

THE STRATEGIC ROLE OF CULTURAL AND HERITAGE TOURISM IN THE CONTEXT OF A MEGA-EVENT: THE CASE OF THE 2010 SOCCER WORLD CUP

by

TANIA STEYN

Submitted in partial fulfilment of the requirements for the degree
MCom Tourism Management in the Faculty of Economic and Management Sciences

UNIVERSITY OF PRETORIA

STUDY LEADER: PROF E.T. HEATH

31 AUGUST 2007

The financial assistance of the National Research Foundation (NRF) towards this research is hereby acknowledged. Opinions expressed and conclusions arrived at, are those of the author and are not necessarily to be attributed to the NRF.

ABSTRACT

Increasingly, tourism marketers and event organisers are acknowledging that the hosting of a mega-event can leave meaningful legacies for the people of the destination that extend far beyond the actual duration of the event. This research study proposes that one way to secure sustainable legacies for a host destination, is to leverage cultural and heritage tourism opportunities within the context of an event. Though, there is an indication that cultural and heritage tourism can play a major role in the event experience, a lack of information in this field currently limits the ability of host destinations to optimally leverage these opportunities.

Based on this need for research in the combined field of cultural and heritage tourism and mega-events, the purpose of this qualitative research study was to explore the potential contributions of cultural and heritage tourism within the context of a mega-event. The City of Tshwane, a key host city in the 2010 Soccer World Cup, has been selected as an appropriate case study for this research. During the secondary data collection process, various best-practice mega-event case studies were explored, to determine the contributions of cultural and heritage tourism within each event. Based on this analysis, six cultural and heritage tourism opportunities were identified. Semi-structured, in-depth interviews were then utilised to obtain the views of stakeholders in the City of Tshwane regarding the potential cultural and heritage tourism opportunities in the hosting of the 2010 Soccer World Cup. Based on the findings from international and local best-practice case studies and stakeholder interviews, a model and strategic guidelines were developed to assist host destinations to optimally leverage cultural and heritage tourism opportunities in the hosting of an event. Critical success factors to optimally leverage these opportunities were also highlighted.

This research study adds value to the existing body of knowledge in the fields of cultural and heritage tourism and mega-events and also provides additional perspectives in this regard. Finally, the City of Tshwane can become a role model for other host cities in leveraging cultural and heritage tourism opportunities within the context of the 2010 Soccer World Cup.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to the following people for their support in completing this research study. Prof Ernie Heath, my supervisor, for his dedication and time. Thank you for your much needed guidance and encouragement. The National Research Foundation (NRF) for their financial support, without which this research study would not have been possible. All research participants, for taking the time and effort to contribute to this research study. Finally, I want to thank my family and friends for their love and support, without which this would not have been such a rewarding journey.

3.2	THE CONTRIBUTIONS OF CULTURAL AND HERITAGE TOURISM IN THE CONTEXT OF A MEGA-EVENT.....	48
3.2.1	Broadening and enhancing the actual event offering.....	49
3.2.2	Adding value to the marketing thrust of the event.....	57
3.2.3	Diversifying the tourist's experience	61
3.2.4	Contributing to community pride and nation-building.....	65
3.2.5	Creating sustainable cultural and heritage tourism business and entrepreneurial opportunities	69
3.2.6	Contributing to city regeneration and development	70
3.3	KEY CONTRIBUTIONS AND LESSONS LEARNT FROM THE MEGA-EVENT CASE STUDIES	72
3.3.1	Cultural and heritage tourism opportunities identified in this research...	79
3.3.2	The key lessons learnt from best-practice case study examples.....	80
3.4	CONCLUSION.....	82
CHAPTER 4: CULTURAL AND HERITAGE TOURISM AND MEGA-EVENTS IN SOUTH AFRICA AND TSHWANE.....		83
4.1	INTRODUCTION	83
4.2	CULTURAL AND HERITAGE TOURISM IN SOUTH AFRICA	83
4.3	THE SIGNIFICANCE OF MEGA-EVENTS WITHIN SOUTH AFRICA.....	86
4.3.1	The importance of hosting mega-events in South Africa	86
4.3.2	Background to the 2010 Soccer World Cup.....	88
4.3.3	The envisaged legacies for South Africa, especially from a socio-cultural perspective	89
4.3.4	The 2010 Tourism Organising Plan and the significance of cultural and heritage tourism.....	90
4.4	THE SIGNIFICANCE OF CULTURAL AND HERITAGE TOURISM AND MEGA-EVENTS IN THE CITY OF TSHWANE.....	92
4.4.1	Cultural and heritage tourism in the City of Tshwane	92
4.4.2	The Tshwane Tourism Master Plan with specific reference to cultural and heritage tourism.....	94
4.4.3	The Tshwane Township Tourism Product Audit with specific reference to cultural and heritage tourism	99
4.4.4	The significance of the 2010 World Cup from the perspective of the City of Tshwane	104
4.5	CONCLUSION.....	107
CHAPTER 5: RESEARCH METHODOLOGY		108
5.1	INTRODUCTION	108
5.2	A QUALITATIVE RESEARCH APPROACH	108
5.3	THE RESEARCH DESIGN.....	110
5.3.1	Exploratory research design	110

5.3.2	The case study approach	111
5.4	SAMPLING STRATEGY.....	112
5.5	DATA COLLECTION TECHNIQUES.....	114
5.6	DATA ANALYSIS.....	117
5.7	VALIDITY AND RELIABILITY	119
5.7.1	Validity in qualitative research	120
5.7.2	Reliability in qualitative research	121
5.8	LIMITATIONS OF THE RESEARCH	122
5.9	CONCLUSION.....	123
CHAPTER 6: STAKEHOLDER PERSPECTIVES ON THE HOSTING OF THE 2010 SOCCER WORLD CUP		124
6.1	INTRODUCTION	124
6.2	THE KEY STRENGTHS AND WEAKNESSES OF THE CITY OF TSHWANE WITH SPECIFIC REFERENCE TO CULTURAL AND HERITAGE TOURISM.....	125
6.2.1	Providing and managing the key attractors.....	126
6.2.2	Addressing the non-negotiables	131
6.2.3	Providing the enablers.....	132
6.2.4	Capitalising on the “value-adders”	133
6.2.5	Ensuring appropriate facilitators	134
6.2.6	Focusing on the experience enhancers.....	137
6.2.7	Securing the foundations: the ‘cement’.....	138
6.2.8	A synthesis of the key strengths and weaknesses as perceived by industry stakeholders in the City of Tshwane	140
6.3	STAKEHOLDER PERCEPTIONS OF THE CULTURAL AND HERITAGE TOURISM OPPORTUNITIES IN THE 2010 WORLD CUP	143
6.3.1	Broadening and enhancing the actual event offering.....	143
6.3.2	Adding value to the marketing thrust of the event.....	147
6.3.3	Diversifying the tourist’s experience	152
6.3.4	Strengthening community pride and contributing to nation-building ...	158
6.3.5	Creating cultural and heritage tourism business opportunities	161
6.3.6	Contributing to city regeneration and development	164
6.4	THE CRITICAL SUCCESS FACTORS TO OPTIMALLY LEVERAGE CULTURAL AND HERITAGE TOURISM OPPORTUNITIES RELATED TO THE 2010 SOCCER WORLD CUP	166
6.4.1	Strong leadership and a shared vision	166
6.4.2	Creating industry partnerships, participation and involvement.....	167
6.4.3	Ensuring and developing appropriate cultural and heritage tourism experiences	167
6.4.4	Ensuring access to relevant information.....	168
6.4.5	Ensuring a distinctive branding and marketing strategy	169
6.4.6	Ensuring an appropriate ‘enabling environment’.....	169
6.4.7	Ensuring appropriate levels of safety and security	170

6.4.8	Ensuring a skilled and service-oriented workforce.....	170
6.4.9	Securing appropriate funding.....	170
6.4.10	Ensuring an appropriate and appealing city environment.....	171
6.5	CONCLUSION.....	171
CHAPTER 7: CONCLUSION AND RECOMMENDATIONS		173
7.1	INTRODUCTION	173
7.2	RESEARCH FINDINGS.....	174
7.2.1	The potential contributions of cultural and heritage tourism within the context of a mega-event	175
7.2.2	Securing sustainable legacies for a host destination	181
7.2.3	The critical success factors to optimally leverage cultural and heritage tourism within the context of a mega-event	184
7.3	MANAGEMENT RECOMMENDATIONS AND IMPLICATIONS	187
7.4	AREAS FOR FURTHER RESEARCH	188
7.5	CONCLUSION.....	189
REFERENCES		190
APPENDICES.....		204

APPENDICES

APPENDIX A: COVER LETTER AND INTERVIEW GUIDE	204
APPENDIX B: RESEARCH VALIDATION REQUEST	212

LIST OF FIGURES

Figure 1:	Outline of research dissertation	15
Figure 2:	Five types of cultural tourists	22
Figure 3:	The main elements of destination competitiveness	25
Figure 4:	Destination competitiveness and sustainability	26
Figure 5:	Towards a model for enhancing Southern Africa’s sustainable tourism competitiveness	28
Figure 6:	Municipal borders of the City of Tshwane	93
Figure 7:	The qualitative content analysis process	119
Figure 8:	The contributions of cultural and heritage tourism and the potential legacies within a mega-event context	175
Figure 9:	The journey towards leveraging cultural and heritage tourism opportunities within a mega-event context.....	183

LIST OF TABLES

Table 1:	A new approach to managing cultural and heritage tourism	30
Table 2:	Key mega-sporting events: 1980-2012	35
Table 3:	Legacies of mega-events.....	39
Table 4:	Mega-event case study examples of past and future events	48
Table 5:	Contributions of and lessons learnt from best-practice mega-event case studies	73
Table 6:	SWOT analysis of the tourism industry in the City of Tshwane.....	95
Table 7:	Cultural and heritage tourism product clusters and their market readiness	96
Table 8:	Most important tourism products in the City of Tshwane	98
Table 9:	The key tourism stakeholder roles in the City of Tshwane.....	106
Table 10:	List of interviewees	114
Table 11:	The advantages and limitations of personal interviewing.....	116
Table 12:	The foundations of destination competitiveness	126
Table 13:	The key strengths and weaknesses as perceived by respondents	142

CHAPTER 1: THE RESEARCH PROBLEM IN CONTEXT

1.1 INTRODUCTION

Not only during, but also before and long after, the hosting of the 2010 Soccer World Cup, South Africa will experience the impacts of this major event in a variety of spheres, such as, the South African economy, the tourism and tourism-related industries, the environment, the people, sport participation, infrastructure and other developments. It is evident that the popularity of hosting high-profile mega-events, such as the Olympic Games, Soccer World Cups, international exhibitions and other, has increased significantly over the years. Many developed and developing countries specifically create plans to bid to host major events as part of their longer-term tourism strategies.

This increase in popularity can in many ways be linked to a greater awareness of the potential 'benefits' that can accrue from hosting mega-events, which are often referred to as 'legacies'. These legacies can be economic, social, physical, cultural, technical, or psychological in nature (Ritchie, 2000:156). It is evident that the majority of mega-event impact studies mostly focus on determining the short to medium-term economic impact of these events (Bohlmann, 2007; Lee & Taylor, 2005; Scherer & Strauf, 2003). Lee and Taylor (2005: 595) explains that one of the reasons why hosts are clearly interested in quantifying the economic impact of an event, is because this economic value is usually used as the basis for securing the support of the public for such events and can be used to justify the initial expenditure of public funds in the bid process and operational costs afterwards.

Host countries, cities and governments, however, are acknowledging that a major event can also have a considerable impact on the people residing in the host destination. The challenge is that these impacts are more intangible and difficult to quantitatively measure than the economic impact of major events (García, 2003c:3), but are nevertheless extremely important to assess. Furthermore, the hosting of a mega-event can create a major platform for community involvement and can contribute to strengthening community pride. This was certainly experienced by the

countries, Korea and Japan, which jointly hosted the 2002 Soccer World Cup. The term, 'red fever', was used to convey the spirit of the host communities and inspired every citizen throughout the country to become part of this celebration. Women played a prominent role in the event, which resulted in the creation of a large-scale national 'festival for all'. A study conducted by Mihalik and Simonetta (1999:248) indicated that the residents of Georgia consistently rated the intangible benefits of the 1996 Atlanta Olympic Games, such as increased international recognition, image and community pride, as more important than the economic issues.

A key challenge, identified by García (2004a:36), is that mega-event organisers are experiencing a considerable amount of pressure to create events that is seen to be 'bigger, better and even more exciting each time', while there seems to be less commitment to guarantee direct participation and local representation. Securing long-lasting and meaningful legacies for host destinations, which can be sustained beyond the actual duration of the event, is another challenge. Research studies, specifically focusing on the case of the Olympic Games, have argued that a way of ensuring the sustainability of hosting mega-events is to ground them on cultural elements that are representative and distinctive of the host community (García, 2003c:2). Furthermore, García (2003c:2) states that 'beyond the financial gain of investors and other key stakeholders, and beyond the notions of success celebrated by the media, one of the most relevant proofs of an event's ability to leave meaningful legacies is its effect on the culture of the host population'. In taking cognisance of the above, it is clear that there is a necessity to provide host countries, regions and cities with better strategic guidance to ensure that sustainable cultural and social legacies are secured for the host community.

A lack of research in this field currently limits the ability of host destinations to include cultural elements within a mega-event context, though there is an indication that it can play a major role in the event experience (García, 2003c; García, 2004a). Based on the background of this information, the purpose of this research study is to explore the different ways in which cultural and heritage tourism elements can contribute to the hosting of a mega-event, in order to secure sustainable legacies for the host community.

It should also be noted that cultural and heritage tourism can play an important role in a destination's overall competitiveness (Paskaleva-Shapira, Besson & Sutherland; 2006). Hassan (in Dwyer & Kim, 2003:375) defines destination competitiveness as 'the destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors'. Recently, the hosting of mega-events have become extremely competitive endeavours that is certainly receiving massive global attention and it is clear that cultural and heritage tourism can play a key role in contributing to the attractiveness and competitiveness of a destination. Both the degree of attractiveness and competitiveness of a host destination are important factors that visitors consider before visiting a destination or event.

The City of Tshwane, a key host city in the 2010 Soccer World Cup, was chosen as an appropriate case study for this research. It is estimated that the City of Tshwane will host a total number of six World Cup matches and will host 78 372 people per match in the area (Department of Environmental Affairs and Tourism & South African Tourism, 2005), thus being one of the major World Cup host cities during 2010. The City of Tshwane also has a variety of rich cultural and heritage tourism products and experiences that could play a major role in adding value to the overall attractiveness and competitiveness of the city during the 2010 event.

1.2 RESEARCH PROBLEM

Based on this background of information, the main aim of this research study is to explore the potential cultural and heritage tourism opportunities that can be leveraged by a host destination within the context of a mega-event, in order to secure more sustainable legacies for the community. The research aims to develop a model and propose key guidelines that can assist host destinations to optimally leverage cultural and heritage tourism opportunities within the context of a mega-event. The findings of this research may assist the City of Tshwane to become a future best-practice case study, which illustrates the ways in which a host city can successfully leverage cultural and heritage tourism opportunities within the context of an event.

1.3 RESEARCH OBJECTIVES

Based on the above problem statement, the specific objectives of this study are:

- to determine the cultural and heritage tourism opportunities within a mega-event context,
- to examine the extent to which cultural and heritage tourism has added value to mega-event legacies,
- to conduct a strategic analysis of cultural and heritage tourism in South Africa and the City of Tshwane within the context of the 2010 event,
- to identify the potential cultural and heritage tourism opportunities related to the 2010 event,
- to determine the perceptions of key stakeholders in the City of Tshwane regarding the potential cultural and heritage tourism opportunities related to the 2010 event and their envisaged responsiveness to these opportunities,
- to, based on the outcomes of the preceding objectives, provide strategic guidelines for the City of Tshwane and other host cities to optimally leverage cultural and heritage tourism opportunities within a mega-event context, with particular reference to the 2010 Soccer World Cup.

1.4 METHODOLOGY

The main aim of this research study is to explore the contributions of cultural and heritage tourism within the context of a mega-event. A qualitative research paradigm was followed in this exploratory research study, for the following reasons:

- The purpose was to describe and explore.
- Respondents played an active role in the research process.
- The richness and depth of information was critical.
- The sample was limited to the small number of stakeholders that are directly involved in the cultural and heritage tourism sector in the City of Tshwane.

During the primary data collection process, 19 semi-structured, in-depth interviews were conducted with key stakeholders in the City of Tshwane, in order to determine their perceptions and expectations regarding the potential cultural and heritage tourism opportunities within the context of the 2010 Soccer World Cup. A non-

probability sampling method was utilised in this research study, with specific use of a purposive sampling technique, in order to identify a specific sample of 'information-rich' participants for the study (Struwig & Stead, 2001:122). This means that sample members were chosen arbitrarily for 'their unique characteristics, experiences, and attitudes and their ability to add value to the research study' (Cooper & Schindler, 2006:204). Furthermore, a snowball sampling technique was utilised to reach additional samples. During this process, participants referred the researcher to others who were also able to add value to the research study (Cooper & Schindler, 2006:204).

Respondents in the City of Tshwane from the following stakeholder groups were identified to participate in this research study: the government, private and public tourism associations, tourism consultants, academic institutions, cultural and heritage tourism attractions, and tour operators. In-depth, semi-structured interviews were conducted with the sample, as flexibility, depth of information and detail that can be secured during the interview process, were all important critical factors to ensure the success of this study.

Finally, ensuring validity and reliability in this qualitative research study was deemed an important part of the research process.

1.5 SIGNIFICANCE OF THE STUDY

This research study explores the possible contributions of cultural and heritage tourism within the context of a mega-event. Value is added to the existing body of knowledge in the combined field of cultural and heritage tourism and mega-events and new perspectives are also provided in this regard. It is clear that the results of this research study can also stimulate a demand for further academic research in the fields of cultural and heritage tourism and mega-events.

The findings from international and local best-practice case studies and stakeholder interviews provide input into the development of a model and strategic guidelines, which can assist host destinations to optimally leverage cultural and heritage tourism

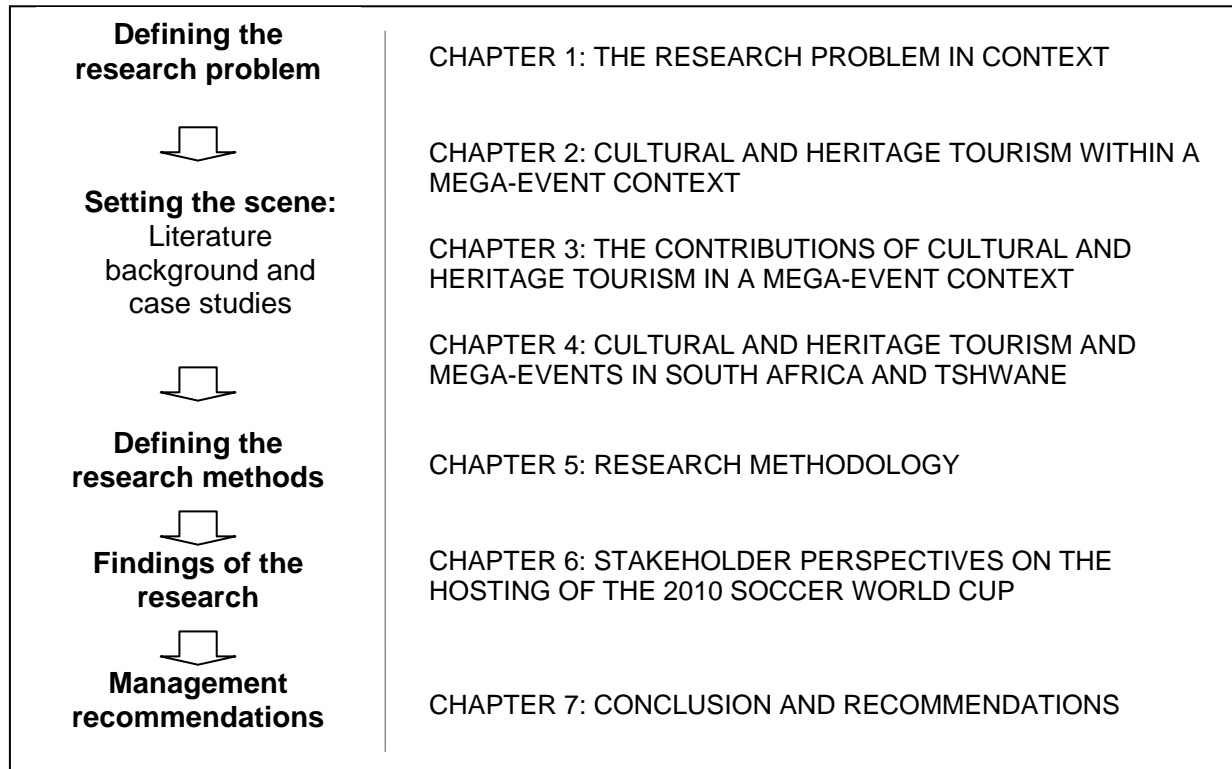
opportunities in the hosting of a mega-event. Though, specifically limited to the case of Tshwane, the findings of this research study can be applied to other host cities that want to leverage cultural and heritage tourism within the context of an event. It is clear that the City of Tshwane can become a leading role model for other host cities in optimally leveraging cultural and heritage tourism opportunities within the context of the 2010 Soccer World Cup to secure more sustainable legacies for the community.

To summarise, the aim of this research study is not only to academically add value to the existing field of knowledge of cultural and heritage tourism and mega-events, but also to practically assist host destinations to optimally leverage cultural and heritage tourism opportunities within the context a mega-event.

1.6 DISSERTATION OUTLINE

The research dissertation follows the basic outline provided in figure 1 below.

Figure 1: Outline of research dissertation



Source: Developed for this research study

CHAPTER 2: CULTURAL AND HERITAGE TOURISM WITHIN A MEGA-EVENT CONTEXT

2.1 INTRODUCTION

This chapter provides a theoretical background on the two main components of this research study, namely ‘cultural and heritage tourism’ and ‘mega-events’. This discussion commences with an overview of cultural and heritage tourism, with specific reference to its definition, the profile of the cultural tourist, the role of cultural and heritage tourism in destination competitiveness, important cultural and heritage tourism management principles, and global trends in the industry. Following this discussion, the rest of Chapter Two revolves around creating a better understanding of mega-events in terms of its definition, the importance of and rationale for hosting mega-events, and the creation of sustainable legacies with specific reference to socio-cultural legacies.

Whilst the main aim of Chapter Two is to examine the concepts of ‘cultural and heritage tourism’ and ‘mega-events’ as two separate entities, Chapter Three will investigate the integration of cultural and heritage tourism within a mega-event context.

2.2 CULTURAL AND HERITAGE TOURISM IN CONTEXT

Cultural and heritage tourism, as a special-interest type of tourism, has been growing rapidly in the last few years and is currently marked as one of the major growth areas in global tourism demand (Richards, 2003:2). It is viewed as a popular form of tourism for a destination, as many of the negative problems associated with mass tourism are avoided, while additional benefits are secured from the higher-spending tourists who support cultural tourism (Richards, 2003:2). It was evident from the Euromonitor International’s latest report, the World Market for Travel and Tourism, that cultural destinations have experienced an impressive increase in value sales of 51 per cent from 2000 to 2005 (Kelly, 2007). Many destinations have responded to this trend by

aggressively marketing their natural and historical attributes, as well as cultural events, to encourage more visitors to visit their destination (Kelly, 2007).

A key challenge, however, is for destinations to define cultural and heritage tourism and to create a shared understanding of its meaning. It is found that many destinations support a 'wide' definition of cultural tourism, where almost all tourism trips are considered as having a certain cultural element (Richards, 2003:2). This challenge is addressed in more detail in section 2.2.1 below.

2.2.1 Defining cultural and heritage tourism

The diversity of culture that tourists can consume at any destination essentially makes 'cultural tourism' difficult to define. It can be argued that all tourism activities contain some element of culture, ranging from visits to specific cultural sites such as museums, art galleries, or cathedrals, to experiencing the 'atmosphere' of the City nightlife. Randy Williams, president of the Tourism Industry Association of Canada explains that experiencing a destination is in essence a 'cultural experience'. He adds that a tourist that takes a walk through a market in Beijing will believe that he/she had a cultural experience (Canadian Tourism Commission, 2004b:18).

The problem arises that it becomes extremely difficult to define cultural tourism when all tourism are seemingly labelled as such (Richards, 2001:2). This broad approach to cultural tourism was first taken by the World Tourism Organisation (WTO) and UNSECO in the 1980's when cultural tourism was defined as: 'all movements of persons... because they satisfy the human need for diversity, tending to raise the cultural level of the individual and giving rise to new knowledge, experience and encounters'. Previously, cultural tourism largely represented a 'high culture', whereas today many new meanings of cultural and heritage tourism exist and covers tangible as well as intangible aspects of culture (Richards, 2001:2).

Since the 1980's, it was recognised that this broad approach has made it extremely difficult to comprehend the concept of cultural tourism, and the WTO proposed a more 'narrow' definition, which includes the 'movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals

and other cultural events, visits to sites and monuments, travel to study folklore or art, and pilgrimages' (Richards, 2001). The underpinning idea of this definition is that it is primarily about 'cultural motivations'. It is clear that in many cases cultural consumption by tourists is not the primary reason for their visit to a destination. The motivations and behaviours of these 'accidental' cultural tourists may be very different from those of the so-called 'culture vultures', who are primarily culturally motivated (Richards, 2001).

Another dilemma is that in many cases other terms such as, 'heritage tourism', 'arts tourism', 'ethnic tourism' and 'indigenous tourism' are used to describe what is actually cultural tourism, as these types of tourism tend to overlap with each other and contain elements of one another (Smith, 2003:29).

The confusing array of different definitions that exist for the term 'cultural tourism' makes the task of clearly defining and establishing a universally accepted definition of this type of tourism a challenging task (Yeoman, Robertson, Ali-Knight, Drummond & McMahon-Beattie, 2004:5; Smith, 2003:29 & McKercher & du Cros, 2002:3). McKercher and du Cros (2002) tried to simplify this problem by comprehensively examining 'cultural tourism' as a concept that involves four elements, namely:

- **Tourism:** Defining culture as a specific type of special interest tourism activity.
- **The use of cultural heritage assets:** Acknowledging that cultural tourism's principal building blocks are a community or a nation's cultural heritage assets.
- **The consumption of experiences and products:** This involves providing experiences for cultural tourists through transforming cultural heritage assets into cultural tourism products.
- **The tourist:** Cultural tourists are motivated to travel for deep learning, experiential, or self-exploration reasons.

McKercher and du Cros (2002) support the previous argument that the concept of culture as almost everything that we are and everything we do is problematic, unless there is a clear differentiation between the different types of activities that are included

within this definition. According to Smith (2003), the following list suggests a comprehensive typology of cultural tourism products that can be included:

- Heritage sites (e.g. archaeological sites, whole towns, monuments, museums).
- Performing arts venues (e.g. theatres, concert halls, cultural centres).
- Visual arts (e.g. galleries, sculpture parks, photography museums, architecture).
- Festivals and special events (e.g. music festivals, sporting events, carnivals).
- Religious sites (e.g. cathedrals, temples, pilgrimage destinations, spiritual retreats).
- Rural environments (e.g. villages, farms, national parks, eco-museums).
- Indigenous communities and traditions (e.g. tribal people, ethnic groups, minority cultures).
- Arts and crafts (e.g. textiles, pottery, painting, sculpture).
- Language (e.g. learning or practice).
- Gastronomy (e.g. wine tasting, food sampling, cookery courses).
- Industry and commerce (e.g. factory visits, mines, breweries and distilleries, canal trips).
- Modern popular culture (e.g. pop music, shopping, fashion, media, design, technology).
- Special interest activities (e.g. painting, photography, weaving).

