the mix of different role players within the industry as well as gender and age were well balanced in the study.

Of the ten SMME's that were interviewed, six were existing businesses and four were new businesses. An existing business is one that was around for longer than the last year while a new business is defined as one's that were started in the last year prior to the world cup.

All SMME's were quite eager to partake in the survey and provide feedback. The feedback received was very frank and open with a view of assisting the sector in gaining knowledge and ultimately to improve. A few have requested access to the findings once complete.

The results feedback is grouped according to responses that were relevant for each research question and the main themes that emerged within each.

Research Question 1- What has been the experience of the tourism industry in Soweto of this massive event that has just been hosted in the country?

Four questions were asked in the SMME interviews to that were of relevance to research question one above. These questions were:

1. What has been your experience of this massive event that has just been held in the country?
2. Did the 2010 FIFA World Cup TM have an effect on your business?
3. Did your business benefit from the Soccer world cup?
4. Was your business profitable during the world cup?

A high level summary to these questions are presented in a dashboard form at below:

Interviewee	Q1	Q2	Q3	Q4
1.	Not Good	No	No	No
2.	Good	Yes	Yes	No
3.	Great	Yes	Yes	Yes
4.	Great	Yes	Yes	Yes
5.	Great	Yes	Yes	Yes
6.	Not Good	Yes	No	No
7.	Good	Yes	Yes	Not sure
8.	Great	Yes	Yes	Yes
9.	Good	Yes	Yes	Yes
10.	Great	Yes	Yes	Yes

The responses to these questions can be grouped into three major categories:

- Tourism industry had a great experience - 50%
- The experience was good but not as great as expected – 30%
- The tourism industry did not have a good experience – 20%

1.1 Tourism industry had a great experience

Some individuals had wonderful experiences with comments including “business was very exciting and busy”, they “were busy from early in the morning until late in the evening” and found themselves to “be booked very often” (4, 2010) during the FIFA World cup. One respondent said she was so busy that she “did not know how to handle the influx of tourists at times” (8, 2010).

Location, security, flexibility and a positive attitude seem to have been the major drivers behind the experience business owners had of the 2010 FIFA World Cup. Most activity centred on a few streets in Soweto (Vilakazi Street, Moema Street and Khumalo Street). Those businesses that were in and around these main streets seem to have benefited from a constant flow of tourists and hence from “more visibility” (4, 2010). Hence “location for them helped their success”.

In terms of the security in place – comments were “people felt safe” (2, 2010) to walk in the streets at night. There was also much “negativity prior to the world cup” (1, 2010) about safety in South Africa. This was largely due to the murder of Eugene Terre'Blanche leader of right wing political party Afrikaner Weerstandsbeweging (AWB) in April 2010. This was a mere three months prior

to world cup. There were reports in British newspapers of civil wars breaking out in South Africa. The headline of the British Daily Star newspaper read "World Cup machete threat" and warned of "machete (wielding) gangs roaming the streets" of South Africa after Terre'Blanche's murder. Around the same period, there was much media attention given to Julius Malema's (ANC Youth leader) singing of the song "Kill the Boer". The "Boer" is a term used to describe Afrikaans speaking people in South Africa. Fortunately the world cup went off with almost "zero security incidents" (1, 2010). This in turn, resulted in a better, more successful world cup experience for the tourism industry.

Some SMME's had been planning for the 2010 FIFA World Cup™ from a while back. They undertook "marketing initiatives" (7, 2010) i.e. created a web page, printed business cards and pamphlets. There was one extremely interesting comment from someone who had a very positive world cup experience (3, 2010) ... his comment was that "he had used the confederation cup as a learning experience". The confederations cup is an association football tournament for national teams and is held every four years in the year before the world cup. It is contested by eight international teams. The 2009 confederations cup was in South Africa.

Other interviewees even took out loans to extend their premises (10, 2010), build new rooms (10, 2010) and even purchase capital equipment (8, 2010). This put these businesses in a better position to those that "expected government or someone else" (6, 2010) to create the opportunities for them. As a result they benefited more from the world cup. One interviewee commented that "the opportunity was there, but people did not take it into their own hands" (2, 2010).

This comment talks to the attitudes and flexibility of people, some just sat back, while others went as far as “getting up early to hand out flyers and business cards” (10, 2010) (8, 2010) at the more renowned tourist venues. SMME entrepreneurs were also actively “networking with people” (8, 2010) and sought to customise packages to be “flexible to the needs of tourists” (8, 2010). One good example of a flexible attitude is a business owner who mixed an art gallery with a restaurant and found the combination to have contributed hugely to his success.

In the expert interview, Simakade concurred with the comments around the influence of attitude on the world cup experience. During their interactions with SMME’s they found that some people had an expectation that the government or “some other body” would ensure that the world cup experiences would be good, while others were actively getting themselves set up for the world cup.

Other reasons for the extremely positive response relate to the “very friendly environment” (2, 2010) of Soweto. Respondents also said Soweto also has a lot to offer especially in terms of “culture, history and warmth of people” (1, 2010).

Some business owners even made international connections with tourists during the world cup. They will now be looking into “export opportunities” (5, 2010).

In terms of profits, one experienced profits that “went up by over 60% for that month” (4, 2010) while another made “monthly profits in a day” (5, 2010). There were a few businesses that had taken out loans to buy capital equipment or to extend their premises. These businesses made sufficient profits “to pay off loans from the bank” (10, 2010) and still make a decent turnover for the month. It was very difficult to get accurate feedback on profitability as most businesses did not keep detailed and separate financials. The most developed business commented in terms of keeping financials that he “had as yet, not updated his financials for the world cup” (4, 2010).

So overall, half of the interviewees had very positive world cup experiences.

1.2 The experience was good but not as great as expected

A few people felt that although the world cup experience was good, it did not quite meet the expectations that they had prior to the world cup.

Comments indicating this include “it was a good experience” (5, 2010) or it had “little bit of an effect” (2, 2010), although business profits went up, it was “not by much” (6, 2010) (10, 2010) and lastly they “had hoped for more” (9, 2010).

Again, it seems that those who were flexible and had a positive attitude seemed to have benefited more from the world cup. When people found that things were not going their way, they modified their strategies and did things differently. An example of this is a craft seller who freelanced as a tour guide when his craft sales were not as high as he expected. Another example is a

bed and breakfast owner who had last minute cancellations. She marketed herself on internet and ended up filling her place for most of the days that had been cancelled.

