

# 8

## The Case Study: Application of the Strategic Food Tourism Destination Marketing Framework

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## 8.1 INTRODUCTION

The purpose of Chapter 8 is to analyse and interpret the case study data and to assess the implementability of the Strategic Food Tourism Destination Marketing Framework, with the aim of creating a SWOT profile of the case study area. The rationale for the case study selection, as based on specified criteria the Strategic Food Tourism Destination Marketing Framework and case study procedures are presented. The conceptual framework (Chapter 4) that identifies the food tourism enhancers, the Strategic Food Tourism Destination Marketing Framework (Chapter 7) and the research expectations (Chapter 5) served as the theoretical framework against which the findings were compared and interpreted. It should be emphasized that the qualitative nature of the case study did not allow for generalisations beyond the case study. The findings were interpreted to reflect the usefulness of the Strategic Food Tourism Destination Marketing Framework as a 'strategic tool'. Through the method of comparison and agreement and spatial analysis verification, the researcher strived to find regularities and relationship patterns in the data.

The outcomes and the case study findings are discussed under the following headings: stakeholder identification; the resource component mix regarding food and wine tourism; the challenges, opportunities and constraints; food attraction status; and current food tourism resource/opportunity and market assessment and finally the application of the Product Potential and Attractiveness Tool to assess the potential for food tourism in the Winelands region.

## 8.2 THE CASE STUDY

### 8.2.1 Rationale for Case Study Selection

A case study as defined by Veal (1997:75) *involves the study of an example – a case – of the phenomenon being researched. The aim is to seek to understand the phenomenon by studying examples.* A case study methodology was used to meet one of the specific objectives of this study namely: to apply the Strategic Food Tourism Destination Marketing Framework in a selected case study and determine the 'implementability' of the approach. The case study constituted the third phase of the research methodology and involved an assessment of the strategic approach developed by a group of stakeholders involved in food and wine tourism in the Winelands region of the Western Cape.

The following criteria were used in the selection process of the case study:

- the **food tourism attraction status** in the region;
- the current usage of **food as destination attraction/experience** and **marketing tool**; and
- the data from TOURPAT and FOODPAT which reflected the available **tourism infrastructure, agricultural resources, food tourism attraction, events and activities**.

The identification of the region in terms of food attraction status, the usage of food as a destination attraction/experience and marketing tool and the resource and infrastructure base established a comparative assessment of all the provinces in South Africa and allowed for the selection of the most appropriate and suitable region for the case study. The province and more specifically the region selected needed to have a representative response rate; have potential for food tourism in terms of resources, stakeholders and initiatives; reflect awareness and interest in promoting food tourism; and be willing to participate in the study.

The presence of the required criteria in each province is portrayed in Table 8.1. All the provinces were evaluated to ensure that the best choice was made in terms of selected criteria for the case study.

**Table 8.1: Qualifying criteria present in each province required for selection of the case study**

CRITERIA	PROVINCES								
	Gauteng	Western Cape	Eastern Cape	Northern Cape	Free State	Mpumalanga	Limpopo	North West	KwaZulu Natal
Representative <b>Response Rate</b>	√	√	√		√	√			
<b>Food tourism attraction status: key attraction</b>	√	√	√					√	√
<b>Supportive Attraction</b>	√	√	√	√	√	√	√	√	√
Utilization of food as <b>attraction</b>	√	√	√			√			√
Utilization of food as marketing <b>tool</b>			√	√		√			
<b>Tourism infrastructure</b>	√	√	√	√	√	√	√	√	√
<b>Agricultural Resources</b>		√			√				
Food Tourism <b>Attractions</b>	√	√		√	√		√		√
Food Tourism <b>Events / Activities</b>		√	√	√	√		√		√
<b>Possible case studies</b>		√	√		√				

√ = Reflects the acceptable presence of the specific criteria

Three provinces, Western Cape, Eastern Cape and Free State met the requirements adequately but the Western Cape had the edge as it met all the criteria barring the use of food as a marketing tool. A feasible explanation, as suggested in Chapter 6, could be the

dominance of wine already being used as a marketing tool. The opportunity for developing and implementing food tourism could lie in on-theming food with wine tourism, especially in the Western Cape where wine is a key attraction. This scenario is motivation for stakeholders to have a strategic tool to accomplish this. Even though the Western Cape did not use food as a marketing tool sufficiently, it met all the other requirements and therefore qualified clearly as an apt choice for the implementation of a case study.

Further justification for selecting the Western Cape lies in consideration of the representative response rate. This is based on the number of responses in the province plus the % response rate from the province and is interpreted as reflecting the interest in food tourism within the province and its various regions (Section 6.2.1). Of the five provinces that had a representative response rate only three reflected a food tourism attraction status on both the key and supportive level (Section 6.3.1), namely Gauteng (42.9%; 14.3% respectively), Western Cape (26.8%; 43.9% respectively) and Eastern Cape (17.7%; 29.4% respectively). Also significant is the fact that only the Western Cape and the Free State had the required resource base and infrastructure needed for developing and implementing food tourism whereas Gauteng and the Eastern Cape did not meet all the required criteria in this regard. The Western Cape and Free State were both approached to participate as case studies but only the Western Cape was willing and able to participate at that particular time. The Western Cape was unequivocally the obvious choice.

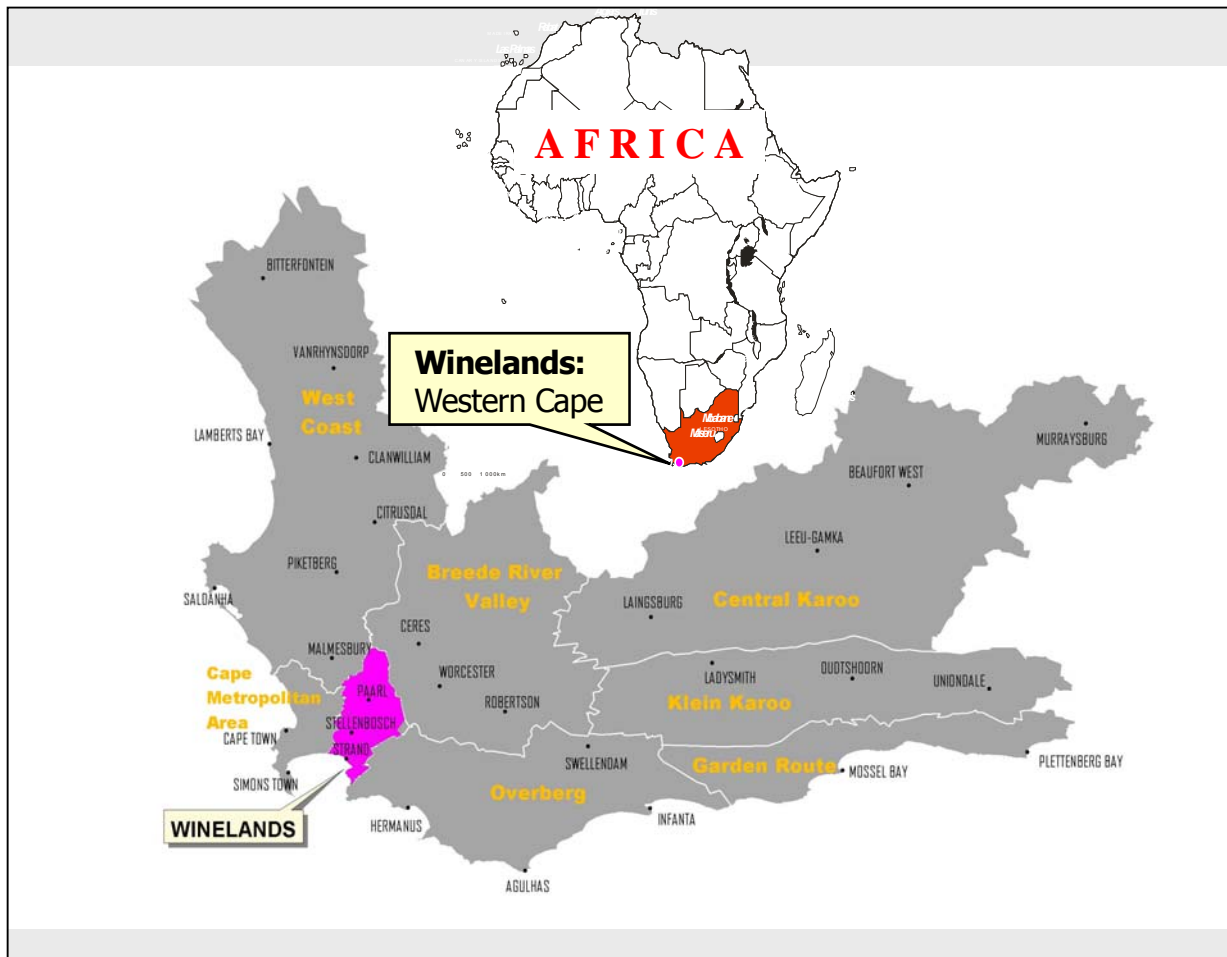
The Western Cape consists of eight regions (Figure 8.1). However, the Winelands region in the Western Cape is the only region where food was regarded as a key attraction. The Winelands was therefore taken as the most appropriate and suitable region as it has potential for food tourism in terms of resources, stakeholders and initiatives; it reflects awareness and interest in promoting food tourism; and was willing to participate in the study.

## **8.2.2 Applying the Strategic Food Tourism Destination Marketing Framework**

The Strategic Food Tourism Destination Marketing Framework and its components were tested to determine perceived relevance and viability and verify the practical applicability to and implementability of the approach in a case study situation. Prior to the actual implementation of such a strategic approach that takes a longer time to effect, the Framework was assessed.

Stakeholders at a leading South African regional destination, where food and wine is the key element of the overall destination experience, took part in a workshop in the Winelands area.

The **'WINELANDS'** region was selected because it has the status of being known as a 'Premier-ranked Food and Wine Tourist Destination' in South Africa, i.e. 'a place offering the best regarding food and wine tourism and a place the potential tourist visitor should consider first when making travel plans' (Malone Given Parsons Ltd, 2001:i).



**Figure 8.1: Map portraying the tourism regions in the Western Cape with specific focus on the Winelands Region**

The aim of the workshop was to assist destination marketers and current and prospective entrepreneurs to optimise the tourism potential of local and regional food and drink products so as to ensure sustainable competitiveness, both from a tourism development and destination marketing perspective.

Using the case study method for this research allowed for the collation of holistic understanding, explanations and interpretations of developing and implementing food tourism at a destination by collecting data from stakeholders regarding their perceptions and experiences (Riege & Perry, 2000). A single specially selected case was focused on in this

study as it understood favoured growth in the food tourism industry and would also possibly be in a position to inform practice for other destinations wishing to develop and implement food tourism (Leedy & Ormrod, 2005).

**Data collected** in the case study focused on the stakeholders in their destination area and accessing information to capture their insight and knowledge arising from their personal encounters in the field of food tourism in their region. The data included observations, interviews, questionnaires, documents, records, TOURPAT and FOODPAT and the assessment of the Strategic Food Tourism Destination Marketing Framework. Information given by both groups of stakeholders was recorded in detail. The information assisted in identifying the context of the case, substantiated conclusions and determined the extent to which findings could be generalised and applied to other destinations (Leedy & Ormrod, 2005).

**Data analysis** in a case study (2005:136), involves the following steps:

- **Organisation of details** regarding the case arranged in logical order. In this case, the detail captured concerned the stakeholders, recording the name of the institution, type of business, contact information, present interest, role and participation in food tourism.
- **Categorisation** of the data to cluster the data into meaningful groups. The data was clustered according to the worksheets completed and included the following:
  - **stakeholders and the roles** they perform in food and wine tourism;
  - **resource component mix** – current use and potential;
  - current **key challenges, opportunities and constraints**;
  - **food tourism attraction status**;
  - current **food tourism resource/opportunity** and **market assessment**;
  - **food tourism competitiveness status**;
  - **key marketing tasks**;
  - **proposed strategic guidelines**; and
  - **future recommendations**.
- **Interpretation and examination** of the data for specific meanings related to the case study. The data collated from the case study was integrated with the other datasets, namely the stakeholder survey and the data from TOURPAT and FOODPAT. The data was interpreted and examined regarding the categories outlined in the previous point.
- **Identification of patterns** by scrutinizing data and their interpretations for underlying themes and patterns. This was done and led to the compilation of the SWOT profile of the region.

- **Synthesis and generalisations** by constructing an overall vision of the case and drawing conclusions that may have implications beyond the case that was studied. The synthesis regarding future guidelines and proposals for developing and implementing food tourism in a region was presented and the implementability of the Strategic Food Tourism Destination Marketing Framework was assessed.

The data analysis in this study used the above steps as a guideline, and accordingly the outcomes were presented. The data comprised the following:

- the **qualitative assessment** of the stakeholder situational analysis (workshop) (Sections 8.3.1 to 8.3.6);
- the **spatial presentation** of the food tourism potential (GIS findings) (Section 8.3.7);
- the **SWOT profile** (stakeholder assessment) (Section 8.3.8); and
- the **strategic guidelines, critical success factors and future recommendations** (Sections 8.3.9 and 8.3.10).

The outcomes of the case study were used to assess the implementability of the Strategic Food Tourism Destination Marketing Framework, which would allow for the development and implementation of food tourism in the next phase of this research when the food tourism framework would be implemented and assessed over a period of time.

### 8.2.3 The Winelands Case Study Procedure

The implementation of the case study constituted the third phase of the research methodology of this study and followed the procedure as shown in Figure 8.2, which will be discussed in the following sections.

**Key Stakeholders** in the Winelands region were invited to participate in the workshop. Eighteen of the attendees were representatives of various sectors of the tourism industry, namely restaurateurs; hotels, guesthouses, wineries, farms, cheese factories, regional wine tourism representative, and tour operators. Each stakeholder received a workbook consisting of five worksheets that needed to be completed as part of the participatory strategic planning process (Annexure 11).

At the workshop a **PowerPoint presentation** (Annexure 11) specified the aim of the workshop and addressed the advantages of implementing food tourism in the Winelands area although it already has a well-established wine industry with supporting tourism activities.



**Figure 8.2: The procedure of the case study as phase three of the methodology and data collection strategy**

The stakeholders were divided into two groups, with each group representing the identified sectors of the tourism industry in the Winelands region. Each group participated in the execution of a **situational analysis** [STEP 1] as outlined in the Strategic Food Tourism Destination Marketing Framework, specifically focusing on food and wine tourism. The following issues had to be covered:

- **stakeholder identification** and the role they perform in food and wine tourism;
- a compilation of **resource component mix** in terms of attractions, infrastructure, facilities and services at the destination;
- the establishment of **current challenges, opportunities and constraints** of the destination; and
- the determination of **tourism attraction status**.

The second step [STEP 2] was then executed, which entailed a strategic evaluation of the food tourism potential of the region. Information regarding the area was available as stakeholders had brought the basic information required with them and also had access to TOURPAT and FOODPAT. In this way they were able to proceed with the execution of the **food attractiveness audit and market assessment**. Thereafter they applied the **Product**



**Potential and Attractiveness Tool**, which assisted with determining the food tourism potential of the region.

The above outlined procedure enabled the groups to discuss the **key marketing management tasks**, the third step [STEP 3] of the Strategic Food Tourism Destination Marketing Framework, and propose the necessary **strategic guidelines** regarding food and wine tourism:

- Optimising **primary markets**;
- **Positioning** it within the tourism strategy of the destination;
- **Branding** it within the tourism strategy of the destination;
- **Theming, packaging and routing** it within the tourism strategy of the destination; and
- **Promoting** it within the tourism strategy of the destination.

Finally the measures of **benchmarking, monitoring and control** were identified and incorporated in the strategic plan regarding the development and implementation of food tourism in a destination [STEP 4].

Furthermore, through this procedure, the groups could also identify the **critical success factors** for developing and implementing food and wine tourism in the Winelands region. Fundamental and essential requirements for future success were also established.

### 8.3 THE OUTCOME OF THE CASE STUDY

This workshop assisted entrepreneurs and marketers to perform an appraisal that would determine their current competitive position in the food tourism market place by:

- identifying / evaluating the **attributes** of their destination which contribute to making it a *Premier-ranked Food and Wine Tourist Destination*;
- assessing destination **strengths and weaknesses** to enable comparison with other destinations and thus determine **positioning and promoting** strategies;
- planning and preparing a **food and wine tourism strategy** for **prioritising products and markets**;
- identifying **gaps and opportunities** in the product mix and apply **theming and packaging** to market and promote food and wine tourism in the region;
- measure **destination performance and potential** regarding food and wine tourism presently and over time by means of the Product Potential and Attractiveness Tool; and

- identifying measures of **benchmarking, monitoring and control** to determine progress and success regarding the development and implementation of food tourism at a destination.

The results of the case study as outlined above are presented qualitatively in Sections 8.3.1 to 8.3.6, spatially in Section 8.3.7 and finally a SWOT profile is presented in Section 8.3.8.