Sharron Dickman (2006), the President of the Cultural Tourism Industry Group Victoria, argued that cultural products can also be divided into three categories according to the prime role of the product in the destination. Firstly, 'cultural drivers' are arts, cultural and heritage programmes, exhibits, festivals and facilities that have the potential to draw visitors to a destination in their own right. Secondly, 'cultural enhancers' are those cultural products and offerings that can entice visitors that are already in the area to stay another day or lure visitors from adjacent regions to the area. Lastly, Dickman (2006) proposes that there are certain 'community cultural activities' that are grass roots, school or community-based and have little potential to attract out-of-town visitors, even though these activities may play an important role in the life of local communities.

Recently, it has also been acknowledged that cultural and heritage tourism has an added 'intangible' dimension. UNESCO (Edson, 2004:336) defines 'intangible heritage' as: '...embracing all forms of traditional and popular or folk culture, for example collective works originating in a given community and based on tradition. These creations are transmitted orally or by gesture, and are modified over a period of time through a process of collective recreation. They include oral traditions, customs, languages, music, dance, ritual, festivals, traditional medicine and pharmacopoeia, the culinary arts and all kinds of special skills connected with the material aspects of culture, such as tools and the habitat.' Importantly, cultural tourism can also cover the contemporary culture or the 'way of life' of a people or region, rather than just the consumption of cultural products of the past, as was noted by Smith (2003).

In South Africa, in 2005, a comprehensive Cultural and Heritage Tourism Audit Report was completed by the Monitor Group to examine the current status of cultural and heritage tourism in Johannesburg. They proposed the following definition for cultural and heritage tourism: 'Tourism that facilitates an experience of the arts, culture, history, heritage, way of life, and uniqueness of people in a given region' (Monitor Group, 2005). The reason for using a wider rather than a narrower definition was to ensure that the search for opportunities related to cultural and heritage tourism in the area was not constrained.

Even though the literature suggests that a more narrow definition should be used to describe cultural tourism, for the purposes of this study a wider definition of cultural and heritage tourism will also be applied for the same reasons as was stated in the Cultural and Heritage Tourism Audit Report. Following this approach in this research study will ensure that the wider spectrum of cultural and heritage tourism opportunities can be identified in the context of the 2010 Soccer World Cup. The term 'cultural and heritage tourism' will be used as an umbrella term for the purposes of this study and all special interest cultural tourism activities (e.g. heritage-, ethnic-, indigenous- and other specific interest cultural tourism activities) are included. As also mentioned by the Monitor Group (2005) it is, however, proposed that as part of any future vision development process in the South African cultural and heritage tourism industry, that all industry stakeholders reach consensus on a suitable definition of 'cultural and heritage tourism' and ensure that everyone agree with its specific meaning.

2.2.2 The cultural and heritage tourist and the ‘experience seeker’

The World Tourism Organisation (WTO) estimates that 37 percent of international tourists are cultural tourists (McKercher & du Cros, 2002:39). These cultural tourists include tourists that visit a cultural or heritage attraction, a museum, or attend a performance sometime during their trip. Often, cultural tourists are portrayed as an attractive and easily differentiated market segment to attract (McKercher & du Cros, 2002:136). In general, it is evident that cultural tourists are older, better educated, and more affluent than the general travelling public and they are frequent travellers who tend to stay longer at a destination, spend more while there, and join in more activities than other tourists (McKercher, & du Cros, 2002:136).

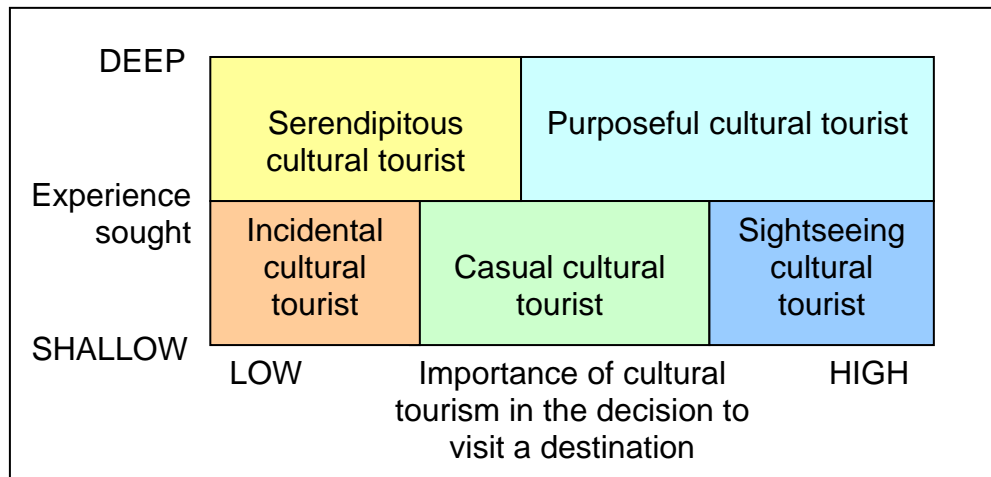
According to the ATLAS survey conducted in 2004, however, it was found that contradictory to the traditional view that cultural tourists are generally older, younger people represent a very important segment of the total cultural tourism market (Richards, 2003:15). It was found that almost 40 percent of respondents were under the age of 30 years and this change may be indicative of the reality that currently younger people have higher levels of education than previously. It is evident that the more educated people are, the more likely they are to be interested in culture (Richards, 2003:15).

McKercher and du Cros (2002:39), however, also distinguish between five types of cultural tourists which differ in terms of their main motivations to engage in cultural tourism activities (see Figure 2 on the next page):

- **The purposeful cultural tourist:** The person normally associated with cultural tourism that travels for cultural tourism motives and seeks a deep cultural tourism experience.
- **The sightseeing cultural tourist:** The person who travels for cultural tourism motives, but seeks a shallow experience.
- **The serendipitous cultural tourist:** For this person, cultural tourism is not a stated reason for visiting a destination, but ends up getting a deep cultural tourism experience.

- **The casual cultural tourist:** The person who identifies cultural tourism as a weak motive for visiting a destination and seeks a shallow experience.
- **The incidental cultural tourist:** The person for whom cultural tourism is not a stated motive for visiting a destination, but actually then visits cultural heritage attractions.

Figure 2: Five types of cultural tourists



Source: McKercher and du Cros (2002:140)

For the purposes of this study, it is important to take note of the different types of cultural tourists that exist, as it is important to determine the type of cultural experience (deep or shallow) sought by visitors that are likely to attend the 2010 Soccer World Cup. This issue will be investigated in more depth in Chapter 6 of this research study.

A new target market, namely the 'experience seeker', has also emerged as a valuable segment that needs to be taken into consideration. Australia has done extensive research to determine the needs and motivations of the 'experience seeker' and has identified this market segment as a very lucrative segment to target. In many ways the 'experience seeker' shares the characteristics of the cultural tourist.

Tourism Australia (n.d) has characterised the 'experience seeker' as people that:

- are experienced international travellers;
- prefer and enjoy authentic personal experiences that they can share;

- involve themselves in holiday activities, are sociable and enjoy engaging with the locals;
- enjoy active holidays and want to learn something from their experience;
- are somewhat adventurous and enjoy a variety of experiences on any single trip;
- place high importance on value for money; and
- place high value on enriching experiences (i.e. different from their day-to-day lives).

These tourists typically have a higher than average household income, are tertiary educated, open-minded, have an interest in world affairs, are selective about their media consumption, are opinion-leaders within their peer and social groups and they are not characterised by nationality, preferred holiday style/mode or age (Tourism Australia, n.d.). This segment constitutes around 30 to 50 percent of all potential long haul outbound travellers from key source markets.

It is important that tourism destination marketers understand the specific needs and expectations of this growing market segment. This insight will provide valuable information regarding the cultural products and experiences that the experience seeker will find attractive. Destinations will increasingly be challenged to deliver (cultural and heritage) tourism experiences that are more interactive, enriching, educational and entertaining to appeal to these visitors.

Finally, it is also important to note that tourism motivation plays an extremely important role in travel behaviour. Richards (2003) explains that cultural tourists visit a certain destination because of a combination of different factors, such as the atmosphere, local culture, and history of a destination. Tourists also want to learn something during their visit, particularly about the unique character of the place they are visiting. Richards (2003) adds that cultural tourism is 'an experiential product that is judged in terms of all attributes of the attraction, and not just its cultural value'.

2.2.3 The role of cultural and heritage tourism in destination competitiveness

With the constantly changing tourism environment, destinations are increasingly experiencing that consumers, communities, technology, safety and the environment are changing, which in turn affects the global tourism situation (Heath, 2003). It is apparent that the more competitive a destination is, the better it is equipped to adapt to these changing conditions. It is critical that destinations differentiate themselves from their competitors as competition intensifies between destinations. Dwyer, Mellor, Livaic, Edwards and Kim (2004:91) state that for a destination to achieve a competitive advantage for its tourism industry, it should ensure that its overall attractiveness, and the tourist experience, must be superior to that of the many alternative destinations available to potential visitors. It is important to note that tourists experience destinations in its entirety and that destinations offer an integrated experience to consumers (Buhalis, 1999:98).

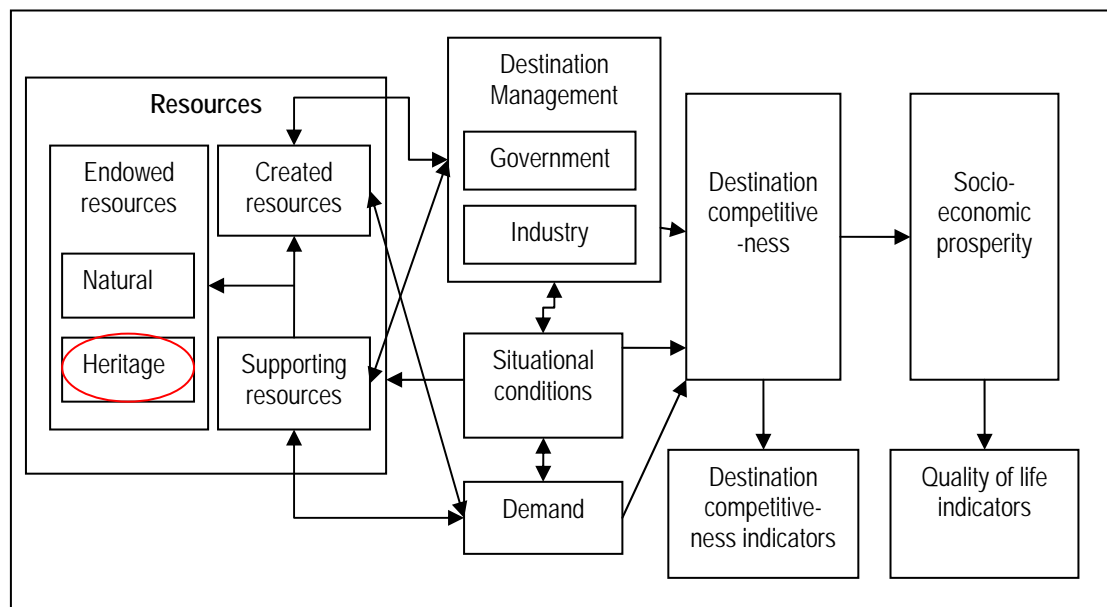
According to Dwyer and Kim (2003:375), many factors can influence 'competitiveness'. It can range from objectively measured variables, such as visitor numbers, market share, tourists expenditure, and employment, as well as subjectively measured variables, such as 'richness of culture and heritage', 'quality of the tourism experience' etc. Hassan (in Dwyer & Kim, 2003:375) defines competitiveness as 'the destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors'.

As such, it is evident that cultural and heritage tourism resources, attractions and experiences could influence a destination's competitiveness. There are a number of different competitiveness models that can be examined to investigate the role of cultural and heritage tourism in the competitiveness of a destination. According to Dwyer *et al.* (2004:91), the destination competitiveness models are used by destinations to identify the destination's key strengths and weaknesses from a visitor perspective, to highlight opportunities for tourism development, and to limit threats to future visitation.

The model of competitiveness developed by Dwyer and Kim (2003:378) [illustrated by Figure 3 below] indicates that the following determinants can influence a destination's competitiveness:

- **Inherited Resources:** Natural resources [mountains, lakes, beaches, rivers, climate etc.] and heritage or cultural resources [cuisine, handicrafts, language, customs, belief systems etc.].
- **Created Resources:** Tourism infrastructure, special events, and the range of available activities, entertainment and shopping.
- **Supporting Factors and Resources:** General infrastructure, quality of service, accessibility of destination, hospitality and market ties.
- **Destination Management:** Activities of destination management organisations, destination marketing management, destination policy, planning and development, human resource development and environmental management.
- **Situational Conditions:** Forces in the wider external environment.
- **Demand Conditions:** Visitor awareness, perception and preferences.

Figure 3: The main elements of destination competitiveness



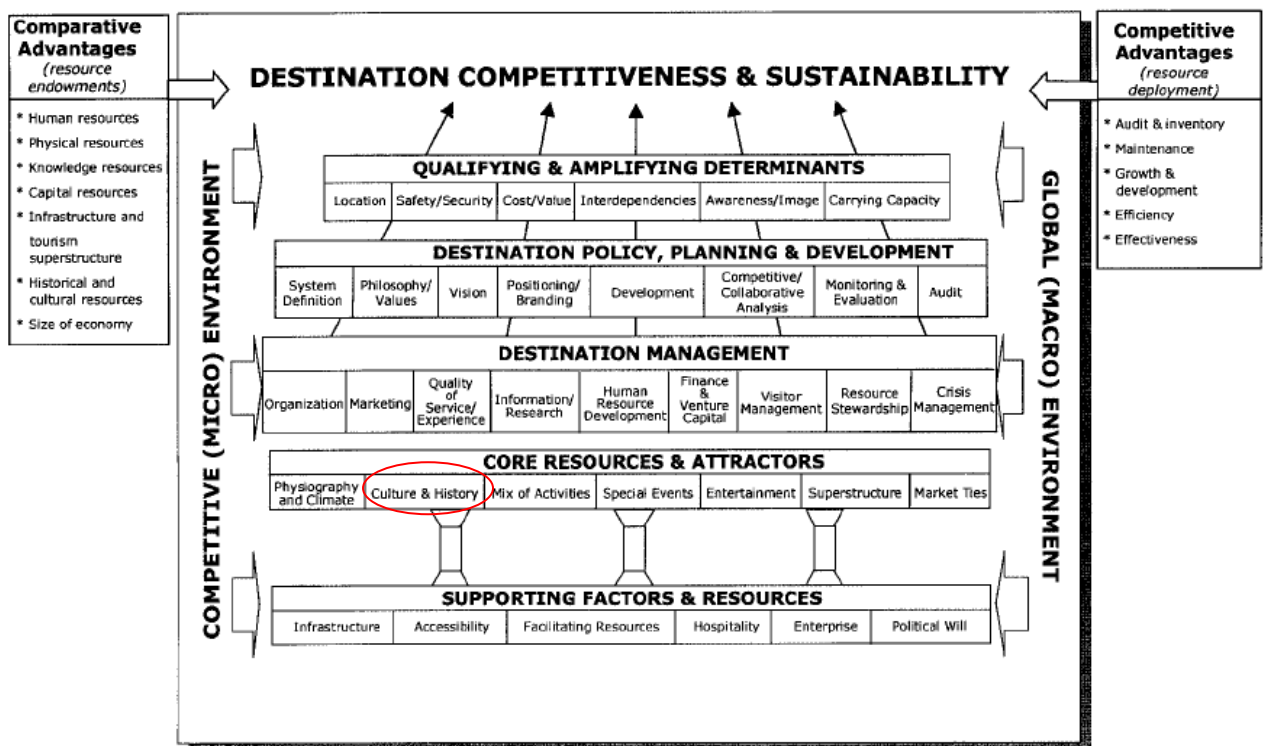
Source: Dwyer *et al.* (2003:378)

'Resources' provide the various characteristics of a destination that make it attractive to visit. From the above model it is evident that in terms of destination competitiveness, the culture and heritage of a destination (such as its history,

institutions, customs, architectural features, cuisine, traditions, artwork, music, handicrafts, dance, etc.), is a resource that provides an attracting force for prospective visitors (Dwyer & Kim, 2003:381)¹. Ritchie and Zins (1978:253), however, emphasises the need for sensitivity when utilising culture as a tourism resource, by adding that culture should not be manipulated or exploited solely as a tool for tourism development.

It is evident from the model developed by Ritchie and Crouch (2003:20) that culture and history can be classified as a core resource that mainly serves as an attractor for visitors to the particular destination (Figure 4). The idea is thus, that the more attractive a destination's culture and history, the more attractive the destination will be, which will lead to it being more competitive as well.

Figure 4: Destination competitiveness and sustainability



Source: Ritchie & Crouch (2003:20)

¹ A comprehensive explanation of each of the elements in this model can be found in Dwyer and Kim (2003).

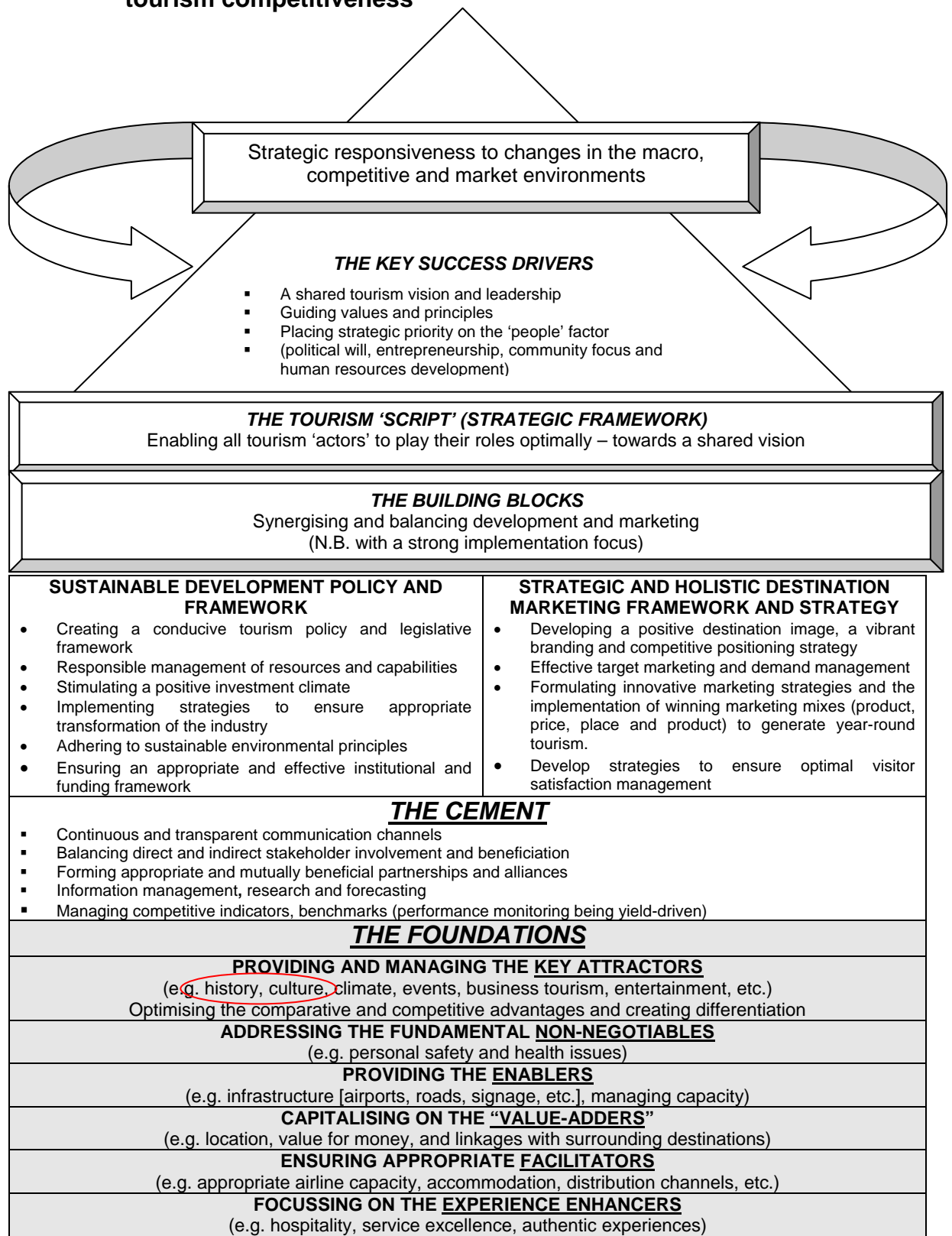
Finally, Heath (2003) developed a model of destination competitiveness that focuses more on the key success drivers (people) and the vital linkages (e.g. communication and information management) than other models (Figure 5). The model is developed in the form of a house with foundations, cement, building blocks and a roof. Culture and heritage is contained within the foundation of destination competitiveness and can be classified as a key attractor². Thus, culture and heritage can add to a destination being more attractive, which is described as a key foundation for a successful tourism destination.

Yoon (2002) adds that flexible, segmented, customised products for the tourists' needs are necessary to create competitive tourism destinations. This also relates to the development of cultural and heritage tourism offerings and experiences and the way in which destinations package these experiences for consumption. Sustainability is a fundamental strategy for long-term destination competitiveness and Ritchie and Crouch (2005) is of the opinion that destination sustainability should be emphasised in its role in enhancing competitiveness. This means that the way in which destinations protect, conserve and present their cultural and heritage tourism offerings will also contribute to the destination's competitiveness.

In conclusion, it is evident that culture and heritage in a destination play an important role as a key attractor in attracting visitors to a destination. The more attractive a destination is, the more competitive it will be in the longer-term. Some destinations may also capitalise on their cultural and heritage resources to create a sustainable competitive advantage for their destination. It is, however, crucial that culture and heritage as a resource should be carefully managed for sustainability, as this will enhance overall destination competitiveness. Finally, the way in which culture and heritage are packaged into accessible, flexible and customised product offerings can also contribute to overall destination competitiveness.

² Refer to Heath (2003) for a comprehensive explanation of this model of destination competitiveness.

Figure 5: Towards a model for enhancing Southern Africa’s sustainable tourism competitiveness



Source: Heath (2003)

2.2.4 Cultural and heritage tourism management principles

Various research studies have indicated that all successful cultural and heritage tourism attractions share some similar features (Young, 2002; McKercher & du Cros, 2002; & Canadian Tourism Commission, 2004a). More specifically they:

- focus on authenticity, uniqueness, quality and consistency;
- conserve and protect resources;
- build partnerships and collaboration amongst stakeholders;
- make sites come alive through interaction and involvement (tell a story);
- create meaningful experiences for the visitor; and
- fit in with both heritage and tourism.

Many cultural and heritage tourism attractions unfortunately do not share these features, which can be a result of a number of barriers that can limit the ability of these attractions to be successful. Jolliffe and Baum (2001:15) explain that these barriers can include: negative community attitudes towards tourism; a lack of co-ordination and communication among the industry; a lack of expertise and resources; and many more.

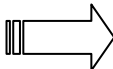
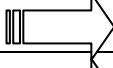
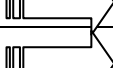




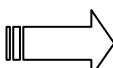
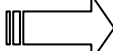

One of the biggest problems identified specifically in the cultural and heritage tourism sector is that of the conflicting role between tourism and cultural heritage management (McKercher & du Cros, 2002). This relationship often creates conflict as these different parties, which share the same cultural resources, fail to combine strengths to deliver cultural tourism products in a sustainable way. The solution to address these conflicting roles is to create a mutual understanding of each other's needs and appreciate that both tourism and cultural heritage management stakeholders have an interest in the cultural heritage asset being used by tourism (McKercher & du Cros, 2002:24).

Community involvement is also an important factor to ensure the success of cultural and heritage tourism. Cultural tourism should ideally start with the community and the support and involvement of local people in the development process is both desirable and necessary. Negative community attitudes to tourism can create a barrier to

successful tourism development (Canadian Tourism Commission, 2004a:15). Furthermore, there are also a number of ethical issues inherent in the process of packaging and presenting culture for tourism. A key challenge is to avoid the commodification of culture, which can result in a loss of authenticity (Canadian Tourism Commission, 2004a:15).

As Young (2002:19) proposed at an OPPI Conference in London in 2002, there is a need for destinations to move towards a new approach (see Table 1) for managing cultural and heritage tourism more successfully.

Table 1: A new approach to managing cultural and heritage tourism

CURRENT	CHANGE	FUTURE
Fragmentation		Co-ordination / critical mass / one-stop information source
Weak image / 'heritage brand'		Strong brand
Chronic underfunding		Adequate / superior funding
Individual funding allocations		One window funding
Volunteer burnout / recruitment difficulties		Strong volunteer focus / model for other communities
Little product development		Entrepreneurial
Insular		Partnership-oriented / able to leverage resources
Reactive		Proactive
Fierce autonomy / lack of interconnecting glue		Teamwork
No monitoring / assessment		Evaluation system in place

Source: Young (2002:19)

Finally, it is critical to note that to develop a tourism destination, cultural resources should be converted and packaged into actual sustainable and innovative tourism products that can be marketed to potential visitors.

2.2.5 Global trends in the cultural and heritage tourism sphere

The cultural and heritage tourism sector is recognised as one of the fastest growing segments of the tourism industry (Jolliffe & Baum, 2001). The Canadian Tourism Commission estimates a growth of 15 per cent per annum in the global demand for cultural products and experiences. The tourism industry, however, is vulnerable and various global events, such as the 9/11 attacks, the outbreak of SARS, the terrorist attacks in Bali, and the attacks on London, has challenged the tourism industry to adapt in many ways.

Consumers are also changing in many ways. It is evident that today's visitors are searching for a complete, participatory, authentic experience, which provides them with opportunities for new knowledge. According to the Canadian Tourism Commission (2004b:4), this can be achieved through the arts, cultural entertainment, folklore, festivals, cultural institutions, history, architecture and landscapes, cuisine, local traditions and language, which are the cornerstones of cultural, learning and experiential travel. Authentic tourism experiences are among the fastest-growing, highest-demand products in the tourism industry today (Canadian Tourism Commission, 2004a:1). According to a research study conducted by the Canadian Tourism Commission (2004b), that attempts to define important tourism products of the future, the following types of visitor experiences are in demand: reaching into the community; participatory, hands-on, and interactive activities; special access, behind-the-scenes and exclusivity; learning and discovery; and shared experiences.

The World Tourism Organisation (2002) also noted that people tend to take shorter, but more frequent holidays. There is also a significant trend for people to want to understand the lifestyle of others. Similarly there is a world trend to seek to grow as an individual, to being healthier, to experience freedom and reconnect with family.

The development of cultural tourism as a generator of income and recognised form of tourism has emerged as an objective of both heritage institutions and tourist operators across Canada and around the world (Silberberg, 1995:361). Challenging economic times have compelled museums and heritage sites to explore ways and means to

increase attendance levels and to generate their own revenues, whilst controlling operating expenditures. This has required them to carefully examine their operating policies and practices and to focus on issues such as customer service, partnerships and packaging opportunities. The challenge that museums and heritage sites face is to be open to entrepreneurial approaches while continuing to deliver on their heritage preservation and educational mandates (Silberberg, 1995:361). Tough times have compelled tourism operators, like hotels, tour companies, amusement attractions, retailers and other, to take notice of cultural attractions and events as worthy potential partners in packaging and other cooperative arrangements (Silberberg, 1995:361).

Another interesting phenomenon worth mentioning here is the emergence of a new kind of tourism, called 'geotourism'. This concept was recently developed by the National Geographic's Centre for Sustainable Destinations and is defined as 'tourism that sustains or enhances the geographical character of a place - its environment, culture, aesthetics, heritage, and the well-being of its residents'. It incorporates the concept of sustainable tourism and ecotourism, but adds to sustainability principles by building on the geographical character of the destination to create a type of tourism that emphasizes the distinctiveness of its location, and that benefits both visitors and residents (National Geographic, 2007). Geotourism is partly based on cultural and heritage tourism.