There was one individual who (did not have the world cup experience she expected) recognised that the lack of flexibility and positive attitude from her side resulted in a “good, but not great experience” (2, 2010). Her comment was that there was an “expectation that something would be organised for them... but she had not taken any initiative from a personal point however” (2, 2010).

In terms of feedback from the expert interview, their thoughts were that the world cup expectations were high. They also added that “business did well” and that most businesses were successful although “not as much as they would have anticipated”.

It is important to note that Simakade had not at this stage completed any post world cup reviews with SMME’s in Soweto and were quite keen to hear what the feedback from people on the ground would be.

1.3 Tourism industry did not have a good experience

There were two people interviewed who were of the view that the tourism industry did not benefit from the 2010 FIFA World Cup TM. The main reasons for this were that certain expectations were created that “something would be organised” (2, 2010) for them and that people “were not as prepared as they

should have been” (8, 2010) as they had “not completely set up his business in time” (1, 2010).

For those businesses that were set up a few months before the world cup it was difficult to benchmark the world cup profits to other periods as there was not much history to compare against. Of the four new businesses set up, three were “not profitable” during the world cup – one as he was not set up in time and another did not have anything to compare to. From this, effectively only one was positively not profitable.

Research Question 2 – Where the development issues that were identified as part of the surveys and studies prior to the world cup addressed adequately?

As discussed in the methodology section, from the expert interviews held with Simakade, it became apparent that the study “Towards 2010 and Beyond” compiled prior the world cup was not used as a basis for interventions with the SMME’s in Soweto. Simakade is the service provider for Gauteng region of TEP. As such their role is to roll out TEP projects. Thus it was impossible to ‘measure and asses’ Simakade based on the development issues identified in the ‘Towards 2010 and Beyond’ study.

Simakade did however liase with SMME’s in the Soweto area in terms of preparation prior the world cup and they continue to assist the SMME’s post the world cup as well. Some of the TEP initiatives included:

- Assisting with marketing initiatives
- Assisting in finding financing partnerships for SMME's

Research Question 3 - What additional challenges did the tourism industry in Soweto face during the world cup?

The challenges that the tourism industry faced can be grouped into four main themes:

- The number of tourists were less than originally anticipated
- Lack of sufficient networking amongst the different stakeholders within the industry
- No easily accessible information
- Lack of training within the industry and poor service quality

A high level summary to these questions are presented in a dashboard form at below:

Interview	1	2	3	4	5	6	7	8	9	10
Number of tourists	Green	Orange	Green	Green	Green	Orange	Orange	Yellow	Orange	Orange
Industry networking	Yellow	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Access to information	Yellow	Yellow	Orange	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Orange
Training & Service quality	Yellow	Orange	Orange	Orange	Yellow	Yellow	Yellow	Orange	Yellow	Orange

The green represents a positive comment, the red represents a negative comment and the yellow is indicative of no comment on this theme being made.

3.1 Number of tourists were less than originally anticipated

Five of the SMME's interviewed commented that the number of tourists that finally arrived for the 2010 FIFA World Cup™ was less than expected. This added pressure to their businesses and they needed to amend their original plans. The number of tourists that stayed in Soweto was less than anticipated and they stayed for a "shorter time period" (9, 2010) than expected. A further comment included "those teams that went through to the final rounds were not as big spenders as others may have been" (6, 2010). All of this resulted in less income flow to the SMME's in Soweto. The suggested reason by the interviewees, for the smaller number of tourists was the global financial crises and the after effects of the crises.

3.2 Greater networking between different stakeholders in tourism industry is needed

This point came up many times in the interviews. The current view is that "there is not much engagement between stakeholders" (2, 2010) and that "people are not working together in the industry" (6, 2010). Comments that were made

included “people can work together if they think of the bigger us instead of the smaller me” (2, 2010) and “everybody has different skills that they can bring to the table” (2, 2010). Suggestions from interviewees were “that associations can be beneficial as they could be approached for assistance due to their contacts” and that “SMME’s should partner with other players that are bigger and have been around for longer” (7, 2010).

All but one interviewee felt that the tourism industry could have benefited more from the world cup if there was more communication and alignment between the various role players within the industry. The current role players are more complementary as opposed to being competitive with each other. This could “create a better rounded offering of tourism” (3, 2010) were “groupings of people work together to better penetrate the market” (9, 2010) . Individuals “can share experiences” (4, 2010) and benefit “from bigger tourism players” (2, 2010). The idea behind the groupings is to get tourists to stay for longer and to “have more to do in Soweto” (1, 2010). An example of this is to have a packaged tour that includes a few nights stay over, a bicycle tour, a bird watching afternoon, shopping at the craft markets, museum tour and meals at various restaurants. This would give a truly South African experience and more stakeholders within the industry would benefit.

3.3 Easily accessible information

Two interviewees complained about the lack of easily accessible information within the industry. Comments included having “more signage around Soweto”

(10, 2010). A suggestion for forming “structures within the industry” (2, 2010) that are easily accessible with information was also made. It was noted though that ideally these structures should have been “set up way before the world cup” (2, 2010). This point again ties into the one above as a centralised industry structure would automatically promote more networking within the industry.

A further comment was that there is “not enough information in travel books on Soweto” (8, 2010). It was suggested that people look at the internet as a secondary source of information only after first looking at travel books. Therefore Soweto, as a travel destination, should aim to get itself promoted onto the travel magazines.

3.4 Poor service quality and increased training

Around 50% of interviewees commented on “South Africa’s service levels not being world class” (4, 2010) and on “giving and improving quality service” to tourists (10, 2010). Three respondents felt they were “unprepared for the influx of tourists at times” (3, 2010), “there was not enough training on how to handle business” (8, 2010) and that “some people did not know what they had to do” (2, 2010). This resulted in businesses not being as prepared as they should have been and also not benefiting as much as they could have.

Research Question 4 - Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup TM and / or as a result of the actual event?

This research question had four interview questions (listed below) that provided feedback. The first question was SMME specific while the balance of the questions was around the industry as a whole:

- Has your business been profitable and sustainable after the world cup?
- Has the tourism sector become more sustainable due to preparations prior the 2101 FIFA World Cup TM and / or as a result of the actual event?
- What is your view on youth tourism?
- What is your view on internal tourism?

A high level summary to these questions are presented in a dashboard form at below:

Interview	1	2	3	4	5	6	7	8	9	10
SMME sustainability										
Tourism sustainability										
Youth tourism										
Internal tourism										

The green represents a positive comment, the red represents a negative comment and the yellow is indicative of no comment or not being sure of the effect on the questions asked.