### 8.3.1 Stakeholder Identification

*Stakeholder* refers to all those organisations and their constituencies (ranging from local authorities to community interest groups) that are involved in or impacted by tourism in the particular destination. Stakeholder groups can be directly or indirectly involved in providing products and services to create or facilitate food and wine tourism experiences, e.g. food / wine attractions, facilities, restaurants, entertainment facilities, travel agencies.

Table 8.2 portrays the stakeholders and the roles they fulfil in the Winelands region according to the information collected from the workshop groups.

**Table 8.2: Key stakeholders and the roles they perform in food and wine tourism identified by stakeholder groups in the Winelands region**

Stakeholder \ Role	Financial aid/funding	Infrastructure	PRO	Information	Service	Support to producers	Promotion	Local produce/products	Experience	Activities/events	Accommodation
<b>Municipality</b>	√	√					√				
<b>Tourism bureau</b>			√	√	√	√	√			√	
Restaurants								√	√		
Wine estates								√	√		
Shops/stores								√			
Galleries					√						
Businesses					√					√	
Tour operators			√				√		√		
Hotels								√			√
Vignerons								√	√		

The municipality (local governmental body) and the tourism bureau were regarded as key stakeholders playing important roles in the support and establishment of tourism and the

attractions in the region. The other stakeholders all perform a functional role according to their area of expertise or service delivery. Although local products are used to provide an experience of the region the present role the stakeholders play leaves plenty of opportunity for growth in other areas of marketing and promotion. Using the local products of the region and becoming more involved in developing food tourism as an attraction and enhancing the experience can be achieved by increased awareness, co-operation and networking amongst the stakeholders.

### 8.3.2 The Resource Component Mix Regarding Food and Wine Tourism

The resource component mix of the region was identified in terms of attractions; infrastructure, facilities and services offered as depicted in Table 8.3. A distinction was made between resources currently used and resources with potential, but not presently being fully utilised at the destination. The resource component of the region showed a good mix of products, services and attractions and represents sufficient opportunities for the development and implementation of food tourism in the region especially regarding the possibility of on-theming activities.

**Table 8.3: The resource component mix of the destination regarding food and wine tourism identified by stakeholder groups in the Winelands region**

Resource Component		Resources currently being used in destination	Resources with potential not being fully utilised by destination
<b>ATTRACTIONS</b>			
Activities	√	Trails; fishing	
Events	√	Riding; shows; festivals	Trade shows
Cultural village / historic	√	Museums; monuments	Historic sites
Farms	√	Wine; local produce	Harvesting
Factories	√	Trout; chocolate; cheese; carpets	
Routes	√	Wine; farm	
<b>INFRASTRUCTURE</b>			
Restaurants	√	Many; area of growth	Potential growth
Signage		Poor	Needs attention
Agricultural sector	√	Local produce available	Potential - promotion
Communication	√	Good - tourism organisations	
Roads	√	Fairly good	
<b>FACILITIES</b>			
Cellars	√	Many	Need further development
Wineries	√	Many	Need further development
Road stalls	√	Developed	Need further development
<b>SERVICES</b>			
Tours	√	Developed	Need further development
Hospitality		Fair	Needs to be improved
Accommodation	√	Good	
Cooking schools	√	Developed	
Training	√	Developed	Need further development

Signage posed a problem and is an area that needs attention as it contributes to the branding of the region and can be utilised as a marketing and promotional tool. The facilities and services offered were present but could all be further developed or improved which provides a challenge and opportunity for further growth and development. Food tourism can contribute to the development of these resource components, for example if local and regional foods and cuisine are promoted more during trade shows or as special activities such as berry picking or harvesting. They could be included in marketing the region, offering authentic experiences and contributing to sustainable competitiveness.

### 8.3.3 The Challenges, Opportunities and Constraints

The challenges, opportunities and constraints identified by stakeholders in the Winelands region are reflected in Table 8.4. The region was facing challenges ranging from financial aspects to training, setting standards, monitoring and control issues and internal communication and networking amongst the stakeholders. No challenges were found in the marketing area, which was seen as an opportunity to promote the area with only the lack of sufficient data hampering the marketing initiatives. The availability of FOODPAT and TOURPAT would alleviate this problem and assist the stakeholders in providing data required for the development and implementation of food tourism in the region.

**Table 8.4: Challenges, opportunities and constraints identified by stakeholder groups in the Winelands region**

Component	Presence	Challenge	Opportunity	Constraint
Financial	√			√
Legislation				√
Safety/security / crime	√			√
Training / employment / job development	√		√	
Service (improvement)	√		√	
Standards/expertise	√			√
Monitoring/control	√			
Hospitality	√			
Co-operation / networking	√		√	
Interaction	√			√
Communication/awareness	√			√
Marketing/advertising			√	
Target market knowledge/ positioning			√	
Tourism information / database				√
Food/wine attraction focus			√	

Opportunities existed in the provision of staff training and delivering service of high and consistent standards. Furthermore, the development of a focus on food and wine as a key and supportive attraction was regarded as an important opportunity that would contribute to sustainable competitiveness in the region.

The constraints encountered were more challenging to deal with, as limited finances would restrict the development of food tourism in a region, especially as it was still regarded as an activity that simply happens without much marketing and promotion effort. Legislation regarding the export of specific food products and the utilisation of expertise from abroad inhibited putting certain initiatives in place. The concern about safety and security was a major issue in the region but is a matter of national concern too as it involves the image of the country as a whole. The interaction and awareness of food tourism amongst the stakeholders was listed a constraint but is one that could be removed by adopting a strategic approach to the development and implementation of food tourism in the region. Judging from international best practice, the development of a national strategy could elevate food to an important marketing tool and component of the tourism product of that country as illustrated by the case of Canada.

#### **8.3.4 Food Attraction Status**

The food attraction status was regarded as a combination of key and supportive attractions with on-theming of food with wine necessary to improve the attraction status of food and thus make it more competitive and sustainable. This opinion of the stakeholders in the case study verifies the findings reported in the stakeholder survey.

#### **8.3.5 Current Food Tourism Resource/Opportunity and Market Assessment**

The current food tourism resource/opportunity and market assessment (Table 8.5) was part of the evaluation of the food tourism strategic approach [STEP 2] and entailed the identification of the agricultural, cultural and food opportunities present in the region. The stakeholders needed to determine the current status of each of the groups of opportunities and also assess the market position and potential of each of the groups.

The current food tourism attraction status was best represented as a supportive attraction in all three of the opportunity areas. The core attractions were region-specific, such as trout fishing, the culinary heritage, specific events, routes, and the use of facilities and local produce. On-theming activities were not well established and remain a challenge and

**Table 8.5: Current food tourism resource/opportunity and market assessment identified by stakeholder groups in the Winelands region**

FOOD TOURISM RESOURCE/ OPPORTUNITY MATRIX			CURRENT ATTRACTION STATUS				MARKETS					
							EXISTING			UNDERUTILIZED POTENTIAL		
FOOD TOURISM RESOURCES			Core Attractions	Supportive Attractions	On-Theme Activities	Resource under-utilized	Regional / Provincial	National	International	Regional/ Provincial	National	International
Agricultural Opportunities	Agro-tourism	Farm stays			√	√	2	2	3	1	1	1
		Hunting										
		Fishing	√	√		√	2	2	2	1	1	1
		Food picking			√	√				2	1	1
		Food Processing				√				1	1	1
		Farm tours		√		√	3	3	3	1	1	1
Cultural opportunities	Culinary heritage / attractions	Culinary Heritage	√	√			4	4	4	1	1	1
		Ethnic Cuisine	√	√			1	1	1	1	1	1
		Traditional Restaurant	√	√			3	3	3	2	2	2
		Regional recipes		√			3	3	3	1	1	1
		Cultural Village								1	1	1
Food Opportunities	Events	Gourmet Festival	√	√			4	3	1	2	1	1
	Activities	Factory Visit								1	1	1
	Routes	Cheese	√	√			3	3	3	1	2	2
	Food Product	Olives / cheese		√	√	√	4	4	4	1	1	1
	Restaurant	Local Produce	√	√	√	√	4	4	4	1	1	1
	Market	Local produce		√	√	√	2	2	2	1	1	1
	Facilities	Cellar	√	√	√		4	4	4	2	2	2

SCORE KEY	Current attraction	Mark appropriate column with a ✓			
	Market potential	4: High	3: Moderate	2: Limited	1: Under-Utilized

opportunity for the region to develop and implement food tourism. Agriculture and food are also under-utilised resource areas. Food products are used in the restaurants and promoted in the markets but not exploited to their full capacity. It became evident that regions where food tourism was regarded as a key attraction had definite growth potential to advance food tourism, and, even more importantly, provide opportunities for feasible on-theming activities.

The market assessment in the Winelands region regarding the existing markets provided a picture of well-positioned markets in the food opportunities component. Only the local produce in the markets were limited in their potential. Of greater concern is the fact that most of these existing markets were still seen as not maximising their potential on either regional, national or international level as they all received scores between one and two. This once again accentuates the fact that although these products, events, experiences and services are on offer, they can be improved on to better serve as an attraction thus fostering sustainable competitiveness in the region.

Overall the region possesses sufficient opportunities in all the components. The regional specific components were well represented and being used as an attraction but this was not the case with marketing. The opportunity component will benefit from a more structured and strategic approach to the development and implementation of food tourism in the Winelands region.

### **8.3.6 Application of the Product Potential Attractiveness Tool**

The Product Potential Attractiveness Tool, as applied by the stakeholders yielded a quantified result indicating the Winelands' food tourism competitiveness status. Six food tourism enhancer components were used, each with its own sub components. The scoring was done on a scale from one to four, with one indicating a poor status and four an excellent status. Such quantification would lead to informative comparisons between regions as the large datasets could be summarised and evaluated for all the food enhancer components of the food tourism destination marketing framework. Incorporating benchmarking, monitoring and control would add value to measuring the region's food tourism competitiveness status.

Table 8.6 presents the results of the food tourism competitiveness status in the case study region. The allocated scores were based on estimations of the perceived view of the stakeholders and the calculated values of between three and four were equated with a rating ranging between good and excellent. As the Winelands was the only region within the Western Cape to achieve a good key and supportive status position for food as an attraction,

this information verified the data collected in the stakeholder survey, through FOODPAT and TOURPAT.

**Table 8.6: Application of the Product Potential and Attractiveness Tool for the Winelands Region**

PRODUCT POTENTIAL AND ATTRACTIVENESS TOOL							
FOOD TOURISM ENHANCER COMPONENTS	TOURISM (RESOURCES)	FOOD (ATTRACTION POTENTIAL)	CURRENT STATUS				
			4	3	2	1	
<b>KEY ATTRACTORS</b>	• Key tourism attractions	• Culinary attractions	4				
	• Culture/language	• Culinary Heritage		3			
	• Events	• Food Events		3			
	• Activities	• Food activities		3			
<b>NON-NEGOTIABLES</b>	• Safety /Health	• Safe Food	4				
	• Infrastructure	• Restaurants / eating places	4				
	• Road Network	• Accessibility to products / services		3			
	• Signage	• Food branding		3			
	• Agricultural Products	• Food & drink produce & production	4				
<b>VALUE ADDERS</b>	• Routes	• Food / wine Routes	4				
<b>FACILITATORS</b>	• Communication	• Food promotions/ marketing		3			
	• DMOs	• Food strategy	4				
<b>ENHANCERS</b>	• Experience: authentic /unique	• Food specific tours		3			
	• Facilities / Restaurants	• Utilisation local / regional products	4				
		<b>SCORE</b>	<b>28</b>	<b>21</b>			
<b>FOOD TOURISM COMPETITIVENESS STATUS TOTAL SCORE</b>				<b>49/56</b>			
<b>Score per component</b>	<b>4: EXCELLENT</b>	<b>3: GOOD</b>	<b>2: MODERATE</b>	<b>1:POOR</b>			
<b>Total score</b>	<b>43-56</b>	<b>29-42</b>	<b>15-28</b>	<b>1-14</b>			

The Winelands achieved an overall score of 49 out of 56, which indicated an excellent potential for food tourism. This is understandable as the Winelands reflected a positive position regarding available food products, a good mixture of attractions in the region and a variety of events and activities all factors that favour the development and implementation of food tourism in the region.



The food tourism enhancer components (Table 8.6), namely the key attractors, enablers, value adders, facilitators and enhancers were spatially analysed and reflected in the spatial relationship model of food tourism potential. The non-negotiable food tourism enhancer associated with safety and in this study implying safe food, was assumed as acceptable as the facilities that offer food products and services comply with the laws promulgated to ensure the provision of safe food and water for human consumption.

### 8.3.7 Spatial Relationship of the Core Indicators for the Food Tourism Potential

A model (Figure 8.3) reflecting the spatial relationship of the food tourism potential in the Winelands and surrounding regions, Overberg and Breede River Valley (Figure 8.4)

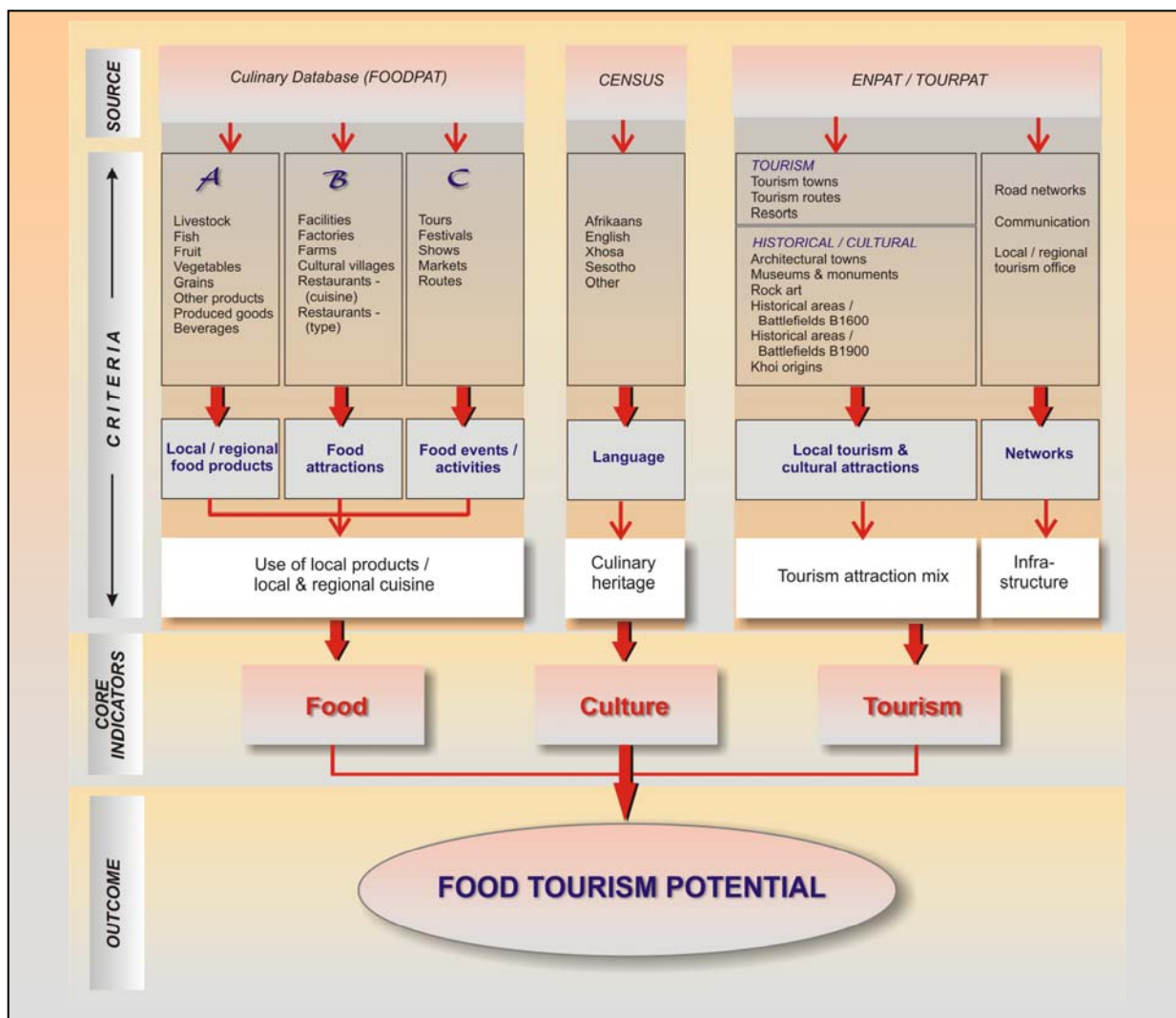
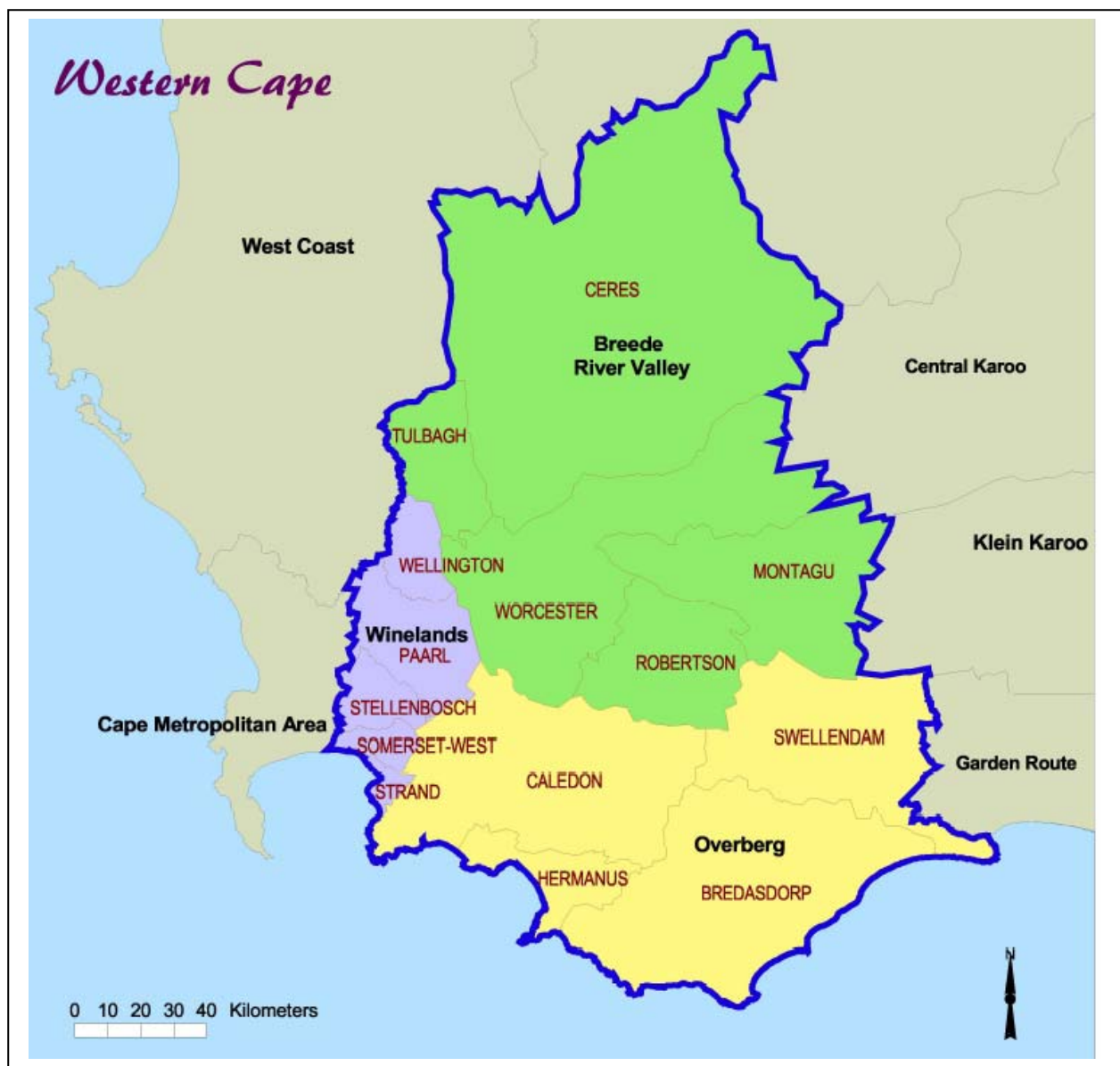