The emergence of a new concept in tourism called 'creative tourism' is also worth mentioning here. Crispin Raymond and Greg Richards, founders of this concept, define 'creative tourism' as: 'learning a skill on holiday that is part of the culture of the country or community being visited. Creative tourists develop their creative potential, and get closer to local people, through informal participation in interactive workshops and learning experiences that draw on the culture of their holiday destinations' (Creative Tourism New Zealand, 2006). It was found that cultural tourists often have a passive experience whilst engaging in cultural tourism activities at a destination and most activities do not encourage them to express themselves. These tourists mostly become observers of cultural tourism experiences, rather than participants (Creative Tourism New Zealand, 2006). The idea behind 'creative tourism' is to actively engage the tourist in activities, such as pottery classes, cooking courses or learning wine making skills. This also encourages a direct interaction between tourists and the local

community and as a result, enable tourists to get closer to the cultures of the destinations they visit (Creative Tourism New Zealand, 2006). It also requires travelers to learn a new skill and often create something they can take away.

The most developed creative tourism network can be found in the city of Nelson, New Zealand, where a network of creative businesses has been established to offer tourist experiences (Creative Tourism New Zealand, 2006). Some of the activities include, bone carving, Maori language classes, weaving, felting and woodwork and gastronomy. Creative Tourism New Zealand works on the basis of inviting and involving 'tutors' from the local community to host a variety of different workshops for tourists. Creative tourism appears to meet the needs of both tourists and the local community.

Finally, it is also true that technological trends significantly influence the cultural and heritage tourism sector in many ways. It was discovered from the 2004 ATLAS survey that a third of cultural tourists made use of the Internet to do research about different attractions before leaving home and more than a quarter of all international tourists booked travel and travel related products over the Internet (Richards, 2003). Tourists now have more access to information about arts performances and festivals and can book tickets electronically.

The following section of this report examines the importance and significance of mega-events within a tourism context.

2.3 MEGA-EVENTS IN CONTEXT

The staging of mega-events has become a fundamental part of tourism destinations' marketing strategies as more and more destinations have come to realise the potential additional drawing power that these events can create (Fredline & Faulkner, 2000:763; Hede, 2005:187). It is also evident that mega-events can create many meaningful and long-lasting legacies for a destination if managed appropriately. The increasing popularity of mega-events, as well as the nature, characteristics and importance of mega-events in a tourism context will be outlined in more detail in the following sections.

2.3.1 Defining mega-events

'Unique', 'dramatic' and 'truly extraordinary' are a few of the most common words that are used by various authors to describe the nature and characteristics of mega-events. It seems as if these events are also the most significant in terms of tourist numbers and economic impact (Deery, Jago & Fredline, 2004:235).

Getz (in Tyson, Hayle, Truly, Jordan & Thame, 2005:324) indicates that the term 'hallmark event' commonly refers to a 'recurring event that possesses such significance, in terms of tradition, attractiveness, image, or publicity, that the event provides the host venue, community, or destination with a competitive advantage'. The definition of mega-events presented by Damster and Tassiopoulos (2005:12) is almost similar and states that mega-events are: 'events that by way of their size or significance are those that yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for the host destination'. Ritchie (in Smith, 2003:218) defines 'hallmark' or 'special' events as 'major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of the host location'.

Classic examples of mega-events include World Fairs and Expositions, the World Soccer Championship, and the Olympic Games (Bjelac & Radovanovic, 2003:262).

Table 2 provides a summary of key mega-sporting events that took place or will take place between 1980 and 2012³.

Table 2: Key mega-sporting events: 1980-2012

PERIODS	CITY / NATION	MEGA-EVENT
1980 – 1989 period		
1980	Moscow	Olympics
1982	Spain (final in Madrid)	World Cup
1984	Los Angeles	Olympics
1986	Mexico	World cup
1988	Seoul	Olympics
1990 – 2000 period		
1990	Italy (final in Rome)	World Cup
1992	Barcelona	Olympics
1994	USA (final in New York)	World cup
1996	Atlanta	Olympics
1998	France (final in Paris)	World cup
2000	Sydney	Olympics
Early 21st century		
2002	Japan and Korea	World Cup
2002	Salt Lake City	Winter Olympics
2004	Athens	Summer Olympics
2006	Germany	World Cup
2006	Turin	Winter Olympics
2008	Beijing	Summer Olympics
2010	South Africa	World Cup
2010	Vancouver	Winter Olympics
2012	London	Summer Olympics

Source: Roche (2000:2)

³ Some of these examples of mega-sporting events will be used as case study examples later in this thesis.

⁵ Please refer to Appendix B for more information.

It is important to note that mega-sporting events, such as the examples mentioned above, may fall under the category of sport tourism. Sport tourism is defined by Turco *et al* (in Goslin, Grundling & Steynberg, 2004:70) as ‘any travel to and participation in or attendance at a pre-determined sport activity that can include competition and travel for recreation, entertainment, business, education and/or socialising’. Furthermore, a sport tourist is defined as ‘a person travelling outside their usual environment (domestically or internationally) for the primary purpose of active (participant, organiser, official) or passive (supporter, spectator) engagement in a competitive sport for no less than 24 hours and no more than one year’ (Goslin *et al.*, 2004:70).

2.3.2 The importance of and rationale for hosting mega-events

Mega-events, such as the Olympic Games and the Soccer World Cup, can have many effects on the countries or regions in which it is staged (Lee & Taylor, 2005:839). These effects can be positive, such as the positive boost in image that South Korea experienced after successfully co-hosting the 2002 World Cup with Japan, or negative, such as the excessive debts that Montreal had to pay off after hosting the 1976 Olympic Games (Burton, 2003:40). However, a greater awareness of the potential ‘benefits’ that can accrue from hosting mega-events, which are often referred to as ‘legacies’, is leading to an increase in the popularity of these events globally (Ritchie, 2000:156). A mega-event not only has the ability to increase tourist receipts, income, employment, and government revenues, but it also raises awareness and knowledge of the country or region involved (Lee & Taylor, 2005:839).

Specifically from a tourism perspective, mega-events are increasingly playing a more prominent role in tourism destination marketing (Fredline & Faulkner, 2000:763; Hede, 2005:187). These special events, particularly sports events, are being used by destination marketers with increasing frequency to enhance the host destination’s brand (Chalip & Costa, 2005:219). Some cities may also utilise sporting events to reinvent their central theme, such as Perth (Australia) that markets itself as the ‘City of Sporting Events’ and Lake Placid who tries to brand itself as the ‘Winter Sports Capital of the United States’ (Smith, 2003:218).

Chalip *et al.* (in Smith, 2003:220) adds that a destination's image is affected by events that they host, but that events staged, should be compatible with the destination's image. Research conducted in the Gold Coast, revealed that the area's image of the natural environment were negatively affected by a Motor Race staged in the destination, as there was an incompatibility of this type of event with this particular dimension of destination image (Smith, 2003:220). The 2002 FIFA World Cup was the first one awarded to Asia, and also the first to have two host countries, Korea and Japan. By successfully co-staging the 2002 World Cup, South Korea had the opportunity to project a positive impression to the world, which in the long term made Korea's tourism more competitive (Lee & Taylor, 2005:839). According to Garcia and Miah (2005:36), changing a destination's image, strengthening cultural identity and boosting community morale are all important issues that aspiring host cities address when justifying their reasons for bidding and hosting the Olympic Games.

According to Fredline and Faulkner (2000:763), mega-events can also benefit a destination in that they expand both the number and range of relevant markets and diversify its attractions. Destinations also receive significant promotional benefits as these high profile events receive considerable media attention that extends beyond the destination, thus being one of the most important roles in destination marketing (Fredline & Faulkner, 2000:763; Hede, 2005:188).

According to Hede (2005:188), many destinations stage special events to capitalise on the global recognition that they receive during this process. This global exposure also attracts a growing interest from leading multinational companies that invest in the marketing of their products at these events, and thus, ultimately contributes to the profitability of event organisers (Bjelac & Radovanovic, 2003:262). Host cities also anticipate that 'the remarkable media interest received will directly lead to an influx of capital through tourism and new investment' (Nauright, 2004:1326). From a tourism perspective, the host region's profile can be showcased, which is seen as one of the major longer-term benefits of staging a mega-event (Fredline & Faulkner, 2000:770). Brown (in Burton, 2003:38) stated that Sydney's tourism industry during the 2000 Olympic Games can be ascribed as a model for other host cities and he added that no other national tourist office has taken advantage of hosting the Games on the same level. They went full-out to promote brand Australia after research showed that people

favourably thought about Australia, but traditionally only as a place with beaches and cute animals (Burton, 2003:38).

In general there is also a dramatic increase of interest in sport and tourism (Koc, 2005:166). Kurtzman (cited in Koc, 2005:166) identified five reasons to explain this phenomenon:

- The popularity of international and national sporting events, such as the Olympic Games, World Cups and the European Championships, has increased significantly.
- There is a wider understanding of the health-related benefits that can be achieved through active participation in many sports.
- Governments and leaders are beginning to see the value of sport with regard to both the economy and international relations.
- There is a wider and carefully programmed variety of sporting events on offer throughout the year, facilitating spectator and participant alike.
- Sport-minded individuals are not only more mobile, but are also able to communicate more effectively due to improvements in technology and global infrastructure.

As destinations increasingly focus on the significance of hosting mega-events and sporting events, it will become essential for destinations to seamlessly integrate their event strategies as part of a longer-term tourism destination marketing plan. According to Cave (2003), a bid needs to be part of an integrated overall destination development strategy, which may not be wholly dependant on the bid being successful.

2.3.3 Mega-events and the creation of long-lasting legacies

Host countries, governments and communities are acknowledging that a major event, such as the Soccer World Cup, can have a considerable impact on the people or local communities of the host city or region. As mentioned previously, these impacts can be both positive and negative and may be economic, social, physical, cultural, technical or psychological in nature (Ritchie, 2000:156). Legacies can also be broad (increased national pride, growth in trade and investment) or more specific (new roads, improved

sports facilities) [Canadian Sport Tourism Alliance, 2004b]. Regardless of the actual form that the legacy may take, the idea underlying legacy creation is that it represents something of substance that will enhance the long-term well-being or lifestyle of destination residents in a very substantial manner – preferably in a way that reflects the values of the local population (Ritchie, 2000:156).

The following table provides a broad overview of the specific types of legacies (both positive and negative) that can be created through the hosting of a mega-event.

Table 3: Legacies of mega-events

LEGACY	POSITIVE	NEGATIVE
Economic	Increased expenditures.	Price increases due to event.
	Creation of employment.	Real estate speculation.
Tourism / commercial	Increased awareness of the region as a tourism destination.	Poor reputation as a result of inadequate facilities or improper practices.
	Increases the potential for investment and commercial activity in the region.	Negative reactions due to the possibility of new competition for local manpower and government assistance.
Physical	Construction and development of new facilities.	No clear ‘after-use’ strategy where newly developed facilities become ‘white elephants’.
	The improvement of local infrastructure.	Overcrowding and noise.
Socio-cultural	Increase in level of local interest and participation in type of activity associated with the event.	Commercialisation of activities, which may be of a personal or private nature.
	Strengthening of regional traditions and values.	Modification of nature of event to accommodate tourism.
Psychological	Increased local pride and community spirit.	Tendency towards defensive attitudes concerning host regions.

	Increased awareness of non-local perceptions.	High possibility of misunderstanding leading to varying degree of host / visitor hostility.
Political	Enhanced international recognition of region and its values.	Economic exploitation of local population to satisfy ambitions of political elite.
	Propagation of political values held by government and/or population.	Distortion of true nature of event to reflect values of political system of the day.

Source: Ritchie and Hu (1987:26)

The challenge is for event managers to identify and predict these impacts and then manage these positive and negative impacts to achieve the best outcome possible. Roche (in Hede, 2005:188) noted that mega-events are short-term events with long-term consequences. According to Hall (in Bramwell, 1997:167) planning is an essential ingredient, not only for the short term success of the hallmark event itself, but also in realising the longer-term benefits that can accrue to a community in the hosting of such events. Hede (2005:188) reinforces the importance of planning by stating that it is during the post-staging period of the event that many tourism benefits can be realised that can represent a large legacy for host destinations, but adds that planning is a crucial component in harnessing their benefits with regard to tourism. Bramwell (1997:167) explains that strategic planning may also provide a sense of ownership among stakeholders in the selected objectives and approach, and may encourage stakeholders to work more cooperatively to achieve a common goal. This implies that planning can play a critical role in securing sustainable legacies for host destinations.

Tyson *et al.* (2005:328) adds another dimension to legacy creation by stating that each country needs to develop a 'legacy strategy' that forecasts what is wanted from the event overall, which can include both short- and long-term impacts, during and after the event. This can help a host destination to focus on what it wants to achieve by hosting a mega-event and gives the host purpose and intent when hosting the

event. One such an example, though simple, is that that of the Jamaica Cricket Association (JCA) that has developed a legacy strategy for Jamaica in the run up to the 2007 Caribbean Cricket World Cup. The aim of the strategy is to change the image of cricket at the domestic level and to increase sports (cricket) participation amongst youngsters (Hancel, 2007).

2.3.4 Socio-cultural legacies that can be secured by host destinations

Interestingly it is noted that sports mega-event authorities tend to show a great interest in economic criteria, whereas in some cases, investigations into social and culture impacts of their event are somewhat disregarded (Kim & Petrick, 2005:25). This can be ascribed to the nature of social impacts, which are mostly hidden, intangible and more difficult to quantify, than economic impacts (Garcia, 2003c:1). According to Waitt (in Kim & Petrick, 2005:26), perceptions of social and cultural impacts of a sports mega-event are also likely to differ across resident socio-demographic profiles because each segment has its own 'social exchange relations' with other stakeholders in hosting the mega-event. This complexity also makes the study of social impacts a more difficult task.

Garcia (2003c:1) reinforces the importance of measuring social impacts by stating that one of the most relevant proofs of the event's ability to leave meaningful legacies, is its effect on the culture of the host population. Moragas (in Garcia, 2001b:194) also argues that sports events are fundamentally cultural performances and, as such, they are 'an extension of the values meanings and identities of the social actors involved'. During the 1988 Calgary Winter Olympic Games, residents in Calgary and Georgia both perceived social issues, such as community pride and international recognition, just as or more important than economic benefits (Deccio & Baloglu, 2002:48).

A planning/management regime that is sensitive to quality of life and equity outcomes is an essential ingredient of sustainable tourism. Waitt (2003:195) explains that hosts who are positively disposed to special events will enhance the tourists' experience and contribute to the destination's attractiveness. It is also evident that residents who perceive rewards of either maintenance and/or improvement of their social and economic well-being are more likely to experience the event more positively. Often,

residents may be aware of the negative effects of an event, but nevertheless accept tourism as they perceive the benefits as outweighing the costs (Waitt, 2003:196). In most cases it is found that the majority of local residents are unable to participate in a mega-event, because of high attendance costs (Jones, 2001:243). Mega-events, however, can also stimulate many positive social impacts, such as contributing to a community's sense of self-worth and encouraging wider participation in sport (Jones, 2001:243). Potentially there are a vast number and variety of legacies that a host destination can experience after hosting a mega-event. In essence it is important to realise that none of these legacies, both positive and negative, are a given and that host destinations should strategically plan to secure these legacies for the destination and its people.

Finally, at a Sports Events Congress held in Canada in 2004 to discuss the impacts of the 2010 Vancouver Winter Olympic Games, the following was stated (Canadian Sport Tourism Alliance, 2004):

From a tourism point of view, [the Games] can be one of two things, either a '16-day wonder' that boosts our visitor numbers and spending before, during and after the Games, with those benefits confined mostly to B.C.'s Lower Mainland. Or, the Games can be an opportunity to ramp up tourism in the wider region and elsewhere in the country for years - and perhaps generations - to come. If we choose the 16-day-wonder option, we can basically sit on our hands for the next six years and grab the extra tourism receipts in February 2010. But seizing the opportunity to see so much more - sustained, broad-based tourism benefits - requires some careful planning by many partners and it has to start now.

The focus of Section 2.3.5 is to provide practical case study examples of the way in which previous host destinations have leveraged positive and in some cases negative social-cultural legacies for their communities.

2.3.5 Practical examples of socio-cultural legacies in a mega-event context

The following practical case studies illustrate the positive and sometimes negative socio-cultural legacies that can accrue from the hosting of a mega-event. In many cases it was found that the importance of community perceptions could not be emphasised enough and that the community's attitudes have the ability to affect an event positively or negatively. It is clear that community involvement can contribute to create a sense of pride and unity amongst the local community.

Soutar and McLeod (1993:571) illustrate an example of the influence and importance of community perceptions on the hosting of a mega-event. Before the America's Cup Defence Series, held in Fremantle, Australia, between October 1986 and February 1987, residents expected that the increase in international and interstate visitors would economically benefit the area, but they also shared some concerns that the event would adversely affect them in terms of traffic congestion, difficulty in finding adequate parking, overcrowding in hotels and restaurants, and an increase in inflation. After the event, it was found that the community's perceptions of what the area would be like during the America's Cup were more extreme than their perceptions of what the actual situation was during this period. A factor that ensured a higher degree of positivity amongst residents was the fact that the majority of funds were spent on improving general social infrastructure in Fremantle. This ensured that most residents agreed that the city will be improved as a result of the hosting of the event (Soutar & McLeod, 1993:580). This also reinforces the crucial role that community expenditure plays in alleviating genuine local concerns in relation to major events.

During the Salt Lake City Winter Olympics, held in the state of Utah, in 2002, the degree of community involvement and local support has enabled the state to overcome many of the challenges and difficulties associated with the event (Garcia & Miah, 2002). The challenge of 'nine eleven' has raised significant fears in the national and international community for flying to, or within, the States during any high-profile event. Yet, the Olympic Games organisers have been able to sustain the support and enthusiasm of the local community and project a feeling of integrity and safety for its Olympic visitors (Garcia & Miah, 2002). A factor for the success in Salt Lake City was community involvement. An innovative idea to involve the local community was to

create a special 'Medals Plaza' in a central arena, rather than at the given sporting venue. Locals received free tickets to these ceremonies to ensure that everybody within the region could experience the Games (Garcia & Miah, 2002). In the case of Salt Lake City, a very successful volunteer programme also added in delivering a successful Games experience (Garcia & Miah, 2002).

In terms of the 2012 London Olympic Games it was stated that, by ensuring that local inhabitants are central to the process of hosting and organising events, the event can become a catalyst for meaningful and long-lasting intercultural understanding, which can contribute to tolerance and integration (Garcia & Miah, 2005:27).

A legacy from the 1988 Calgary Winter Olympic Games was a feeling of civic pride and social cohesion (Ritchie, 2000:161). While Calgary will probably never be one of the world's leading cities, it nevertheless, as a result of the Games, has achieved a level of international awareness that unlikely could have been achieved in any other way. This awareness and the social cohesion derived from the success of 'volunteerism' have 'radically changed the energy and vigour of citizens and commercial enterprises alike' (Ritchie, 2000:161). Over 90% of residents continue to view the 1988 Games as a very positive experience, both personally and for the city.

According to Sparks, Chadwick, Schafmeister, Woratschek, Hurley and Dickson (2006) the Commonwealth Games held in Melbourne, in 2006, impacted the community in various ways. The event boosted local businesses, such as local restaurants, taxi drivers and accommodation establishments (Sparks *et al.*, 2006:124). The lift in spending by the local community, as they engage in the Game's activities and festivities, were also regarded as being significant. The hosting of the event had the unique ability of binding the community as local issues were put aside temporarily as the community supported and celebrated in the event. According to Sparks *et al.* (2006:124), the value of sport to strengthen tolerance, social cohesiveness, and the ability to work together, is significant. This was also evident in Germany, during the hosting of the 2006 Soccer World Cup, where, according to Pahad (2006), the 2006 World Cup succeeded in 'cementing a nation previously deeply divided'.

During the 1988 Calgary Winter Olympic Games, the mega-event was perceived by residents to improve cultural and shopping opportunities. Hall (in Deccio & Baloglu, 2002:48) indicated that a mega-event has the power to strengthen regional values and traditions and even lead to cultural understanding among residents and visitors.

Specifically in terms of the Olympic Games, Garcia and Miah (2005:32) stated that through a review of recent Olympic editions, it is evident that the most sustainable elements of these events tend to be cultural and educational. The following examples support their statements:

- **Re-constructing the city** – Barcelona post 1992 is a good example. The Games brought an urban planning achievement, but its most successful dimension has been cultural. While the Olympic village struggled to get part of the community, the concept of the cultural city, open to the sea, distinct within Spain, has strengthened local identity.
- **Reconstructing identity / image** – Sydney post 2000: while the Olympic park area is suffering from criticisms of becoming a ‘white elephant’, Australia was able to represent itself beyond surf and kangaroos and the Games were used to contribute towards a pressing for a more progressive political agenda recognising the cultural rights of Aboriginal people.
- **Reconstructing heritage** – Athens post 2004: the city has to face the consequences of rushed urban planning, but it is successfully working towards a celebration of its contemporary cultures as an addition to its widely recognised Hellenic heritage.

On the negative side, the 1996 Atlanta Olympic Games was criticised for prioritising image concerns at the expense of community development. It is alleged that this was caused by the over-involvement of private sector enterprises, whose own image objectives were prioritised. Thus, the key challenge for host destinations is to translate image benefits into community benefits, as it is evident from this study that even positive image effects are not necessarily felt by the cities themselves (Smith, 2005:220).

2.4 CONCLUSION

The purpose of this chapter was to provide a theoretical background on the two main components of this research study, namely ‘cultural and heritage tourism’ and ‘mega-events’. Firstly, a comprehensive overview of cultural and heritage tourism, with specific reference to its definition, the profile of the cultural tourist, the role of cultural and heritage tourism in destination competitiveness, important cultural and heritage tourism management principles, and global trends in the industry, were provided. The rest of Chapter Two revolved around creating a better understanding of mega-events in terms of its definition, the importance of and rationale for hosting mega-events, and the creation of sustainable legacies, with specific reference to socio-cultural legacies.

The following chapter in this research study investigates a number of best-practice mega-event case studies to determine the contributions of cultural and heritage tourism within the context of each particular event.

CHAPTER 3: THE CONTRIBUTIONS OF CULTURAL AND HERITAGE TOURISM IN A MEGA-EVENT CONTEXT

3.1 INTRODUCTION

Increasingly, destinations that will be hosting mega-events in the future, are acknowledging that they can learn valuable lessons from other destinations that have hosted or will be hosting similar mega-events. It is clear that the best-practice examples of previous mega-events, can provide host destinations with important knowledge on how to avoid some of the costly mistakes that have been made by other host cities and how to leverage the key successes that other host destinations have experienced through hosting a mega-event. As noted previously, strategic planning is critical to secure sustainable legacies for the destination in the longer-term and learning lessons from other destinations regarding the hosting of events are a key part of the strategic planning process.

The aim of this chapter is to examine various best-practice case studies of previous and future mega-events regarding the contributions of cultural and heritage tourism within the context of a mega-event. It is clear that previous research conducted in this field, mainly pertained to specific topics related to cultural and heritage tourism, such as formal cultural programmes in the Olympic Games, creating community pride through public participation, and creating brand awareness of a destination through hosting a mega-event. Therefore, the contributions of cultural and heritage tourism in its entirety, within the context of a mega-event, has been largely ignored. A lack of research in this field, limits the understanding of host destinations to include cultural and heritage tourism elements within a mega-event context, though there is an indication that it can play a major role in the event experience (García, 2003c; García, 2004a).

3.2 THE CONTRIBUTIONS OF CULTURAL AND HERITAGE TOURISM IN THE CONTEXT OF A MEGA-EVENT

The aim of this section is to identify the different areas where cultural and heritage tourism has contributed to the hosting of a mega-event and to determine whether it was deemed as an important component of the event experience. Key lessons learnt to optimally leverage cultural and heritage tourism within a mega-event context are also investigated in this chapter. To determine the contribution of cultural and heritage tourism within a mega-event context, case studies from the following mega-events have been investigated.

Table 4: Mega-event case study examples of past and future events

Past mega-events	1992 Barcelona Olympic Games
	1995 South African Rugby World Cup
	1996 Atlanta Olympic Games
	1999 Wales Rugby World Cup
	2000 Sydney Olympic Games
	2002 Salt Lake City Winter Olympic Games
	2002 Korea/Japan Soccer World Cup
	2002 Manchester Commonwealth Games
	2004 Athens Olympic Games
	2006 Germany Soccer World Cup
2007 West Indies Cricket World Cup	
Future mega-events	2008 Beijing Olympic Games
	2010 South African Soccer World Cup
	2010 Vancouver Winter Olympic Games
	2012 London Olympic Games

Source: Developed for this research study

From an analysis of best-practice examples from the above-mentioned mega-event case studies, it is evident that cultural and heritage tourism can contribute to the hosting of a mega-event in a number of ways, as outlined in the following section.

3.2.1 Broadening and enhancing the actual event offering

Cultural and heritage tourism can contribute to the actual mega-event offering in a number of ways, such as contributing to formal Opening and Closing Ceremonies, forming a part of formal cultural programmes traditionally associated with the Olympic Games, and being a key element of the 'Fan Parks experience'. Each of these broad themes will be explored in the following section, with the main aim to highlight key examples from best-practice mega-event case studies.

A. Culture and heritage as a key contributor to Opening and Closing Ceremonies

Garcia (2003c:4) pointed out that Opening and Closing Ceremonies, which normally takes place at the beginning and end of each mega-event, have become gigantic endeavours that present a highly lucrative international broadcasting opportunity for the host destination. Massive investment are required to stage these Ceremonies, as can be seen from an example of the Commonwealth Games held in Melbourne in 2006, where the Opening and Closing ceremonies cost the city \$50 million dollars to stage (Sparks *et al.*, 2006:124).

Opening and Closing Ceremonies are noted for their highly symbolic meanings and ability to showcase the host city and country. Garcia and Miah (2000) supports this statement by arguing that the purpose of an Olympic Games Opening Ceremony is to show the world the culture of the host city and country and to celebrate the cultures of the world countries gathering at this international event. Garcia and Miah (2000:1) pointed out that the Opening Ceremony of the Sydney 2000 Olympic Games 'has been heart felt by many Australians who claim it to have truly captured the spirit of Australia'. Garcia (2003c:3) however cautions that often times host cities become so entangled in this ceremony that they often transfer symbols from one host city to the next, without paying attention to the particular character of the place. It is clear that the purpose of Opening and Closing Ceremonies is to showcase unique elements of the host destination. The following two examples from the 1992 Barcelona Olympic Games

and the 2007 Caribbean World Cup, show how these destinations have approached their specific Opening and Closing Ceremonies.

The 1992 Barcelona Olympic Games hosted a spectacular Opening Ceremony which is best remembered for the performance of Monserrat Caballé performing the song 'Barcelona', written by Queen singer Freddie Mercury, before his death in 1991. The Opening Ceremony song focused on the mythical history of Barcelona and showcased the mythical birth of Barcelona from the sea with ocean battles taking place between sea monsters and humans.

On the other hand, the main aim of the Opening Ceremony of the Caribbean ICC Cricket World Cup was to highlight the captivating and colourful culture of the Caribbean. Scenes representative of the vibrant lifestyle and heritage of the region were unfolded on stage at the March 11 2007 celebration in Jamaica. This three-hour presentation included a medley of calypso, dancehall, mento, reggae, ska, soca and other musical genres, various dance sequences, stilt walkers enacting a cricket match, a mass choir and fire blowers. An energetic drum score was also presented by a visiting troop from South Africa, symbolising the link between the previous ICC Cricket World Cup and the 2007 event.

B. The role of Formal Cultural Programmes associated with the Olympic Games

The Olympic Games, with its formal compulsory cultural programme, is a good example of how the arts and cultural component can be integrated with the sporting component at an event. This integration of arts and sports in the Games dates back to an idea envisioned by the founder of the modern Olympic Games, French Baron, Pierre de Coubertin, in 1894 (Garcia, 2000a). He believed that the Games should be a celebration of both mind and body and persistently promoted this integration.