4.1 From an individual point of view

Individually, the response to this question was very mixed. Some people felt that it was too early to comment on sustainability while others felt that they had definitely benefited either from their learning's or from the actual event itself.

Those that were uncertain about future profitability and sustainability felt this way because "it was a once off event" (3, 2010) and because the levels of profitability during the world cup have not been reached in the months since. Those that were of the opinion that they have since been profitable and sustainable attributed their success to "marketing initiatives or media coverage" (4, 2010) and networking opportunities. The marketing initiatives and media coverage resulted in an "awareness of their companies" (8, 2010). A few had upgraded their facilities and found this to hold them in good stead for the future.

Many business owners commented that the networking that they embarked on during the 2010 FIFA World Cup TM will also be beneficial to their future sustainability and profitability. Some specific comments around this were "there were great networking opportunities that may benefit in future opportunities" (9, 2010) and "people have started placing positive comments on facebook homepages" (3, 2010). A further comment included, "foreigners have also

promised to market Soweto businesses in their home countries” (10, 2010) and this makes them feel positive about the future profitability and sustainability of their respective SMME’s.

4.2 From a tourism sector point of view

From a sector point of view, all but one interviewee felt that the tourism sector had become more sustainable due to the 2010 FIFA World Cup. A profound comment made was that “2010 created awareness on tourism and what is out there. It broadened people’s minds”. (10, 2010) From a more holistic view “there have been infrastructure improvements in the country that will be beneficial going forward” (3, 2010) and “South Africa has learnt about dealing with large volumes of traffic, improving customer service and this in turn has resulted in improved perceptions” (4, 2010) of the country. Simakade also agreed that the sector has become more sustainable due to the good infrastructure spend in South Africa in preparation for the world cup. Their view was that this will benefit the tourism sector as a whole in the future.

The issue around the perception of crime in South Africa was also raised with a comment being made that “crime was seen as a big problem prior to world cup – but this view has since changed” (1, 2010) with “security being great and creating a positive view of Soweto” (10, 2010).

Many interviewees commented about the “networking opportunities that may be of benefit in the future” (8, 2010). This also included the “tourism indaba that had positioned South Africa very well” (3, 2010). Business owners also had huge “learning’s for the future in terms of what tourists want” (2, 2010).

Marketing initiatives also “created more awareness of companies” (8, 2010) and partnerships with people like “Tourism Enterprise Partnership (TEP) were useful as they can assist in being more sustainable (1, 2010).

Overall though, the general consensus is that “tourism sector as a whole benefited with players having access to different types of markets and other things that make them sustainable in the future” (2, 2010). There was a view expressed that “the sector is currently and will in future get more return business” (4, 2010).

The one interviewee that did not comment positively around the sustainability of the tourism sector feels this way as she was overstocked as a result of buying in excess for the world cup” (6, 2010) and that “government should consider crafters as an integral part of the industry” (6, 2010).

4.3 Areas for improvement around the sustainability of township tourism

Areas for improvement around the sustainability of township tourism comprised the following:

- Encouraging more youth to enter the tourism sector by forming SMME’s.

This in turn would help reduce unemployment in South Africa

- Developing internal tourism within Soweto. Many South Africans have not experienced the culture and diversity of Soweto. By promoting internal tourism, the sustainability of the sector could be improved along with less cyclical movements in the industry.

The youth are perceived to be “more energetic” (9, 2010) and “less fearful of new things” (8, 2010) with an ability “to bring fresh innovative ideas with them” (3, 2010). They are keen to “try different things” (8, 2010) and have “more new ideas” (4, 2010) and “knowledge about technology” (9, 2010). For instance, one young entrepreneur interviewed discussed a theatre that is being planned for Soweto in the future. He talked about creating a new market around “nightlife in Soweto” (3, 2010) by having the theatre experience combined with an African dining experience.

All the interviewees agreed that “getting young people involved is something that should be pushed more” (3, 2010) as the tourism industry “is growing” (4, 2010) and “is a good industry to be in” (9, 2010). Further advantages of the tourism industry were that the “market is huge and untapped” (1, 2010) and that “there are ways to get into the industry without spending huge amounts of capital” (3, 2010). There is also an “opportunity for those that are non academic” (1, 2010) within the industry.

Suggestions were made to “expose young people to the industry” (3, 2010). This could be done through “programmes that are well run” (4, 2010) including “mentorship’s” and “training programmes” (8, 2010). The idea is that this will get “young people to be interested in the industry” (3, 2010). One interviewee had the view that “youth may have skills but don’t know what should be their

next steps, where to get funding, what they need to do after accessing cash, etc to be successful” (8, 2010).

The benefits to youth entering the tourism industry are that “there are lots of opportunities” and that “they can learn a lot; meet different people from different cultures too without them having to move” (9, 2010).

Thus the view was that having fresh; innovative ideas would benefit the tourism sector and the youth can bring to the sector a new dimension that will revive and sustain township tourism.

The other area suggested for increasing the sustainability of the sector was to promote the concept of internal tourism. A specific comment made was “South African’s should first explore their country. Most people do not know Soweto”. (9, 2010) The general view was that there is definitely a market for internal tourism in Soweto. There were mixed views in terms of the current market with one saying that “market for internal tourism exists but is still very slow” (2, 2010) and another saying that “around 80% of clients come from internal tourism” (7, 2010). Despite differing views on the current market, there was agreement that “the market has been growing” (3, 2010).

A major reason for the growth in the internal tourism market is the recent decision of South African Rugby Football Union (SARFU) to hold rugby games in Soweto. Many supporters stayed on after the games to enjoy the “great vibe in Soweto” (3, 2010). This in turn provides “more opportunities for Soweto” (4, 2010). One interviewee commented that “Soweto is big and interesting enough to be sold on its own” (3, 2010).

A point that came across quite strongly was that “proactive measures will help internal tourism become more sustainable”. Some suggestions given by interviewees of how to do this are listed below:

- Raising awareness of Soweto (by having websites, magazines and newspaper adverts) to show people what Soweto has to offer
- Find out what the gaps are and what the current market needs are. Then address these
- Create awareness around the benefits of travelling and seeing different places especially locally

A few people commented on the role of large corporate organisations in “improving internal tourism with team buildings and social events” (8, 2010). There is a “great learning experience” (9, 2010) in Soweto around diversity especially. It was felt that large corporates “can get involved in having field trips, diversity sessions and cultural awareness breakaways” (7, 2010). One interviewee even suggested different pricing mechanisms – “one for locals and another for international tourists” (7, 2010)

Thus post the 2010 FIFA World Cup, other ways need to be explored to encourage more people to visit Soweto. Encouraging locals to experience the culture and vibe of Soweto was promoted by all interviewees as a mechanism of ensuring the sustainability of the tourism industry.