Figure 8.3: Criteria and core indicators of the food tourism potential model

was constructed to compare and verify the assessment of the stakeholders in the case study. The procedure adopted is discussed in this section. The spatial analysis was based on data from TOURPAT, FOODPAT, the 1996 South African Census data and the stakeholder survey in accord with the criteria and core indicators stipulated identified for this study (Figure 8.3). The reason for developing this model was to produce an enhanced situational analysis for the potential of food tourism in the Winelands region, and to be able to compare it with the surrounding tourism regions. Further motivation was the need to quantify the predicted potential by means of GIS<sup>8</sup>.



**Figure 8.4: The Winelands, Overberg and Breede River Valley tourism regions**

<sup>8</sup> To reflect the spatial analysis and orientation of the Winelands regarding its food tourism potential it was necessary to include the surrounding tourism regions to draw a comparison between the Winelands and the adjoining regions

Due to the general availability of geographic data for use in the GIS, attribute data can be linked to various entities in a dataset with relative ease. Such data can then be spatially analysed to produce new maps in either vector or the raster method, depending on the type of data available and the expected outcome. In this study, the food tourism potential model was constructed by combining and analysing attributes of selected tourism regions, using the vector format. Food related data was initially gathered by magisterial districts which culminated into a map depicting the larger selected tourism regions and facilitating the assessment of the food tourism potential and status of the region.

The spatial model reflected the geographically referenced spatial data with the corresponding attribute information and utilised the simple overlay technique to depict the food tourism potential in the selected tourism regions of the Winelands, Overberg and Breede River Valley. The final food tourism potential model culminated from three sub-models, food, culture and tourism, as outlined in Section 8.3.7.1. The data used in all three of the sub-models was extracted from the Excel files in FOODPAT and from ENPAT, TOURPAT and the relevant 1996 Census Data on which the ENPAT data was based and converted to DBF-Files to be able to use the data of the three tourism regions in the GIS programme. A vector format map overlay was compiled for each criterion of every core indicator of food tourism potential as portrayed in Figure 8.3. The map overlays were combined to culminate in the core indicators, which were then combined to produce the final food tourism potential for the three tourism regions of the Western Cape.

The following **limitations** were placed on the spatial representation of the case study to save costs and facilitate data compilation: first, only digitised or computer ready data was used for the analysis. Second, the data had to be comparable. To effect this, the data of the three models had to be reclassified, utilising a four-point scale. Criteria considered acceptable and in place for all the regions were included in the food tourism potential model although not classified for each of the selected tourism regions. Infrastructure, represented by major, secondary and tertiary roads, the presence of DMOs and communication, were substantively part of the variables included in the model.

#### **8.3.7.1 Methodological overview**

Three major analytical procedures were applied in this study, namely:

1. Criteria score classification and standardisation.
2. Integration of primary criteria.
3. Development of the model that integrated the selected criteria into the core indicators.

## 1. Criteria score classification and standardisation

The first analytical procedure performed involved the revision of the datasets for food, culture and tourism whereby each factor was given a physical score from one to four, where one was the lowest and four the highest. Such a classification method was applied to all the datasets in order to keep the analysis manageable and to make the results more easily comprehensible and comparable. Classification allowed for the normalisation of the data layers, which is a requirement when creating a model representing spatial relationships (Nath, Bolte, Ross & Aguilar-Manjarrez, 2000).

The scoring levels (1 to 4) were based on even interval classification, namely: poor 0-24.9% (1), moderate 25-49.9% (2), good 50-74.9% (3) and excellent 75-100% (4). This classification method proved to be appropriate as it has been applied in other studies where the potential for land use was determined (Aguilar-Manjarrez & Nath, 1998; Sustainable Development Department, 2004). The different scoring levels and their indications are discussed in each of the three sub-models in Sections 8.3.7.2 and 8.3.7.3.

## 2. Integration of primary criteria

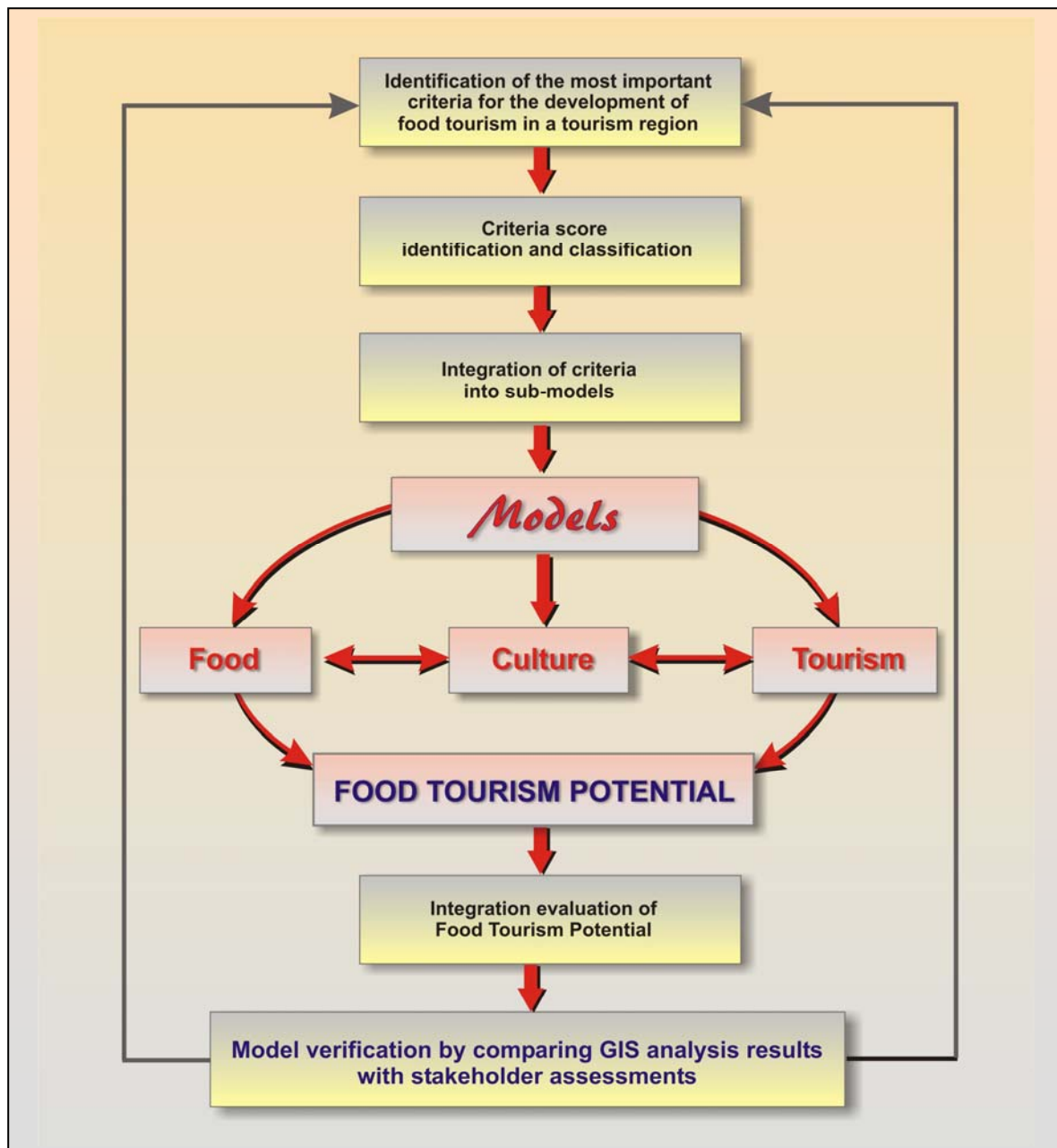
The selected and scored criteria were developed into three sub-models, food, culture and tourism with the various categories of criteria being grouped into core indicators within the final model for food tourism potential within a specific tourism region (Section 8.3.7.2). This procedure is in common use (Ritchie & Crouch, 2003; Sustainable Development Department, 2004).

## 3. Development of the model

The third major analytical procedure involved the development and evaluation of the three sub-models and the final food tourism potential model. A final GIS-based model was developed to portray the spatial relationships of food tourism potential in three tourism regions in the Western Cape. The model was developed by following the modelling activities illustrated in Figure 8.5.

The following GIS-based **sub-models** and **final model** were developed for this study:

- a **food-model** was developed to depict the presence of food products (A); food attractions (B); food events (C) and to indicate the use of local and regional foods in the selected tourism regions;
- a **cultural-model** was developed to indicate the language preference in the various tourism regions to typify cultural differentiation thus culinary heritage in the selected tourism regions;



**Figure 8.5: Schematic diagram of modelling activities in the case study analysis**

- a **tourism-model** was developed to reflect the infrastructure and presence of tourism and historical/cultural attractions; and
- the three sub-models were combined in a final **food tourism potential model** to cumulatively indicate the range of potential for food tourism in the selected tourism regions.

Finally, as verification for the application of GIS, the stakeholder assessment of the tourism region performed in the situational analysis [STEP 1] and the strategic evaluation of the food tourism potential [STEP 2] (Sections 8.3.1 to 8.3.6) were compared with the

results portrayed in the spatial analysis of the food tourism potential of the selected tourism regions.

A brief description of the analytical procedures is presented in the following section.

### **8.3.7.2 Identification of the criteria and core indicators for the determination of food tourism status and potential**

The core indicators and their underlying criteria regarding the food tourism potential (Figure 8.3) were used to construct a model representing the spatial relationships of food tourism potential and status in three tourism regions in the Western Cape namely: the Winelands (case study area), the Breede River Valley and Overberg.

A **food tourism potential model**, consisting of three sub-models, namely a food model; cultural model; and a tourism model was constructed using a raster or cell-based system. GIS was used to evaluate each grid cell in the model on the basis of several food, cultural and tourism related factors all including a specific compilation of criteria important for food tourism and destination marketing. The models were developed according to the simple overlay method where all layers were of equal importance and the factors classified according to a four point scale of presence/concentration/differentiation with one being the lowest and four the highest, a method proposed by Nath *et al.*(2000).

The multiple data overlays comprised **attribute data** that was combined with **spatial information** to finally reflect the potential for food tourism in three tourism regions namely the Winelands, Overberg and Breede River Valley.

The **attribute data** consisted of information regarding:

- Food data: food products (A); food attractions (B); food events (C) = **FOOD SUB-MODEL**
- Census data: language groups = **CULTURAL SUB-MODEL**

This information was combined with the **spatial information** from ENPAT and TOURPAT namely:

- ENPAT data:
  - administrative data (administrative boundaries; infrastructure magisterial districts; major and secondary roads; railroads);
  - environmental data; and

- TOURPAT data:
  - TOURISM: Tourism regions; towns with high tourism potential; tourism routes; resorts;
  - HISTORICAL/CULTURAL: architectural towns; cultural/heritage museums/monuments and sights; rock art; historical areas & battlefields before 1600; historical areas & battlefields during 1900; Khoi origins; = **TOURISM SUB-MODEL.**

The criteria included in all three the sub-models are described in Annexure 11.

Cumulatively, the food data revealed that **local and regional food products** were used. In that the products were cultivated and produced in the region and the attractions and events relating to food tourism were focused on the availability of the products in the area. For example, because of the olive cultivation and production in the Winelands, an olive festival is held and an olive route organised as attractions where the local produce further enhances the total food experience. Many of these are non-perishable thus portable, a feature that generally appeals to visitors. The food products, food attractions and food events and activities collectively form the core indicator for food.

Language data was selected as an indicator of **culture** of a group of people and, as suggested in the literature, can be indirectly associated with food traditions, referred to as their **culinary heritage** (Boniface, 2003; Cusack, 2000; Dunbar-Hall, 2001; Flandrin, Montanari & Sonnenfeld, 1999; Government of South Africa, 1996; Long, 2003; Murray & Haraldsdóttir, 2004). The South African census data of 1996 provided the most accurate indication of language groups in the specific tourism regions and, when analysed exposed the diversity and concentration of the culture in the three tourism regions. Languages and subsequently culinary heritage, were taken as the core indicators for culture. The environmental, administrative and tourism data portrayed the **infrastructure and tourism attraction mix status** in the different tourism regions. The ENPAT and TOURPAT databases provided the information for the core indicators for tourism.

### **8.3.7.3 Criteria score, classification and integration of the primary criteria**

Three sub-models (categories of criteria or core indicators) were considered to assess the food tourism potential in the selected tourism regions:

1. Food
2. Culture
3. Tourism

## 1. Food Data

The relevant data from FOODPAT of the three tourism regions was extracted from the Western Province data sheets reflecting three factors: food information (A); food attraction information (B) and food event and activities information (C). The data for the three tourism regions was summarised by adding the values of each subfield to give a total for each main field (Figure 8.6). The totals of the main fields (tours + festivals + shows + markets + routes = total events) of food events [C] were calculated to reflect the presence of elements in each section [A/B/C] for every region. This calculation enabled the identification of the region with the highest number of elements in each sub-field, main field and the subsequent totals for each of the sections A, B and C. The number of total elements/actions/activities for each tourism region is thus calculated providing the basis of comparison regarding the potential of food tourism in a region.