From 1912 in Stockholm until 1948 in London, arts competitions were organised in parallel to the sporting competitions and artists, like athletes, competed and won gold, silver and bronze medals (Garcia, 2002b). Various problems were experienced in this

regard over the years, such as the difficulty of judging, the themeing of projects and the inflexible guidelines to which artists had to adhere, which led to a situation in 1950 where the problems and difficulty associated with the Olympic art competitions were perceived to be far greater than the benefits and achievements. After this, it was decided that at the event, arts would rather take the form of cultural exhibitions and festivals instead of competitions.

The first official Olympic Arts Festival was held in Melbourne in 1956 and the tradition has followed ever since (Garcia, 2000b). In general these programmes did not receive much recognition, but in some cases, such as Mexico in 1968 and Munich in 1972, the celebration of the Olympic Games was accompanied by arts programmes that were integrated within the general Olympic events. In others, such as Los Angeles in 1984, the festival achieved international resonance and survived in the form of an annual arts event long after the Games had faded away. But these achievements seem to have been the result of specific conditions in the host city or country, where governments or cultural institutions made special contributions which guaranteed the presence of arts activities during the Olympics (Garcia, 2000b).

As a whole, the obligation to produce a cultural programme at the same time as the sporting events, could be seen as an opportunity for the arts, though it requires organising committees, sponsors and governments to be committed to secure funds, quality standards and promotion of the festivals. This will ensure that world wide audiences will travel to the host city and plan to attend arts events and exhibits (Garcia, 2000b).

To study the possible impacts of formal cultural programmes so as to determine its significance in terms of other mega-events, it is worthwhile to examine the different objectives of these programmes in more depth. Guevara (in Garcia, 2002b) distinguished five major and non-exclusive categories, namely:

- Acknowledgement of the city's artistic and cultural capacities – this objective was paramount to Munich (1972) and Los Angeles (1984). Both cities were already linked to important cultural circuits and counted on the appropriate budget to present a great festival of international importance (Garcia, 2002b).

- Improvement of the city's cultural services – this was the major drive of the Barcelona (1992) Cultural Olympiad. The initiative to present a four-year festival responded to this aim and intended the involvement of many relevant sponsors and public bodies to have a long lasting impact on both national and international audiences (Garcia, 2002b).
- Showcase of the country's cultural diversity – this was a fundamental factor in the design of the Mexico (1968), Montreal (1972) and Moscow (1980) cultural programme. The three of them presented events with a high national and folkloric content (Garcia, 2002b).
- International projection – this was especially remarkable in Seoul (1988) and Barcelona (1992). Both cities used the opportunity to be known worldwide and so, they combined the local expression with marked international communication strategies (Garcia, 2002b).
- Change of image – this have been key in the cultural agenda of cities, such as Munich (1972) and Seoul (1988), both of them capitals of countries with a marked military past needed to change international stereotypes (Garcia, 2002b).

The tradition of the 'four-year long Cultural Olympiad' was introduced at the 1992 Barcelona Olympic Games. The aim of this programme was to create a link between the end of the previous Olympic Games with the start of the 1996 Atlanta Olympic Games (Garcia, 2000b). The Barcelona Cultural Olympiad aimed to achieve the following major objectives with its programme (Garcia, 2000b):

- To ensure high levels of community participation and to ensure the involvement of all cultural entities and institutions.
- To strengthen Olympic traditions and modernity links.
- To encourage a greater international awareness of the Olympic event as a whole and to globally promote the cultural reality of Barcelona, Catalonia and Spain.

Another example of how a Cultural Programme was implemented, was the formal Sydney cultural programme that linked the 1996 Atlanta Olympic Games with the Games in 2000.

This programme took the form of four different Olympics Arts Festivals, namely (Garcia, 2003c):

- In 1997 'The Festival of the Dreaming' celebrated the world's indigenous cultures, with specific focus on the Australian Aborigines and Torres Strait Islanders.
- In 1998, 'A Sea of Change' provided a snapshot of Australia's diverse migrant cultures with an exploration of the country's cultural transformations.
- In 1999, 'Reaching the World' presented various events by Australian companies and artists from the countries in each of the five regions represented by the Olympic Symbol.
- In 2000, the 'Olympic Arts Festival' focused on among others, to define the finest elements of Australian culture.

The main aim of the 2000 Sydney Cultural Programme was to showcase the uniqueness and excellence of Australia's cultures to the world, with a focus on Australia's indigenous heritage and contemporary Aboriginal and Torres Strait Islander culture, as well as Australia's modern-day multicultural diversity (Garcia, 2003c). The underlying idea of the Olympic Cultural Programme was to create a legacy of awareness of the wealth of talent that Australia possess in terms of its arts, music and cultures (Garcia, 2000a), which was previously not well-known. According to Garcia (2003c) an apparent strength of these Cultural Programmes was the opportunity to reach and directly involve Australians beyond the host city. The Arts Festivals, in combination with the Olympic Education Programme, were the component of the Sydney Games with the largest outreach (Garcia, 2003c). The programmes also contributed significantly towards the process of Aboriginal reconciliation, as Aboriginal groups were involved in producing large-scale arts events and performing them at the Opera House for the first time in Australia (Garcia, 2003c).

Despite the achievements outlined above, a major limitation was that the Sydney Olympic Arts Festivals were largely isolated from overall Olympic preparations, which hindered its ability to establish a sustainable legacy (Garcia, 2003c). There was no clear association with the Games and media coverage was not a high priority. Garcia (2003c) indicated that in 2000, the final Arts Festival was not linked in any form to the components of Opening nor Closing Ceremonies and was excluded from most

Olympic activities taking place during that time. In terms of the final Festival programme, it was criticised for being elitist and inaccessible to the general public, as all arts performances was concentrated in the Opera House at elevated prices, and lacked ethnic diversity. The Olympic cultural programme also enjoyed limited support from event organisers and stakeholders, such as the organising committee, government, sponsors, cultural institutions and the media. It was also not considered a priority for ensuring a successful Olympic experience, which meant that it did not receive adequate funding allocations and it had a scarce presence in general Olympic sport promotions (Garcia, 2003c).

According to Garcia (2003c), a key lesson from the Sydney Olympic Cultural Olympiad is to ensure that cultural components reflect cultural expressions that are truly owned by the locals, which would provide better grounds for the long-term sustainability of the experience. This will ensure that host communities at large benefit more from the event. Garcia (2001b) is also of the opinion that cultural programming can play an important marketing role within sports events, but adds that the limited success of joint sports and culture event promotions is mainly due to ineffective integration mechanisms between the sporting and cultural programme components. A remarkable problem lays in the nature and design of the cultural programme, often not perceived as truly relevant to the sporting or event experience. It is necessary to redefine the function of cultural programmes associated with sports events and study the potential, more entertaining and accessible approaches (Garcia, 2001b).

The 2002 Salt Lake City Winter Olympic Games case study also shows some practical examples of how culture was integrated in the event. The programme comprised of easily accessible, engaging and quality cultural performances, such as dance productions and exhibitions (Garcia and Miah, 2002). Other interesting and clearly appealing components included a gastronomic feast (the Art of the Table, a dinner orchestrated by leading US chefs), and an extensive display of American native cultures in the form of a 'Navajo Village' placed in the popular 'Gateway', a pedestrian area for shopping and entertainment. Beyond visibility and quality, an important strand of the program has been its emphasis on community reach, thus ensuring a sense of ownership by the locals. One of the disappointing aspects of the cultural programme has been the lack of a distinctive identity to set it apart from previous Olympic arts

festivals. The visual design has been almost identical to the Sydney Olympic Arts Festival in 2000, which might speak for a lack of confidence in knowing what kind of image best suits Salt Lake (Garcia & Miah, 2002).

During the 2002 Manchester Commonwealth Games a cultural programme was implemented. Garcia (2003c) conducted research to assess the impact and success of this programme and provided the following key lessons that could be learned from this endeavour:

- It is important that all stakeholders develop a clearly defined, simple, and consistent vision for the cultural programme and that they define specific targets and performance indicators.
- The cultural programme should be driven by a 'champion' leading organisation or board to guarantee accountability and consistency of decisions.
- The programme should allow for social inclusion and should be culturally diverse. This particular programme succeeded in this endeavour.
- There should be a strong association between the cultural programme and the actual sporting event to ensure that they complement each other by means of their identity and brand. The cultural programme offered a worthy complement to the Games experience, however, the creation of a separate identity and brand for the cultural programme tended to be a cause of major confusion among audiences, funders, sponsors and the media, which diminished the chances of the programme to have a significant promotional impact.
- A platform to involve the youth should be created. By including young people in the cultural programme during the 2002 Commonwealth Games their perceptions of their culture and the Games was positively changed.
- Stronger relationships with international partners should be forged. The 2002 Commonwealth cultural programme successfully leveraged this opportunity to build stronger partnerships.
- The key is to focus on the legacies and to make them happen. The Commonwealth Games provided an opportunity to improve cultural and artistic confidence in Manchester and the North West, an improved image both nationally and internationally, and the programme earmarked a possible start to the establishment of a permanent cultural festival in the region.

From the above case study examples, it is clear that cultural programmes have the ability to greatly complement a sporting event, especially in terms of playing an important marketing role. Key lessons from best-practice case studies indicate that there are many factors that need to be taken into account to ensure that this integration optimally takes place.

C. Enhancing the ‘Fan Parks experience’

Even though some elements of the Fan Parks concept have been applied in mega-events before 2006, the 2006 Germany Soccer World Cup was the first host country to establish Official FIFA Fan Fests. The Germans also showed great innovation in terms of their overall marketing campaigns during the event. FIFA and the twelve 2006 Germany World Cup Host Cities won the German Sports Marketing Award for 2007 for their organisation of the Fan Fests and their innovative, overall marketing concept for the official public viewing events. The Fan Fests proved to be an extremely successful concept as some 18 million fans came together to celebrate at these events, which resulted in creating the biggest football party of all time and an atmosphere that was praised globally (FIFA, 2007). Gerd Kolbe, head of the Dortmund World Cup office, praised the host cities for their success in organising these festivals and stated that their willingness to cooperate and coordinate with FIFA and the local organising committee led to the creation of a total community-based experience. Kolbe (FIFA, 2007) added that the World Cup not only took place in the stadiums, but also in the city centres. In terms of their Fan Fests, at one point the Berlin Fan Festival was counting nearly a million fans from all over the world, following the game on gigantic screens. Women also embraced the previously men-dominated event with more than 40% of visitors at the fan festivals being female (Eberl, 2007).

At the 2002 FIFA World Cup hosted by Korea and Japan, the local organising committee and the ten host cities held a total of 97 cultural events to enliven the atmosphere. In particular, in an effort to enhance interaction between local and foreign supporters, “World Cup Plazas” were installed in most host cities, to serve as tourist information centres as well as performance arenas during the World Cup. These Plazas attracted an estimated aggregate of 4.76 million visitors, including 130 000 foreign visitors. In addition, for the first time in World Cup history, local citizens

voluntarily formed supporters groups for visiting teams to extend their welcome and boost the team's morale (Yun-taek, 2002).

South Africa is also planning to involve South Africans and international visitors in the 2010 Soccer World Cup, based on the concept of Fan Parks at the German World Cup, by erecting Fan Parks all over the country (Mtshazo, 2006). This will ensure a more accessible World Cup as many citizens and some international visitors will not be able to buy tickets to watch the Games live. It is possible that these Fan Parks may become cultural attractions in their own right during the World Cup through using the food and drink experience as a key element.

3.2.2 Adding value to the marketing thrust of the event

There are many examples from best-practice case studies that indicate that cultural and heritage tourism can add value to and enhance the marketing power of an event. Specifically, cultural and heritage tourism can contribute to enhancing destination image and branding and towards 'theming' a destination. The role of non-accredited media centres in the mega-event experience is also discussed in more depth below.

A. Contributing to the host destination's image and branding

It is acknowledged that high profile events, such as the Soccer World Cup and Olympic Games, produce significant promotional benefits for a host destination, because of the exposure they receive in the media beyond the destination (Fredline & Faulkner, 2000:764; Hede, 2005:189; Haxton, 1999). While the main focus of broadcasters is on providing coverage of the actual sporting event, there are also opportunities to project images and communication about the host destination to audiences worldwide (Hede, 2005:189). This was the case in the Athens 2004 Olympic Games, where it was found in a study that respondents' view of the culture and history of Athens were influenced by the broadcasting of the 2004 Summer Olympic Games (Hede, 2005). A respondent indicated that she learned more about the people and the culture of Greece and that she had a more favourable disposition

towards the country, because of the images projected through the media (Hede, 2005).

The findings from a research study conducted by Tyson *et al.* (2005:327), on the opportunities for the communities of the West Indies related to the 2007 Cricket World Cup, also indicated that respondents agreed that the Cricket World Cup is an opportunity to showcase their country to visitors from the region and abroad. In general, there was consensus that it is an opportunity for visitors to become more aware of the beauty and interesting culture of the country and that it could stimulate positive word-of-mouth when visitors return to their home countries.

Another example of how a host destination succeeded in successfully strengthening their country's international image by hosting a mega-event, is Korea, which hosted the 2002 World Cup jointly with Japan (Yun-taek, 2002). Locally, the football festival immensely helped strengthen Korea's national unity. All people of Korea rallied behind the chant 'Dae-hanminguk', meaning 'The Great Republic of Korea', as they began to recover their confidence in the future. According to Yoo (2002:7), one of plans that Korea put into place to ensure that the positive economic momentum, created by hosting the World Cup, is sustained, was to focus on strengthening their country's international image. This was done by focusing on cultural elements, such as law, institutions, ideology, value and customs. In other words, it was argued that the international image of Korea will gradually improve if Korean citizens comply with the law and this will again lead to the spread and intensification of order all over the country, which will develop the cultural tradition of Korea to a global level (Yoo, 2002:7).

The case of the 2006 Germany World Cup is also a great example of how a host country successfully succeeded in strengthening and modifying their national brand image through the hosting of an event. The football event resulted in a celebration of brand Germany in such a way that the latest Nation Brand Index lists Germany as the second-most admired country brand, up from seventh place previously (Eberl, 2007). Their image changed from being effective and efficient, yet cold, unfriendly and at times bullying, to a new image: fun-loving, welcoming, modern and creative. Barely two years before the World Cup, Germany was very different and the nation was filled

with self-doubt. They achieved this turn around by delivering on Germany's World Cup brand promise, 'A Time to Make Friends', where an attempt was made to change perceptions of being conservative, cold and boring and to deliver the best World Cup ever. They completely succeeded in this endeavour.

The South African Tourism Industry also benefited greatly from the substantial media publicity that was generated by the hosting of the 1995 Rugby World Cup. It was estimated that approximately two billion people, in more than 125 countries, watched the World Cup tournament and more than 3000 media personnel visited the country to cover the event (Seymore, 1995b:3). South Africa will also be hosting the Soccer World Cup in 2010 and it is acknowledged that media involvement in the build up to the 2010 event is crucial (Maseko; 2006). Maseko (2006) explained that after South Africa was rewarded the rights to host the World Cup there was a national lift in the mood and confidence of South Africans in their country's ability to handle the challenges associated with the 2010 event. This has led to high levels of national pride and an increasing sense of national unity. According to Maseko (2006) it is vital that if South Africa is to use the 2010 World Cup as a catalyst for change, then they should focus on 'who we are; how we want to be seen then, by ourselves and others; how we want to have changed; what message we want 2010 visitors to hear'.

According to Rudberg (2005), the City of Vancouver, which will be hosting the Winter Olympic Games in 2010, wants to use the event as a tool to enhance their destination image. The aim is to be better known for its creative centre and as a destination for cultural tourism by 2010. They have also acknowledged that they have a broad range of interests in the cultural component of the Games and that there are many prospective benefits that can emanate from this cultural component (Rudberg, 2005). They have identified the following three cultural objectives for the 2010 Winter Games as being critical in the build-up to the 2010 event (Rudberg, 2005):

- To create cultural participation opportunities for all citizens of all ages, from engagement in creative activity to consumption of creative products and experiences.
- To sustainably develop and strengthen the capacity of the creative sector.

- To assist the creative sector to achieve and perform at its highest levels and to reflect the community and country.

The aim of Barcelona, during the hosting of the 1992 Barcelona Olympic Games, was to accentuate the city as a Capital City in cultural terms in Europe and to create an association with world-class cities such as Paris and London. Garcia (2000a) pointed out that the greatest challenge was to use the city's great historic wealth of culture to market the city, while at the same time differentiating it as an innovative and creative city. During the Barcelona Games there was a number of architectural exhibits, music, dance and theatre productions and the promotion of cultural venues such as the Picasso Museum, Miro Museum and Modernist Museum helped to promote these museums internationally. Numerous cultural events took place to complement the various sporting events.

B. The role of non-accredited media centres in marketing the host destination

Garcia and Miah (2004) conducted research to determine the roles of 'non-accredited media centres' (NAMC's) within a mega-event context. The difference between the NAMC's and accredited media centres is that the latter is reserved only for the official media right-holders under exclusive national arrangements, where the main function is to report on the official sporting competitions. The NAMC's on the other hand are open to any media representative (including freelance journalists) and offer a significant amount of material on human-interest stories, local activity groups, and the Olympic Cultural Programme (Garcia and Miah, 2004). It also offers a relaxed and comfortable environment compared to the accredited centres.

It is evident from the research conducted by Garcia and Miah (2004), that often during the hosting of mega-events, the media is so focused on reporting the sporting competitions and official ceremonies, that it fails to report the particularities of the specific event. As such, the cultural context of the event, including street activity and other cultural programming, is often lost or misrepresented (Garcia and Miah, 2004). To address this challenge, the concept of NAMC was initiated for the first time at the 2000 Sydney Olympic Games. Even though this initiative added value to the

destination marketing efforts in Sydney, a weakness of the non-accredited media centre, established at the 2000 Sydney Olympic Games, was that this centre was not related to any Olympic institution and as such, was not devoted to inform on Olympic values, principles or initiatives. In that sense, although including an office to promote Sydney's Olympic cultural program and being successful in making announcements and delivering cultural information, the focus of the promotions were not related to Olympism nor to Olympic education. As a result, the official culture and education Olympic programmes were not sufficiently associated with the Olympic sports competitions. Rather, they were considered as independent initiatives of the host nation (Garcia, 2001c:11).

In the case of the 2004 Athens Olympic Games, the NAMC showcased stands sponsored by the main Greek public agencies representing tourism, heritage, and the arts and offering related services to journalists (Garcia & Miah, 2004). Daily afternoon and evening functions, providing a taste of Greek culture, were also provided. On the down-side, the media value of the cultural stories was not always optimal. Despite its diversity, information about its purpose was not always made clear to journalists. Eight out of ten journalists representing alternative and specialist media were interested in the stories on offer at the NAMC, rather than sporting stories. Their angle was more diverse and inclusive than that of the mainstream Olympic media. They covered the political and social issues surrounding the Games hosting process and portrayed the stories of local cultural groups including ethnic minorities and marginal communities. These centres provide a dynamic setting and can deal with queries in a more flexible way than the official accredited centres (Garcia & Miah, 2004).

3.2.3 Diversifying the tourist's experience

It is evident from an analysis of best-practice mega-event case studies that there is an opportunity for host destinations to create a bundle of complementary tourism experiences for visitors attending a mega-event. Research indicates that a host destination's attractiveness can also be increased by presenting value-added tourism experiences for attendees and that these experiences can ensure that visitors experience the uniqueness of the host destination while attending the event.

Examples of how host destinations have incorporated complementary experiences in the event experience are discussed in this section.

A. Bundling sporting events and complimentary visitor experiences

According to Chalip and McGuirly (2004:267), ‘an emerging challenge in sport event tourism is to incorporate events more strategically into the host destination’s overall mix of tourism products and services’. Bundling is a process that can be used in the field of tourism and events to better incorporate value-added tourism activities and experiences within the event offering and can be defined as ‘the practice of marketing two or more products and/or services in a single package for a special price’. Chalip and McGuirly (2004:269) explain that bundling tourist services and activities into a single package can be a particularly attractive option for some visitors, as it simplifies the search and purchase decision processes. Bundling can also strengthen cooperation between organisations whose products or services are included in a bundle (Chalip & McGuirly, 2004:267). Furthermore, Carmichael (in Chalip & McGuirly, 2004:269) showed that the further visitors had travelled to attend an event, the more likely they were to complement their visit with non-event tourist activities. According to Chalip and McGuirly (2004:270), arts and culture, sightseeing or recreational tours, shopping and special attractions in the host destination can be possibly bundled with the hosting of an event. Van Limburg (in Chalip & McGuirly, 2004:269) demonstrated that Dutch visitors to an event in Paris would also seek shopping, restaurant, and cultural tourism opportunities.

The findings from the research conducted by Chalip and McGuirly (2004:278) on the Gold Coast Marathon, indicated that participants in the event positively responded to ‘event parties’, which indicates the attractiveness of the opportunity to celebrate with others who identify with the sport’s culture. Respondents also indicated a high willingness to participate in a ‘sport activity package’, with the recommendation that event augmentations should be designed to appeal to interests and values associated with the sport (Chalip & McGuirly; 2004:278). Furthermore, it was found that given the importance of the celebratory atmosphere to event attendees, arts events should be designed to enhance the celebratory atmosphere of the event (Chalip & McGuirly; 2004:278). The same was found for sightseeing tours and it was stated that tours

should be developed in a manner that it addresses participants' particular interests. It was mentioned that both arts events and sightseeing tours could be more attractive to non-participating persons accompanying the runners (Chalip & McGuirty; 2004:278). Finally, Chalip and McGuirty (2004:279) in their research pointed out that: 'If appropriately leveraged, events can increase the overall competitiveness of their host destinations. Yet the capacity of events to render that benefit depends on the degree to which they are linked to features and attractions of their host destinations. The bundling of event elements with activities and attractions at the host destination represents a tangible and feasible means to foster that linkage'.

The 1999 Wales Rugby World Cup case study highlights a problem that was experienced by the host destination that relates to providing visitors with complimentary visitor experiences. It was found that overseas tour operators offering all-inclusive packages resulted in limited local commercial interest, aside from direct expenditure impacts (Jones, 2001:246). Local tourist operators were not able to offer a 'Welsh tourist package' for the World Cup as visitors were tied to a strict itinerary. Many visitors attending the event stayed in hotels outside of Wales or even outside the UK. For many their first and only sight of Wales occurred on 6 November (the day of the final) and lasted for a few hours (Jones, 2001:246).

B. Using value-added tourism experiences to increase the attractiveness of the host destination

Chalip and McGuirty (2004:268) indicated that just as attractions can bring visitors to a destination, the destination can provide attractions that can entice visitors to attend an event and also persuade event visitors to stay longer in the destination. It was found in a study by Kim and Chalip (in Chalip & McGuirty, 2004:269), that during the Korea/Japan Soccer World Cup, the likelihood that Americans would attend the World Cup in Korea was increased, if they could also obtain opportunities to learn about Korea. During the 1996 Atlanta Olympic Games, it was also found that the most important factor that attracted visitors to the Olympic Games, after deciding to attend the event, was the 'excellent athletic competition' (33.8% of respondents). The next largest contributors were the three items: cultural experience (10.6%); historical significance (10.0%); and international party atmosphere (14.1%). It was interesting

that only four percent were interested in great ceremonies, meeting celebrities (less than one percent) and business networking (four percent) were lower than expected (Neirotti, Bosetti, & Teed, 2001:329). This case study provides an indication of the importance of the cultural and heritage experience in the hosting of the 1996 Atlanta Olympic Games.

C. Creating 'unique' visitor experiences

Some case study examples also indicate that by including complimentary cultural and heritage tourism experiences in the event offering, the uniqueness of the host destination can be highlighted. For example, the Beijing Olympic Action Plan contains information on how Beijing will incorporate certain cultural elements within the Olympic Games. They have acknowledged that culture is an important part of the Olympic movement and efforts will be made to showcase the traditional Chinese culture and heritage during the 2008 Games (Beijing Olympic Organising Committee, 2007). During the Olympic Games, a Beijing Olympic Cultural Festival will be initiated and the annual Beijing International Music Festival and the New Year Concert will be included in the Cultural Programme. Cultural facilities will also be expanded for the Olympic Games with the construction of the Grand National Theatre and a number of museums will be expanded and upgraded as well. With the focus on 2008, various tourist products with unique cultural flavours will be developed (Beijing Olympic Organising Committee, 2007). In the Beijing Olympic Action Plan it is also stipulated that the Beijing Olympic Games will be a national festival for all ethnic groups.

According to South Africa Tourism's CEO, Moeketsi Mosola, cultural tourism will be 'one of the key focus areas of South African Tourism during the build up to 2010' (Lewitton & Thomson, 2007). Gillian Saunders, principal of the hospitality and leisure division at Grant Thornton, adds that soccer tourists most likely will seek entertainment and that cultural tourism should be geared to provide an entertaining experience to appeal to these visitors (Lewitton & Thomson, 2007). Soccer tourists that visit South Africa in 2010 might also spend less time on cultural activities as they will travel great distances between matches and might not have enough time to do so. It was also highlighted that it will be important to provide a 'uniquely African' experience for visitors. An example of one Arts Festival that will be planned to

coincide with the hosting of the 2010 World Cup, is the Grahamstown National Arts Festival (Loewe, 2007). This Festival showcases 600 shows over ten days. The Eastern Cape Government would be looking at ways to integrate the event with the soccer event, which would take place simultaneously. Loewe (2007) added that 'one idea was to get other African countries to take part in both events and to promote the idea that the arts festival and the World Cup were linked cultural entities'.

On 15 November, 2005, the Prime Minister, Tony Blair, and Culture Secretary and Olympics Minister, Tessa Jowell, met tourism leaders to discuss opportunities presented by the 2012 London Olympics. Attendees of the meeting agreed to form a dedicated Tourism 2012 Group to ensure delivery of a comprehensive Tourism Strategy (Wood, 2003:313). Two days later Tessa Jowell, at the launch of English Heritage's publication 'Heritage Counts 2005', urged heritage professionals to rise to the Olympic challenge and work with the travel industry to 'put together a heritage trail for the Olympics that showcases all that the UK has to offer'. Reference was also made to volleyball tournaments in The Mall and basketball in Trafalgar Square offering a 'winning combination' of sport and historical attractions (Wood, 2005:313).

3.2.4 Contributing to community pride and nation-building

This section examines the importance of community perceptions and support around the event and indicates, by means of examples, the way in which culture and heritage can strengthen community pride and contribute to nation-building. Finally, the role of the community in creating a celebratory atmosphere at an event is discussed in more depth.

A. The importance of community perceptions and support in an event

Research indicates that the perceptions of the local community are important in hosting a successful event (Gursoy & Kendall, 2006). It is argued that a host community that is positively disposed towards tourism, will also enhance the tourists' experience and contribute to the destination's attractiveness. According to a study by Mihalik and Simonetta (1999), it was found that with regard to perceived negative

issues, the community of Georgia became significantly more concerned about these issues as the 1996 Summer Olympics got closer. It is possible that increased press coverage before the Games had a negative impact on the perceptions of the community. Another interesting finding in this study was that the increased international recognition and image and pride factors have always been perceived by residents of Georgia as more important on a relative scale than monetary benefits associated with hosting the 1996 Summer Olympic Games (Mihalik & Simonetta, 1999). On the negative side, the 1996 Olympic Games in Atlanta have been criticized for prioritizing image concerns at the expense of community development. It is alleged that this was caused by the over-involvement of private sector enterprises whose own image objectives were prioritized (Whitelegg, in Smith, 2005:220).