Chapter 6 – Discussion of Results

The general consensus on the 2010 FIFA World Cup is that it South Africa hosted a successful world cup! Personally the view was that the world cup was a resounding success and that “SA did a good job hosting” (1, 2010). People were “taken away with the organisation and co-ordination” (7, 2010). Other comments around the world cup experience was that it was a “heaven on earth” (5, 2010) experience, that “the spirit from the world cup was great” (10, 2010) and one individual even saying that it was an exciting “culture shock...meeting different races and even some of the locals” (4, 2010).

Therefore, from a country perspective, there is no doubt that the 2010 FIFA World Cup was a success. This can be seen by the results of the survey by (Krumbock, 2010), where interviews were carried out during the world cup to get tourist perceptions. There was an overwhelming agreement that the world cup was successful.

Sepp Blatter, the FIFA president said of South Africa’s hosting of world cup; “he was more than happy...Africa have proved they can organise this World Cup and can organise a big competition”.

From some of the comments above, it is evident that the 2010 FIFA World Cup did unify the nation and create a positive “can do” attitude amongst South Africans.

In this chapter the results as per Chapter five are discussed in more detail and in relation to the research questions posed.

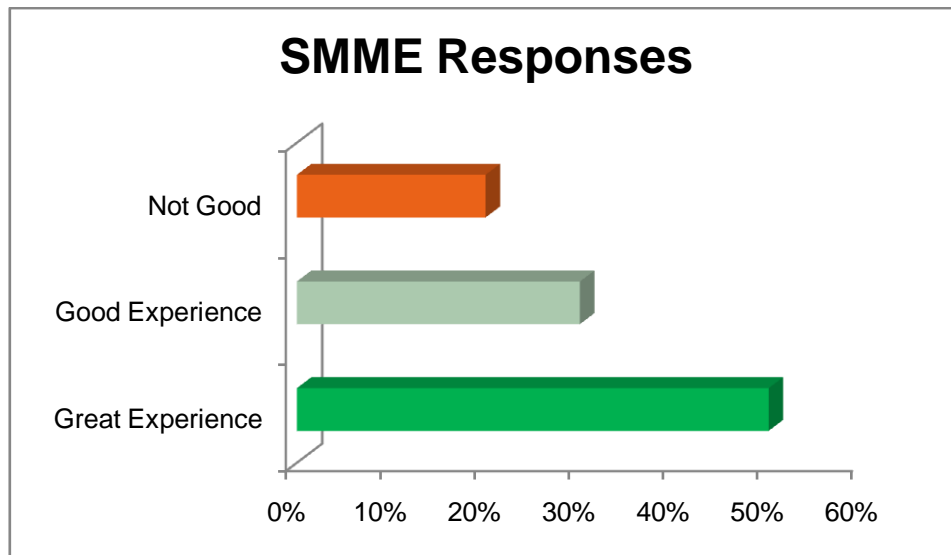
Research Question 1 - What has been the experience of the tourism industry in Soweto of this massive event that has just been hosted in the country?

Soccer City, which was the stadium that hosted the first and final matches of the 2010 FIFA World Cup™, is located in the southwest of Johannesburg and it is a few kilometres away from Soweto itself. The decision to hold both the opening and closing matches in Soccer city created many benefits for the tourism industry within Soweto. These benefits include:

- Increased spending in terms of infrastructure within the area. Good infrastructure creates an enabling environment within which to promote the sector
- There was a greater influx of visitors created as a result of having the opening and closing games in Soccer City. Both these games resulted with ceremonies and celebrations before the event as well. Heightened activity translated into more productivity within the tourism sector
- Greater airtime and media attention being given to the area of Soweto. Soweto benefited from ‘free marketing’ due to the increased media attention around the opening and closing games. This would have resulted in greater viewer ship around the world witnessing a world class event being broadcast in a world class destination.

Therefore there was a buzz of activity in Soweto constantly with people wanting to experience the “authentic South African experience” (*Sport 24, 2010*).

From an individual SMME point of view, there were varied responses from hugely positive to not positive at all. The results were skewed towards a more positive experience with 80% of interviewees having a great or good experience. This can be seen by the graph below.



The main reasons for the good to great experiences had been:

1.1 Extensive preparation prior the world cup

There was much work that was done prior to the world cup from both an individual and a country perspective. From an individual point of view, people extended their premises, built new rooms and purchased capital equipment in preparation for the world cup. Individuals also created websites and printed business card and flyers to distribute to tourists. From a country perspective, many working groups and partnerships were formed after the announcement of SA winning the bid to host the world cup. These groups and partnerships, for example the DEAT and

SAT partnership, analysed the current state of the industry, recognised limitations within industry and finally made recommendations on ways forward to meet the challenges presented by world cup. This concurs with the research by (*Bohlmann, 2006*) which found that more extensive planning would in turn result in a more successful event.

1.2 Good security being in place

As discussed by (*Giampiccoli & Nauright, 2010*), successful sport's events can change perceptions of the country in the eyes of the world. In the case of South Africa, safety and security was perceived by many to be a possible problem area for the 2010 FIFA World Cup TM. A major reason for this is because Johannesburg is one of the most crime ridden cities in the world. This perception was magnified when the AWB leader was murdered and there were media reports of civil war breaking out. In the (*Krumbock, 2010*) survey, only a mere 3.8% of tourists felt 'somewhat unsafe'. Further there was a consensus in the survey that the experience was better than they were led to believe. The benefits to the tourism sector came from the fact that people felt safe walking around and explored the surroundings more. This resulted in a greater spend in the sector.

1.3 Business being in a good location

Soweto, as a location, proved invaluable during the 2010 FIFA World Cup TM. By being so close to the major stadium, the area benefited more than it would otherwise have. The benefits have already been discussed

above. Aside from the opening and closing matches creating an increased focus on the location of Soweto, the legacy of Soweto as a “struggle area” during the apartheid era also served as a drawcard for capturing tourist interest in the area of Soweto. Many tourists wanted to experience the culture and heritage Soweto has to offer. As such there were a few streets that were a hub of activity during the world cup. SMME’s in and around these streets, benefited the most as there was a constant flow of tourists in the area.