Province	T-REGION	Region	Area	Farm	Factory	Product	1cTotal_C_Tours	Food	Wine	Wine & food	Beer	Harvest	Area	Activity	2cTotal_C_Festivals	Agricultural	Food industry/trade	Wine	Cuisine	3cTotal_C_Shows	Farmers	Oxbraai	Sardine run	Other	Fishing	Hunting	4cTotal_C_Markets	Wine	Food	Other	5cTotal_C_Routes
Western Cape	2	CAPE METROPOLITAN TOURISM	0	0	0	0	0	0	1	1	1	0	0	1	4	0	1	0	0	1	0	0	0	0	2	0	2	2	0	2	4
Western Cape	3	CENTRAL KAROO	0	0	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Western Cape	4	GARDEN ROUTE	1	0	0	1	2	1	0	1	1	0	0	0	3	1	0	0	0	1	0	0	0	0	4	0	4	0	0	3	3
Western Cape	5	KLEIN KAROO	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	3	0	3	1	0	1	2
Western Cape	7	WEST COAST	0	1	0	0	1	4	0	1	0	1	2	1	9	5	0	0	1	6	0	0	0	0	10	0	10	2	0	8	10
Western Cape	1	BREEDE RIVER VALLEY	1	1	3	1	6	0	3	2	0	1	0	1	7	2	0	2	0	4	0	0	0	0	5	0	5	4	0	6	10
Western Cape	6	OVERBERG	1	1	1	2	5	7	0	2	0	0	0	0	9	4	0	0	0	4	0	0	0	0	5	0	5	3	0	3	6
Western Cape	8	WINELANDS	1	1	0	0	2	3	2	2	0	1	0	0	8	1	0	0	0	1	3	0	0	1	2	0	6	4	0	2	6

Sub-field

Main-field

Total of C

**Figure 8.6: Excerpt of FOODPAT datasheet reflecting food event (C) data**

The calculated data was reclassified and converted to classes 1-4 according to the equal interval classification. The sums of each section A, B and C were thus reclassified and converted to classes 1-4. The A, B and C-sections for each tourism region initially had different values, which were all classified into classes 1-4 indicating the level of presence of elements/actions/activities, which when combined with the other sub-models would predict the potential for food tourism from poor [1] to high [4] as portrayed in Table 8.7.



**Table 8.7: The reclassification values, interpretation and scoring of the sub-models**

VALUE	INTERPRETATION presence/diversity/concentration	SCORE
0 – 24.9%	Poor	1
25 –49.9%	Moderate	2
50 – 74.9%	Good	3
75- 100%	Excellent	4

## 2. Language Data

The language data was extracted from the 1996 South African census, as ENPAT was based on the data from the 1996 South African census. The magisterial districts as portrayed in Table 8.8 constituted the tourism regions portrayed in this section of the study.

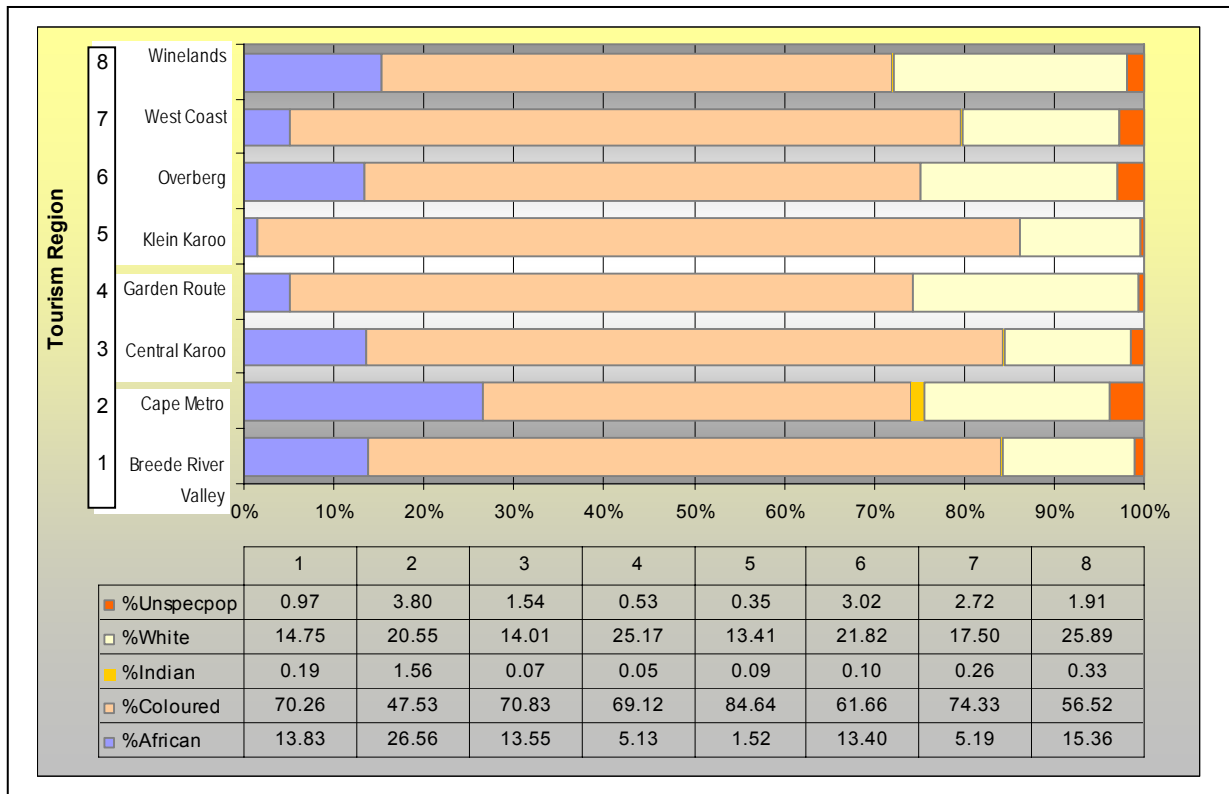
**Table 8.8: Composition of magisterial districts present in the three selected tourism regions**

Tourism region	Magisterial district
<b>WINELANDS</b>	Wellington
	Paarl
	Stellenbosch
	Somerset-West
	Strand
<b>OVERBERG</b>	Swellendam
	Caledon
	Bredasdorp
	Hermanus
<b>BREEDE RIVER VALLEY</b>	Ceres
	Tulbach
	Worcester
	Robertson
	Montagu

The information was reflected in magisterial districts and regrouped to reflect the selected tourism regions as presented in Table 8.9.

**Table 8.9: Percentage distribution of language groups in the selected tourism regions according to the 1996 census data [totals do not reflect unclassified data]**

TOUREG	TOUREG NR	TOTLANG	%AFRIKAANS	%ENGLISH	%SESOTHO	%XHOSA	%LANG_TOT
Breede River Val	1	52097	83.62	0.84	0.70	14.09	99.25
Breede River Val	1	30419	92.78	1.44	0.25	4.91	99.38
Breede River Val	1	133130	83.67	1.65	0.78	12.63	98.73
Winelands	8	46177	88.30	2.57	0.08	7.77	98.72
Breede River Val	1	18988	78.36	2.45	0.32	17.65	98.78
Winelands	8	152345	77.77	3.31	0.44	16.54	98.06
Overberg	6	33204	92.45	2.47	0.23	3.55	98.70
Breede River Val	1	38939	90.19	1.59	0.15	6.84	98.77
Winelands	8	79827	75.66	7.75	0.50	13.46	97.37
Overberg	6	80218	81.69	2.98	1.67	11.44	97.78
Winelands	8	65925	70.44	23.69	0.22	2.88	97.23
Winelands	8	55187	68.46	10.01	0.85	19.30	98.62
Overberg	6	24635	91.39	3.05	0.14	2.98	97.56
Overberg	6	29483	63.08	13.59	0.52	21.64	98.83



**Figure 8.7: The composition of population groups in the tourism regions of the Western Cape**

From the ENPAT data the composition of the **population groups** in each of the tourism regions of the Western Cape (Table 8.10) was identified, providing additional evidence of culture and culinary heritage in the selected tourism regions. The Coloured population is the largest group, followed by the Whites and the Africans, which are largely representative of the Isixhosa group. The presence of the different population groups in the Winelands region provides the opportunity for food tourism development to accommodate multi-cultural initiatives and capitalise on the diverse resources, natural and human within the region.

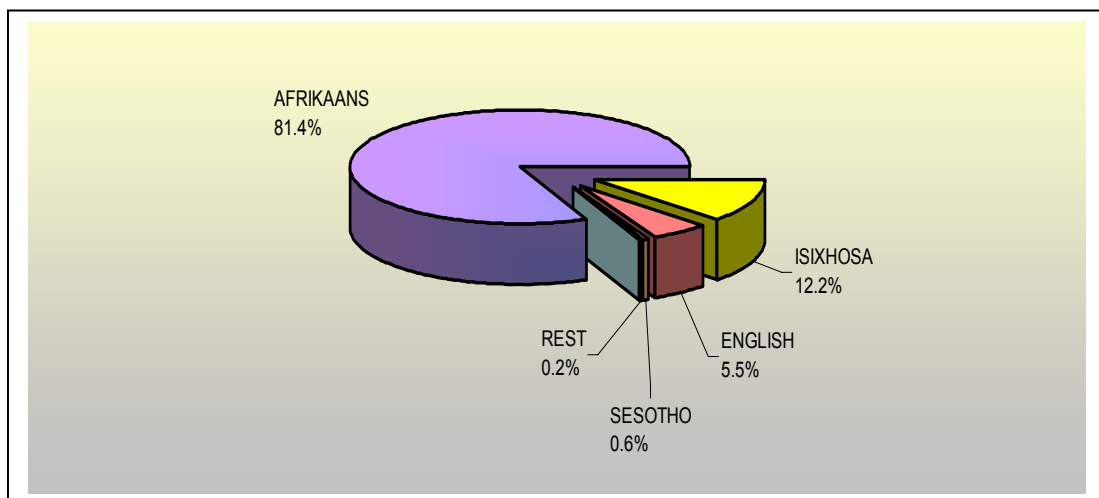
The information extracted from the 1996 census data indicated the language groups in South Africa, which were classified into 13 groups the 11 official language groups in South Africa plus two other categories language namely unspecified and other. When comparing the language groups with the cultural group representation as portrayed in Table 8.10 it can be seen that the language classification provides a much more diverse composition of the cultural representation than the population groups do. However, the culturally diverse culinary heritage of South Africa is clearly illustrated by the information in Table 8.10 and Figure 8.7.

**Table 8.10: The population and language group composition of the tourism regions in the Western Cape**

TR	%African	%Coloured	%Indian	%White	%Unspecpop	LANG_OTH	LANG_UN	NDEBELE	ISIXHOSA	ISIZULU	SEPEDI	SESOTHO	SETSWANA	SESWATI	VENDA	XITSONGA	AFRIKAANS	ENGLISH
1	13.83	70.26	0.19	14.75	0.97	0.20	0.56	0.26	11.57	0.03	0.01	0.59	0.03	0.00	0.00	0.00	85.23	1.52
2	26.56	47.53	1.56	20.55	3.80	0.74	1.17	0.06	24.61	0.15	0.04	0.37	0.11	0.02	0.02	0.02	42.63	30.09
3	13.55	70.83	0.07	14.01	1.54	0.10	0.88	0.04	11.77	0.04	0.00	0.10	0.03	0.02	0.00	0.02	86.06	0.92
4	5.13	69.12	0.05	25.17	0.53	0.12	0.96	0.06	0.63	0.02	0.00	0.11	0.01	0.00	0.00	0.00	96.42	1.66
5	1.52	84.64	0.09	13.41	0.35	0.25	0.83	0.07	0.26	0.00	0.00	0.01	0.01	0.00	0.00	0.00	97.72	0.84
6	13.40	61.66	0.10	21.82	3.02	0.31	1.43	0.05	10.43	0.04	0.02	0.96	0.02	0.00	0.00	0.01	81.97	4.76
7	5.19	74.33	0.26	17.50	2.72	0.18	1.19	0.05	3.73	0.04	0.04	0.20	0.11	0.00	0.00	0.01	90.29	4.16
8	15.36	56.52	0.33	25.89	1.91	0.70	1.19	0.05	13.04	0.05	0.01	0.43	0.03	0.01	0.00	0.01	76.07	8.40

The presence of the Isixhosa group in the selected tourism regions provides an opportunity for the culinary heritage of the African speaking groups to be included in food tourism particularly so if attention is given to the development of specific food tourism products. The presence of the Sesotho group is higher in the neighbouring tourism regions than in the Winelands itself (Table 8.10). Once again, this provides the opportunity for food tourism products to be developed in these neighbouring regions that reflect the cultural diversity of the region at large.

The language data based on the 1996 census for the three tourism regions (Figure 8.8)



**Figure 8.8: The collective distribution of language groups present in the magisterial districts of the three selected tourism regions, Winelands, Overberg and Breede River Valley**

group with 12.2% presentation; then the English group with 5.5% presentation; the Sesotho shows the Afrikaans group as the strongest with 81.4% presentation; secondly the Isixhosa group with 0.6% presentation; and finally the rest of the 13 groups as 0.2%. For the purposes of this study the 'rest' group was not included in further calculations as the four groups represented make out the largest proportion of the language groups in the selected tourism regions.

The census language data was regrouped from the magisterial data to reflect the selected tourism regions as presented in Table 8.10 to facilitate calculations between the food data and the language data. To reflect the concentration of language groups in the selected tourism regions only data of the Afrikaans, English, Isixhosa and Sesotho groups were used and reclassified to show the diversity of cultures present in the tourism regions as the total of these four groups adds up to 97,94% for the Winelands region. Four individual language models (Figure 8.9) were created from the reclassified data using equal interval classification. The values allocated to the reclassified data for the Afrikaans, English, Isixhosa and Sesotho language groups were one to four, with one being the lowest and four the highest concentration of the language groups in the selected tourism regions.

### **3. Tourism data**

The tourism data was extracted from ENPAT and TOURPAT and reflected the tourism attraction mix, which was compiled from the tourism and heritage/cultural information, and the infrastructure information.

**Infrastructure** – was recognised by accessibility in terms of the presence of major, secondary and tertiary roads. According to the information available from ENPAT all the tourism regions fared well as far as accessibility was concerned hence infrastructure was a positive factor in the selected tourism regions.

**Communication:** The presence of DMOs in all the tourism regions indicated the presence of and access to communication and for the purposes of this study was regarded as acceptable in the selected tourism regions.

Thus both the **infrastructure and communication** factors were regarded as appropriate and acceptable for all three tourism regions and were not included in the calculation of the potential for food tourism.

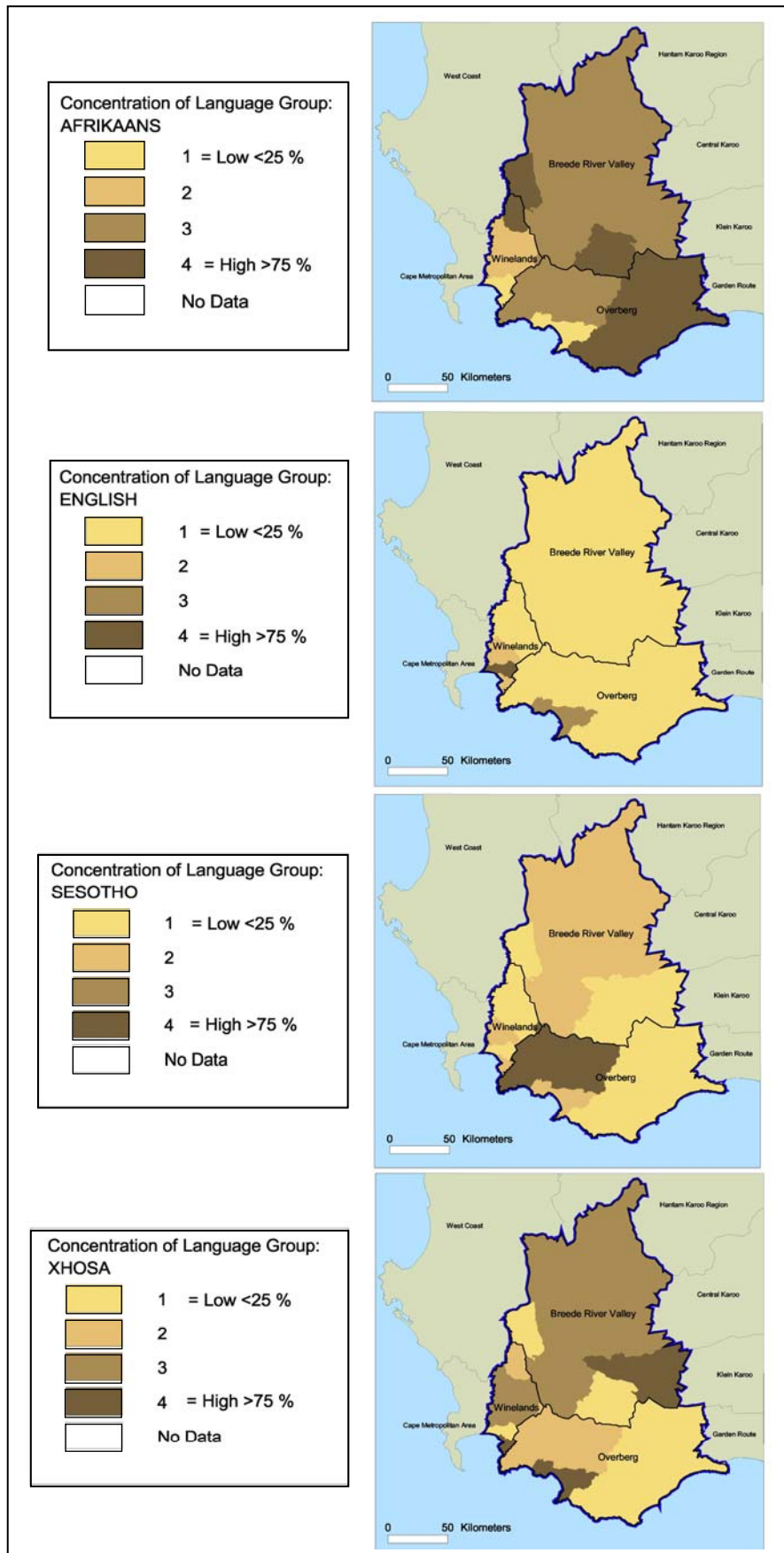


Figure 8.9: The concentration of language groups for the selected tourism regions

The tourism data comprised the tourism regions, tourism towns (towns with a high tourism potential), routes and resorts. The historical/cultural data which is a fundamental component of tourism included: architectural towns; museums and monuments; rock art; historical areas / battlefields B1600; historical areas / battlefields B1900; and evidence of Khoi origins. The tourism attraction data for the three tourism regions was calculated from the actual values (physical number of every type of attraction) of the data in ENPAT and TOURPAT for each region.