B. The role of mega-events in nation-building

The 1995 Rugby World Cup was hosted by South Africa between 25 May and 24 June 1995. It is estimated that approximately 22 000 international visitors attended the event in South Africa and spent an average of R 15 784 per person on this trip (Seymour, 1995a:2). The direct economic impact of the event was estimated to contribute between R 300 million and R 500 million to the South African economy with an expected induced impact of at least R 1 billion (Seymour, 1995b:2). In conjunction with the possible employment opportunities that was derived from hosting the Rugby World Cup, it was also said that the event had a positive impact on the social environment of South Africa and assisted in bringing together the nation as a result of the patriotism it generated (Seymour, 1995b:2). One of the best remembered scenes of the Rugby World Cup was when President Nelson Mandela appeared at the event wearing a replica of the South African team captain's uniform to promote the event's 'One Team, One Nation' theme. The event assisted in developing a new national unity in South Africa.

The case study example of the 2002 Soccer World Cup is an excellent example of how the hosting of a mega-event contributed to enhance community pride and nation-building. The festive mood of Koreans was nicknamed the 'Red Syndrome' and cheering fans wore T-shirts bearing the slogan 'Be the Red' (Kim & Petrick, 2005:27). Through the support of citizens, especially women, the 2002 World Cup became a

national festival for all (Yun-taek, 2002). In addition, a total of 13 000 Korean citizens applied to become volunteers for the event. During the seven matches played by the Korean National team, approximately half of the nation's population took part in the street cheering and celebrations (Yun-taek, 2002). The soccer fans who visited Korea to watch the matches also joined the fervent street cheering, chanting and celebrations and enjoyed the festival-like atmosphere. Kim and Petrick (2005:27) stated that the hosting of the soccer event provided an opportunity for Koreans to experience foreign cultures and aspects of globalisation (Kim & Petrick, 2005:27). It is evident from this case study that the host community plays a key role in the hosting of a successful mega-event.

In terms of volunteer programmes, more than 320 000 people have volunteered for the Beijing 2008 Summer Olympic Games, even though only 70 000 volunteers are required for the Olympics and 30 000 more for the Paralympics (GamesBids.com, 2007). This shows that citizens are positive about the Games and want to become involved. On a lighter note, it is intriguing to see how Beijing has engaged the nation in a massive 'civilization strategy' in its preparation for the 2008 Beijing Olympic Games. One of the slogans in Beijing reads: 'Welcome to the Olympics; use civilised behaviour and create a new atmosphere' (Smith, 2007). This is part of the strategy to mould Beijing's 15 million people into model citizens before 2008. Authorities are attempting to change local behaviour by urging citizens to stop using swear words, keep the streets clean, observe spectator etiquette at sport events and treat others with sincerity and honesty. They are also fining citizens that are caught spitting in public up to 50 Yuan and a 'voluntary queuing day' takes place on the 11th of each month (Smith, 2007). The 11th was chosen because it symbolizes two people queuing in a single file. This is a good example of how a mega-event, such as the Olympic Games, can have an influence even on changing social behaviour and culture.

C. The community's contribution to enhancing the celebratory atmosphere of an event

Another interesting aspect that Chalip (2006:7) mentioned was the ability of the Sydney Olympic Games to foster opportunities for social engagement. Paramatta, a city that did not host any Olympic Events, became a frequently visited destination for citizens and Olympic visitors during the Games, because of the city's celebratory atmosphere and ongoing street festivals that were themed according to the Olympics (Chalip, 2006:8). LiveSites were also used successfully in Sydney to broadcast telecasts of the Games on large screen televisions and provided ongoing entertainment and opportunities to picnic (Chalip, 2006:8). It is clear that the celebratory atmosphere at the Sydney Olympic Games contributed to a more successful and enjoyable event.

According to Koch (2007), FIFA's marketing communications officer, the success of the 2010 FIFA World Cup is made up of two factors. Firstly, there is the non-negotiable factors which means a smooth delivery and operation of the event. This includes for example, accommodation, transportation, ticketing, and security and TV production and is critical to ensure an operational success. The second element is called the 'soft factor', which refers to the atmosphere and spirit of the event and includes the atmosphere at the stadiums, public viewing in the streets, singing and the celebrations of fans across the nation. According to Koch (2007), you cannot force people to be happy, to dance and to sing, if they don't feel like doing so, but here in South Africa he believes that: 'the people have a natural and amazing ability to express their emotions in a positive way'. Koch (2007) added that the FIFA World Cup has the unique ability to bring people together to celebrate, regardless of gender, age, religion, culture or socio-economic background. According to Maseko (2006), the participation of all South Africans, in their occupations, as volunteers and as brand ambassadors will be a determinant of a successful 2010 World Cup.

3.2.5 Creating sustainable cultural and heritage tourism business and entrepreneurial opportunities

It is evident from an analysis of best-practice case studies that there are numerous cultural and heritage tourism business and entrepreneurial opportunities that can be leveraged by the community, as a result of the hosting of an event. Cave (2003) indicated that a massive growth in business was experienced in Barcelona after the hosting of the 1992 Olympic Games. The Sydney Olympic Games also stimulated business opportunities, that manifested itself in a growth in the meetings, incentives, conferences and exhibitions (MICE) market, with an estimated 200 major meetings taking place in the four-year period before and after the Olympics (Cave, 2003).

The example of the 2007 Cricket World Cup clearly indicates the important role that community tourism played in creating business opportunities for the community. Tyson *et al.* (2005:325) proposed that community involvement, through the active promotion of community tourism in the West Indies, consequently led to the development of the tourism industry as a result of the event. Community tourism in the area is used as a tool to empower communities through developing and marketing the natural and cultural community resources of the area. In this way, value is simultaneously added to enhance the experiences of visitors and to improve the quality of life of communities. According to Tyson *et al.* (2005:325), community tourism 'focuses on the ecology, heritage, culture and way of life of a community and its people'. Opportunities to develop and host special cultural events during the 2007 World Cup were also created for the host community. It is believed that the increase in tourists during the Cricket World Cup could also stimulate the demand for crafts, which presents an opportunity for the community to become involved in this way. In the West Indies, the focus was increasingly on involving the community actively in product development, rather than just involving them in the planning phases of community tourism (Tyson *et al.*, 2005:325). Tyson *et al.* (2005:324) also highlighted the importance of utilising investments in community tourism that was stimulated by the World Cup Cricket, as part of a longer-term strategy to develop the tourism industry.

South Africa, is hosting a 2010 Business Opportunities Expo, which will be the first exhibition of its kind, ahead of the Soccer World Cup in 2010. The aim of the expo is to engage South Africans in the small, medium and micro enterprises. Various business opportunities will be highlighted at the expo. According Mazibuko (2007), this is the launch of an intensive strategy to prepare South Africa for the business opportunities that lie ahead (Mazibuko, 2007).

Vancouver initiated a 2010 Legacy Now Project with the aim of accelerating growth in the tourism industry in general, as well as in specific sectors of the industry, such as cultural and sport tourism (Ministry of Tourism, Sport and the Arts, 2006). So far, \$53 500 has been invested in four British Columbia communities to help them incorporate cultural planning into their long-term goals. It is believed that the 2010 Winter Olympic Games can accelerate this growth through investments and partnerships.

3.2.6 Contributing to city regeneration and development

Hosting mega-events can be seen as a catalyst for city regeneration and development in destinations, as they integrate tourism strategies with urban planning and contribute significantly towards boosting community pride (Garcia, 2004b:104). The contribution of arts programming in urban regeneration on the other hand, are still somewhat weak, though some studies have been conducted in this field. Both the hosting of a mega-event as catalyst for urban regeneration and the contribution of arts programming in urban regeneration, are discussed below.

A. Hosting mega-events as a catalyst for city regeneration

According to Cave (2003), the Barcelona Olympic Games generated spending of more than £15 billion and encouraged a 15-year regeneration of the city with the creation of a new marina area and an improved cruise terminal that was located in a deteriorating part of the city. This urban regeneration, as well as the creation of low-cost airlines, has assisted Barcelona in becoming a leading short break tourism destination for European holidaymakers (Cave, 2003). Barcelona's hotel capacity increased

significantly and the number of visitors from abroad visiting the city doubled from 1986 to 2000 (Brunet, 2005:9). Major urban regeneration stimulated by the hosting of the Olympic Games also ensured an increase in the quality of life of citizens and contributed to a more attractive city environment (Brunet, 2005:5). Barcelona successfully managed to rank the sixth most attractive European City by 2001, moving up from 11th place in 1990 (Brunet; 2005:5). It was also found that urban regeneration and infrastructure improvement formed a major part of the bid strategy to host the 1996 Atlanta Olympic Games (Cave, 2003).

The 2012 Olympic Games that will be hosted by London is a good example of how a host city can proactively plan to secure urban regeneration legacies for the destination. The hosting of the 2012 Games is currently integrated within a coordinated destination development strategy to contribute to urban regeneration in deprived parts of London (Cave, 2003). The UK Government as part of its policy for delivering sport and physical activity has indicated its support for major events as part of a long-term strategy.

B. The contribution of arts programming in the urban regeneration process

Garcia (2004b:104) specifically explored the degree to which specifically arts programming can contribute to urban regeneration. Garcia (2004b:104) found that there is definitely a degree of urban generation that can result from arts programming, but that it has not yet reached its full potential. The following example of the 1990 Glasgow European Capital of Culture Theme Year indicates some of these challenges. Although this case study example of the 1990 Glasgow European Capital of Culture are not directly related to a mega-sporting event, there are still some key lessons from this case study that can be applied to the contribution of arts in the urban regeneration process. The experience of Glasgow is perceived as a successful example of urban regeneration through arts activity (Garcia, 2004b:107). A key lesson in this regard, was that the activities directly related to the cultural programme, were supported by a wider plan to revitalise the city centre, which included developing new cultural infrastructures and sites and bringing all year-round street activities in the form of festivals and the extension of opening hours for restaurants and bars (Garcia, 2003b). This reveals that it is critical to integrate once-off events within a broader

regeneration strategy that uses the event as a catalyst for development in the destination (Garcia, 2003b). Another key lesson from the Glasgow experience was that of planning ahead to secure long-term cultural legacies (Garcia, 2003b). Although Glasgow's improved image has been sustained through the year of themeing, most 1990 initiatives did not survive the year. This was attributed to a lack of forward thinking.

Garcia (2003) also pointed out that, since this cultural programme in 1990, there has been a remarkable increase in expectations about the regeneration benefits of cultural events, which are often unfair or unrealistic (Garcia, 2003b). A problem with cultural programming, however, is that it is often not perceived as being 'unique' and/or representative of the host community (Garcia, 2003b). Finally, the Glasgow example also indicates that there are non-physical aspects of regeneration, such as renewed community perceptions and confidence, and satisfaction of the city as a place to live and work, that should be valued (Garcia, 2003b).

3.3 KEY CONTRIBUTIONS AND LESSONS LEARNT FROM THE MEGA-EVENT CASE STUDIES

From an analysis of secondary literature sources it is evident that cultural and heritage tourism have contributed to the hosting of mega-events in a number of ways. Its contribution ranged from changing visitors' perceptions about the destination, to creating community pride and participation, to regenerating city centres. The following table provides a summary of the most important contributions of cultural and heritage tourism within the context of each best-practice mega-event case study that was analysed in this section of the research study. Key lessons learnt from each best-practice mega-event case study are also highlighted in Table 5.

Table 5: Contributions of and lessons learnt from best-practice mega-event case studies

PAST MEGA-EVENT CASE STUDIES	
THE CONTRIBUTIONS OF CULTURAL AND HERITAGE TOURISM WITHIN THE EVENT	KEY LESSONS LEARNT FROM THE EVENT
A. 1992 Barcelona Olympic Games	
<ul style="list-style-type: none"> • The tradition of a four-year long cultural programme before each Olympic Event was established for the first time. • The Games was used to stimulate a greater awareness of Barcelona as a tourism destination. • The City was marketed as a cultural city. • Maximum participation from the community and other key stakeholders were achieved. • Some famous museums had the opportunity to be promoted internationally through the Games. • City-regeneration has led to Barcelona becoming a leading short break holiday destination in Europe. 	<ul style="list-style-type: none"> • Community involvement and the support of key cultural entities were key elements of the cultural programme. • The greatest challenge was to capitalise on the cultural wealth of the city and at the same time to promote it as an innovative city with great creative resources.
B. 1995 South African Rugby World Cup	
<ul style="list-style-type: none"> • The event had a positive impact on the social environment of South Africa. • Hosting the event assisted in bringing together the nation as a result of the patriotism it generated. 	<ul style="list-style-type: none"> • Support from government was present throughout the hosting of the event. • The fact that South Africa's National Rugby Team won the event,

<ul style="list-style-type: none"> • The event assisted in developing a new national unity in South Africa. • The South African Tourism Industry also benefited greatly during the hosting of the 1995 Rugby World Cup from the substantial media publicity that was generated. 	<p>contributed greatly towards nation-building.</p>
<p>C. 1996 Atlanta Olympic Games</p>	
<ul style="list-style-type: none"> • It was found that the second-most important factor to attract visitors to the Games was to get a 'cultural experience' at the Games. • Urban regeneration and infrastructure improvement spurred on growth in the business sector of Atlanta. 	<ul style="list-style-type: none"> • Managing residents' perceptions of the costs of hosting the Games was a challenge in Atlanta as the media possibly increased negative feelings surrounding the cost of the Games.
<p>D. 1999 Wales Rugby World Cup</p>	
<ul style="list-style-type: none"> • There was less opportunities for providing visitors' with added cultural tourism activities, because of strict itineraries set out by overseas operators. 	<ul style="list-style-type: none"> • Ensure that local tour operators are able to play a key part in delivering value-added experiences to visitors.
<p>E. 2000 Sydney Olympic Games</p>	
<ul style="list-style-type: none"> • The Olympic Games provided Sydney with the opportunity to market and promote Australia's indigenous heritage and contemporary Aboriginal and Torres Strait Islander culture, as well as Australia's modern-day multicultural diversity. • Sydney was marketed internationally. • Australia created the first non-accredited 	<ul style="list-style-type: none"> • Ensure that cultural components reflect cultural expressions that are truly owned by locals. • Link official cultural programmes with the actual Games by using the media (to avoid it being seen as an independent initiative of the host nation). • Ensure that cultural programmes

<p>media centre to promote Australian culture, tourism, technology and business.</p> <ul style="list-style-type: none"> • The Opening and Closing Ceremonies was said to truly capture the spirit of Australia. 	<p>have a large outreach and that it is non-elitist, accessible to all and diverse.</p> <ul style="list-style-type: none"> • Support by government and other officials were critical. • Ensure adequate funding for cultural programmes.
<p>F. 2002 Salt Lake City Winter Olympic Games</p>	
<ul style="list-style-type: none"> • The cultural programme consisted of easily accessible, engaging and quality cultural performances, such as dance productions and exhibitions. • A gastronomic feast took place and there was an extensive display of American native cultures in the form of a 'Navajo Village'. 	<ul style="list-style-type: none"> • Ensure that the cultural programme is easily accessible, engaging and incorporates quality cultural performances. • Good visibility, quality and a huge community reach, created a sense of ownership by locals. • Each cultural programme should be unique and should focus on the host country's distinctive identity.
<p>G. 2002 Korea/Japan Soccer World Cup</p>	
<ul style="list-style-type: none"> • Korea's national unity was greatly strengthened. • The country's international image was strengthened by focusing on promoting their cultural values and traditions. • Twenty-five projects were implemented including holding traditional or contemporary cultural festivals. • There was a cultural exchange as Koreans experienced foreign cultures and aspects of globalisation and visitors joined in the street cheering and 	<ul style="list-style-type: none"> • There was enormous local support which resulted in creating a festive mood during the event. • It was more than a football event – it became a national 'festival for all'. • Women were involved in the event and supported the event fervently. • A great volunteer programme ensured maximum local participation. • Tourist information areas were set up around host cities to market the

<p>festivities.</p> <ul style="list-style-type: none"> • The LOC and ten host cities held a total of 97 cultural events to enliven the atmosphere. • Local citizens voluntarily formed supporter groups for visiting teams to extend their welcome and boost their team's morale. 	<p>host cities.</p> <ul style="list-style-type: none"> • It was found that tourists visiting long-haul destinations are more likely to complement their visit with non-event tourist activities.
<p>H. 2002 Manchester Commonwealth Games</p>	
<ul style="list-style-type: none"> • A formal cultural programme was implemented during the Games. 	<ul style="list-style-type: none"> • A clear vision was developed by stakeholders to determine what they wanted to achieve with their cultural programme. • The cultural programme should be driven by a 'champion'. • The programme should allow for social inclusion and should be culturally diverse. • There should be a strong association between the cultural programme and the actual sporting event. • Involve the youth. • Stronger international relationships should be forged. • Focus on legacies and make them happen.
<p>I. 2004 Athens Olympic Games</p>	
<ul style="list-style-type: none"> • Images of the destination, such as the culture and history, were broadcasted during the Games. 	<ul style="list-style-type: none"> • Use the media effectively to change perceptions of the destination. • Though cultural stories were

<ul style="list-style-type: none"> • Audiences' perceptions of Athens were greatly influenced through broadcasts. • The NAMC showed stands sponsored by main Greek public agencies representing tourism, heritage, and the arts and offering related services to journalists. • Daily afternoon and evening functions at these centres provided a taste of Greek culture. 	<p>diverse, information about its purpose was not always made clear to journalists.</p> <ul style="list-style-type: none"> • The NAMC was more interested in these cultural stories than official accredited centres.
<p>J. 2006 Germany Soccer World Cup</p>	
<ul style="list-style-type: none"> • Fan Fests resulted in creating a community-based experience for visitors and locals. • Excellent marketing campaigns helped to change visitors' perceptions of Germany. 	<ul style="list-style-type: none"> • There was excellent coordination between the host cities, FIFA and the local organising committee. • A total community-based approach should be taken.
<p>K. 2007 West Indies Cricket World Cup</p>	
<ul style="list-style-type: none"> • Community tourism was used to involve local communities and added value to the tourists' experiences at the event. • The community was involved in the product development process. • There was a rising demand for crafts, which presented a further opportunity for community involvement. • A 'Caribbean Village' was developed to enhance visitors' experiences. • Wide screen broadcasts of the matches were held at strategic points and were combined with cultural experiences at these venues. • The World Cup presented an opportunity 	<ul style="list-style-type: none"> • Involving the local community in the event led to a more successful event. • Investments in community tourism that are stimulated by World Cup Cricket need to be viewed as part of a longer-term strategy to develop the tourism industry.

<p>to showcase the country's culture and to change perceptions of the destination.</p> <ul style="list-style-type: none"> • The Opening and Closing Ceremonies contained strong cultural elements. 	
---	--

FUTURE MEGA-EVENT CASE STUDIES

THE CONTRIBUTIONS OF CULTURAL AND HERITAGE TOURISM WITHIN THE EVENT	KEY LESSONS LEARNT FROM THE EVENT
L. 2008 Beijing Olympic Games	
<ul style="list-style-type: none"> • Efforts will be made to showcase the traditional Chinese culture and heritage through the Games. • Certain cultural festivals will take place in the run-up to and during the event. • Tourist products with unique cultural flavours will be developed. • Volunteer programmes are seen as a vital part of community involvement. • A massive civilization strategy for all citizens is being undertaken in the build up to the Olympic Games. 	<ul style="list-style-type: none"> • Showcase unique elements of traditional culture and heritage. • The Olympic Games should be a national festival for all ethnic groups. • Good volunteer programmes are critical to ensure community participation.
M. 2010 South African Soccer World Cup	
<ul style="list-style-type: none"> • Cultural tourism will be one of the key focus areas in the 2010 event. • These cultural experiences should be entertaining in nature to appeal to a wider segment of visitors. • Use the media to change perceptions of South Africa more favourably. 	<ul style="list-style-type: none"> • Visitors should have a uniquely African experience in 2010. • Create a strong base of volunteers and change normal citizens into brand ambassadors. • Use the event to showcase the 'new' image of Africa.

N. 2010 Vancouver Winter Olympic Games	
<ul style="list-style-type: none"> • After the event, the City of Vancouver wants to be better known as a cultural tourism destination. • Cultural participation opportunities will be created for citizens. • The creative sector's capacity will be strengthened in a sustainable manner. • The event will be used to accelerate growth in the cultural tourism industry. 	<ul style="list-style-type: none"> • Adequate product development will be critical. • Cultural planning should be a part of the industry's long-term goals.
O. 2012 London Olympic Games	
<ul style="list-style-type: none"> • Community celebration is seen as a brilliant tool for community engagement simply because people have fun. 	<ul style="list-style-type: none"> • Everyone should be part of showcasing what is best about Britain in 2012. • Try to link elements of heritage with performing arts and ceremonies to create a more comprehensive product offering.

Source: Developed for the research study

3.3.1 Cultural and heritage tourism opportunities identified in this research

From an analysis of the above opportunities and contribution of mega-events the following specific key roles or opportunities could be identified:

- To **broaden and enhance the actual event offering** through formal and informal cultural programmes that are scheduled to take place concurrently with the sporting event.
- To create opportunities to **market the host city** through showcasing unique cultural and heritage elements of the area and to use these images to **change perceptions** about the city.

- To **diversify the tourist's experience** by involving the cultural tourism industry in offering visitors with value-added cultural experiences while not attending the sport event.
- To contribute to **strengthening community pride and confidence** and to create opportunities for citizens to become directly or indirectly **involved** in the event.
- To **create cultural and heritage tourism business opportunities** for the business sector and especially entrepreneurs.
- To contribute to **development and regeneration in especially city centres** surrounding the event, through developing the cultural infrastructure, transportation, tourism facilities, etc.

3.3.2 The key lessons learnt from best-practice case study examples

From the mega-event case studies that were analysed, it is evident that there are several key lessons that clarify how destinations can leverage cultural and heritage tourism more appropriately within a mega-event context. A synthesis of the key lessons is available below and is structured according to themes pertaining to: ensuring appropriate cultural offerings and experiences; creating appropriate industry partnerships; involving the local community; and involving the media as a key strategic partner.

A. Ensuring appropriate and authentic cultural and heritage tourism experiences

It is critical that cultural and heritage tourism activities that take place over the duration of the event are **non-elitist, diverse and accessible** to all. In addition, it is evident that cultural programmes should be **entertaining, appeal to a wide spectrum of people, and reflect cultural expressions that are unique and true to the local community** of the area. In order to create appropriate cultural programmes and cultural and heritage tourism activities that link in with a mega-event, it is vital that **appropriate funding are secured** specifically to fund these activities. Lastly, it is evident that in order to deliver appropriate value-added cultural and heritage tourism experiences for visitors at an event, it is essential that **local businesses and**

entrepreneurs are aware of and are able to harness these opportunities appropriately.

B. Creating strong industry partnerships and cooperation

A key ingredient to optimally leverage cultural and heritage tourism within a mega-event context, is to **encourage appropriate partnerships** between industry stakeholders and to ensure greater cooperation. It is critical that the objectives of all stakeholders are aligned, to ensure that they pool all their resources, to achieve a **shared vision** for the cultural programme. In order to create successful cultural programmes that are linked to a mega-event, it is critical that a **key custodian or a 'champion'** is identified and appointed to take responsibility to drive the cultural programme. The **support of government and other officials** is also crucial to the success of the cultural programme. Finally, it is critical that industry stakeholders develop a specific **legacy strategy** that outlines the different legacies that the host destination wants to achieve. Appropriate key actions that need to be taken in order to make these legacies happen should also be developed.

C. Ensuring community involvement and benefits

It is evident from past mega-event case studies, that **community involvement and participation** are a critical component of all successful cultural programmes that are presented in a mega-event context. Through making cultural programmes **more visible and accessible to the local community** and by ensuring a **high quality programme**, a sense of ownership of the cultural programme can be created. Most successful cultural programmes, especially within an Olympic Games context, utilised a **total community-based approach**, created many opportunities to **involve the youth**, and ensured good volunteer programmes. It is also important that event organisers **manage the negative perceptions** of the community appropriately to ensure greater support from the community. Finally, it is clear that successful events succeeded in turning the event into a **'national festival for all'**.

D. Involving the media as a key strategic partner

The media is a **key strategic partner** that should be involved effectively to **promote** cultural programmes and activities within a mega-event context. It is also evident that in order to successfully leverage cultural and heritage tourism opportunities there needs to be a clear **link** between the cultural and heritage tourism programmes and activities and the sporting event through **complimentary branding activities, clear association and the media.**

3.4 CONCLUSION

The purpose of this chapter was to explore the various contributions of cultural and heritage tourism within the context of a mega-event, by examining best-practice case study examples of previous and future mega-events. From this analysis, six broad ways were identified in which cultural and heritage tourism can contribute to the hosting of a mega-event. These contributions range from enhancing the actual event offering, to diversifying the tourist's experience, to contributing to community pride. The literature review also revealed some key lessons that could be learnt from best-practice case studies with regard to optimally leveraging cultural and heritage tourism within the context of a mega-event. These key lessons provide valuable information for other host cities embarking on the same journey, namely hosting a mega-event successfully. In the next chapter the emphasis will be on examining cultural and heritage tourism and mega-events within a South African context.

CHAPTER 4: CULTURAL AND HERITAGE TOURISM AND MEGA-EVENTS IN SOUTH AFRICA AND TSHWANE

4.1 INTRODUCTION

The main aim of Chapter Four is to provide a brief background of the current situation in South Africa and the City of Tshwane, with regards to the significance of cultural and heritage tourism and the hosting of mega-events. Firstly, this chapter outlines the current status of cultural and heritage tourism in South Africa, with specific reference to the findings of the Global Competitiveness Project (GCP), that was conducted by the Department of Environmental Affairs and Tourism (DEAT), the Department of Trade and Industry (DTI), and South African Tourism (SATourism) during 2003 and 2004.

The next section of this chapter highlights the importance and significance of the hosting of mega-events in South Africa, with special reference to the 2010 Soccer World Cup. Amongst others, this section highlights the envisaged 2010 legacies for South Africa and discusses the implications and key findings of the 2010 Tourism Organising Plan that was compiled by the DEAT and South African Tourism, in 1995.

Finally, this chapter concludes with an overview of the current status of cultural and heritage tourism in the City of Tshwane, with specific reference to the Tshwane Tourism Master Plan, conducted in 2005, and the Tshwane Township Tourism Product Audit, an in-depth tourism product audit of the emerging areas of Tshwane conducted by the Tourism Enterprise Programme (TEP). A discussion of the significance of the 2010 World Cup from the perspective of the City of Tshwane follows.

4.2 CULTURAL AND HERITAGE TOURISM IN SOUTH AFRICA

The Department of Arts and Culture (DAC) [1998:5] points out that South Africa possesses a large variety of rich and diverse cultural and heritage tourism resources,

which can generate considerable economic and social benefits for the nation. This relatively new field of tourism in South Africa is undergoing significant growth and it is believed that by encouraging the cultural industries in South Africa, the country has the ability to enhance the country's identity and distinctiveness, create employment, develop human capacity and generate social cohesion (DAC, 1998:6). The DAC (1998:6) adds that cultural products and activities have the ability to differentiate South Africa from other destinations and create a sustainable competitive advantage.

In order to assess the current competitiveness of cultural and heritage tourism in South Africa, the Global Competitiveness Project (GCP) was analysed in more detail. The GCP was conducted by DEAT, DTI, and SA Tourism, during 2003 and 2004, to build upon the Tourism Growth Strategy (2001) and to evaluate the performance of the South African tourism industry. The main objective of the study was to determine how South Africa can continue to grow its tourism industry by exploring the current barriers and enablers to growth and to determine how to respond to these issues (DEAT, DTI & SA Tourism, 2004:2).

Firstly, it was found that in terms of South Africa's tourism products, there were some major gaps. Some of the core gaps that were identified included a lack of (DEAT *et al.*, 2004:31):

- quality accommodation at affordable prices;
- diverse activities attractive for a repeat tourist (applies in particular to adventure activities);
- conference facilities with good service levels (excluding International Convention Centres);
- cultural experiences that require improvement and diversification, such as museums, South African cuisine, African curio shops and township experiences;
- the development of World Heritage Sites;
- tours of rural areas; and
- niche tours.