1.4 Positive attitude of people

There were varying attitudes of local people during the world cup. Some had an expectation that ‘somebody’ would ensure that the world cup experience resulted in massive inflows of capital for them while there were others that proactively made things happen. Those that had a positive attitude and were open to being flexible and modifying their strategies as world cup unfolded had better experiences than the others. This positive attitude was noted by tourists surveyed in the (*Krumbock, 2010*) survey. Almost 90% of tourists described South Africans as extremely or very friendly and hospitable people. This perception results in visitors being more comfortable and wanting to spend more time in the country. As such, this would have translated to more spending in the tourism sector.

Review of 'not good' experiences

There were two interviewees who did not respond positively in terms on the experience that they had with one saying that that the world cup had only a “little bit of an effect” and the other who had “not set up his business in time”.

The 20% of respondents that had a negative experience could be explained by:

- Three businesses were recently set up and did not have any prior experience to compare their profitability
- Some people had expectations that someone would assist them in ensuring that their business was marketed and set up correctly

Based on the literature review, the less positive or negative experiences of the world cup included a lack of sustainable jobs being created within the industry and most feedback obtained during the interviews around profitability seemed to be at a net level. This was difficult to verify as no financials were kept or updated for most SMME's.

There were expectations that many jobs would be created within the industry. From the interviews carried out, there were only three SMME's that had talked about increasing their staff complement during the world cup. Two of these three have since reduced staff again, while the other has created an alternative opportunity for her staff. Thus, it can be concluded that only temporary employment opportunities, if any were created in the sector. It should be noted

that the above analysis excludes the four new tourism ventures that were started as a result of the world cup.

The issue around the lack of financials is a significant one as it has roll on effects like getting a loan from a bank would be impossible without financials in place. Further SMME's will have difficulty quantifying the Rand amount of the world cup benefit. The lack of keeping proper financials was identified in the 'Towards 2010 and Beyond' study as a development issue that needed to be addressed.

Research Question 2 -Where the development issues that were identified as part of surveys and studies prior to the world cup addressed adequately?

Much work was done prior to the world cup to identify areas within the tourism industry where planned interventions would result in SMME's achieving their full potential during the 2010 FIFA World Cup TM. This work, as previously discussed, was completed by a research house on behalf of a partnership that was created by DEAT and the Business Trust.

During the research interviews, it was discovered that the findings from the 'Towards 2010 and Beyond' study were not specifically used in the interactions Simakade had with SMME's in Soweto. The reason for this is due to the nature of the relationship between TEP and Simakade. Simakade is merely the service provider for TEP and as such they are responsible for the roll out of TEP

initiatives. There are two main components to the work Simakade does for TEP. These are related to business development (mostly marketing) and training (wide range of available courses). The 'Towards 2010 and Beyond' study had identified the following interventions (*TEP, 2008*):

- Strategic and effective exposure to tourism market
- More powerful tourism network access
- Technical services in product development market
- Increased training

Based on the expert interview, it can be concluded that only point's one and four were specifically targeted during the period of the world cup.

Due to the fact that these specific developmental issues were not raised with the SMME's, no further clarification could be obtained on the success or failure of these interventions. There was however, a specific comment made by an interviewee that "partnerships with people like TEP were useful and can assist in SMME's being more sustainable".

From the researcher's discussions with Simakade, it must be noted that there is currently much work being around cluster development and networking. The success or failure of the cluster development is a proposed area of future analysis.

Based on the fact that insufficient data that was obtained for this research question, it is not possible to make an informed comment on this research question except to say that there does not seem to have been a full flow from the identified study to the interventions that were in place during the world cup.

Research Question 3 - What additional challenges did the tourism industry in Soweto face during the world cup?

The challenges faced within the industry can be grouped into four main categories:

3.1 The number of tourists was less than expected

Although the expected number of spectators (according to FIFA) that attended matches was the third highest aggregate attendance behind United States in 1994 and Germany in 2006 (*Government Communications, 2010*), many SMME's interviewed commented that the number of tourists were less than expected within the area of Soweto.

The tourists also stayed for shorter periods and spent less money in Soweto. The (*Grant Thornton, 2010*) study confirmed that the number of tourists expected did drop from 483000 to 373 000 people, but their finding was that tourists were expected to stay for a longer period and spend more than originally estimated. The interviewees were of the opinion that this was largely due to the global financial crises in 2008 / 2009 and it's after effects.

In the literature reviewed, driving demand (*Economic Sectors and Employment Cluster, 2010*), more specifically tourist volume and tourist spend are seen as critical success factors to the industry. The view based on the research interviews, was that this aim was not successfully

reached and as a result there was less income flow and economic benefit to the sector.

3.2 Insufficient networking and alignment amongst stakeholders

There was much planning prior to the 2010 FIFA World Cup™ to ensure that tourism delivered a memorable experience (*DEAT; SAT, 2005*) and had sustainable economic benefit to the country. Many interventions were identified and plans were proposed for achieving these interventions. However, not all these interventions and plans were finally actioned. The ‘Towards 2010 and Beyond’ study, which formed a crux of this research was a perfect example of this. The study had come up with detailed action plans, but from evidence thus far, these plans were not fully implemented.

One specific intervention was having “more powerful tourism access” (*TEP, 2008*) to maximise knowledge within the industry thus enabling best possible world cup experience. This point was a regular point made in the interviews, with most people feeling that associations and greater networking amongst stakeholders would have resulted in a well rounded offering to tourists that in turn would have resulted in better penetration of the market by SMME’s.

In the research by (*Wilson, Fresenmaier, Fresenmaier, & Van Es, 2001*), they also find that co-ordination and co-operation between tourism entrepreneurs, business persons and local leadership as well as

information availability and technical assistance for tourism development and promotion to be vital for successful tourism development.

For this point not to have been actioned is a major shortfall for the tourism industry in Soweto. The finding from Simakade around the clusters and networking work streams currently underway must be reiterated as this has the potential to result in positive outcomes for the Soweto tourism industry. It comes too late though as the world cup is now over.

3.3 Lack of easily accessible information

This too, was a specific intervention that was recognised in the (*TEP, 2008*) study done. The intervention was to create “strategic and effective exposure to tourism market”. In addition marketing and advertising were recognised as enablers of improving information available. Feedback from the research interviews reflected accessible information as an area still for development within the industry. Soweto does not have a common tourist information point that is kept updated. Currently there is a Soweto website, but this has not been updated for quite a few months. There is also a local magazine called “Hello Soweto”. This magazine is not complete and only includes details of those that pay for advertising. Research by (*Wilson, Fresenmaier, Fresenmaier, & Van Es, 2001*) found that communities that had a “visitor’s bureau” or easily accessibly information were more successful at their tourist ventures. Specific mention was made around improved signage, creating a centralised structure within the industry to consolidate and provide

information around the tourism sector and lastly marketing Soweto as a preferred destination on travel magazines and books.