The sum of each of the attractions was calculated for each of the three tourism regions and then reclassified into the four groups with values indicating the tourism attraction mix between one and four.

#### **8.3.7.4 Integrated evaluation of food tourism potential**

As indicated in the case study assessment, because of the different scale upon which data is measured, a standard classification method was adopted. All maps of the core indicators, namely the food, culture and tourism were scored into four potential classes from poor to excellent (i.e. 1 to 4). The core indicators for food, culture and tourism are spatially analysed portrayed in Figure 8.10.

The **food model** showed the criteria of A, B and C components and the use of local products. The selected tourism regions were all on par regarding the food component when assessing the potential for food tourism, as the Winelands, Breede River Valley and Overberg plus the Cape Metropolitan Area all scored three. However, the West Coast scored four, indicating an excellent food tourism potential as far as the food core indicator is concerned. The combination of the A, B and C plus the use of local foods differ for each of the regions, but collectively the food core indicator was from good to excellent in these regions.

The **cultural model** reflecting the concentration of the four language groups, indicated the diverse language groups in the different regions. The individual language maps (Figure 8.9) were combined to show the different language groups in the selected tourism regions. The value allocation for the Afrikaans group, however, was reversed for the calculation of the cultural model with 1 being the highest concentration and 4 the lowest concentration since the Afrikaans group was so strongly represented (81,4%) in the selected tourism regions. The reversal of value allocation was required to provide the other language groups a better opportunity to be included in the value calculations for the cultural sub-model. The more

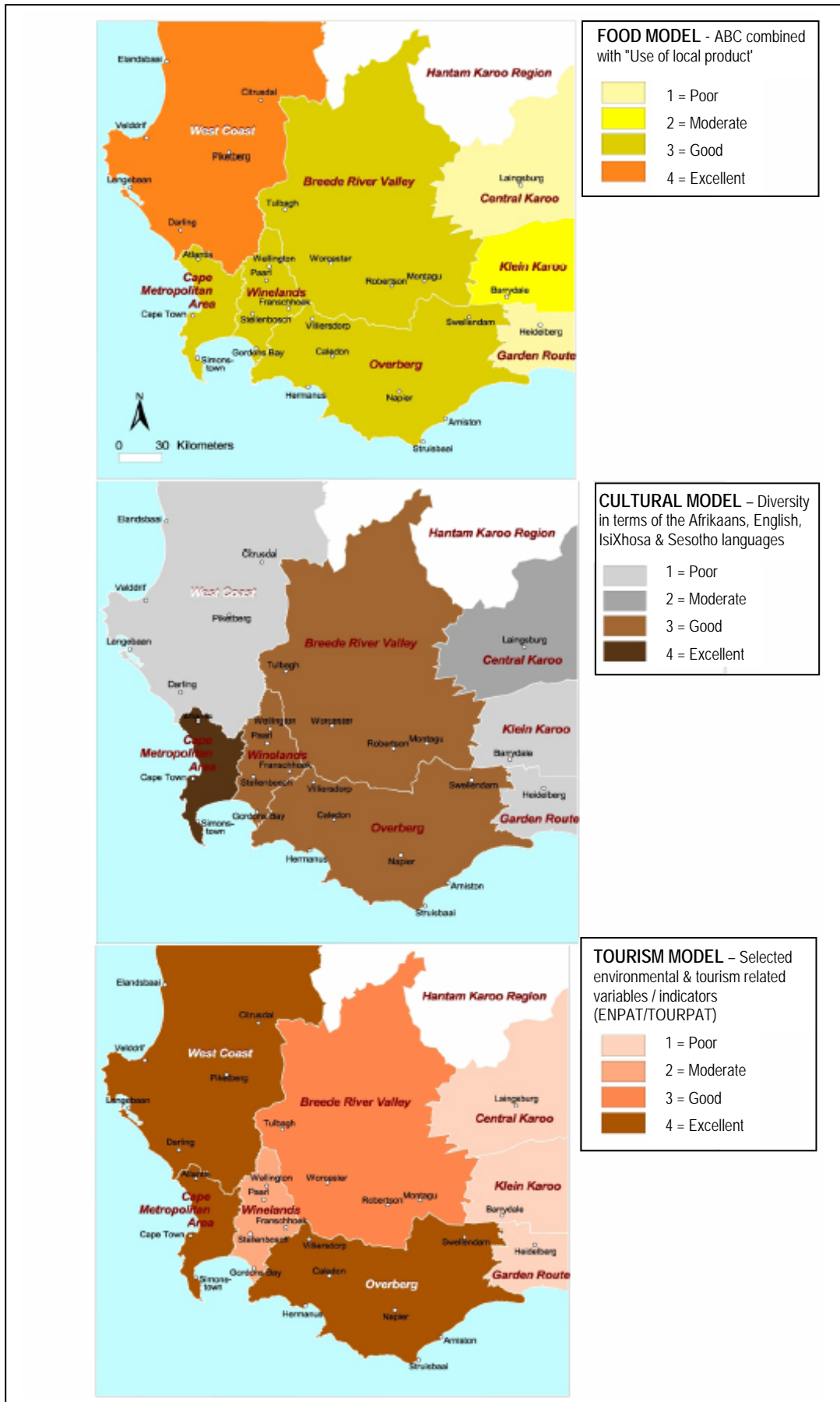
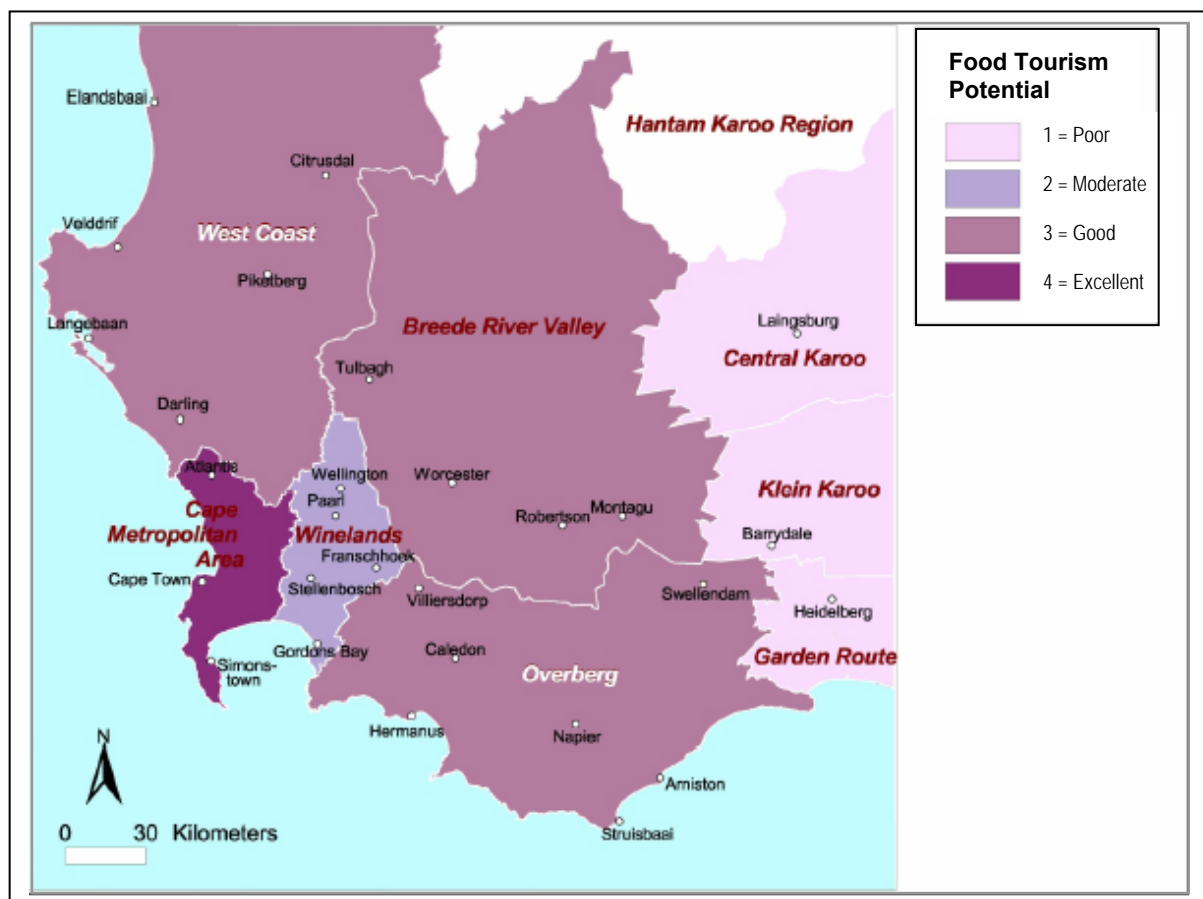


Figure 8.10: Spatial analysis of the food, culture and tourism models

diverse the region as a result of a larger variety of language groups present in the region the higher the potential for tourism in terms of culture and culinary heritage as the attraction base can be more diverse and the food in terms of culinary heritage offered can be more varied. As evident from the cultural model the Cape Metropolitan Area is the most diverse, the other selected tourism regions scored a 3 which indicates a good level of diversity and provides sufficient potential for the development of food tourism based on present and past culinary heritage.

The **tourism model incorporated** the combined environmental and tourism related variables and the Winelands regions scored two, which is lower than the other selected tourism regions. The three sub-models food, culture and tourism were combined to determine the final food tourism potential model as spatially presented in Figure 8.11.



**Figure 8.11: Combined spatial analysis result of the food tourism potential model**

The culmination of the three core indicators provided an analysis of the food tourism potential in the selected tourism regions and the case study area, the Winelands achieved a potential of two, whereas the surrounding tourism regions scored three and the Cape metropolitan area four. This was an extremely interesting finding and once again, as was found in the



analysis of the country as a whole in Chapter 6, where Gauteng also projected food tourism as a key attraction, the Winelands has marketed and developed food tourism as a key attraction despite portraying only moderate food tourism potential. Additional reasons for the position of food as a key attraction in this region could be the well-established wine industry, which facilitated the on-theming of food tourism to the already existing infrastructure.

### **8.3.7.5 Model verification by comparison of GIS findings with stakeholder assessments**

The overall goal of this section was to compare the assessments of the stakeholders with the predicted tourism potential made by the use of the food tourism potential model, in terms of food, culture and tourism indicators. The verification study was confined to the selected case study region, namely the Winelands, due to data availability and time and financial constraints. However, the areas surrounding the Winelands also have resources that would allow them to become premier ranked food tourism destinations. As indicated in Figure 8.11 the surrounding tourism regions all achieved a higher food tourism potential score than the Winelands itself. The difference was in the marketing and organisation of the region as a food tourism attraction and key focus for the Winelands region. Table 8.11 provides a comparison of the stakeholder assessment with the calculated food tourism potential core indicators.

**Table 8.11: Comparison of Food Tourism Potential Scores with Stakeholder Assessments for the Winelands**

CORE INDICATOR	FOOD TOURISM POTENTIAL SCORE (GIS analysis)	STAKEHOLDER ASSESSMENT
Food	3	3.5
Culture	3	3
Tourism	2	2.75

The scores compare well with one another and it can be assumed that the Strategic Food Tourism Destination Marketing Framework enabled the stakeholders to assess the region strategically and identify the situation and potential regarding food tourism. The surrounding areas could enhance the development of food tourism in the region further as neighbouring regions could offer additional attractions and strengthen the on-theming potential of food tourism in the selected tourism regions.

### **8.3.8 SWOT Profile of the Case Study**

Figure 8.12 portrays the SWOT profile of the Winelands region as compiled from the stakeholders' data. The utilisation of the Strategic Food Tourism Destination Marketing

Framework enabled the stakeholders to compile the SWOT profile as it included a situational analysis and tools with which to execute the process. The identification of the strengths and weaknesses and the recognition of the opportunities and threats enabled the stakeholders in the Winelands region to focus on the areas that needed to be developed for the implementation and further growth of food tourism in the region.

### 8.3.9 Strategic Guidelines

The stakeholders in the Winelands region proposed strategic guidelines (Table 8.12) in all four key marketing task areas for the development and implementation of food tourism.

<b>INTERNAL</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. Availability of local products</li> <li>2. Existing routes</li> <li>3. Established wine industry</li> <li>4. Good mix of products, services and attractions</li> <li>5. Positive food tourism attraction status</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of appropriate signage</li> <li>2. Networking and lack of partnerships</li> <li>3. Inconsistent level of service</li> <li>4. Inconsistent product quality</li> <li>5. Lack of a definite food tourism strategy</li> <li>6. Many existing resources under-utilised</li> </ol>
<b>EXTERNAL</b>	
<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. On-theming opportunities</li> <li>2. Branding of local products</li> <li>3. Marketing of local products, services and attractions</li> <li>4. Further development and utilisation of local products services and attractions</li> <li>5. Improve level of service by focussing on training</li> <li>6. Prioritising food tourism as a sustainable competitive attraction</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient funds for developing food tourism</li> <li>2. Legislation determining the use of local products and the employment of specialists</li> <li>3. Safety and security regarding crime in SA</li> <li>4. Unawareness of the potential of food tourism as a niche type of tourism</li> </ol>

**Figure 8.12: The SWOT profile of the Winelands Region with specific focus on food tourism**

The primary product component was also included as it was essential for the food tourism product to be in place. The activities of marketing and networking were identified as areas requiring attention and specific guidelines for development and implementation.

**Table 8.12: Identification of the proposed strategic guidelines by stakeholders in the Winelands Region**

Strategic guidelines	Component				
	Primary products	Positioning	Branding	Theming packaging routing	Promoting
Standards – in place; quality; consistent	√				
Products – quality; marketing; sustainable	√				
Marketing – partnerships; sustainable; competitive	√				
Networking	√				
Lifestyle positioning; quality of life		√			
Target market identification; niche market		√			
Extension of seasons		√			
'Winelands' regional positioning		√			
Signage; logos; local branding			√		
Partnerships – local & regional			√		
Identity – local products/services/ experiences			√		
Linkages - attractions across regions				√	
Linkages - attractions within regions				√	
Linkages - between products				√	
Routing – food routes /experiences				√	
Product development					√
Support structures / mentoring					√
Knowledge/					√
Communication/interaction					√
Media					√

The proposed guidelines suggested in each component could collectively improve the development and implementation of food tourism in the Winelands region. Regarding **positioning**, the proposed focus on lifestyle is proving to be very successful in countries like Australia and Canada and is also one of the proposed marketing strategies of the Western Cape (Department of Industry, 2001; Lamont, 2002; South African Tourism, 2003; The Economic Planning Group of Canada, 2002).

The aspect of **branding** is crucial for achieving success in this type of tourism as it affords the region easy promotion and marketing of products, services and attractions. Identifying a branding identity when developing and implementing food tourism is one of the proposed guidelines when formulating a food tourism strategy (Wolf, 2002). The EU initiative has proven great success regarding the branding of culinary heritage in many countries in Europe (Ohlsson, 2000).

**Theming, packaging and routing** of food tourism has great potential in this region as a result of the established wine industry and already well developed wine routes, a situation also found by other researchers (Demhardt, 2003; Tassiopoulos, Nuntsy & Haydem, 2004). Therefore the guidelines proposing geographical and product **linkages** are achievable both within the region and across the borders of the region. Stakeholder data verified this observation, for example, Gauteng offered food as a key attraction without a strong product resource base. The challenge lies with the development of a food focus that needs to incorporate theming, packaging and routing and, above all, that meets the needs of the consumer as suggested by Boyne *et al.* (2003).