It is evident from this list that the South African cultural and heritage tourism products and experiences require improvement as well as diversification. The GCP study found

that the cultural product is highly desired by visitors and the industry sees the cultural resource as a strong advantage, but the problem however, is that the industry believes that this sector is generally underperforming. There also seems to be a lack of authenticity and sophistication in these products and experiences. The low levels of differentiation in the development of cultural products were also identified as a concern.

An additional problem that was found was that in general, the industry believes that the domestic market is not interested in the cultural product. This is in contrast to the findings of the GCP (DEAT *et al.*, 2004:73) as it was found that there is actually a high desire, but a low usage of cultural historical and heritage tourism products. The study indicated that there might be a problem with the familiarity with the products, access constraints, and apathy to travel (DEAT *et al.*, 2004:32). In terms of the international market, it was found that the diversity and richness of South Africa's culture appears to be well recognised by many tourists, but that these products and experiences should be continuously showcased with dignity and authenticity, as this could result in an increase in the usage of these products (DEAT *et al.*, 2004:33, 37).

A tourist survey conducted with tourists from the major source markets of South Africa, such as Australia, Canada, Germany, India, China, Kenya etc., aimed to determine their perceptions about certain statements about South Africa. On the negative side, tourists perceived South Africa as being unsafe, unwelcoming and difficult to get around. On the other hand, most tourists agreed that South Africa offers a natural wildlife experience and is an excellent year-round travel destination. In terms of South Africa offering a historical and cultural experience, there seems to be a significantly below average perception about the trueness of this statement from the majority of target markets (DEAT *et al.*, 2004:40), which is also a concern to address.

To address these concerns, it is evident that more research is required regarding the cultural and heritage tourism products and experiences available in South Africa. There seems to be a definite need for cultural and heritage tourism experiences, but there are some supply side concerns that need to be investigated further. Often the case is that there seems to be a lack of funding to optimally develop and support cultural and heritage tourism attractions and experiences.

4.3 THE SIGNIFICANCE OF MEGA-EVENTS WITHIN SOUTH AFRICA

Since 1994, South Africa has become an important venue for hosting mega-events (Mboweni, 2007) and over the past decade the country has increasingly bid to host these international sporting events (Goslin, Grundling & Steynberg, 2004:69). The trend of hosting mega-events is also intensifying in the African continent, especially after it was decided that an African country would host the 2010 Soccer World Cup. In May 2004, South Africa was awarded with the right to host the World Cup in 2010. The 2010 World Cup is commonly described as the first 'African' World Cup, which indicates the importance of this event for the whole of Africa. Hosting this event successfully could improve the overall image of the whole African continent and could possibly restore the world's confidence in Africa.

4.3.1 The importance of hosting mega-events in South Africa

South Africa has a good track record of hosting events successfully in the past. Amongst others, South Africa has successfully bid for and staged the African Cup of Nations (1994); Rugby World Cup (1995); African Soccer Cup of Nations (1996); the U/21 (2002) and U/19 (2004) Rugby World Cup events; the Tug-of-War World Championships (2002); the Cricket World Cup (2003), and will be hosting the Soccer World Cup Tournament in 2010. At the same time South Africa failed in its bid for the 2004 Olympic Games and the 2006 FIFA Soccer World Cup (Goslin *et al.*, 2004:69).

In addition, South Africa has hosted major international conferences, such as the World Summit on Sustainable Development in 2002, which attracted more than 60 000 delegates, as well as the United Nations Conference on Racism in 2001, to mention but a few. A number of International Convention Centres have been built across South Africa and most of them have had a high degree of utilisation (Goslin *et al.*, 2004:69). In South Africa the focus is also increasingly on providing learners in tertiary education institutions with courses on sport marketing, sport tourism and event management (Mboweni, 2007). These courses are also extremely popular in countries, such as the United States, the United Kingdom and Australia.

In order to highlight the benefits that were derived from hosting a mega-event in South Africa, the following example from the 2003 ICC Cricket World Cup will be highlighted. The Cricket World Cup certainly generated considerable revenues, particularly from TV sports broadcasting and sponsorship deals and extensive television coverage. According to Cave (2003), the event provided a good advertisement for South Africa's tourism industry and it is estimated that the 2003 Cricket World Cup generated approximately R1.2 billion for the South African economy (Matheson & Baade, 2004:9). Waltz (2005) added that more than 18 500 overseas visitors attended the Cricket World Cup, which generated a profit of approximately R400 million.

There is no doubt that hosting a mega-event, such as the 2010 Soccer World Cup, successfully in South Africa, will reinstate confidence in the ability of South Africa to host mega-events. The trend to continue to bid to host events in South Africa is also very likely to persist in the future.

However, it is clear that there are still some challenges regarding the linkages between sport and tourism in South Africa. According to a sport tourism survey conducted by South African Tourism (2005:62), the following challenges and limitations are currently being experienced:

- Poor communication and co-ordination between these two sectors result in a miss of opportunities to collaborate.
- There is limited cooperation and they do not capitalise on each other's target markets.
- Smaller event organising committees often lacks representation from tourism.
- The tourism industry lacks insight into the fan base to develop appropriate packages and channels for disseminating information.
- Misaligned objectives.
- Poor alignment of calendars.

These challenges should be addressed to ensure that sport and tourism are more optimally leveraged in South Africa. Based on this background of information, the following section in this research study provides an overview of the Soccer World Cup that will be hosted by South Africa in 2010.

4.3.2 Background to the 2010 Soccer World Cup

On 15 May 2004, South Africa was awarded the rights to host the Soccer World Cup, which is the first event of its kind to be hosted on the African continent. A year later the 2010 Local Organising Committee (LOC) was established to oversee preparations, while the Technical Coordinating Committee (TCC) was established to assist with the preparatory work of national government departments (DEAT & SATourism, 2005:4). Within this context, the 2010 Tourism Organising Plan was developed by SA Tourism and DEAT to address 2010-related issues within a tourism context.

South Africa is currently in the implementation phase in its preparations for the 2010 World Cup, which involves building stadiums, skills training and development, upgrading accommodation, infrastructural improvements and transportation, and generally preparing South Africa to host a successful World Cup in 2010. The media is currently playing a very active role in reporting the current progress to the general public. A key challenge at the moment, however, is to ensure the buy-in and positive support of the media by proactively disseminating 'good-news' stories of the small successes achieved so far.

In terms of the economic impact that the hosting of the World Cup will have on South Africa, it was estimated according to consulting firm Grant Thornton, which compiled a 2010 financial impact report for South Africa's World Cup Bid Committee, that the 2010 Soccer World Cup will generate approximately R21.3 billion into South Africa's economy, generating an estimated R12.7 billion in direct spending and creating an estimated 159 000 new jobs (SouthAfrica.info, 2004). The number of international tourists that will attend the 2010 event will effectively be capped by the number of tickets available, but the idea is to create additional capacity for visitors by establishing Fan Parks in different locations around South Africa. According to the 2010 Tourism Organising Plan, a key challenge will be to 'increase tourism revenue, in respect of tourists, by ensuring that their spending per day will be maximised through effective packaging of tourism products, and through the hosting of events and activities over the duration of the event' (DEAT & SATourism, 2005:12). It is expected that the following key international tourism source markets will be most likely to participate in

the 2010 Soccer World Cup: Nigeria; USA; United Kingdom; France; Germany; Netherlands; Japan; Brazil and Italy (DEAT & SATourism, 2005:14).

4.3.3 The envisaged legacies for South Africa: a socio-cultural perspective

The hosting of the 2010 Soccer World Cup can create exceptional media exposure, infrastructural development and attract visitors to South Africa, on a scale that can create immense opportunities to secure sustainable legacies for South Africa. According to news agency Reuters, analysts believe the biggest long-term benefits for the country will come from 'intangibles like an enhanced international profile and an improved sense of pride and unity among local people because the world's most popular sport crosses racial divide' (SouthAfrica.info, 2004). Hosting the world's biggest sporting event should 'help remove the reservations many foreign investors have about a country known more for its high crime rate than its developed infrastructure', Reuters reports (SouthAfrica.info, 2004).

On the Nation Brand Index, South Africa ranked 32nd out of 35 nations surveyed, down from 22nd place in 2005 (Eberl, 2007). This indicates that there is a need to critically reflect on South Africa's current brand promise, 'Alive with Possibility', and to ensure that issues, such as safety, telecommunications, investor relations and HIV/AIDS, are addressed to be better aligned with the national brand promise (Eberl, 2007). From the best-practice case study example of the 2006 Germany World Cup, it is clear that hosting a mega-event can provide a host country with the ability to successfully reposition and modify the country's brand image.

As demonstrated by the Africa Cup of Nations and the Rugby World Cup, as well as other smaller sporting activities, sport is capable of facilitating social cohesion between nations (SACN, 2005). SACN (2005) believes that the World Cup is an opportunity to develop this lasting legacy further. They add that 'well-informed strategic planning and high levels of precision in execution will, however, be required in order to realise the lasting legacy'.

It is believed that the skills and training that volunteers and workers will receive during the build up and during the 2010 World Cup, will be lasting. In terms of volunteers, it is

said that the bulk of volunteers for the World Cup must come from non-hosting cities (Gadebe, 2007). As tickets to watch the matches would be 'extremely expensive, volunteers would get an opportunity to have a glance at the games' (Gadebe, 2007). Through volunteerism the benefits of the World Cup can be extended to non-host cities in South Africa (Gadebe, 2007).

4.3.4 The 2010 Tourism Organising Plan and the significance of cultural and heritage tourism

To obtain a greater understanding of the possible contributions of cultural and heritage tourism in South Africa within the context of the 2010 World Cup, the 2010 Tourism Organising Plan was analysed. A summary of all references made to the contributions of cultural and heritage tourism is highlighted below.

In the 2010 Tourism Organising Plan, some key tourism challenges that need to be addressed before 2010, were highlighted and included (DEAT *et al.*, 2005:17):

- Poor access to channels and tourism information.
- Insufficient accommodation.
- Insufficient compelling attractions and activities (e.g. some product gaps exist that need to be addressed, for example, cultural products require improvement, limited evening entertainment).
- Insufficient packaging of tourism products into experiences.
- Inconsistent service levels and skills shortages.
- Inadequate and unsatisfactory public transportation.
- Insufficient focus on tourist safety and security.

There is a definite challenge in the cultural and heritage tourism sector to improve products and packaging to create more creative and innovative experiences for visitors. Another key challenge is that there is currently no consolidated and comprehensive database of tourism products available in South Africa (DEAT *et al.*, 2005:19). As previously mentioned, the key challenge will be to maximise the spending and length of stay of visitors to the World Cup, as visitor numbers are essentially limited to the number of tickets available. A way of achieving this is by

providing compelling tourist attractions, activities and events in and around host locations and by ensuring the appropriate packaging and marketing of these experiences. In this regard, the following specific product gaps and other product-related issues were identified across a number of host locations (DEAT *et al.*, 2005:22):

- Cultural products (museums, township tours etc.) require improvement and diversification.
- There are few adventure activities available.
- Limited evening entertainment offerings are available for visitors.
- Existing tourist attractions require upgrading.
- The pricing of products are inconsistent.
- Township tourism is inadequate and under-developed.

In the 2010 Tourism Organising Plan it was accentuated that even though there is a significant amount of excitement, enthusiasm and energy in South Africa in respect of the hosting of the 2010 World Cup, it will be crucial to carefully manage the expectations of all South Africans (DEAT *et al.*, 2005:31). Inadequate expectations around the event should be addressed to ensure sustainability beyond the actual event. DEAT *et al.* (2005:31) add that it will be important to have a clear understanding of tourism products and capacity (particularly accommodation establishments) that are currently in place, to determine the opportunities that are available to the public. These opportunities should be clearly and transparently communicated to all.

In terms of attractions, it was acknowledged that DEAT, SATourism, and the DTI should facilitate the availability of attractions to broaden the tourist experience by supporting host locations, public sector organisations and the private sector to develop and upgrade products, by (DEAT *et al.*, 2005:46):

- developing a more complete picture of tourism attractions already in place;
- sharing consumer insights and knowledge of key tourism product gaps to facilitate product development and investment decisions;
- ensuring the timely upgrading of quality attractions;
- optimising the geographical spread of products;

- supporting product and service innovation through sharing of key consumer insights;
- structuring interviews to encourage the development of a diverse range of product offerings.

It is clear that many of the general tourism-related challenges, addressed by the 2010 Tourism Organising Plan, are applicable to cultural and heritage tourism as such. In the next section of this research study, the significance of the cultural and heritage tourism and mega-events in the City of Tshwane, a key host city in the 2010 World Cup, are discussed in more depth.

4.4 THE SIGNIFICANCE OF CULTURAL AND HERITAGE TOURISM AND MEGA-EVENTS IN THE CITY OF TSHWANE

The purpose of this section is to discuss the significance of cultural and heritage tourism and mega-events in the City of Tshwane. This discussion commences with a brief overview of the current cultural and heritage tourism offerings in the City of Tshwane. Secondly, this section provides a discussion of the Tourism Master Plan with specific reference to the importance of cultural and heritage tourism. Thirdly, a brief overview of the findings of a Township Tourism Product Audit, conducted in the township areas of the City of Tshwane, is provided. Specific reference is made to cultural and heritage tourism within the context of the emerging township areas. Lastly, the significance of the 2010 Soccer World Cup, as perceived by the City of Tshwane, is addressed in more detail.

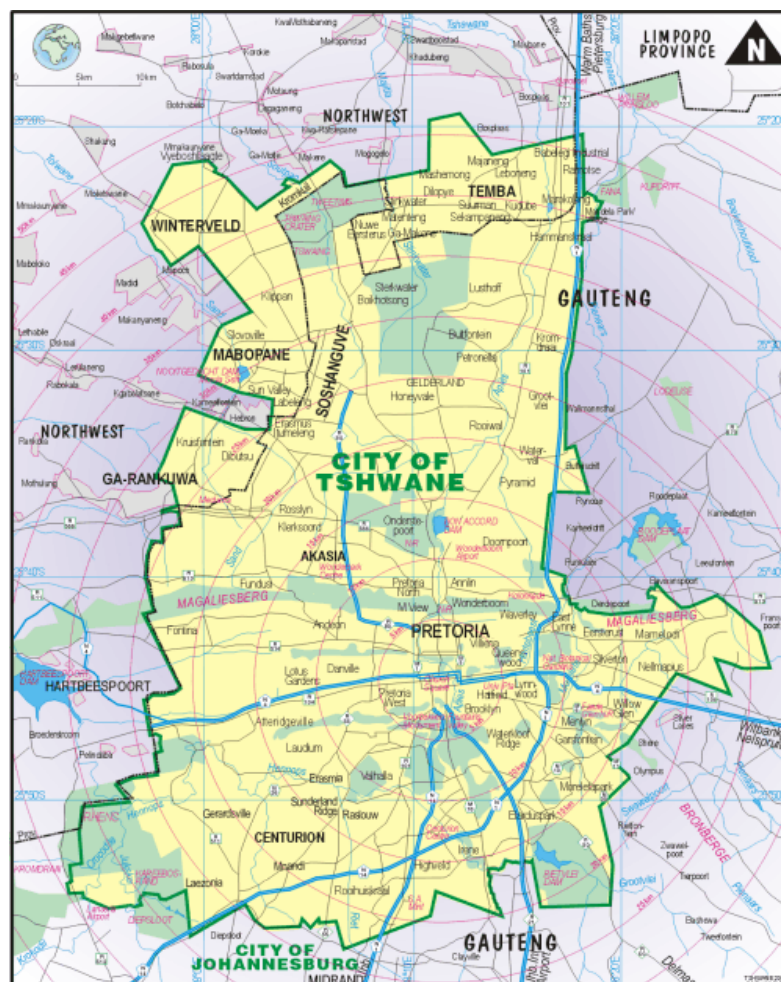
4.4.1 Cultural and heritage tourism in the City of Tshwane

The City of Tshwane possesses a number of cultural and heritage tourism attractions, especially as a result of its rich historical background and diverse communities, which makes the City a cosmopolitan and diverse destination. The destination has a variety of museums, monuments, historical buildings and art centres, which portrays mostly the Afrikaner and English heritage. The adjacent township areas, however, has recently been identified by the City of Tshwane as a key priority area to develop for

tourism. This will ensure that more visitors are attracted to the area, that more enticing experiences are created for tourists, and that sustainable job opportunities are created for the local community. It is clear that even though these areas have an enormous potential in terms of cultural and heritage tourism, they are still largely underdeveloped. An analysis of the Tshwane Tourism Master Plan (section 4.4.2) and the Tshwane Township Tourism Product Audit (section 4.4.3) provides more perspectives regarding the importance of cultural and heritage tourism in the City of Tshwane.

For purposes of clarification, the following map (Figure 6) displays the municipal borders of the City of Tshwane. For the purposes of this research study, every area included within these borders are included when referring to the ‘City of Tshwane’.

Figure 6: Municipal borders of the City of Tshwane



Source: Grant Thornton (2005)

4.4.2 The Tshwane Tourism Master Plan with specific reference to cultural and heritage tourism

The City of Tshwane appointed the consortium of Grant Thornton, MCA Planners, Stewart Scott International, Mictert Marketing Research and Crystal Links Consultants to develop a strategic tourism development plan for the City in 2005. The area of study included the entire municipal area of the City of Tshwane Metropolitan Municipality (Figure 6). The broad objective of this plan was to develop a plan to assist the City of Tshwane to achieve its potential as a unique tourism destination within South Africa and to provide the Steering Committee with a clear understanding of the implementation requirements needed to accomplish this position.


According to a situational analysis conducted for the Tourism Master Plan, it is evident that the City of Tshwane places great emphasis on their cultural and heritage tourism offerings and experiences, as well as natural product elements (Grant Thornton, 2005:5). There are also certain areas in the City of Tshwane, which contains especially strong cultural and heritage tourism product elements, such as Mamelodi, which contains various struggle history elements, and Atteridgeville, which has a rich culture of jazz (Grant Thornton, 2005:5). Areas adjacent to the City of Tshwane, such as Cullinan, which also has a very significant arts and culture and heritage product, should not be ignored, but utilised during the 2010 World Cup to complement the destination. The reason is that these areas can also become a key drawing card for visitors because of its close proximity to the City of Tshwane. In terms of popular attractions in the City of Tshwane, it is evident according to a demand survey conducted in this study that out of a total of 1 000 respondents, 51% of visitors interviewed, visited the Union Buildings, 40% visited the Voortrekker Monument and 36% visited Church Square. This indicates that these three attractions are currently key flagship attractions in the Tshwane area. Tourism awareness under the local community was also identified by the Tourism Master Plan as an area for improvement.


Table 6 highlights some of the key strengths, weaknesses, opportunities and threats of the City of Tshwane's tourism industry identified by the Tourism Master Plan (Grant

Thornton, 2005:13). Only key elements, directly and indirectly related to cultural and heritage tourism, is highlighted in this table.

Table 6: SWOT analysis of the tourism industry in the City of Tshwane

STRENGTHS	WEAKNESSES
Capital City Status	Attractions not 'geared' for tourists
Nature	Township attractions not fully integrated
Strong cultural and historical product elements	Fragmented tourism industry
Broad base of diverse tourism attractions	Poor signage
Strong willingness from visitors to return to the city and recommend it to others	No major annual flagship event / festival
Friendliness and hospitable nature of the people of Tshwane	Insufficient professional guidance and interpretation at attractions
Cosmopolitan and multi-cultural city	Insufficient community involvement, awareness and pride
Strong arts and crafts industry	Insufficient nightlife activities
	Perception of Tshwane as an apartheid city
OPPORTUNITIES	THREATS
Cultural and heritage tourism, as well as community tourism	Lack of understanding between public and private sector about roles and responsibilities
Jazz Festivals and other festivals	Perception of City associated with Apartheid regime
Nature-based tourism	Availability of funding
Sports and events tourism	Townships still have separate identity, thus perpetuating division
Youth market for education about the country / government	Focus on policy formulation and not on implementation
Museum city	Definition of culture confined to African culture when it comes to the promotion of culture

 Directly related to cultural and heritage tourism

 Indirectly related to cultural and heritage tourism

Source: Adapted from Grant Thornton (2005:13).

According to the Tourism Master Plan, the recommended strategy for the City of Tshwane would be to maintain the existing foreign and domestic leisure market segments (day and overnight visitors) to the City of Tshwane, through marketing of the following tourism products (Grant Thornton, 2005:25):

- Leisure shopping experiences.
- Entertainment – both in the City and the outlying areas of the City.
- City breaks.
- Soft and hard adventure experiences related to the natural environment of the City.
- Leisure events, including sporting events.
- Arts experiences, including jazz, theatre etc.
- Township tours.

It is evident from a township product audit, conducted by the Tourism Enterprise Programme (discussed in section 4.4.3), that there is a definite need to develop appropriate products and experiences (such as arts and crafts, jazz and township tours) in the township areas of the City of Tshwane. Another general environmental objective for strategic tourism development of the City of Tshwane is to increase the number of cultural heritage sites in the city (Grant Thornton, 2005:26).

A few specific cultural and heritage tourism product clusters has been analysed in the Tshwane Tourism Master Plan. Table 7 provides an overview of some of these clusters in terms of its current market readiness.

Table 7: Cultural and heritage tourism product clusters and their market readiness

PRODUCT	INFRA-STRUCTURE	MARKETING	READINESS
Architecture	Some development required.	Market penetration low at present. Product not packaged.	Some cost and effort to develop.
Anglo-Boer war	Some development required.	New packaging required. Market penetration can be improved.	Some cost and effort to develop.

PRODUCT	INFRA-STRUCTURE	MARKETING	READINESS
Arts	Limited development required.	Need to make it unique to the City through packaging. Market penetration is reasonable.	Limited cost and effort to develop.
Jazz	Some development required.	Need proper packaging to make it unique to the City. Market penetration is good for a limited number of small market segments, though not for all, as other destinations, such as Sophia town and Cape Town.	Some cost and effort to develop.
Initiations / Sangomas	Some development required.	Proper packaging required to make it unique to Tshwane. Current market penetration is limited.	Limited cost and effort to develop.
Struggle History	New development required.	Proper packaging required to make it unique to Tshwane. Current market penetration is low.	Some cost and effort to develop.
Township tours	Some development required.	Need to be packaged uniquely to Tshwane, because so many other destinations offer this product. Limited market penetration at present.	Some cost and effort to develop.

Source: Grant Thornton (2005:59)

The Tourism Master Plan also refers to the tourism product infrastructural requirements currently needed (Grant Thornton, 2005:63-64). In terms of special-interest products, such as architecture, Anglo-Boer war, arts, jazz, initiations/sangomas, and the struggle history; all cultural resources should be protected. In terms of basic infrastructure, in all cases proper signposting needs to be established and public transport should be developed. In the case of township tours,

route development is required, roads need to be maintained and it should be supported by a tourist-friendly public transport system.

Based on an analysis by Grant Thornton (2005:71) the most important tourism products for the study area are (in order of priority):

Table 8: Most important tourism products in the City of Tshwane

TOURISM PRODUCT	RECOMMENDATION
1. General leisure experience	Develop & market
2. Sport	Market
3. Education	Market
4. Special interest – Arts	Develop & market
5. Visiting friends and relatives	Market
6. Special interest – Nature and scenery (Jacarandas)	Market
7. Special interest – Anglo Boer war	Develop & market
8. Special interest – Science and technology	Develop & market
9. Special interest – Struggle history	Develop & market
10. Conferences and events	Develop & market

Source: Grant Thornton (2005:71)

In terms of branding and marketing, the study proposed that the following slogan be implemented in the City of Tshwane: ‘The Capital – body, mind and soul of the nation’. The ‘mind’ relates to the educational and technologically advanced nature of the city, the ‘body’ refers to the natural environment and the sense-related experiences the visitor can encounter within the city, while the ‘soul’ refers to the cultures in the city, and the spiritual experiences that a visitor can have in locations such as Freedom Park (Grant Thornton, 2005:86).

It is evident from this discussion, that cultural and heritage tourism plays a crucial role in adding value to the visitor’s total experience in the City of Tshwane. The Tourism Master Plan, however, indicated that there are some key challenges to address to optimally leverage cultural and heritage tourism in the City of Tshwane.

4.4.3 The Tshwane Township Tourism Product Audit with specific reference to cultural and heritage tourism

As part of its Tourism Association Support Unit (TASU) programme, the Tourism Enterprise Programme (TEP) conducted an in-depth tourism product audit of the emerging areas of the City of Tshwane in June, 2006. The aim of this audit was to determine the current situation in terms of tourism in these emerging areas and to elaborate on the role that existing tourism associations can play in the development of this destination (TEP, 2006:6). Existing gaps and problem areas were also identified by this audit and the study provides recommendations on how tourism in these emerging areas can potentially be improved. The study area mostly included the northern township areas of the Tshwane Metro, such as Soshanguwe, Mamelodi, Eersterust, etc. The history of these townships (11 in total) is of particular significance to the Tswana, Pedi, Afrikaans, Ndebele, English and Tsonga-speaking people (TEP, 2006:14).

To summarise the Tshwane Township Product Audit, the following main findings stipulate the current situation in the various township areas. Bearing in mind that the key focus of this research study is on cultural and heritage tourism, only findings from the product audit, which directly adds value to this topic, are discussed in more depth.

A. The profile of tourists visiting the township areas

According to the study, the length of stay of foreign tourists may range between one and two nights. These are mostly part of tour groups, and are referred to the establishments by their tour guides (TEP, 2006:39). There is a very low fluctuation in demand for accommodation in these areas as the majority of the source markets are business related. Dips in demand are experienced during December and January due to the long holiday season when business travel is not conducted (TEP, 2006:39). Currently, one of the main problems of the accommodation sector is the fact that many establishments are not graded and do not comply with the basic requirements needed to house guests. Many of the establishments are also not registered and lack health and safety standards.

B. The growing demand for food and beverage products

There is a growing demand for food and beverage products from local residents (70% of business is derived from the local community), which makes it less dependent on the patronage of foreign visitors that visit the area (TEP, 2006:41). Many of the township areas host a great number of shebeens, such as in Ga-Rankuwa, where South African Breweries, who has a factory in this area, supplies the numerous taverns and shebeens in the township. These taverns and shebeens are completely sustained by the local community, and do not rely on an external market. The owners of these establishments have little or no interest in any involvement with the tourism industry, claiming that no additional benefits could come from such partnerships (TEP, 2006:22).

C. Inadequate tourism attractions in the township areas

The tourist attraction sector in the Tshwane township area is perceived to be the weakest of the sectors covered by the audit. As shown very clearly from a tour operator survey, very few tourist attractions are used or sold in the Tshwane township area (TEP, 2006:44). Some of the main tourism attractions in these areas include the Solomon Mahlangu Square (established in 1993 and recently renovated to now feature a statue of Mahlangu who was killed during the struggle in 1979) in Mamelodi; the Mamelodi Rondavels (the first houses built in Mamelodi); the PAC Monument and the Mamelodi Crossing in Mamelodi; the Tswaing Meteorite Crater in Soshanguve; Mandela Square in Temba; the Carousel Casino Resort in Hammanskraal; and Moroe Park and the SS Mendi Memorial in the Ga-Mothagka Resort in Atteridgeville.

Despite the existence of these attractions, the audit reveals that even though these are important monuments to the history of the area, they do not attract many tourists to the township areas (TEP, 2006:44). In the case of Stanza Bopape it is said that it does not offer much in terms of tourist attractions and is located away from tourist interests, but the report adds that the community is well aware of tourism benefits and are receptive to potential improvements and developments in that regard (TEP, 2006:21). In terms of Ga-Rankuwa, it is noted that despite its rich history, it does not possess a great number of attractions (TEP, 2006:23). Nellmapius, which is a

relatively new township, also do not have many tourism attractions or establishments in the area (TEP, 2006:29). In the case of Soshanguve, which received its name based on the variety of different cultures it houses (i.e. Sotho, Shangaan, Nguni and Venda; thus Sho-Sha-Ngu-Ve), the report states that the variety of cultures, ensures that this township has plenty to offer visiting tourists (TEP, 2006:26).