3.4 Lack of training within industry and poor service quality

Prior to the 2010 FIFA World Cup™, there was a perception that service levels in South Africa were not up to world class standards. The danger with benchmarking against “world class standards” is that this will create just another offering with no distinctive competitive edge. Township tourism is an “experience economy” with people being more interested in “their personal experience”. This in no way implies that poor service should be the acceptable, but rather a warning about applying blanket best practices on service levels to a more specialised tourist offering like that of township tourism.

Interviewees experienced feelings of being unprepared for tourists and also on having insufficient training in how to handle business. The research by (Booyens, 2010) and (Wilson, Fresenmaier, Fresenmaier, & Van Es, 2001) also find that training and support by government is vital. This training can lead to greater economic benefits and ultimately to preventing economic leakages from the community. Training and support was identified by the partnerships that were created prior to world cup as an area for intervention. This had been actioned as TEP do carry out training for SMME’s in Soweto, but from the interview feedback the success of the training initiatives remains questionable.

Research Question 4 - Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup™ and / or as a result of the actual event?

A large majority of the interviewees, 80%, found that the tourism industry has become more sustainable as a result of the 2010 FIFA World Cup™. This section is broken into initiatives that have definitely improved the sustainability of tourism (media coverage and marketing; good security being in place); initiatives whose impact on tourism is still difficult to measure (addressing unemployment and economic growth) and lastly initiatives that should be undertaken to improve the sustainability of the sector going forward.

Initiatives that have definitely improved the sustainability of tourism

4.1 Media coverage and marketing initiatives

Many SMME's and the industry as a whole have benefited from media coverage and marketing initiatives. These created awareness of their companies which is believed to hold them in good stead for the future. In (Gratton, Dobson, & Shibli, 2000), they discuss the role of large events in raising the country profile and creating an opportunity to market themselves.

From all the feedback received including media comments, it is clear that South Africa successfully hosted the world cup. The South African President, Jacob Zuma, said “the hosting of the FIFA World Cup has effectively rebranded South Africa, transforming perceptions of the country's capacity and instilling immense national pride”. (*BuaNews, 2010*)

4.2 Good security in place

The view prior to the world cup was that crime was an issue in South Africa. In (*Rogerson, 2002*), (*Nieman, Visser, & Van Wyk, 2008*) and (*Kirsten & Rogerson, 2002*) mention is made about the importance of social stability and good security. (*Nieman, Visser, & Van Wyk, 2008*) comment that “lack of safety and security in South Africa could have a negative influence on tourism in South Africa”, while (*Rogerson, 2002*) says that based on existing surveys, the perception is that “Gauteng is most unsafe area in South Africa”. In (*Kirsten & Rogerson, 2002*), “local social stability” is noted as an area for development. The South Africa government responded to this challenge by placing a large focus placed on security. The outcome can be seen by comments from (*Krumbock, 2010*), where tourists commented that they felt safer “than they were led to believe”.

Safety and security was more than adequately addressed during the world cup. Many individual SMME's also commented on the good security that was in place. This they felt, enabled more business for them as people were safe enough to walk the streets at night.

4.3 Addressing unemployment and economic growth

Two of the greatest country challenges that were identified as possible beneficiaries from South Africa's hosting of the 2010 FIFA World cup TM, was that of employment creation and of improved economic growth.

On the concept of sustainable employment creation, the world cup does not seem to have delivered. While many jobs were created especially during the construction of the stadiums, the number of sustainable jobs within the tourism industry becomes questionable based on the SMME interviews completed. There were only three SMME's that increased the number of employees, but this was only temporarily.

In terms of economic growth, there was a major influx of FDI into the country. The Minister of Finance estimated tourist contribution to be R15bn (*Makori, 2010*). Although the minister talked about a circulation of the money within the economy, this concept has been red-flagged by (*Pillay & Bass, 2008*) as they believe host countries are unaware of how much of this money may leave the country. At the stage of this research, it was still too early to get accurate information in terms of final tourist sector contribution and to how much of this money was still being circulated within the economy.

From an individual SMME view, it was very difficult to assess the financial impact of the world cup on their businesses as their financials were either not

updated or more commonly, no financials had been kept. Best estimates that could be given were in terms of estimated percentage increases on turnover or net profit. There was however strong feedback that the ‘profits were not as high as expected’. This could be due to two reasons:

- Lower than expected number of visitors that finally came to South Africa due to the global financial crises
- Huge expectations that (Pillay & Bass, 2008) call unrealistic were created around the 2010 FIFA World cup

Initiatives that should be undertaken to improve the sustainability of the sector

4.4 Youth SMME's

Many SMME's felt that youth SMME's provides a great opportunity to 'freshen up' the tourism industry and to provide new and innovative ideas to tourism. This is believed to provide sustainability to the industry. Further comments around the ease of entry and the market being huge and untapped provide greater support to the youth SMME concept. The (*Economic Sectors and Employment Cluster, 2010*) document supports the notion of the tourism industry being one with low barriers to entry.

Specifically in the tourism industry the Tourism BEE Charter, addresses the issue of empowering more South Africans and transforming the sector. One of the interventions is to provide training programmes. From the feedback of the research interviews, suggestions were made to get younger people into the

industry and interested in what tourism has to offer was through the use of mentorship and training programmes.

4.5 Internal Tourism

The last discussion point on sustainability of township tourism is around increasing the number of South Africans that visit Soweto. Currently, based on (TEP, 2008) studies, it was found that most local people visiting Gauteng province were here either on business or visiting friends and family. Creating awareness of the offerings in Soweto will help in extending the size of the market and in township tourism being more sustainable ultimately.

The decision to host rugby games in Soweto has helped to create more awareness of Soweto and has helped in driving up business especially within the restaurant business. The 2010 FIFA World Cup™ has also assisted in creating more awareness to local South Africans on what Soweto has to offer.

Additional ways of selling Soweto included promoting the “cultural experience” to large companies. It was suggested that Soweto would be an ideal place to hold diversity sessions and cultural awareness programmes due to its historical and cultural links.

Conclusion and Recommendations

The 2010 FIFA World Cup has come and gone. There is no doubt that South Africa hosted a successful event. The perception of South Africa has changed throughout the world. As Archbishop Emeritus Desmond Tutu said, “they really do see us as the beautiful butterfly that we have become”.