The responsibility of **promotion** lies both with the product and the stakeholders. The guidelines propose that the product needs to be of such a quality and standard that it can compete with other products locally and globally. It is recommended that the stakeholders establish the necessary partnerships and networking to provide the support required and to depend on a reliable database as source of information (Hall, Mitchell & Sharples, 2003). The challenge regarding promotion lies with informing the **media** of the great potential of food tourism in this region and encouraging an interest and focus on food as an attraction that is both sustainable and competitive. Once again the needs of the consumer (tourist/visitor) have to be identified and a balance between the products available and consumer needs must be addressed (Boyne *et al.*, 2003).

The proposed guidelines suggested by the stakeholders are very similar to the steps suggested by the International Culinary Tourism Association (Wolf, 2002) which include the following:

- find and encourage a culinary champion;
- complete an inventory of culinary tourism products (specialty food stores, farm retail stores, local restaurants, local food products and producers, and food events), i.e. use GIS technology to map product concentrations and gaps;
- define a brand to market an area and develop strategic promotions, i.e. website; and
- partner for impact - seek like-minded operators and create alliances for joint promotions and attracting tour groups.

Using the Strategic Food Tourism Destination Marketing Framework will provide the stakeholders with the applicable tools, techniques and procedures to develop and implement food tourism in a region.

### 8.3.10 Critical Success Factors and Future Recommendations

The stakeholders in the Winelands region identified the following critical success factors regarding the development and implementation of food tourism. **Interaction and communication** and the lack thereof between the various stakeholders was regarded as a prime concern and considered by the group as potentially the most important area of focus to achieve success regarding the development and implementation of food tourism in the Winelands region. The development of partnerships and the establishment of a networking system would be achieved if communication and interaction were established.

**Quality control/standards** needed to be established and implemented to provide a reliable, sustainable and competitive product and service for food tourism. To be recognised both locally and globally as a leader in the food tourism field quality needed to be consistent and of a certain standard. The establishment of good communication and networking amongst the stakeholders would facilitate this aspect. To ensure that the level of quality and the standards were implemented a **monitoring system and strategy** should be developed and implemented. South Africa is already working towards achieving and controlling comparable quality standards by the implementation of the restaurant grading system that was introduced recently (Rothman, 2005).

The stakeholders identified the need for a **focused food tourism strategy**, which complies with the opinion of researchers in other regions. Countries such as Canada and Australia that have an established strategy and have achieved success and recognition regarding the development and implementation of food tourism as an attraction provide sufficient motivation for developing a focused strategy.

**Marketing** according to the stakeholders remained crucial to achieving success regarding food tourism as an attraction in the Winelands region. A definite attempt was to be made to include food tourism in the marketing strategy and activities of the region. The establishment of partnerships and a reliable networking system would facilitate the inclusion of food tourism in the marketing strategy, as stakeholders would collectively realise the advantage of food tourism as a tourism attraction.

**Future recommendations** made by the group of stakeholders included developing and establishing initiatives regarding **benchmarking/monitoring** and **control**. It is imperative that the actions and activities regarding food tourism be assessed and measured so as to position the food tourism product of the Winelands region both locally and globally. Applying

the Strategic Food Tourism Destination Marketing Framework would enable the assessment procedures and provide methods and tools that would facilitate the benchmarking, monitoring and control actions.

**Improved communication/networking** was an aspect strongly recommended by the stakeholders as can be seen from the strategies identified. Communication facilitates the development and implementation of food tourism as a tourism attraction.

Further **education and training** was suggested, as it would address the aspect of a consistent and acceptable level of service and product quality. This recommendation verifies the data from the stakeholder survey and the expert opinions. The provision of data concerning local and regional foods and other aspects of food tourism that could be incorporated in the training would enhance the quality of both the product and the service.

The stakeholders identified the lack of appropriate **signage** and suggested that this problem be addressed timeously as it would contribute to enhancing the visibility of food tourism as an attraction in the Winelands region. Furthermore, it would also contribute to the enhancement of sustainable competitiveness of the region regarding tourism.

#### **8.4 ASSESSMENT OF THE STRATEGIC FOOD TOURISM DESTINATION MARKETING FRAMEWORK**

The workbook, the Strategic Food Tourism Destination Marketing Framework and procedures applied during the appraisal exercise provided a tool for developing and implementing food and wine tourism as a key focus in destination marketing. The workshop assisted the participants to develop a better understanding of the **food tourism industry** in the region and its markets. The participants identified available **food tourism products** in the region to allow the region to become a 'Premier-ranked Food and Wine Tourist Destination'. This step also helped the participants determine which food tourism products needed to be developed to strengthen the destination. **Marketing and promotional strategies** were identified to allow the products of the region to be showcased to visitors and residents. **Product and market matching** were also addressed and the local and global consumer needs identified. Improved **communication and integration** by linking and developing the food tourism industry in the region/area/province/country was called for and actually identified as an area of great concern.

The key outcomes of this exercise indicated that the framework and tools provided the stakeholders with very useful mechanisms to strategically and practically develop and

implement food tourism as a key and/or supportive element in the positioning and marketing of regional tourism destinations.

The general assessment of stakeholders was positive regarding the use of the framework and procedure for developing and implementing food tourism at regional level. They experienced the Strategic Food Tourism Destination Marketing Framework as a user-friendly step-by-step procedure, which provided the stakeholders with sufficient and appropriate information to assess the position of the region regarding food tourism facilitating the determination of food tourism potential. The tools in the procedure were easy to use and allowed for individual differences in the product, services and attractions present in the region. The Product Potential and Attractiveness Tool made it possible for the stakeholders to quantify their food tourism competitive status, which would assist the region with benchmarking, monitoring and controlling aspects within the region and facilitate comparisons with other regions both locally and globally. The tools and techniques could also initiate the compilation of the SWOT profile, which helped the stakeholders identify the areas on which to focus when developing and implementing food tourism in the Winelands region.

The tools and techniques used in the Strategic Food Tourism Destination Marketing Framework led to the assessment of the comparative and competitive advantages in the Winelands region. The availability and utilisation of the resources were identified by means of the data in TOURPAT and FOODPAT and the data from the stakeholder survey. The Winelands region had a good comparative advantage as it is naturally endowed with resources that make the region attractive to tourists, as it is in possession of nature, culture, culinary heritage and a good existing infrastructure. The Winelands is the region that has marketed an area, namely Franschoek as the 'Culinary Capital' of the Western Cape, therefore it has proven that it does have the ability to use the available resources effectively over a long period of time and thus also portrays a competitive advantage. The development of an appropriate food tourism strategy incorporating the co-operation and support of all stakeholders in the destination will enhance the sustainable competitiveness in the destination.

Participants, however, also held the view that facilitation of the procedure and implementation of the framework could result in a higher level of success and could be applied in other regions and for other types of tourism as well.

## 8.5 CONCLUSION

The aim of assessing the implementability of the Strategic Food Tourism Destination Marketing Framework; analysing and interpreting the case study data; and creating a SWOT profile of the case study area, regarding the potential for the development and implementation of food tourism in the region was achieved in this chapter.

The positive feedback acquired from the stakeholders and the ease of executing the workshop supported the success of applying such a framework for food tourism with a group of stakeholders. The conclusion can thus be drawn that the Strategic Food Tourism Destination Marketing Framework is implementable when initiating development and implementation of food tourism in a region. It will, however, have to be applied over a period of time so as to verify the long-term value of the model in a specific region or regions.

The analysis and interpretation of the case study data and creation of the SWOT profile of the case study area culminated in the identification and quantification of the food tourism enhancer components in terms of the food tourism competitiveness status of the region. Furthermore, the comparative and competitive advantages of the Winelands region were also identified and the Winelands region positioned with a good potential for developing and implementing food tourism as an attraction.

The implementation of the case study also allowed for the convergence of the data, which contributed to the triangulation of the study. The findings of the stakeholder survey and the expert opinion survey were verified and further refined by the data collected in the case study. Additionally the SWOT profile compiled from the information collated from the case study showed that future comparisons between various regions regarding food tourism both locally and globally could be made as differences and similarities between the regions could be identified. How the different regions or destinations viewed their strengths, weaknesses, opportunities and threats regarding the development and implementation of food tourism could be assessed and compared in future by means of the SWOT analysis. The SWOT profile thus allowed for benchmarking on a regional basis, which facilitates the final phase in the Strategic Food Tourism Destination Marketing Framework and accomplishes an assessment of the destination and region.

The Product Potential and attractiveness tool allowed for the quantification of the food tourism potential in the Winelands region, which is purely an estimation of the stakeholders



perceived view of the region, and should only be used as a strategic tool together with the other tools and data available regarding food tourism in the region.

The combination of tools and techniques used in the Strategic Food Tourism Destination Marketing Framework are unique. As far as could be determined the only other similar model that has been developed and applied was the model to determine the development of regional foods in the EU Culinary Heritage Project where a 'Quantification of SWOT analysis' was performed (Olsson, 2004). The Strategic Food Tourism Destination Marketing Framework consisted of the execution of a situational analysis, the performance of a strategic evaluation of food tourism incorporating the application of the Product Potential and Attractiveness tool that quantified the food tourism competitiveness status, which finally culminated in a SWOT profile.

The Strategic Food Tourism Destination Marketing Framework is more comprehensive as it relies on various tools and techniques, utilises different datasets and provides a spatial and quantified profile of the food tourism potential and food tourism competitiveness status in a destination. Furthermore, the stakeholders, products and the consumers are all components of the Strategic Food Tourism Destination Marketing Framework as the offerings and requirements of each is determined and addressed. The success of applying the Strategic Food Tourism Destination Marketing Framework ultimately lies in how it is implemented. Successful food tourism as an attraction at a destination requires support from all stakeholders and needs to be prioritised in the marketing strategy of the destination. In the following chapter the conclusions and recommendations of the study will be presented.

# 9

## Conclusions and Recommendations

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## **9.1 INTRODUCTION**

The contribution of this study to the present body of knowledge of food tourism and destination marketing is presented in this chapter. Some of the research findings confirm views reflected on in the existing literature, but this study of its kind done in South Africa. Worth mentioning is the fact that the emphasis was particularly place on local and regional food and its potential as a marketing tool in tourism destination marketing. This represents a pertinent advance in the field of food tourism research and adds new depth to the understanding of the role of local food as a marketing tool.

The ultimate goal of the study focused primarily on the development of a Strategic Food Tourism Destination Marketing Framework and guidelines for destination marketers and current, as well as prospective entrepreneurs, to optimise the tourism potential of local and regional food in future destination marketing initiatives. The theoretical Strategic Food Tourism Destination Marketing Framework that evolved was applied to a specific case study to determine the implementability of the procedure and to formulate guidelines for the development and implementation of food tourism as a component in destination marketing. The research design and methodology fell primarily within the paradigm of quantitative research and included qualitative techniques.

Specific objectives (Section 1.3.2) were designed to achieve the main aim of the study which is provide guidelines and recommendations for the implementation of the Strategic Food Tourism Destination Marketing Framework in the South African context. In this final chapter the research process is evaluated and, based on the findings of this study, the Strategic Food Tourism Destination Marketing Framework is presented. Attention is drawn to the limitations of the study and its contribution to the disciplines of destination marketing and food tourism. Discussion includes a synthesis of the value of a mixed methodology approach. The penultimate section is devoted to offering guidelines and key recommendations for the implementation of a strategic approach to food tourism in South Africa. The chapter concludes with suggestions for future research.

## **9.2 REVIEW OF THE OVERALL GOAL AND RESEARCH OBJECTIVES OF THE STUDY IN RELATION TO THE OUTCOMES**

It is necessary to review the overall goal and objectives of the study to ensure that they have been achieved. The overall goal of this study was stated (Section 1.3.1) as the development of a Strategic Food Tourism Destination Marketing Framework and guidelines for destination

marketers and current as well as prospective entrepreneurs, to optimise the tourism potential of local and regional foods in future destination marketing. The specific objectives as outlined in Table 9.1, collectively contributed to the achievement of the overall goal. It was envisaged that the results from this study would provide a strategic approach for destination food tourism, thus formulating an appropriate strategy component regarding the incorporation of food tourism as an element of a destination marketing strategy.

### 9.3 COMPREHENSIVE SUMMARY OF THE RESEARCH AND MAIN FINDINGS

The conceptual framework (Chapter 4) was developed to provide a theoretical and integrated understanding of food tourism destination marketing and to guide the research process. For this reason envisaged outcomes were formulated so as to determine the nature of the research process. The **Strategic Food Tourism Destination Marketing Framework** can be regarded as an extension of the conceptual framework (Figures 4.2 and 4.3), as it is based on the same theoretical premises, and strengthened through the research findings of this study. The conceptual framework is a frame of reference, used as point of departure to contextualise the empirical data in respect of the South African situation, and which, in turn, informed the strategic approach required to develop and implement food tourism in a destination.

Sustainable competitiveness in tourism has become non-negotiable and this notion has subsequently put pressure on destinations to consider their marketing strategies so as to ensure that the attractions contribute to their overall competitiveness of the destination (Ritchie & Crouch, 2003). Local and regional food holds great potential for contributing to sustainable competitiveness at a destination. However, the extent to which food does, in fact, adds value to sustainable tourism and the marketing of destinations in South Africa is unclear. An overview of the literature and promotional material suggested the need for a strategic approach that could enable destination marketers and entrepreneurs to optimise the tourism potential of local and regional food and inherently facilitate sustainable competitiveness of the destination.

The present study suggested that the tourism industry stakeholders were aware of the fact that all tourists consume food, but are unaware of the potential of food had as a tourism attraction. Furthermore, stakeholders were not actively including food in their marketing and promotional activities.

**Table 9.1: Review of research objectives and outcomes of the study**

RESEARCH OBJECTIVES		CHAPTER REFERENCE	OUTCOMES
1	To develop a <b>theoretical framework</b> providing a strategic context for food tourism in destination marketing.	<b>Chapters 2 &amp; 3</b>	<ul style="list-style-type: none"> <li>To contribute to responsible and authentic food tourism, development and marketing.</li> <li>To provide added value linkages with agriculture and tourism.</li> </ul>
2	To explore current <b>trends</b> and <b>best practices</b> regarding food tourism both nationally and internationally.	<b>Chapter 3</b>	<ul style="list-style-type: none"> <li>To contribute to responsible and authentic food tourism, development and marketing.</li> <li>To provide added elements to enhance destination competitiveness.</li> </ul>
3	To establish the <b>key elements of sustainable competitiveness</b> from a food tourism perspective by constructing a food tourism destination marketing framework.	<b>Chapter 4</b>	<ul style="list-style-type: none"> <li>To provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing.</li> <li>To provide added elements to enhance destination competitiveness.</li> </ul>
4	To execute a <b>situation analysis</b> of South Africa's current usage of food as a destination attraction/experience and marketing tool.	<b>Chapters 5 &amp; 6</b>	<ul style="list-style-type: none"> <li>To contribute to identity and branding for South African cuisine.</li> <li>To provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing.</li> </ul>
5	To compile a culinary database <b>FOODPAT</b> and develop the <b>Product Potential and Attractiveness Tool</b> , which contributed to the construction of the <b>Destination Food Tourism Strategic Approach</b> for optimal and responsible development and implementation of food tourism in destination marketing.	<b>Chapters 5 &amp; 7</b>	<ul style="list-style-type: none"> <li>To provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing.</li> <li>To contribute to identity and branding for South African cuisine.</li> <li>To provide added elements to enhance destination competitiveness.</li> </ul>
6	To apply the <b>Strategic Food Tourism Destination Marketing Framework</b> in a selected <b>case study</b> so as to determine the 'implementability' of the framework.	<b>Chapter 8</b>	<ul style="list-style-type: none"> <li>To provide added elements to enhance destination competitiveness.</li> <li>To contribute to identity and branding for South African cuisine.</li> <li>To create awareness and involvement on part of stakeholders.</li> </ul>
7	To formulate <b>recommendations and guidelines</b> for the implementation of the <b>Destination Food Tourism Strategic Approach</b> in the South African context, so as to create the basis for best practice for the use of local and regional foods as a destination marketing tool.	<b>Chapter 9</b>	<ul style="list-style-type: none"> <li>To provide added value linkages with agriculture and tourism.</li> <li>To provide added elements to enhance destination competitiveness.</li> <li>To develop rural tourism in accordance with the vision and philosophy of the Tourism White Paper.</li> </ul>

South Africa has the resources, natural, man-made and human, to position food as an attraction thereby making a significant contribution to sustainable competitiveness in destination marketing. In the light of these findings, it would be wise for stakeholders in both the public and private sector to realise the need for a focused approach to utilising local food as a marketing tool in destination marketing. Prioritising the role of food as one of the tourism attractions at a destination and on-theming it with existing attractions and activities could give local food products the position they deserve, subsequently contributing to the sustainable competitiveness of the destination.