D. The increasing popularity of hosting events in the township areas

It is, however, noted in the study that some of these townships have started hosting a number of different events, mostly cultural in nature, in order to attract more visitors to these areas (TEP, 2006:20). Mamelodi, for example, hosts a variety of events every year of which the most noteworthy are the jazz events held every quarter in Moretele Park. To a great extent the local tourism industry receives benefits from the thousands of people who visit the township every year to attend these jazz festivals (TEP, 2006:20). There are a number of popular jazz taverns in Soshanguve, but they cater exclusively for the local market (TEP, 2006:27). In Atteridgeville a very strong jazz culture is present and a variety of jazz events are held every year (TEP, 2006:31).

E. The importance of a soccer culture

Soccer also forms an important attraction in some of the townships, even if it only attracts the domestic and local market, and some famous teams originate from these areas. The famous Mamelodi Sundowns team are housed in Mamelodi (TEP, 2006:21) and the nationally acclaimed Supersports United team in Atteridgeville (TEP, 2006:32). In the product audit it is stated the following in terms of Mabopane: 'It is important that the area [...which doesn't offer much more than the Morula Sun Hotel and Casino...] uses its soccer culture by positioning itself as a significant tourism destination for the upcoming 2010 FIFA World Cup. This means improving product quality and legal compliance by operating tourism establishments' (TEP, 2006:25).

F. Cultural villages are strongly represented in some township areas

According to the township product audit, cultural villages are also strongly represented in some of the township areas. In Soshanguve there is an authentic Ndebele Village

depicting the Ndebele lifestyle. This village is still inhabited by original Ndebele people and displays the actual lifestyle of this cultural group. Visitors to the village are exposed to the famous Nguni Cattle and are allowed to share the same house and meals as the host family (TEP, 2006:27). In the Winterveld Township, the predominant product offering in the area is performance arts, with many youngsters participating. The Gaabo-Motho Cultural Village and the Mapoch Ndebele Village highlights the local culture of the area. The relatively successful Gaabo-Motho Cultural Village was a 2005 finalist in the AA Accommodation Awards, and has received assistance from both local government and supporting institutions including the Tourism Enterprise Programme (TEP, 2006:25). In addition to its cultural villages and its hosted Youth Cultural Events, Winterveld hosts an annual Heritage Day celebration at the Tswaing Crater (TEP, 2006:26). The audit however states that the locals of Winterveld experience crime and do not consider the area safe. This is still a major deterrent for international visitors and it is essential for it to be addressed if the area is to be marketed as a safe and quality tourism destination. Papatso Tribal Village is situated about 15 km from Hammanskraal, and depicts the Ndebele culture and traditional lifestyle. The village was created as an initiative to empower the local community by providing a platform to display the craftwork and cultural talents of the community (TEP, 2006:33).

G. A large supply of arts and craft enterprises

A large supply of arts and craft enterprises was revealed during the product audit (60% of enterprises are in operation for more than five years). It includes beadwork, traditional jewellery, dress and curtain making, pottery, painting, the making of leather shows, steel and wire craft works, story telling, traditional dancing and singing and traditional healing. The majority of crafters interviewed primarily sell their products in the Pretoria CBD area. A very small percentage sells to established businesses for resale, or receives orders from corporate companies. The rest are mostly reliant on popular tourist spots, such as the Pretoria Zoological Gardens, or the Union Buildings. In addition to these markets, some crafters also receive exposure from Tshwane Metro Tourism, through opportunities to exhibit their products in the corporate environment of departmental meetings (TEP, 2006:46).

H. The importance of tour operators in the township areas

According to tour operators that were interviewed during the TEP study, South Africa is the strongest source of visitors to the Tshwane Township area. Of the approximately 40% of international guests, half are from other African countries (TEP, 2006:43). The majority of operators offer half or one day tours of Tshwane and its surrounding townships. The duration of tours varies from three up to 12 hours and is priced between R60 and R900 per person. Popular day visitor attractions in tour packages include Church Square, the Union Buildings, Pretoria Zoo, Tswaing Crater, Voortrekker Monument, Paul Kruger House, Mandela Square (Hammanskraal), the Ndebele Village, Sammy Marks Museum, African Window Museum, Gaabo Motho Cultural Village, the Carousel Casino, general township areas, and the Cullinan Mines (TEP, 2006:44).

I. A large percentage of enterprises are not part of a tourism association

It is still a great concern that a large percentage (47%) of enterprises interviewed, are not yet part of a tourism association. According to the product audit, there is a lack of information available on the associations/marketing organisations in the industry and people are unsure of the benefits offered through membership (TEP, 2006:53). Moshito Wa Tshwane Community Tourism Association, the Tshwane Tourism Association and the Gauteng Tourism Authority proved to be the most popular associations or marketing organisations to belong to (TEP, 2006:53). The majority of product owners (74%) interviewed claimed that they receive no benefit from associations or marketing organisations (TEP, 2006:10). This is a concern as many product owners or service providers do not subscribe to an association which leads to fragmentation in the industry and a lack of control over quality and standards.

Most of the product owners in the township areas are subscribed to the Moshito Wa Tshwane Community Tourism Association (43%). There seems to be a situation where claims have been made that the local Moshito Wa Tshwane tourism forum is not providing the assistance expected from members, as there seems to be internal quarrels within the forum itself. Members disagree with various aspects of the forum leadership and despite current efforts at reconciliation from the different parties; the

forum is still not fully functional (TEP, 2006:21). There also seems to be a problem with regards to the dissemination of information among all members concerned. It was, however, noted by the researcher during an interview conducted with the previous General Manager of the Tshwane Metro Tourism Division, that the association are addressing these problems.

From the findings of this Tshwane Township Tourism Product Audit, it is evident that the Tshwane Township areas have the potential to achieve great success as tourist destinations, but seem to have little direction in realising this vision (TEP, 2006:69). There is a great need for new product development and the packaging of 'township experiences', but all sectors should bear the market demand and requirements in mind. Especially in terms of the growing arts and crafts sector, local crafters should be aware where there are already signs of oversupply of similar products (TEP, 2006:12). Currently social differences separate the mainstream establishments from the township tourism products and the result is a weakened tourism community. A change in mindset from 'fighting for a small piece of the pie' to 'lets work together to increase the size of the pie' must be brought about amongst product owners (TEP, 2006:12).

4.4.4 The significance of the 2010 World Cup from the perspective of the City of Tshwane

The City of Tshwane was one of the first host cities in South Africa to start with its preparations for the 2010 Soccer World Cup. In 2005, the City of Tshwane's Municipality initiated stakeholder workshops to ensure a participative planning process for the 2010 World Cup from an early start. The first stakeholder workshop took place on 7 April 2005 and follow-up workshops were held on 11 May and 24 May 2005. The aim of these workshops was to discuss the importance of the 2010 Soccer World Cup and to determine a structure that could facilitate the best planning and preparation for the World Cup. During a workshop held on 12 July 2005, key stakeholders formed different project groups to facilitate the planning process.

During a Steering Committee meeting, on 12 August 2005, the committee created a 2010 shared tourism vision for Tshwane. The vision stated that, once the 2010 Soccer World Cup has come and gone, the legacy will live on that (Heath, 2005:2):

- Tshwane was an outstanding host in every way;
- the 2010 event in Tshwane was a Festival for All – also benefiting all;
- the 2010 event ensured that Tshwane is regarded as the undisputed sports Mecca of Africa;
- the 2010 event has entrenched Tshwane's position as Africa's undisputed Capital;
- Tshwane is held up as a true example of sustainable development, balancing people, profits and planet; and
- Tshwane is internationally regarded as a role model of how a city can responsibly leverage the benefits and impacts of a mega-event such as the Soccer World Cup.

The following work groups were established at these meetings:

- Accommodation and hospitality working group
- Infrastructure, transport and informal trade working group
- Community involvement and entrepreneurship promotion working group
- Marketing, communication and tourism working group
- Safety, security, health and environmental issues working group

Unfortunately some of the momentum was lost in this process as the new municipal elections slowed the process. Recently, however, a new Tshwane 2010 steering committee was established again, which is made up of members of SA Football Associations in Tshwane and representatives of Mamelodi Sundowns, Supersport United, Blue Bulls rugby club and businesses. A Tshwane 2010 Host City Forum is also in process of being established as a structure that can include the views of the community. This forum will involve the broader civil society by embarking on community-based campaigns to promote a culture of competitive and professional sports (Moholoa, 2007).

In order to better understand the key roles of the various key stakeholder groups in the City of Tshwane, Table 9 provides a list of all the key tourism associations involved in the City of Tshwane that could play a role in the 2010 Soccer World Cup. These key roles have been discussed at a workshop conducted by the Local Municipality in June 2003 (Heath, 2002:19).

Table 9: The key tourism stakeholder roles in the City of Tshwane

ORGANISATION	KEY ROLES
Gauteng Tourism Authority	<ul style="list-style-type: none"> Responsible for the overall tourism policy, tourism development plan and generic marketing strategy for Gauteng.
Tshwane Metro	<ul style="list-style-type: none"> Creating the enabling environment for tourism in Tshwane and also facilitating the generic marketing strategy and action plan for the destination.
Tshwane Tourism Association	<ul style="list-style-type: none"> Marketing Tshwane from a private sector perspective. Networking and collaborating with relevant stakeholders. Facilitating the establishment of a convention and visitors bureau.
Tshwane Tourism Forum	<ul style="list-style-type: none"> Informal networking. Information distribution. Awareness creation among community and stakeholders. Facilitating the establishment of a conference and visitors bureau.
Museum Park	<ul style="list-style-type: none"> Marketing specific museums. Addressing safety and cleanliness in the inner city.
Moshito Wa Tshwane Tourism Association	<ul style="list-style-type: none"> Developing Community tourism forums. Promotion of cultural activities. Networking with other stakeholders.
Northern Flagship Institution	<ul style="list-style-type: none"> An umbrella body for 8 national museums in the North (7 of which are in Tshwane).
Guiding associations (e.g. Drumbeat and Guidewise)	<ul style="list-style-type: none"> Addresses issues pertaining to tour guiding in Tshwane (e.g. training).

Source: Heath (2002:19-20)

It is clear that the City of Tshwane is committed to ensuring a successful hosting of the 2010 Soccer World Cup. In terms of the sensitivities around the name change of the city from Pretoria to Tshwane, it has been decided that both the old and new name of the city will be used during the 2010 Soccer World Cup. This will ensure that visitors experience the positive transformation that is currently taking place in South Africa, without compromising on the importance of a strong brand name, such as 'Pretoria'.

4.5 CONCLUSION

The purpose of this chapter was to provide an overview of the situation with regards to cultural and heritage tourism in South Africa and the City of Tshwane. The significance of the 2010 Soccer World Cup from the perspective of both South Africa and the City of Tshwane was also highlighted. A few prominent documents, such as the GCP, the 2010 Tourism Organising Plan, the Tourism Master Plan and the Tshwane Township Tourism Product Audit, were analysed to provide further perspectives in this regard.

It is clear from the findings emanating from this chapter that both South Africa and the City of Tshwane are positive about hosting the 2010 Soccer World Cup and view cultural and heritage tourism as an important tourism product offering that can enhance the experience of visitors during the 2010 event. The next chapter in this research study highlights the specific research methodology that was followed during this research study.

CHAPTER 5: RESEARCH METHODOLOGY

5.1 INTRODUCTION

The purpose of this chapter is to describe the approach and methods of research employed during this research study. The term ‘research methodology’ refers to ‘the overall approach to the research process, from the theoretical underpinning to the collection and analysis of the data’ (Hussey & Hussey, 1997:54). Methods, on the other hand, only refer to the various ways to collect research data (Hussey & Hussey, 1997:54).

In this chapter, the research approach that was followed in this research study is explained in more detail. This is followed by an explanation of the specific research design and methods of sampling used. The methods of data collection are then highlighted and are followed by a discussion of the data analysis process. The issues related to reliability and validity of this research is then provided. Finally, the chapter concludes with an explanation of the limitations of this research study.

5.2 A QUALITATIVE RESEARCH APPROACH

The main aim of this research study is to investigate how cultural and heritage tourism opportunities can be leveraged for a host city within the context of a mega-event. To explore these cultural and heritage tourism opportunities in more depth, a qualitative research paradigm was followed. Cooper and Schindler (2006:196) defines qualitative research as a process which includes an ‘array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world’. Henning, van Rensburg and Smit (2004:3) explain that many researchers choose a qualitative research approach, because of the ability of the qualitative paradigm to ‘satisfy a quest of understanding and in-depth enquiry’. The richness of information gathered from qualitative research studies is high and aims to achieve an in-depth understanding of a situation (Cooper & Schindler, 2006:196).

Qualitative research differs from quantitative research in that qualitative research is designed to describe processes and meanings, as opposed to quantitative research that focuses on describing what happened and how often it happened (Cooper & Schindler, 2006:196). Quantitative research is often seen as the more 'traditional' approach to research, as greater significance is sometimes attached to information that can be numerically manipulated in a meaningful way (Page & Meyer, 2000:17). Another difference between these two research paradigms is that, in general, qualitative studies are less formalised and less controlled than quantitative studies. According to Henning *et al.* (2004:3), in qualitative studies 'the variables are usually not controlled because it is exactly this freedom and natural development of action and representation that qualitative researchers wish to capture'. Furthermore, the main goal of qualitative research is to view the research topic from the respondents' perspective, and to understand how and why they come to have this particular perspective (Cassel & Symon, 2004:11). Thus, research participants may take on an active and superior part in the research process (Struwig & Stead, 2001:12).

Given the qualities of qualitative research, a qualitative approach was followed in this research study for the following reasons:

- **The purpose is to describe and explore:** A considerable number of research studies have been conducted to investigate the field of mega-events, as well as, the field of cultural and heritage tourism independently, but little research has focused on the integration of these two fields. Thus, this is still a fairly new and unexplored topic that will be better understood by utilising a qualitative approach.
- **Respondents play an active role in the research process:** This qualitative research approach ensured that respondents were allowed to speak for themselves, discuss topics which they find important and generate new topics for further discussion.
- **The richness and depth of information is critical:** The richness and quality of information collected in this research study was critical in clearly understanding and addressing the research problem at hand.

- **Few informants are available:** Due to the limited number of potential respondents in the stakeholder group, semi-structured, in-depth interviews were conducted with a limited number of respondents. It is, however, not possible to measure frequencies and other quantitative data with a small number of responses and as such a quantitative research approach would not have been appropriate.

Walle (1997:535) argues that in the field of tourism both quantitative and qualitative research techniques are equally respectable paths to pursue and that the choice of approach is dependant on each research situation. Walle (1997:524), however, adds that 'quantitative/rigorous methods are often incapable of dealing with vital and complex problems in tourism'. Thus, qualitative research provides a way for tourism researchers to incorporate the feelings of people that are being studied to create a better understanding of the complexity of the situation.

5.3 THE RESEARCH DESIGN

Research design is 'the science (and art) of planning procedures for conducting studies as to get the most valid findings' (Hussey & Hussey, 1997:78). The aim of this section is to provide an overview of the specific research design that was followed in this research study.

5.3.1 Exploratory research design

An exploratory research study is a 'study which aims to find patterns, ideas or hypotheses; with the focus on gaining familiarity with the subject area and gaining insights for more rigorous investigation' (Hussey & Hussey, 1997:76). According to Page and Meyer (2000:22), the main aim of exploratory studies is 'to explore a certain phenomenon, event, issue, or problem, often of which little is known or where contradictory evidence exists'. This type of research mainly involves gathering a great amount of data from a small sample (Struwig & Stead, 2001:7). It is also evident that many exploratory studies are often initially conducted as the first step in a research programme, with the purpose to develop a new theory or model that can be broadly

applied to other situations (Page & Meyer, 2000:22). Since little secondary information is currently available regarding the application of cultural and heritage tourism within the context of a mega-event, an exploratory research design was followed in this study.

5.3.2 The case study approach

Case studies are often described as exploratory research and can be used in fields where little previous information is available (Hussey & Hussey, 1997:66). It is, however, evident that case studies may also be descriptive, illustrative, experimental or explanatory in nature. A case study is 'an extensive examination of a single instance of a phenomenon of interest and is an example of phenomenological methodology (Hussey & Hussey, 1997:65). The aim of a case study is to create an understanding of the dynamics that exists within a specific case (Hussey & Hussey, 1997:65).

Based on this theory, this research study follows a case study approach, as detailed information was gathered from respondents within a specific location regarding a specific event. The case study selected for this research is the City of Tshwane, one of the host cities of the 2010 Soccer World Cup in South Africa. Several reasons justify the decision to utilise this case study as an example. Firstly, the City of Tshwane was one of the first host cities in South Africa to establish a voluntary 2010 Forum in 2005 to discuss issues and opportunities surrounding the 2010 event. Thus, a great deal of information already exists in this regard. Secondly, the City of Tshwane places great emphasis on cultural and heritage tourism in the area, as a great number of established cultural and heritage tourism attractions already exists. Lastly, the City of Tshwane was chosen because of its location and accessibility to conduct research and collect data in the area.

5.4 SAMPLING STRATEGY

Qualitative research studies are more concerned about the richness and depth of data collected during the research process, than they are concerned with quantity. As stated by Struwig and Stead (2001:121) qualitative researchers therefore prefer to select samples purposefully, rather than randomly, as is often the case in quantitative studies. For the sake of in-depth inquiry and completeness of information, a non-probability sampling procedure was pursued in this research study, with specific use of a purposive sampling technique. By using a non-probability sampling procedure, it means that the sample may be unrepresentative of the population (Page & Meyer, 2001:98) and the degree of sampling error can not be assessed (Diamantopoulos, 1997). Nonetheless, purposive sampling is more concerned with 'providing a sample of information-rich participants', which was a major concern in this study (Struwig & Stead, 2001:122). During a purposive sampling technique, respondents are subjectively chosen for their unique characteristics or their experiences, attitudes, or perceptions (Cooper & Schindler, 2006:204) and ability to contribute to the research study.

The following are all characteristics of purposeful sampling (Struwig & Stead, 2001:122):

- The total sample is not determined in advance (as is the case in quantitative studies) and may change as the study unfolds.
- Additional sampling units are pursued when the previous unit provides insufficient information or if contrasting information is required.
- As the research process progresses, additional information is required from sampling units that could be based on new insights that have developed.
- The sampling of units continues until information has reached a saturation point and no new information is obtained from additional samples.

Once information-rich respondents have been chosen through this initial process, a snowball sampling technique was further utilised to reach additional samples. During this process, participants refer researchers to others who may also be able to provide information applicable to the research study and who might possess characteristics,

experiences, or attitudes similar to or different from their own (Cooper & Schindler, 2006:204). By employing a snowball sampling technique, the researcher could extend the potential sample by relying on the experience and knowledge of respondents in the research study.

It is clear that sample sizes in qualitative research studies are generally small, especially in contrast to the larger sample sizes used in quantitative studies (Cooper & Schindler, 2006:203 & Hesse-biber & Leavy, 2006:70). As was previously highlighted, the reason is that qualitative researchers are more interested in the quality and depth of data, than the extent to which the data from the sample is generalisable to the population (Struwig & Stead, 2001:125). In this research study a total number of 19 respondents were interviewed. The sample size was limited by the number of stakeholders who are actively engaged in the cultural and heritage tourism sector. The researcher personally conducted all interviews, which was time-consuming and which may have resulted in a smaller number of completed interviews. It was, however, clear that new information received had reached a saturation point, as no new information was collected from respondents. It should also be noted that almost all respondents shared the same views with few respondents with diverging views, which made it possible to rely on the views of a smaller number of respondents. Table 10 provides an overview of respondents that participated in this research study.

The sample includes participants from different stakeholder groups in the Tshwane area, such as educators, strategy consultants, business owners, attraction managers, tourism managers and executives. For the sake of confidentiality, respondent names have been omitted. In each case, respondents were allocated with a respondent code that was used in analysing the findings of the semi-structured interviews that was conducted with respondents.

Table 10: List of interviewees

CODE	ROLE	CATEGORY	TYPE
CHT1	Project Manager	Government	Private Tourism Association
CHT2	Professor: Anthropology	Education	University
CHT3	General Manager: Tourism	Government	City Council
CHT4	Senior Project Manager	Public-Private Partnership	Tourism Consultancy
CHT5	Tours coordinator	Industry	Attraction
CHT6	CEO	Industry	Tour operator
CHT7	Professor: Heritage and Cultural Studies	Education	University
CHT8	Manager: Special Projects	Government	City Council
CHT9	CEO	Public-Private Partnership	Consultancy
CHT10	Deputy Chief Executive Officer	Industry	Attraction
CHT11	CEO	Industry	Tour operator
CHT12	Manager: Township Products	Government	City Council
CHT13	Chairman	NGO	Private Tourism Association
CHT14	Owner	Industry	Tour operator
CHT15	Acting Director	Industry	Attraction
CHT16	Chairman	Public-Private Partnership	Private Tourism Association
CHT17	Lecturer: Tourism	Education	University
CHT18	Consultant	Industry	Consultancy
CHT19	CEO	Industry	Tour operator

The following section provides more information regarding the data collection techniques utilised in this qualitative research study.

5.5 DATA COLLECTION TECHNIQUES

The interview is a commonly used method for gathering data in qualitative methodologies (Cooper & Schindler, 2006:204 & Hesse-biber & Leavy, 2006:119). Page and Meyer (2001:111) states that: 'interviews provide the ability to identify issues of relevance in circumstances where little is known about the topic under investigation'. For this reason it is clear that interviews are a frequently used data collection method in especially exploratory studies. In-depth interviews provide the

ability to gather a greater depth and richness of information, which is often sought by qualitative researchers (Hesse-biber & Leavy, 2006:120). In Hesse-biber and Leavy (2006:119), the importance of human interaction in the interview process is also highlighted:

In-depth interviews use individuals as the point of departure for the research process and assume that individuals have unique and important knowledge about the social world that is ascertainable through verbal communication.

May (2002:225) adds that the aim of the interview process in qualitative research is to facilitate a 'conversation with a purpose'. Ritchie, Burns and Palmer (2005:102) explains that the interview process is built around social interaction and a 'two-way exchange', with the aim to increase knowledge, create understanding and to learn more. Ritchie *et al.* (2005:103) state that: 'whilst qualitative interviewing is similar to 'talking to people', it is much more sophisticated and complex'. It is therefore clear that the purpose of any qualitative research interview is 'to see the research topic from the perspective of the interviewee and to understand how and why they come to have this particular perspective' (Cassell & Symon, 2004:11).

The semi-structured interview is a type of interview that 'generally starts with a few specific questions and then follows the individual's tangents of thought with interviewer probes' (Cooper & Schindler, 2006:204). This means that all respondents are requested to answer some structured questions, as well as open-ended questions with no limitation on how the respondent can respond (Page & Meyer, 2000:112). Hesse-biber and Leavy (2006:125) add that the aim of the semi-structured interview is to loosely guide the conversation around a certain set of questions, without restricting the freedom of participants to talk about what is most important to them. The semi-structured interview design is flexible and allows respondents to discuss new topics that come up during the interview process as well (Hesse-biber & Leavy, 2006:126). Ritchie *et al.*, (2005:104) point out that although the semi-structured interview focuses on a flexible list of themes to address during the interview process, the order of discussion may vary with different respondents. In contrast to the semi-structured interview, unstructured interviews are 'more open and more conversation-like with no

set questions, just a theme, so that the interviewer and interviewee will become co-researchers in regard to topic treatment' (Ritchie *et al.*, 2005:104). In addition it should also be noted that there are real advantages and limitations to personal interviewing (Cooper & Schindler, 2006:299). Table 11 below lists these advantages and limitations.

Table 11: The advantages and limitations of personal interviewing

ADVANTAGES	LIMITATIONS
<ul style="list-style-type: none"> • A great depth of information and detail can be secured. • The interviewer has more control over improving the quality of the information received than with any other method. • The interviewer has the ability to take note of the conditions of the interview and can gather supplemental information through observation. • Additional questions, by means of probes, can be asked by interviewers. • Interviewers have more control than with other kinds of interrogation. 	<ul style="list-style-type: none"> • The method is costly and time-consuming. • Changes in the social climate have made personal interviewing more difficult. • Results of personal interviews can be affected adversely by interviewers who alter the questions asked or in other ways bias the results. • Developing an interview guide, carrying out interviews, and analysing their transcripts, are time-consuming activities for the researcher (Cassell & Symon, 2004:21).

Source: Cooper & Schindler (2006:299)

Based on this information, it was proposed that semi-structured, in-depth interviews were conducted face-to-face with participants in this research study to gather appropriate data. An interview guide was developed for this study to guide the interview process (available in Appendix A). Hesse-biber and Leavy (2006:126) define an interview guide as 'a set of topical areas and questions that the interviewer brings to the interview'. Cassell and Symon (2004:15) explain that the qualitative interview should be based on an interview guide that 'lists topics which the interviewer should attempt to cover in the course of the interview, and suggesting probes which may be used to follow-up responses and elicit greater detail from participants'. Hesse-biber

and Leavy (2006:130) suggest that a probe is ‘a researcher’s way of getting a respondent to continue on with what they are talking about, to go further or to explain more, perhaps by virtue of an illustrative example’.

Participants were contacted via email and telephone and invited to participate in the research study. Upon acceptance, a suitable date and venue was arranged for the interview to take place. A follow-up email was sent to respondents to thank them and to confirm the appointment. As an incentive for participating in the research study, every respondent will receive a copy of the research study. The semi-structured, in-depth interview took place in a setting decided by the respondent. All interviews, except two interviews, which were not recorded due to technical problems and difficulties, were recorded on a MP3 player. This recorder records data files in MP3 format that can be stored on a computer. According to Silverman (in Ritchie *et al.*, 2005:111) transcripts of audio-recording provide superior accounts of the natural interaction within an interview. In the case of untaped interviews, notes were taken and directly transcribed after the interview to ensure a greater recall of what was said in the interview, even though it should be noted that these two interviews do not contain the same depth of information that other transcribed interviews possess. Interviews ranged from a duration of 45 minutes to two hours.

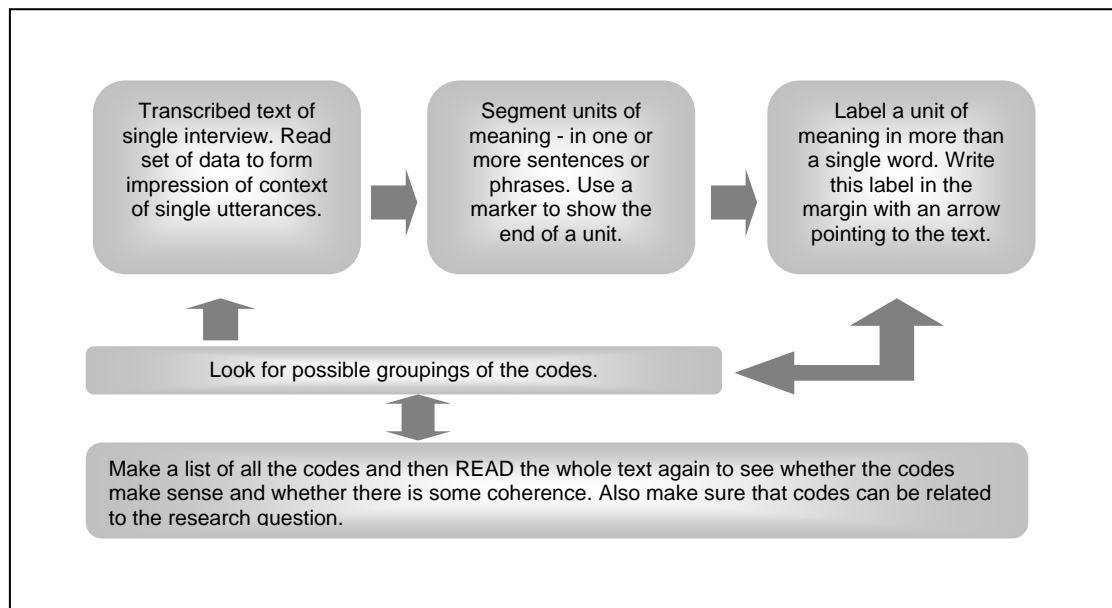
5.6 DATA ANALYSIS

According to Henning *et al.* (2004:101), the true test of a competent qualitative researcher comes in the analysis of data. This process requires the researcher to fully capture the understanding of the data in writing (Henning *et al.*, 2004:101). Struwig and Stead (2001:12) support this view, by adding that the biggest challenge that qualitative researchers face is to ‘ensure that the views of participants are not merely reflected, but that these views are adequately interpreted and analysed in more depth’. The data analysis process therefore plays a crucial role in the quality and validity of any qualitative research study. The process of data analysis is explained in more detail in this section, with specific reference to the data analysis process followed in this research study.