This world cup promised many things to the people of South Africa. It was seen as an opportunity to address two of the countries most critical challenges; unemployment and economic growth. A major sector that was identified as playing an integral role during the 2010 FIFA World Cup was that of tourism. The starting point was made easy for the sector as the hosting of the world cup automatically resulted in an increase in demand for tourism. Increased demand is vital to the sector as it is this that drives the supply within the sector.

With the increased demand and hence increased supply needed, many people were inspired to become entrepreneurs and form their own SMME's to 'get a piece of the pie' so to say.

Government and business also recognised the role this sector could play during the world cup and such formed partnerships to identify and address the tourism challenges of the 2010 FIFA World Cup TM. Significant reports that were compiled were:

- 2010 Soccer World Cup Tourism Organising Plan (DEAT and SAT partnership)
- Global competitiveness Programme for Tourism Industry in South Africa 2005-2010 (DEAT and SAT partnership)

➤ Towards 2010 and Beyond (DEAT and Business Trust partnership)

Challenges were identified and interventions were put in place to ensure that the world cup experience was a success for the country, the tourism sector and for SMME's and individuals within the sector.

This research specifically focussed on township tourism in Soweto; the experience of the SMME's within the industry; the challenges faced; the developmental issues that were identified in 'Towards 2010 and Beyond' study for intervention and lastly how sustainable the sector has become as a result of the 2010 FIFA World Cup.

Research Questions and findings thereof

Question 1 - What has been the experience of the tourism industry in Soweto of this massive event that has just been hosted in the country?

There was an overwhelmingly positive response on the experience of the world cup. The reasons for the positive experience was due to the extensive preparation that done in readiness for the world cup; was great location of Soweto relative to the stadium; the good security that was in place during the world cup and lastly the positive attitude of the people.

Question 2 - Where the development issues that were identified as part of surveys and studies prior to the world cup addressed adequately?

There was insufficient data to make conclusive findings on this research question. The experts that were interviewed were service providers to Gauteng region for TEP. As such they rolled out TEP initiatives which revolved around business development and training. There was no clarity as to whether the TEP initiatives were informed by the studies that had been undertaken as confirmation from TEP was not obtained on this.

Question 3 - What additional challenges did the tourism industry in Soweto face during the world cup?

Four main challenges were identified based on the interviews held. These included the number of tourists in Soweto being less than expected; insufficient networking and alignment amongst stakeholders in the industry; a lack of easily accessible information for tourists and SMME's and lastly a lack of training within industry and poor service quality that prevailed. Many of the challenges that were identified had already been raised in the studies that were conducted prior to the world cup.

Question 4 - Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup TM and / or as a result of the actual event?

The feedback to this research question was a resounding yes. The reason for the positive relate to: the awareness that has been created of South Africa due to the media attention and marketing campaigns and the good security that

was in place. The transport infrastructure that has been improved is also seen as an enabling factor towards the sustainability of the tourism sector.

An area that was too early to comment on in terms of sustainability was that of economic growth. Lastly two focus areas to ensure future sustainability was that of youth SMME development and the encouragement of internal tourism in South Africa.

Recommendations

Most of the challenges that came up in the interviews had been addressed in the various studies that were conducted prior to the world cup. Based on the feedback from the interviews, it is clear that the gaps were either not addressed at all or they were insufficiently addressed.

More specifically, in the sector of township tourism in Soweto the following are recommendations that should be taken:

1. Create efficient networks and alignment within the industry

The various role players within Soweto have products that are compatible and complementary as opposed to being competitive. Currently there is very little if any communication amongst the different SMME's. Clusters can be formed and packages can be put together to target different needs of the tourists for example there could be an adventure package which includes a bungee jump at the Soweto towers, a bicycle tour through the township and a traditional lunch. There could

also be an eco tourism package that includes bird watching, a bus tour through township and a lunch or dinner. Yet another option is to have a cultural or heritage tour which includes visits to museums, Mandela house, a craft market tour and lunch / dinner. All these options can also be grouped to sell and market Soweto for a 2-3 day experience. In *(Wilson, Fresenmaier, Fresenmaier, & Van Es, 2001)*, they succinctly make this point when they say “a community has to be a destination rather than a place to stop off” and that people must “understand and promote what it was that brought the tourists to the town in the first place”. By doing the above, days stayed over and ultimately spending per tourist will increase.

Soweto also lacks a tourism information centre. A tourism information centre can assist in the following:

- market tourism both locally and internationally
- create a website that is regularly updated with happenings in Soweto, new and existing businesses, special offers, etc
- provide training and assistance to businesses by way of expertise in designing brochures, linking up with relevant contacts for example crafts could be marketed and sold at restaurants
- set up a Soweto SMME group where experiences can be shared and discussed together with suggested solutions.
- Organise special events within the community, greater community awareness and buy into the industry will result in a better tourist experience of the place

By working together, they can effectively penetrate the tourism market more fully and provide tourists a well rounded offering.

2. Improving training and service levels within the industry

The SMME's felt a bit overwhelmed at times during the world cup. Part of the reason is due them having had no experience and not knowing what to expect as they were new SMME's. TEP, with the assistance of Simakade do provide training within the industry. It is suggested that the needs of the SMME's be evaluated and aligned to the training provided. Some specific training needs that came out from the research include:

- *Marketing*

Only a few businesses had undertaken marketing initiatives. Most of the advertising / marketing were done via printing and handing out business cards and pamphlets. Only about 2-3 people had an online presence. This provides a gap in the market for SMME's in Soweto. Training should be aimed at highlighting the need for digital presence in this century and should also be aimed at helping people set up websites, facebook pages, etc. Group discounts can be negotiated with service providers for the entire industry.

Further training on marketing should include awareness on designing brochures and marketing businesses in various different medias for example magazines, newspapers, online, other collaborative SMME's

- *Financial*

A finding from the research was the lack of financials being kept by SMME's. Financials are hugely important as they serve many purposes – ability to keep track of expenses and profits, and awareness of where spending is too high, early warnings to financial difficulty, ability to secure a loan (banks will not even consider SMME's with no financials). Specific training on the need for financials and on how to update financials need to be rolled out to SMME's in Soweto.

- *Service levels*

With regards to service levels, one has to be cautious with recommendations. The draw – card of Soweto is that it provides a unique cultural offering. Therefore, when addressing service levels, a Western model cannot be applied as a blanket to the tourism sector. Therefore a unique African service level should be created. This new African Service Level should be created in a consultative manner with the various role players in the industry. Each person can draw on their experiences with tourists on what works well and what does not. If the entire tourism cluster forms, buys into and carries out this African service level, then the industry can create a competitive edge relative to other township tourism markets.