Little attention has been paid to how food tourism can be developed and implemented, and only recently have food tourism strategies been receiving more attention from governments and the industry at large. South Africa, with its nine provinces and 55 tourism regions, although rich in culinary resources and opportunities, has yet to capitalise on its food tourism potential. The overall goal of this study was to formulate such a strategic approach for the development and implementation of food tourism, focusing on the role of local and regional foods, which could be used in any destination. Results from this study provide the basis for proposing the implementation of the Strategic Food Tourism Destination Marketing Framework and formulating guidelines that could be applied to destination marketing strategies that include a food tourism focus. To achieve this goal a culinary database, FOODPAT, was compiled and supported by a Product potential and Attractiveness Tool, so as to perform a food attractiveness audit and market assessment to determine the food tourism competitiveness status of the destination. Determining the comparative and competitive advantage of the destination regarding food tourism can provide motivation for initialising food tourism enhancers to improve the competitiveness of the destination and simultaneously ensure sustainability.

The primary focus in Section 9.3 is on the validation of the overall research goal through the inclusion of the research findings by meeting the specific objectives and achieving the outcomes. The procedure for presenting the information was: **first**, to state the research objective; **second**, to summarise the findings that resulted from the literature review, situational analysis, expert opinion survey and case study area; and **third**, to state the extent of contribution to the research outcomes that guided the research process in this study.

### **9.3.1 Evaluation of the Strategic Food Tourism Destination Marketing Framework**

The evaluation of the Strategic Food Tourism Destination Marketing Framework is intrinsic to the evaluation of the specific objectives that were accepted for this study (Table 9.1),

because the Strategic Food Tourism Destination Marketing Framework was ultimately a culmination of the realisation of the objectives and subsequently for the outcomes of this study.

### **9.3.1.1 Theoretical framework**

The **first** objective was to develop a **theoretical framework** to provide a strategic context for food tourism in destination marketing. This objective was addressed in Chapters 2 and 3.

In Chapter 2 an overview was given of destination marketing based on systems theory and focusing on elements of sustainable competitiveness. The relevant concepts 'destination marketing' and 'sustainable competitiveness' regarding the destination were interlinked with food tourism as an offering at a destination. The destination competitiveness and sustainability model of Ritchie and Crouch (2003) and other researchers such as Dwyer (2001), Heath (2003), Kim (2001), and Yoon (2002) provided a sound theoretical basis and structured point of departure to contextualise destination marketing with a food marketing focus.

Chapter 3 reviewed food tourism and developed a theoretical framework providing a strategic context for food tourism in destination marketing and subsequently established key elements of competitiveness from a food tourism perspective. The contextualisation of food tourism within destination marketing formed the basis required for the compilation of the Strategic Food Tourism Destination Marketing Framework for developing and implementing food tourism. In this way destination marketers and entrepreneurs in the tourism industry could optimise the tourism potential of local and regional food.

Food tourism, local and regional food, culinary heritage and authenticity were conceptualised and the nature of food tourism, the importance of local and regional food for sustainable destination competitiveness and the role of food in destination marketing were determined and contextualised contributing to the development of a theoretical framework for food tourism. Much of the conceptualisation was based on the work of the following researchers: (Bessiere, 1998; Boniface, 2003; Boyne *et al.*, 2003; Canadian Tourism Commission, 2002; Cohen & Avieli, 2004; Deneault, 2002; Fields, 2002; Hall, 2003; Hall *et al.*, 2003a; Hall *et al.*, 2003b; Hall & Mitchell, 2002; Handszuh, 2000; Hjalager, 2002; Hjalager & Corigliano, 2000; Hjalager & Richards, 2002; Kaspar, 1986; Long, 1998; Long, 2003; Macdonald, 2001; Mitchell & Hall, 2003; Quan & Wang, 2003; Richards, 2002; Scarpato, 2002; Stewart, 2004; Telfer & Wall, 1996; Wagner, 2001; Wolf, 2002a; Wolf, 2002b). The extrapolation of food as a key element in destination marketing and the identification of the key elements of

competitiveness from a food tourism perspective provided the basis for the identification of food tourism enhancers for the contribution of local food to sustainable competitiveness in destination marketing.

For the purposes of this study, the theoretical perspectives derived from the abovementioned researchers provided sufficient background to build a conceptual food tourism destination marketing management framework that would provide stakeholders with mechanisms to develop and implement food tourism as part of their destination marketing strategies. The outcomes **to contribute to responsible and authentic food tourism, development and marketing** and **to provide added value linkages with agriculture and tourism** were achieved to a certain extent as the development of a theoretical framework organised many of the concepts regarding food tourism within the destination marketing theory. The contextualising of food as an attraction within destination marketing could contribute to responsible and authentic food tourism, development and marketing and create linkages between agriculture and tourism.

#### **9.3.1.2 Current trends and best practices**

The **second** objective was to explore current trends and best practices regarding food tourism both nationally and internationally. This objective was addressed in Chapter 3.

The purpose of this objective was to benchmark the position of food tourism within South Africa and to contribute to the execution of the situational analysis for the use of local and regional food as a marketing tool. The assessment of best practice reinforced the fact that there are many examples of how the interrelationship between food, wine, tourism and regional development has been put into practice around the world. This has been effected by either developing and promoting of a specific product, course, event, service or offering any combination of products and services (Boniface, 2003; Boyne *et al.*, 2002; Hall *et al.*, 2003b; Macdonald, 2001; Richards, 2002; Scarpato, 2002; Sharples, 2003; Telfer & Hashimoto, 2003). South Africa with its multicultural society and so-called 'developing world' status, has the opportunity to be added to this list of success stories but this will only happen if its food tourism potential is tapped to best advantage and food tourism *per se* is appropriately marketed as a thriving tourism sector.

The outcomes related to this objective namely **to contribute to responsible and authentic food tourism, development and marketing** and **to provide added elements to enhance destination competitiveness** were achieved to some extent as the benchmarking of South Africa against other international best practices indicated the need to develop and promote



local food products, food tourism activities and attractions. The greatest limitation was the lack of a strategy or policy to develop and implement food tourism.

### **9.3.1.3 Food tourism destination marketing framework**

The **third** objective was to establish the key elements of sustainable competitiveness from a food tourism perspective by constructing a food tourism destination marketing framework. This objective was addressed in Chapter 4.

The food tourism destination marketing framework provides an integrated understanding of the food tourism destination marketing concepts and their interrelationships and extrapolates the food tourism enhancers to define the key food tourism destination marketing focus.

An integrated understanding of food tourism destination marketing implies an understanding of the key areas and their interrelationships in the food tourism destination marketing process, namely: the **foundations** (policy planning and development and resources [enablers]) which are required to enable the execution of the activities of **focusing** (marketing and management and attractors) and **capitalising** (determinants) in food tourism destination marketing. The key areas all contribute to the **food tourism enhancers**, which determine and influence **destination competitiveness and sustainability**.

The outcomes of this objective namely **to provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing and to provide added elements to enhance destination competitiveness** was achieved as the conceptual framework provided the theoretical structure for the development of the Strategic Food Tourism Destination Marketing Framework and formed the basis of the Product Potential Attractiveness Tool. The presentation and identification of the food tourism enhancers in the final assessment of the situational analysis is documented as Annexure 2 and Chapter 6 focused on the elements of enhancing destination competitiveness.

### **9.3.1.4 Situation analysis**

The **fourth** objective was to execute a situation analysis of South Africa's current usage of food as a destination attraction/experience and marketing tool. The objective was addressed in Chapters 5 and 6. Chapter 5 outlined the research approach and methodology and Chapter 6 the results and discussion of the study.

The food tourism destination marketing framework as presented in Chapter 4 was used to develop appropriate research outcomes and methodology required to guide and direct the

research process. Key factors and variables in the food tourism destination marketing process were identified and formed an integral part of the research procedure. A range of research outcomes gave rise to the Strategic Food Tourism Destination Marketing Framework formulated in Chapter 1.

The focus of this exploratory-descriptive research study was to perform a situational analysis focussing on the use of local and regional foods as a tool in destination marketing so as to develop a strategic approach that could assist stakeholders with the correct procedure of developing and implementing food tourism as part of their destination-marketing strategy. For this reason a situational analysis research approach was adopted, as it was customised to suit the requirements of the study and applied in the various methodology phases as presented in Chapter 5. The range of methods and approaches used in this study fell primarily within the paradigm of quantitative research. However, supportive qualitative techniques were an integral and significant part of the research thus the overall methodological perspective could be described as a mixed methodology paradigm. To collect, analyse and interpret the research data, the research design allowed for the use of quantitative and qualitative techniques. The former included the compilation of the culinary database FOODPAT, the application of TOURPAT and GIS, and the self-administered stakeholder questionnaire, and, the latter the semi-structured expert opinion interviews. Finally the case study approach served as methodological application and assessment of the Strategic Food Tourism Destination Marketing Framework developed in the study.

The execution of the situational analysis provided specific findings that could be linked to the research outcomes. Chapter 6 presented the results and interpretation of the three datasets collated in this study, namely: data collected from the DMOs; expert opinions from the experts in the field of food tourism destination marketing; and data collated for the culinary database, FOODPAT integrated with the data from TOURPAT. These results were the basis of the situational analysis of food tourism in South Africa and contributed to the compilation of the SWOT profile representing the internal and external analysis of the use of local and regional foods as a marketing tool in destination marketing. The integration of these results provided the rationale for the development of the Strategic Food Tourism Destination Marketing Framework, the selection of the case study, and the formulation of guidelines and recommendations pertaining to the development and implementation of food tourism in destination marketing strategies by DMOs and other stakeholders in food tourism. Finally, the contribution of the food tourism enhancers to destination competitiveness and sustainability were identified within the framework of destination marketing.

It is envisaged that the research approach, design, and methodology, as explained in Chapters 1 and 5, and the results given in Chapter 6 not only provided a scientific basis for the research undertaken in this study, but also broke new ground in the research field of tourism in South Africa.

The outcomes related to this objective namely **to contribute to identity and branding for South African cuisine** and **to provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing** were achieved. The execution of the situational analysis provided the data required to establish the identity of South African cuisine. The integration of these results provided the rationale for the development of the Strategic Food Tourism Destination Marketing Framework.

#### **9.3.1.5 Strategic Food Tourism Destination Marketing Framework**

The **fifth** objective was to compile a culinary database, FOODPAT and to develop the Product Potential and Attractiveness Tool, which contributed to the construction of the Strategic Food Tourism Destination Marketing Framework for optimal and responsible development and the implementation of food tourism in destination marketing. This objective was addressed in Chapters 5 and 7. The development and compilation of FOODPAT as a qualitative tool for data collection was discussed in Chapter 5 and the development and compilation of the Strategic Food Tourism Destination Marketing Framework, FOODPAT and the Product Potential and Attractiveness Tool were presented in Chapter 7.

Chapter 7 provided the description of the development of the Strategic Food Tourism Destination Marketing Framework and the tools that were constructed as a result of the findings of this study. From this the need for a strategic approach emerged. The development of the Strategic Food Tourism Destination Marketing Framework constituted a dual focused procedure. First, the data regarding the evaluation and availability of the environment and resources, attractions and events as collated in FOODPAT and TOURPAT required a strategic approach to facilitate the utilisation of available resources and existing activities to provide a specific focus for marketing initiatives. Second, results from the stakeholder survey and expert opinion survey also identified and furthermore supported the need for a strategic approach as the results clearly indicated that local food was not utilised to its full potential as an attraction and marketing tool in destination marketing.

The ultimate potential for food tourism was established by applying the Product Potential and Attractiveness Tool, which was developed as a tool for the Strategic Food Tourism Destination Marketing Framework and implemented in the execution of the case study. The

Product Potential and Attractiveness Tool quantified the food tourism competitive status for a specific destination and was based on the food tourism enhancers as identified in Chapter 4.

The Strategic Food Tourism Destination Marketing Framework encompasses the procedure, consisting of three major steps, to be followed when developing and implementing food tourism in a destination and is explained in detail in Chapter 7.

The outcomes related to this objective namely **to contribute to identity and branding for South African cuisine and to provide a destination food tourism strategy and process model for future food promotion as integral part of destination marketing and to provide added elements to enhance destination competitiveness** were achieved as the Strategic Food Tourism Destination Marketing Framework was developed. This model included the development of the tools used for optimal and responsible development and implementation of food tourism in destination marketing.

#### **9.3.1.6 Case study**

The **sixth** objective was to apply the Strategic Food Tourism Destination Marketing Framework in a selected case to determine the 'implementability' of the framework. This outcome is addressed in Chapter 8. The application of the Strategic Food Tourism Destination Marketing Framework and the methodology adopted for this study provided specific findings that could be linked to the research expectations for this study. The findings from the situational analysis were presented and interpreted in Chapter 6. Since both national and provincial data were available, these findings were used to select the most appropriate region for the case study. The findings relating to the case study were explained in Chapter 8.

The outcomes related to this objective namely **to provide added elements to enhance destination competitiveness, to contribute to identity and branding for South African cuisine and to create awareness and involvement on part of stakeholders** were achieved to a certain extent as the stakeholders in the case study increased their awareness of how food could enhance the competitiveness of the destination. The stakeholders themselves identified the need for a branding strategy so as to create a more prominent and definite identity for South African cuisine and therefore also for local food products. The execution of the case study created awareness for food tourism and therefore also identified the need for networking and partnership building amongst the stakeholders. The achievement of these outcomes indicated that the Strategic Food Tourism Destination

Marketing Framework could be implemented, as the issues that required attention were identified and the stakeholders knew where their strengths and challenges lay.

### **9.3.1.7 Guidelines**

The **seventh** objective was to formulate guidelines for the implementation of the Strategic Food Tourism Destination Marketing Framework in the South African context, so as to create the basis for best practice for the use of local and regional foods as a destination marketing tool. Based on the research findings and the insights gained through the literature study, a Strategic Food Tourism Destination Marketing Framework was developed and presented in Chapter 7. The aim of the Strategic Food Tourism Destination Marketing Framework was to provide a procedure and tools for stakeholders to develop and implement food tourism in their destinations. Recommendations and guidelines are presented in Chapter 9 and are the culmination of inputs from the case study group, experts in the field of food tourism and the stakeholders themselves.

The outcomes of this objective namely **to provide added value linkages with agriculture and tourism** and **to provide added elements to enhance destination competitiveness** and **to develop rural tourism in accordance with the vision and philosophy of the Tourism White Paper** were achieved to some extent as the execution of the situational analysis and the case study identified the linkages between tourism and food, thus also agriculture, and created a more intense awareness of the possibilities for food tourism with the stakeholders. The stakeholders increased their awareness of how food could enhance the competitiveness of the destination and the issue of sustainable competitiveness for food tourism addressed the aspect of rural tourism where the viability of routing and utilising local foods as part of the theme provided many opportunities.

### **9.3.2 Trustworthiness of the Strategic Food Tourism Destination Marketing Framework**

The trustworthiness (reliability and validity) of the Strategic Food Tourism Destination Marketing Framework can be found in the scientific approach and design of this study, the methodology that was used, the research findings and evidence that confirmed the research outcomes. Although the trustworthiness, in terms of the research findings, is confined to the stakeholders and the case study, it is envisaged that the Strategic Food Tourism Destination Marketing Framework has a much broader application value as an approach for developing and implementing other forms of tourism attractions in destination marketing. It should also be recognised that the Strategic Food Tourism Destination Marketing Framework is a

dynamic approach that can be improved and adjusted to changing circumstances and different requirements.

#### 9.4 POSSIBLE CONSTRAINTS OF THE STUDY

This study ventured into an area of research which is still relatively new, with no established theoretical and conceptual frameworks, as most of the literature is still grappling with food tourism as a new form of tourism for destinations globally and locally (Hall *et al.*, 2003b; Hjalager & Richards, 2002). To cope with this challenge a mixed methodology approach was applied so as to collect, analyse and present the findings statistically, graphically and spatially and produce a total image of food tourism in South Africa focussing on the use of local foods as a tool in destination marketing. Certain constraints, however, limited the potential outcomes of the study, but simultaneously created additional challenges for future research. These are presented in the next paragraph.

**Applicable literature sources** that addressed food tourism and destination marketing and their interrelatedness comprehensively, were minimal. This led to this study engaging in pioneering research in the field of food tourism and destination marketing thus making a meaningful contribution to the growing body of knowledge in the study field. For practical reasons and due to time constraints and availability of stakeholders, only **one case study** was carried out. Further case studies in other destinations with diverse resource components could be carried out to further appraise and even refine of the Strategic Food Tourism Destination Marketing Framework and the tools that were developed in this study.

Although the perceived acceptability and applicability of the Strategic Food Tourism Destination Marketing Framework was assessed in the case study, a **longitudinal study** would be required to implement the Strategic Food Tourism Destination Marketing Framework at destination level. The prime purpose of such an exercise would be to not only refine the process but also to implement all the steps of the strategic approach and to benchmark, monitor and control the final outcomes of food tourism at a destination.

The empirical component of the study focused on DMOs as stakeholders for this study. It is, however, possible that **champions** in the food tourism industry could have been excluded. They would have provided valuable information that therefore was unfortunately not captured in this research. To address this constraint the opinions from experts in the field of food tourism were included as part of the qualitative component of this study and this contributed to the refinement and verification of the stakeholder views.

The above-mentioned constraints do not detract from the strengths of this study but, in actual fact, do provide a platform for future research, which will be addressed in the following sections.

## 9.5 CONTRIBUTIONS OF THE PRESENT STUDY TO THE STUDY FIELDS OF DESTINATION MARKETING AND FOOD TOURISM

Throughout this study the central focus was on the role of local foods as a marketing tool in destination marketing, which places this study concurrently in the field of destination marketing and food tourism. As food, however, reflects culture, this study will also be of interest in the field of cultural and heritage tourism practitioners and researchers. The study of food tourism creates the opportunity for multi-disciplinary research within tourism marketing management. The contribution to the study field of destination marketing also implies a contribution to food tourism and the entire tourism industry as a whole.

It is foreseen that this study could contribute to the study field of destination marketing specifically as far as the marketing of local food as a tourism attraction is concerned. The following categories could be identified as of particular significance:

- **Conceptually.** The Strategic Food Tourism Destination Marketing Framework provides a systematic procedure for developing and implementing food tourism focussing on the role of local and regional foods, which could be used in any destination. Many of the concepts contributing in the study field of food tourism are relatively new and studies such as this contribute to the refinement of the concepts and to the compilation of the conceptual framework of food tourism *per se*.
- **Methodologically.** The study was designed primarily within the paradigm of quantitative research, but qualitative techniques also figured significantly, culminating in a mixed methodology approach. Against this background the situational analysis approach provided a very comprehensive methodology for conducting research as a variety of issues could be and were included. The development of a theoretical framework offered a strategic context for food tourism in destination marketing, as did the construction of a food tourism destination framework. The exploration of current trends and best practices was valuable input to give a broader view of the topic. The formulation of research outcomes, techniques of data collection, analysis, and interpretation of the findings were based on thorough interrogation of existing literature, theory and empirical observation. Over and above the mixed methodology approach utilising quantitative and qualitative tools and techniques, the application of GIS as a decision-making tool were of great

value and stakeholders responsible for destination marketing and strategy development would benefit from the results of this nature.

- **Strategic approach implementation.** The development of the Strategic Food Tourism Destination Marketing Framework was based on scientific research and could be applied in situations where the advancement of food tourism is warranted. Moreover, destination marketers and entrepreneurs would find the suggested initiatives helpful in their efforts to optimise the tourism potential of local and regional foods in their planning and achieving the aim of promoting sustainable competitiveness in their own areas.

The researcher envisages that the Strategic Food Tourism Destination Marketing Framework developed in study would constitute a useful procedure and effective tools for use by South African destination marketing managers and stakeholders in the tourism industry with an interest in food tourism. The possibility exists that the model could become a standardised procedure for use in destination marketing. Further implementation of the Strategic Food Tourism Destination Marketing Framework with other stakeholders and in different tourism regions would provide a more comprehensive basis for the development and implementation of food tourism in a destination.

Responses of the stakeholders were verified by the expert opinions and case study group results with regard to positioning local food as a local attraction albeit as a secondary attraction, requiring a strategy, networking, a partnership amongst stakeholders and branding. These findings are in accordance with other findings reported in the literature where reference is made to the *fragmented nature of agencies responsible for supporting regional tourism development which does not engender an integrated approach to product development and promotion* (Boyne *et al.*, 2003: 151; Fields, 2002: 36). This study identified and highlighted a similar situation in South Africa in which creating awareness amongst tourism stakeholders regarding the importance and potential of local food as a marketing opportunity to contribute to the enhancement of the tourism potential in a region should be a priority.

An evaluation of the growing significance of food as an attraction and the importance of utilising local products in South Africa can increase the effectiveness with which food tourism and products are responsibly managed so as to contribute effectively to sustainable competitiveness of a destination. Guidelines derived from this study and future studies can inform local decision-makers in government, the private sector and the tourism industry of the potential and importance of sustainable food tourism. An understanding of such matters is required to create sustainable food tourism products that can contribute positively and



bring real benefits to destinations not only in terms of a form of niche tourism but other forms of tourism such as wine tourism and cultural and heritage tourism and eventually leisure tourism as a whole.

## **9.6 GUIDELINES AND RECOMMENDATIONS FOR THE IMPLEMENTATION OF THE FOOD TOURISM STRATEGIC APPROACH IN THE SOUTH AFRICAN CONTEXT**

In an increasingly competitive market, an understanding of how destination competitiveness can be elevated and sustained is a fundamental issue in destination marketing. The growing interest in food and wine on a global scale in recent years has created an increased demand for culinary-orientated experiences and provided the opportunity and challenge for destinations to utilise food as a destination attraction. A focused approach and product development strategy has the potential to enhance the present initiatives pertaining to the promotion of local food products in South Africa, thereby strengthening food tourism and the country's position as a tourism destination.

In this study the Strategic Food Tourism Destination Marketing Framework was developed as the ultimate goal. The aim was to create a tool that could be used by any destination wishing to develop and implement food tourism and thereby enhancing or maintaining its competitive edge in the long run. All tourists consume food and destinations need to meet this demand by providing food products, food experiences, and quality service. The challenge, however, remains in marketing the local and regional foods continuously as an attraction of the destination in a competitive environment. Tourism is an important factor in South African economic development strategies and warrants progressive management. Moreover, the food expenditure component of the tourism budget brings in a sizable income, significant enough to justify application of the Strategic Food Tourism Destination Marketing Framework to best advantage at a destination.

If food tourism is to be encouraged as a type of niche tourism or positioned as a successful secondary attraction a definite focused food tourism strategy is required. The literature is clear that a specific framework or strategy needs to be in place to achieve the development and implementation of food tourism in a strategic manner. Networking and the creation of partnerships is essential for food tourism to be successfully developed and implemented as co-optation will benefit all stakeholders in the tourism industry and achieve maximal utilisation of local food products as tourism attraction.

Based on the situational analysis findings, the survey results and the execution of the case study the following conclusions, recommendations and guidelines regarding the development and implementation of food tourism that can be considered by DMOs.

### **9.6.1 Guidelines and Recommendations for Future Strategy Development**

The underutilization of food as an attraction and marketing tool in destination marketing both locally and globally indicated the need for a framework to develop and implement food tourism in a destination. Mechanisms to develop and implement food tourism were required, which led to the development of FOODPAT and the Product Potential and Attractiveness Tool. The framework, tools and procedure were assessed for applicability and acceptability in the case study with a group of stakeholders. The following guidelines and recommendations, based on the information collected about the South African situation and gleaned from investigating global best practice are proposed as the foundation of a sustainable competitive approach to the development of food tourism.

#### **9.6.1.1 Utilisation of food as a tourism attraction**

The literature, evaluation of best practices and the situational analysis provided sufficient evidence of the position of food in destination marketing. Although food tourism is developing and being included as an attraction in various destinations, it still lacks status in destination marketing. Focused strategies need to be developed and implemented to rectify the underutilisation of food as a marketing tool in destination marketing. Based on these perspectives, action could be taken in the following ways to elevate the role of food in destination marketing and to position food as a competitive and sustainable tourism attraction:

- encouraging appropriate **marketing initiatives, partnerships and networking**, supporting local products of high quality;
- improving **media coverage** of South African cuisine by including culinary related information in tourism promotional material; establishment of web based links to culinary products and experiences; inclusion of cuisine in regional tourism marketing campaigns aimed at local and global markets;
- utilising **cross-marketing** to enhance food and wine as a significant attraction in a destination;
- optimising current and potential markets by ensuring that **standards** are in place and that **quality** is consistent;

- following **‘lifestyle’ positioning** of food and wine tourism within the tourism strategy and supporting the quality of life, nature and leisure components of tourism marketing;
- where relevant, adopting a **‘niche’ type** of approach aimed at both local and international guests;
- considering food tourism as a tool to **extend the current tourism seasons**;
- destinations with an attractive/unusual/unknown cuisine should consider using food tourism as a **branding tool**;
- enhancing branding can be effected by **innovative signage** and designing **logos** that identify attractions in specific regions;
- improving theming, packaging and routing of food tourism by forming **links** with other tourism attractions and activities such as nature, sport, history and culture;
- where appropriate creating new experiences and providing greater impact for a destination through **on-theming**, e.g. wine and food, food and culture, food and history, food and health;
- **marketing and promoting** food tourism with other attractions so as to encourage visitors to experience the wider cultural, heritage and natural characteristics of the destination, such as agri-tourism, wine-tourism and eco-tourism;
- linking food routes can to existing wine or historical **tourism routes**; and
- developing **specialty restaurants** to assist with the promotion of the special cuisine of an area.

#### **9.6.1.2 Need for a strategic approach to develop and implement food tourism in a destination**

Besides suggesting actions that could be taken to enhance food tourism, there is the recommendation that a strategic approach is developed to implement food tourism at a destination. This would streamline the efforts and identify the correct procedures for this to happen. The strategic approach that was developed and assessed for implementability indicated that the stakeholders would benefit from applying the procedures it has devised. It is an imperative that the DMOs and other stakeholders in the various tourism regions follow a definite procedure in that they can identify the environment, assess the resources and attractions and determine the markets for their destinations.

Having proof of the food tourism potential of a destination is a crucial factor in planning for successful tourism development at a destination. An assessment of the feasibility of food

tourism that is performed in the first step of the strategic approach gives an indication of whether to rather focus on other attractions.

### **9.6.1.3 Mechanisms to develop and implement food tourism**

The participant stakeholders in the case study indicated the need for facilitation with regard to the procedure of developing and implementing food tourism at a destination. A considerable amount of important information is required and data management is critical when determining the strategy for food tourism in a destination. Tools and procedures facilitate the process and assist the stakeholders in the strategic evaluation of the food tourism potential aspect. The application of GIS as a decision making tool provides additional spatial information to assist destinations in making apt decisions regarding the development and promotion of attractions. TOURPAT, FOODPAT, the market assessment, the food attractiveness audit and finally the application of the Product Potential and Attractiveness Tool should be implemented by DMOs to assist them with the process of planning and implementing food tourism.

Furthermore, it could also evaluate the application of the strategic approach over a longer period, providing more in-depth information and affording the opportunity to make further improvements and adjustments to the model. There is a need for these tools to be implemented by the DMOs and other stakeholders in the tourism industry, as not only will they facilitate the development and implementation of food tourism but they can also be used for other areas in the tourism industry leading to enhanced sustainable competitiveness of the destination.

Should a destination decide to select a strategic approach, cognisance should be taken on the following **guidelines** when applying the Strategic Food Tourism Destination Marketing Framework to develop and implement food tourism at a destination:

- First, the strategic approach should primarily be visualised as a **communication tool**. The Strategic Food Tourism Destination Marketing Framework is a procedure and source of information regarding the networking of ideas about the development and implementation of food tourism. Establishing a shared sense of addressing problems and creating partnerships amongst the large number of stakeholders, can contribute to effective sustainable competitiveness at the destination.
- Second, the strategic approach should be used for **destination marketing management** to assist DMOs in their marketing management tasks associated with food tourism. Managerially the Strategic Food Tourism Destination Marketing Framework has the potential to be a useful mechanism to help DMOs and other stakeholders follow the

correct procedure in developing and implementing food tourism in the region. In itself, the introduction of food as an attraction can be a complex and challenging task but the Strategic Food Tourism Destination Marketing Framework would help users identify the important tasks that need to be executed, without losing track of the procedure.

- Third, the application of the Strategic Food Tourism Destination Marketing Framework prepares the user to undertake a **destination situation analysis**, which includes a food attractiveness audit and market assessment and techniques for the quantification of the food tourism competitiveness status by applying the Product Potential and Attractiveness Tool. The situation analysis creates the opportunity to carry out an organisational review so as to determine the problem areas or shortcomings, to identify the opportunities and propose recommendations and plans to establish or improve food tourism initiatives in the destination.

#### **9.6.1.4 Stakeholder involvement**

The participant stakeholders in the case study identified the lack of stakeholder involvement and networking as one of the major shortcomings. A higher level of stakeholder involvement will assist in:

- The establishment of local and regional partnerships that can contribute to the enhancement of food tourism in the region and within South Africa. Participation of and input from many different organisations and stakeholders, such as the producers, developers and consumers of the food tourism products, is required for **inter- and intra-organisational cohesion** within the food and tourism industry.
- Identification and involvement of **champions** to drive the initiatives regarding food tourism and the development of a focused food tourism strategy involving all role-players.
- **Establishing community tourism initiatives and partnerships** to encourage local marginalised communities to showcase their culture and heritage in a marketable manner whilst retaining authenticity of the products and experiences.
- Strengthening linkages between food tourism and other economic sectors so as to provide more local employment and income from tourism.
- Proper product development, supported by both the public and the private sector, through mentoring and proper guidance.
- Improved communication and interaction amongst stakeholders and the media.
- Establishing a more focused approach for the execution of key marketing management tasks.

It is crucial that the stakeholders establish co-optation amongst them and promote local and regional food as an attraction in the various regions of the country. There is a need for stakeholder involvement with a specific focus on the untapped potential of food tourism. Stakeholders and DMOs should be encouraged to participate in promoting food tourism and to on-sell food with wine which is a better-established tourism product and attraction in many regions in South Africa.

#### **9.6.1.5 Research and knowledge management**

The lack of knowledge about food and culinary heritage as a tourism product and inadequate awareness of the potential of food as an attraction were identified as major shortcomings by the participant stakeholders in the case study. Research and the establishment of a knowledge management system could assist in the following areas:

- Preparing a **consumer study** to identify the needs, requirements and satisfaction of the tourist in terms of food products and food experiences is required to develop and position food tourism attractions, events and products as the market assessment. In this study product market matching and the optimal positioning of products were identified as under-utilised opportunities.
- Compilation and management of a **knowledge database** which is a key to achieving sustainable food tourism by creating and enhancing awareness and capacity building. It includes components such as culinary heritage; production and availability of local products; available attractions; promotion and coordination of events on national and local level; and stakeholder information. FOODPAT has initiated the groundwork for such a knowledge management system that can be further developed through the support of all stakeholders in the industry.
- The development of the **research skills** of stakeholders in the food tourism industry to evaluate, monitor and control the development, effectiveness and use of products and experiences, to determine market reactions and assess consumer responses and attitudes. This recommendation is based on the view that initiatives aimed at making food tourism sustainable and competitive are more likely to be successful if based on sound research.

#### **9.6.1.6 Education training and capacity building**

Possibly the key challenge of food tourism in South Africa is the utilisation of local food as a catalyst for local pride. South Africans need to cultivate a sense of pride in their uniqueness and realise the advantages of promoting their own local and regional cuisine and culinary heritage. Education, training and capacity building would assist in:

- Developing a sense of **local pride** regarding indigenous cuisine and using local food to increase demand and improve availability of products and authentic experiences so that South African cuisine can be described as *regionally based, nationally presented and globally accepted* (Hallmans, 2000:1). The training of tourism operators and tourist guides should include information on the cuisine of the area to promote and support the food experiences offered to the visitor and increase the guides' awareness of food as a tourism product.
- The generation of **public and private support** in terms of finance, training, skills development, quality standardisation, capacity building and mentorship is required to enable stakeholders and entrepreneurs to establish new ventures in the food tourism industry and to contribute to the delivery of consistent and quality service.

The outlined guidelines and recommendations for a way forward need to be considered by interested and concerned stakeholders at local and regional level prior to the development of a definite strategy for the development and implementation of food tourism on national level. Best practice frameworks, norms, standards, guidelines and ultimately a strategy or policy are essential if South Africa is to succeed in developing as a recognised food tourism destination.

## 9.7 SUGGESTIONS FOR FURTHER RESEARCH

This study recommends that the Strategic Food Tourism Destination Marketing Framework for food tourism be implemented. Data gathered as an integral component of the strategic marketing process at the local and regional level should, where appropriate or possible, have a focus on food tourism. Furthermore, it is recommended that the tools FOODPAT and the Product Potential Attractiveness tool be used and refined and that FOODPAT, the culinary database, be continuously updated to be beneficial in data management in the specific regions as far as achieving and maintaining sustainable competitiveness is concerned.

This study has shown that food tourism in South Africa has not capitalised on the opportunity to promote each local tourism region according to what it excels in as far as food is concerned. Future research is required to determine the culinary heritage of each tourism area in terms of local and regional cuisine. It is also imperative to identify the local food produced in each area, region and province, thereby incorporating it into the local cuisine and promoting the products according to region and locality to contribute to sustainability and competitiveness in an area.

In conclusion, this study has set the foundation for further research in the field of food tourism and destination marketing by offering a South African situational analysis procedure and a Strategic Food Tourism Destination Marketing Framework that was effectively applied to a selected case study. Future work could include the refinement and further testing of the strategic approach and the supportive tools, FOODPAT and the Product Potential Attractiveness Tool, and the utilisation of these supportive tools by DMOs and other key stakeholders.