3. Encourage youth to enter tourism industry

Youth offer the advantage of fresh and innovative thinking. They can change or tilt the industry towards a new and more sustainable future. There are ripple effects to employment and the economy as well. The unemployment rate is exceptionally high in Soweto but many

interviewees have indicated that there is a space within the industry for youth. Therefore within the youth sector, there exists a possibility of reducing unemployment rates. In (*Wilson, Fresenmaier, Fresenmaier, & Van Es, 2001*), they noted the “importance of getting younger tourism entrepreneurs involved and giving them a role in tourism development”. Currently within Soweto there are very few youth seeing this industry as a viable employment option. One reason could be the averseness to risk taking by becoming an entrepreneur at an early age. The study by (*Herrington, Kew, & Kew, 2008*), noted that although the subject of entrepreneurship should form part of secondary education curriculum, it is “not being taught widely or effectively”.

Getting younger people into the industry and interested in what tourism has to offer can be done through the use of mentorship and training programmes. Existing entrepreneurs can set up networks with the schools and offer training opportunities for students eager to join this industry. They can also become mentors by providing guidance, sharing their experience and answering questions from eager youth. In career discussions, tourism as an industry should be discussed. Successful SMME owners should again encourage youth to explore the industry and share their stories.

Youth can also be encouraged to take holiday jobs within the industry as a means of learning about tourism and earning extra income.

The government can also provide incentives for youth wanting to enter the market. This could be in the form of start up capital as a loan or even tax breaks for a short period. The critical factors for these suggestions

are that the youth must have solid business cases / plans in place and they must be genuinely keen on making this work.

4. **Grow the internal tourism market**

The current share of local tourists experiencing South Africa for leisure is quite low. Internal tourism provides a mechanism to improve the sustainability of township tourism. There are three main suggestions to growing this market:

- *Via advertising campaigns that build on the awareness that has now been created due to the hosting of the world cup.*

The world cup resulted in not only international tourists visiting Soweto, but also in huge numbers of locals visiting Soweto for the first time. The experience was very safe and most people were pleasantly surprised. Advertising campaigns should now be launched to feed to this recent experience and to promote and market Soweto as a viable local destination. Soweto can be marketed as both a day trip for people in Gauteng and surrounding areas and as a longer holiday destination. There are many angles within which Soweto can be marketed to locals; the central location in Johannesburg, the cultural and heritage embodied in the location and the adventure angle for adventure enthusiasts.

- *The rugby games that are now being played in Soweto can also serve as an opportunity to grow the market*

In the last year, SARFU has held a few rugby games in Soweto. Again people were pleasantly surprised at the vibe and security in Soweto. While this option is more likely to be sold as a day trip, package deals

could still be put together and introduced. This could include a mini tour, and a lunch / dinner option. There was previously much media attention given to the success of the rugby games in Soweto. This coupled with the soccer world cup provides an ideal opportunity for SMME's to capture the market now as both events are still fresh in people's minds.

- *Lastly large organisations can use team building in Soweto as a mechanism of creating diversity awareness amongst their staff*

South Africa still finds itself in the transitioning stage. People are still learning about themselves and the different races that they co-exist with. This term of awareness is referred to as diversity awareness. Many companies are spending huge amounts of money on diversity training in an effort to create more stable and efficient workplaces. With Soweto being an area so closely linked to the struggle, there exists many learning opportunities therein.

SMME's should package tours for team buildings and diversity awareness sessions. These can include anything from cultural visit, stay overs, lunch / dinners and tours. South Africans can have a more hands on experience to townships. These team buildings can also include initiatives that do something for the community for example, upgrading school facilities or setting up vegetable gardens. In (Booyens, 2010), she makes similar suggestions and says that this can result in communities feeling less exploited and ultimately benefiting from township tourism.

There are currently some companies that do an “amazing race” type of team build in Soweto. Staff are given a Rand amount and told to get to places to get clues with an eventual stay over in Soweto. If these are currently successful, the concept can be expanded to more SMME’s.

Township tourism is an industry that provides a unique product offering. It was identified as a sector to grow and support during the world cup. Although the experience within the Soweto sector was good / great, the benefits to the industry were not maximised. The above are suggestions that will improve the township tourism industry in Soweto.

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Appendix

Expert Interviews with TEP, DEAT and MarkData and Associates

The purpose of this interview is to clarify any uncertainties from the “Towards 2010 and Beyond” research that was conducted by the DEAT and TEP. MarkData and Associates were the researchers for this study. It is also the intention of the researcher to use this opportunity to ascertain if access to the list of 47 identified “potential” SMME’s within Soweto can be obtained. This list will then become the population to be used when deciding a sample for individual interviews within the Sowetan tourism industry.

Sample Expert Interview Questions

1. Is it possible for me to get access to the list of tourism SMME’s identified as ‘potentials’ within Soweto?
2. Is it possible for me to get access to your reports for the Soweto area specifically?
3. In the study undertaken, a few developmental challenges were identified:
 - Not all businesses are registered entities
 - Not all businesses are registered for VAT

- Spend on advertising and marketing was seen as a luxury by many potentials.
- Many potentials are barely surviving after covering their costs

Are these the only major challenges that have been identified for Sowetan tourism?

4. Some of the requirements noted in the study are:

- More strategic and effective exposure to tourism markets
- Greater access to powerful tourism networks
- Technical services in product development
- Training

Which of these had initiatives for the Sowetan industry? What exactly were these initiatives? Are you aware if they were successful or not?

5. Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup [™] and / or as a result of the actual event?

Interviews with SMME's as identified within the Sowetan tourism industry

Interviews with SMME's were only conducted after the expert interviews with Simakade. The list of SMME's to be interviewed was obtained via consultation with the Business Development Consultant that worked with the SMME's in the Soweto industry.

Sample SMME Interview Questions

1. What has been your experience of this massive event that has just been held in the country?
2. Did the 2010 FIFA World Cup TM have an effect on your business?
3. Did your business benefit from the Soccer world cup?
4. Was your business profitable during the world cup?
5. Has your business been profitable and sustainable after the world cup?
6. What have been the key success factors or downfalls of Soweto SMME's

7. What additional challenges did the tourism industry in Soweto face during the world cup?
8. Has the tourism sector become more sustainable due to the preparations prior the 2010 FIFA World Cup [™] and / or as a result of the actual event?
9. What is your view on youth SMME's?
10. What is your view on internal tourism?