As opposed to the data analysis process applied during quantitative research studies, which is more linear, data analysis in qualitative research, is ‘an on-going, emerging and iterative or non-linear process’ (Henning *et al.*, 2004:127). As stated by Hessebiber and Leavy (2006:142), the data collection and data analysis processes in qualitative research take place concurrently. This means that the researcher ‘constantly reflects on impressions, relationships and connections while collecting data and that the search for similarities, differences, categories, themes, concepts and ideas forms part of a continuous process’ (Henning *et al.*, 2004:127). During this research study, data, collected from semi-structured, in-depth interviews, was transcribed into word-processing documents by the researcher as soon as possible after the interview was concluded. Care was taken to ensure that the interview script was typed verbatim, notwithstanding grammatical errors. Transcribing research data is interactive and ‘engages the reader in the process of deep listening, analysis and interpretation’ while being actively engaged in his or her research material (Henning *et al.*, 2004:127).

Once all interviews have been transcribed, the method of ‘content analysis’ was used to analyse the data. Page and Meyer (2000:314) define content analysis as ‘a process that involves analysing text with respect to its content, with the factors of interest most often relating to meaning, or how many times particular phrases/terms appear’. According to Page and Meyer (2000:131), content analysis, when used in the correct way, may be an extremely useful technique to add depth and breadth to the research and rigour to the method. Ritchie *et al.* (2005:109) add that during content analysis text is read, interpreted and coded into meaningful categories that is relevant to the research topic at hand. Henning *et al.* (2004:104) call this the process whereby the researcher is ‘working the data’. According to Henning *et al.* (2004:104), it is best to first read through all transcriptions before any formal codes are assigned to single units. The qualitative content analysis process is graphically illustrated in figure 7.

Figure 7: The qualitative content analysis process



Source: Henning *et al.* (2004:104)

Data in this research study was analysed according to the model above, which signifies the process of qualitative content analysis. Firstly, all data was personally transcribed by the researcher into narrative form. During this process, interviews were transcribed in exactly the same sequence and order of the actual interview. All interviews were then read through to provide the researcher with a thorough understanding of each interview. Units of meaning were then identified in each interview and codes were assigned to each unit of meaning. The data was then regrouped according to the different main themes that emerged from the data analysis process and synthesised. Finally, the findings were interpreted within the context of the research study.

5.7 VALIDITY AND RELIABILITY

Validity and reliability refers to the extent to which instruments employed in the study have reliable and valid scores and whether the research design is valid (Struwig & Stead, 2001:130). Collectively, validity and reliability refers to the credibility of the research results (Hussey & Hussey, 1997:57). Validity and reliability within the context of this research study are discussed in more detail in Sections 5.7.1 and 5.7.2.

5.7.1 Validity in qualitative research

Validity, also referred to as trustworthiness or credibility, is defined by Struwig and Stead (2001:143) as the ‘degree to which we can rely on the concepts, methods, and inferences of a study or tradition of inquiry, as the basis for our own theorising and empirical research’. Hussey and Hussey (1997:57) explain that validity is ‘the extent to which the research findings accurately represent what is really happening in the situation’ and add that ‘research errors, such as faulty research procedures, poor samples and inaccurate or misleading measurement, can undermine validity’. To test validity in qualitative studies, is more complex to address than it is in quantitative studies, as there is no generally accepted procedures for testing validity in qualitative research (Struwig & Stead, 2001:143).

Kvale (in Hesse-Biber & Leavy, 2006:62) has come up with three criteria of validation for any given qualitative study. He defines these as: validity as the quality of craftsmanship; validity as communication; and validity as action. Validity of craftsmanship refers to the credibility and trustworthiness of the researcher and the research by referring to the degree of precision that was followed in the research process. The following questions can validate the credibility of the researcher and the research (Hesse-Biber & Leavy, 2006:63):

- Does the researcher have ‘moral integrity’?
- How well has the research been checked?
- How well has the researcher investigated the findings under consideration?
- Have the findings been checked, questioned and theorized?

Hesse-Biber and Leavy (2006:64) explain that communicative validity is about ‘opening up a discussion about each interpretation of a given finding’. Henning *et al.* (2004:149) add that the researcher can ask research participants whether they agree with the researcher’s data. Hussey and Hussey (1997:272) mention that one procedure adopted by a number of researchers is to obtain respondent validity for the analysis of qualitative data, through discussing research findings from the analysis with those who have participated in the research study to obtain their reactions and opinions. The aim is to give the researcher greater confidence in the validity of his or her conclusions (Hussey & Hussey, 1997:272). In this case, the researcher sent all

participants in this study a copy of the research results in Chapter 6 and respondents were asked to provide comments on the research results⁵.

Validity as action refers to the extent to which respondents can act on the research findings. According to Hesse-Biber and Leavy (2006:64), the question is 'whether research subjects are empowered to make changes within their lives as a result of their experience with and knowledge of this project'. The guidelines and recommendations presented at the end of this research study aims to address the issue of validity as action by recommending practical actions that need to be undertaken in order to leverage the cultural and heritage tourism opportunities identified in this study during the hosting of a mega-event.

Researchers engaging in qualitative research needs to be aware that they assume a subjective position in the research process and that they will engage in reflexivity throughout the entire research process (Ritchie *et al.*, 2005:108). Ritchie *et al.* (2005:108) define reflexivity as 'the process by which researchers reflect and consider the impacts of their personal subjectivity and consequences of their participation in the research process and report on the same in their writings'. Cassell and Symon (2004:20) add that the term reflexivity refers to 'the recognition that the involvement of the researcher as an active participant in the research process shapes the nature of the process and the knowledge produced through it'.

5.7.2 Reliability in qualitative research

Whereas validity generally reflects the trustworthiness of the researcher and research, reliability is generally concerned with the consistency of the findings of the research (Struwig & Stead, 2001:133). According to Hussey and Hussey (1997:173) the findings is reliable if 'you or anyone else repeated the research and obtained the same results'. The current study may be limited in the extent to which research results may be generalisable to other situations, given that it is unlikely that the same study conducted in a different context would reach exactly the same conclusions. The researcher however attempted to improve the degree of consistency by conducting

the interviews systematically, selecting respondents and following set steps throughout the research process.

It is clear that even though validity and reliability are perceived differently in qualitative studies than in quantitative studies, they are still important and complex issues to address in qualitative research (Hesse-Biber & Leavy, 2006:64).

5.8 LIMITATIONS OF THE RESEARCH

There are a number of limitations in this research study. Firstly, the findings of this research study may not be generalisable to other host-cities hosting a mega-event, as the parameters of this study are limited to stakeholder perceptions in the City of Tshwane and may not necessarily be representative of the entire population. Hussey and Hussey (1997:58) define generalisability as 'the extent to which you can come to conclusions about one thing (often a population) based on information about another (often a sample)'. The principles and guidelines emanating from this research study may however be applicable to and have implications for other host cities that will be hosting a mega-event.

Secondly, the [exploratory] nature of this research study required the researcher to spend a great deal of time with interviewees to probe on the issues that emerged during the interview process. The scope of the research was quite broad in order to ensure that the search for cultural and heritage tourism opportunities were not inhibited or repressed, which made interviews a time-intensive exercise. It is also clear that time is often a very precious and scarce commodity for research participants occupying high-ranking positions. For this reason, not enough time could always be spent with interviewees, which is a further limitation in this research study. Some of the research participants' responses may also have been inhibited due to the sensitive and competitive nature of the tourism industry as they provide strategically sensitive information. In this case, all respondents were assured that research results will be treated as strictly confidential and that it will only be used for academic purposes.

Lastly, it should also be noted that respondents may have different views regarding the definition of 'cultural and heritage tourism' depending on their specific role in the cultural and heritage tourism industry. This problem was also highlighted in Chapter 3. To address this issue, the researcher provided all respondents with a definition of cultural and heritage tourism in the opening statement of the interview to ensure that respondents have a clear understanding of its meaning within this research study.

5.9 CONCLUSION

This investigation is based on a qualitative research approach and employed the principles of exploratory research within the context of a specific case study example. The purpose of this chapter was to discuss the specific research methodology utilised in this research study. Semi-structured, in-depth interviews were conducted with 19 respondents from different stakeholder groups, such as the government, non-profit associations, attraction managers, tour operators, business sector, educators, and consultants, in the City of Tshwane. Once all interviews were transcribed, the data analysis method of content analysis was used to create themes and categories to describe the data. The issue of validity and reliability in the qualitative research process were also discussed in more detail in this chapter. Finally, the different limitations to this research study was highlighted and discussed. The next chapter provides a synthesis of the key research findings based on an analysis of stakeholder interviews conducted.

CHAPTER 6: STAKEHOLDER PERSPECTIVES ON THE HOSTING OF THE 2010 SOCCER WORLD CUP

6.1 INTRODUCTION

Thus far, the information gathered from secondary data sources and material has reflected that many countries and cities specifically choose to host mega-events, as a result of the possibility to secure a range of potential sustainable legacies for the particular host destination. This research study proposes that some of these sustainable legacies can possibly be secured by host destinations when certain cultural and heritage tourism opportunities are leveraged within the context of the event. Cultural and heritage tourism opportunities were identified during the secondary data collection phase by examining examples of best-practice case studies.

During the primary data collection phase of this research study the perspectives, perceptions and expectations of cultural and heritage tourism stakeholders in the City of Tshwane regarding the potential cultural and heritage tourism opportunities that can be leveraged during the 2010 World Cup, were gauged. In this chapter the outcomes of these stakeholder interviews are synthesised and presented in more detail. In each case the specific comments from the transcribed interviews were used to support statements and to create a better understanding of the way in which respondents view the cultural and heritage tourism opportunities within the broader context of the 2010 World Cup. Please note that quotes were taken directly from the transcripts, even though it might contain possible grammatical errors. Responses in this research study are accompanied by applicable respondent codes (refer to Table 10 on page 114), but respondent names were omitted to ensure the confidentiality of all research participants.

This chapter commences with a discussion of respondents' views regarding the key strengths and weaknesses of the City of Tshwane, with specific reference to the current state of cultural and heritage tourism. Following this situational analysis, is a discussion of the perspectives of respondents relating to the six main cultural and heritage tourism opportunities identified within the context of the 2010 event, as

indicated in Chapter Three. The aim of this analysis is to determine whether respondents agree or disagree with the particular opportunity, to determine how they understand and interpret the opportunity and to highlight the most important issues concerning each opportunity. Finally, a discussion of the critical success factors that respondents consider vital to ensure that the City of Tshwane will be able to optimally leverage cultural and heritage tourism opportunities within the context of the 2010 event, follows.

6.2 THE KEY STRENGTHS AND WEAKNESSES OF THE CITY OF TSHWANE WITH SPECIFIC REFERENCE TO CULTURAL AND HERITAGE TOURISM

To position the apparent key strengths and weaknesses of the City of Tshwane within an appropriate context, a destination competitiveness model was used to base the findings on. This enabled the researcher to gain a better understanding of the influences of these strengths and weaknesses on the competitiveness of the destination. The destination competitiveness model from Heath (2003)⁶ has been used for these purposes.

The lower level of the model, which is explained as the ‘foundations’ of destination competitiveness, has been used to analyse the key cultural and heritage tourism strengths and weaknesses pointed out by respondents. Table 12 provides an overview of these foundations.

The second tier of the model, which has been described as the ‘cement’ of the destination, has been used to describe the current status of stakeholder cooperation, appropriate partnerships, information management, communication channels etc. Please note that even though most respondents specifically referred to strengths and weaknesses in terms of cultural and heritage tourism, in some cases respondents also referred to general tourism-specific strengths and weaknesses that apply to the City of Tshwane as a destination, since many of these can not be separated from each other.

⁶ Refer to Figure 5 on Page 28 of Chapter 2 in this research study for more information on this model.

Table 12: The foundations of destination competitiveness

FOUNDATIONS OF DESTINATION COMPETITIVENESS	PRACTICAL EXAMPLES
<ul style="list-style-type: none"> • Providing and managing the key attractors. 	History, culture, climate, events, business tourism, entertainment, etc.
<ul style="list-style-type: none"> • Addressing the fundamental non-negotiables. 	Personal safety and health issues.
<ul style="list-style-type: none"> • Providing the enablers. 	Infrastructure (airports, roads, signage, etc.), and managing capacity.
<ul style="list-style-type: none"> • Capitalising on the ‘value-adders.’ 	Location, value for money, and linkages with surrounding destinations.
<ul style="list-style-type: none"> • Ensuring appropriate facilitators. 	Appropriate airline capacity, accommodation, distribution channels, etc.
<ul style="list-style-type: none"> • Focusing on the experience enhancers. 	Hospitality, service excellence, and creating authentic experiences.

Source: Heath (2003)

The following sections provide an overview of the key strengths and weaknesses of cultural and heritage tourism as perceived by research participants, while using the lower level of the model of destination competitiveness as the basis for each discussion.

6.2.1 Providing and managing the key attractors

The following **key strengths**, that can have an impact on the City of Tshwane’s ability to provide and manage its key attractors, especially in terms of the cultural and heritage tourism products and services, have been identified by respondents.

A. Great diversity in cultures

Nine respondents mentioned that one of the City of Tshwane’s greatest strengths is the great diversity of cultures that can be found in and around the City. The result of

this diversity is that the City of Tshwane is seen as a cosmopolitan city with a strong cultural and heritage resource base. As Respondent CHT18 observed:

...one of the key things that came out of the vision elements that we proposed [in the Tourism Master Plan] is that it is a melting pot of cultures and the people are one of the key strengths of the City.

Respondent CHT17 also mentioned that the City of Tshwane is 'culturally rich'.

B. A strong historical element in the City of Tshwane

Seven respondents indicated that, because of the background and history of the City of Tshwane, there are many strong historical attractions and experiences (e.g. Anglo Boer War history, Melrose House, the inauguration of Nelson Mandela, etc.) that are currently playing a key role in differentiating the destination. Respondent CHT13 pointed out:

...there are wonderful strong products in Tshwane as a result of history; it was the Capital City and now we sit with these strong cultural products, such as Church Square and the beautiful buildings around Church Square...

C. The City of Tshwane can offer a lot in terms of tourism

Seven respondents agreed that the City of Tshwane has a lot to offer to visitors. Respondent CHT9 noted that:

...Pretoria is a fantastic city, it has everything. We do not need to get more, we have it all, and it is already here.

Respondent CHT17 added that the City of Tshwane is in a good position to provide soccer tourists that will be visiting the City of Tshwane during the 2010 Soccer World Cup, with a variety of experiences. Moreover, Respondent CHT17 pointed out:

...because definitely I don't think they [soccer tourists] will only be coming for soccer, but they will be coming to get a feel of what the country, especially the destination is all about.

D. The Capital City status

Seven respondents mentioned that one of the City of Tshwane's key strengths is its Capital City status. As Respondent CHT18 observed:

...the city is obviously the Capital City and that is something that needs to be capitalised on.

Respondent CHT3 also pointed out:

You know we [the City of Tshwane] are known as the second largest Capital City in the world!

E. The City of Tshwane has well-established attractions

Nine respondents made reference to some of the excellent attractions that currently exist in the City of Tshwane and listed these popular attractions as a key strength. Respondent CHT17 indicated that the diversity of attractions in the City of Tshwane is also very positive. At the same time it was agreed by Respondents CHT16 and CHT18 that the City of Tshwane has great potential to deliver on the jazz experience that currently exists in especially the neighbouring township areas. The arts, opera, music, dance and drama were also highlighted as a key strength of the City of Tshwane. Respondent CHT9 mentioned that Church Square, with its old architecture, is an exceptional attraction in the City of Tshwane, while adding that there is still great potential to create better cultural experiences for visitors (for example by opening up the old Post Office building to tourists). Respondent CHT9 pointed out:

Burgers Park won an international award and the City won an award for the City with the best open spaces in a social environment.

Respondent CHT1 also highlighted that:

We [the City of Tshwane] are one of the cities with the most museums.

In comparison to the above key strengths that have been identified by respondents, the following **key weaknesses was said to have a negative influence** on the City of Tshwane's ability to provide and manage its key attractors.

A. Cultural and heritage tourism experiences are not representative of all cultures

Six respondents indicated that a key weakness of the City of Tshwane is that the current cultural offerings are not representative of all cultures. There are no well-established attractions that represent the culture of the black population and even though there are some township products in, for example Atteridgeville and Mamelodi, these are still severely underdeveloped and not frequently visited by tourists. Respondent CHT7 observed:

A major weakness is that we do not have a strong cultural attraction that represents the black population. Even though an effort has been made in Atteridgeville and Mamelodi, they are still not on the popular map and people do not visit it yet. There is no showcase for Tshwane's black population. In terms of attraction this is a problem.

It was said that even though there is a great diversity of cultures available in and around the City of Tshwane, this diversity is not being leveraged enough. Respondent CHT3 added:

Obviously the culture that we have inherited is mostly colonisation. It is the history that the English and the Afrikaner established, but you know when you look at the African culture, it has not yet been incorporated in the cultural diversity. So our democracy has now opened up an opportunity for South Africa and Africa to really showcase the cultural diversity that exists.

B. Cultural and heritage tourism product development issues

Thirteen respondents mentioned that a key weakness in the City of Tshwane is insufficient and underdeveloped product development. Respondent CHT1 mentioned that the biggest problem is that for years no product development has taken place and that products are currently poorly developed. Inadequate product development, especially in the township areas, also seems to be a key challenge in the City of Tshwane. Respondent CHT4 mentioned that the new attractions in the township areas, for example in Hammanskraal, are still totally underdeveloped. Respondent CHT16 pointed out that the problem might be the uncertainty as to who should be responsible for developing these products in the township areas:

There are products in townships, but they are not developed. There is little support from established businesses to help townships. There is also no clarity on who should develop these products and there is a great need to combine efforts.

Respondent CHT6 mentioned that a common problem is that in many cases the chicken-egg situation prevails. This means that international demand is low because tourists are unaware of available products and the products can't be developed because there are no tourists. Quality is also not up to standard. In terms of attracting tourists to the City of Tshwane, Respondent CHT10 pointed out:

I think Pretoria [the City of Tshwane] should definitely use another approach and should specifically develop things that can entice people.

C. Other key weaknesses

Respondent CHT17 indicated that in general, it seems as if there is a misunderstanding of what culture and heritage tourism are, which might be the reason why it is currently not well-organised. Another problem that was highlighted by Respondent CHT1, was that the local community are not involved enough and that they should be mobilised and encouraged more to visit their own cultural and heritage

attractions, especially during the 2010 Soccer World Cup. Respondent CHT17 raised the following concern about the quality of cultural and heritage tourism products:

I have a bit of a concern. Some products are of high quality, for instance when you look at the Voortrekker Monument or the Heritage and Cultural Museum, but when it comes to other cultural areas – yes, the culture and heritage is there, but it is not yet packaged in a good manner where it can satisfy the tourist... I'll say forty percent... is of high quality, but I think the other sixty percent needs to be shaped into something good.

6.2.2 Addressing the non-negotiables

No key strengths that apply to the City of Tshwane's ability to address the non-negotiable issues, such as safety and health concerns, were mentioned by respondents.

In terms of the key weaknesses mentioned by respondents, only **safety concerns** in especially the township areas were mentioned as a current key challenge in the City of Tshwane. Respondents CHT7 and CHT13 indicated that a lack of safety in the township areas is a major weakness in the City of Tshwane. It also seems as if these township products are not being marketed enough and that most is still inaccessible to the public. Respondent CHT13 observed:

The tourists do not go there [to the township areas], because it is not safe... the Tshwane Visitors Guide lists all the guesthouses [in the township areas], but there is no telephone numbers and you can't contact them.

6.2.3 Providing the enablers

The only **key strength** that was mentioned by respondents that relates to the enabling environment of the City of Tshwane was that the city has the **right infrastructure to cater for big events**, like jazz festivals (Respondent CHT16). It was added that the City of Tshwane should capitalise on this more and incorporate more events into its annual calendar. Respondent CHT1 added that the City of Tshwane is in need of a unique annual cultural festival that showcases the true identity of the people of the City of Tshwane and that can add value to the tourism industry.

The following key weaknesses were stated in terms of the City of Tshwane's current ability to provide an appropriate enabling environment for tourism.

A. The attractions are great, but they seem to be inaccessible

A major weakness is that there is great potential for cultural and heritage tourism, but most of it is not developed and is also inaccessible to tourists. One major problem that was accentuated by Respondents CHT10, CHT9 and CHT13 was that the Union Buildings and buildings around Church Square are not open to the public. Respondent CHT10 added that busses have also found it difficult to park at these two attractions and have therefore started to avoid these difficult to park at attractions to visit other more accessible attractions. Respondent CHT9 pointed out:

The negative thing about Church Square is that the buildings are inaccessible... the same with the Palace of Justice, which is not tourist-friendly and which was renovated a while ago for an amount of R55 million, but it is not open...

B. Poor infrastructure and a lack of signage

Four respondents agreed that the road system in the City of Tshwane is not up to standard and that there is still a lack of signage to guide visitors to attractions. This

lack of signage makes these tourism attractions, especially in the City Centre of Tshwane, difficult to reach by tourists.

C. The perception of not being ‘tourism-ready’

Five respondents mentioned that the City of Tshwane is not a ‘tourism-orientated’ city. At the same time, respondents perceive the City of Tshwane as not being ‘tourism-ready’. This is also the case in especially the township areas, where there seems to be a lack of training, support and sometimes a lack of understanding of tourism in these areas. Respondent CHT12 observed:

The majority of people do not understand what is happening in tourism... But we are trying to create workshops to empower them and capacitate them and educate them about tourism.

6.2.4 Capitalising on the ‘value-adders’

The following **key strengths that were identified by respondents** highlights the current ability of the City of Tshwane to capitalise on the ‘value-adders’, such as the location, value for money, and linkages with surrounding destinations.

A. The City of Tshwane as an education hub and intellectual city

According to four respondents, the City of Tshwane is currently perceived as an intellectual city because of the great number of academic institutions and research houses in the area. Therefore, education in the city is currently seen as a key strength and possible differentiating factor.

B. The presence of a large number of embassies

Four respondents indicated that the City of Tshwane has a strong position in terms of its diplomats and embassies, which in turn contributes to a greater cultural diversity in the City. Respondent CHT4 believes that the City of Tshwane should be in a position

to capitalise on this added cultural diversity better, especially with the upcoming 2010 Soccer World Cup:

I think Tshwane is in an extraordinary position, because of all the diplomats and embassies. I mean there isn't another city better positioned than Tshwane for that reason. All the embassies are there anyway. So Tshwane should be able to capitalise on that better culturally than anywhere else.

C. Good location and proximity to other areas

Respondents CHT16 and CHT3 mentioned that the City of Tshwane has a good location in relation to other provinces, such as the North West Province, Mpumalanga, Limpopo and the Northern Free State, and that it can be seen as the gateway to Africa.

D. Other key strengths

Respondent CHT18 commended the City of Tshwane's great natural beauty and pointed out that it is actually a leisurely city when compared to a city like Johannesburg. The various sporting teams that are hosted in the City of Tshwane were also mentioned as a key strength, as well as the existence of a good stadium such as Loftus (Respondent CHT16).

There were **no major weaknesses** mentioned by respondents with regard to capitalising on the 'value-adders'.

6.2.5 Ensuring appropriate facilitators

In terms of the City of Tshwane's ability to provide appropriate airline capacity, accommodation, distribution channels, etc., **no pertinent key strengths were mentioned by respondents.**

The **following key weaknesses were mentioned by respondents** and relate to the City of Tshwane's ability to ensure appropriate facilitators.

A. Inadequate marketing and promotional efforts

Eleven respondents referred to the branding and marketing problems of tourism in the City of Tshwane as a key weakness. According to respondents, culture and heritage are not marketed well enough and vigorously enough. Respondent CHT9 indicated that because of a lack of marketing, visitors are currently unaware of some of the beautiful attractions in the City of Tshwane, such as Melrose House and Burgers Park, which are both beautiful attractions, but are not frequently visited by tourists. Respondent CHT17 pointed out:

In my opinion it [cultural and heritage tourism] is not being marketed properly. Even the people of Pretoria [City of Tshwane] doesn't know about cultural products around, except for the Voortrekker Monument and Heritage Museum, other than that, other areas are really not known.

Respondent CHT9 stated that the African cultures and the township areas around Tshwane are also inadequately marketed:

I think our African cultures and townships are not being marketed, and our townships are fascinating and beautiful, especially Mamelodi and Atteridgeville.

It was also mentioned that the City of Tshwane has a marketing strategy in place, but as Respondent CHT16 pointed out, this Master Plan is currently not adequately utilised:

It [the Tourism Master Plan] is sitting on a shelve gathering dust...

Respondent CHT18 mentioned that the establishment of a Regional Tourism Organisation (RTO) will assist in alleviating these concerns and will address the marketing concerns and deficiencies that are experienced at the moment:

One of the key things that came out of the strategy [the Tourism Master Plan] is that we need a Regional Tourism Organisation that will actively market and promote the city as a tourism destination.

B. Locals are currently unaware of attractions

Three respondents mentioned that a key weakness of the City of Tshwane is the fact that many locals are not aware of the cultural attractions in the City of Tshwane and subsequently do not visit these attractions. Respondent CHT4 observed:

I think Tshwane hasn't figured out yet how to showcase itself to other South Africans.

C. Tourism information centres are inadequate

Respondents CHT11 and CHT13 indicated that the current tourism information offices in the City of Tshwane are inadequate. It seems as if there is a need to make tourism information more accessible and more user-friendly for visitors.

D. Sensitivities around the city's name change

According to Respondent CHT11 and CHT13 the name change from Pretoria to Tshwane is still creating some major confusion, especially in the tourism industry. Respondent CHT13 observed:

Are we Pretoria or Tshwane? There are many people who say yes we are Pretoria and others will say, no, we are Tshwane and the Tourism Industry is saying, please tell us who we are so that we can move forward. Pretoria has a strong historical name, but it is unfortunately seen as a negative name.

Respondent CHT11 added that this issue surrounding the name change is specifically also a challenge for self-drive tourists:

First of all people are confused about the name change of Tshwane and Pretoria. I mean I had visitors here doing a self-drive and had to explain to them on the map you will sometimes see it called Polokwane and sometimes called Pietersburg... it's incredibly difficult for people. And Pretoria is the name that is known. If you look at the experience with India, Bombay/Mumbai, it had taken 30 years to change that to Mumbai... and I understand the all the sensitivities around the name of Pretoria, but it is the name of a brand.

6.2.6 Focusing on the experience enhancers

No apparent key strengths were mentioned by respondents that relates to enhancing the experience of visitors in the City of Tshwane.

The following key weaknesses mentioned by respondents focus on issues related to the City of Tshwane's ability and inability to enhance the experience of visitors.

A. Inadequate packaging of cultural and heritage tourism experiences

Six respondents indicated that a lack of adequate packaging is still one of the major weaknesses of the cultural and heritage tourism experiences in the City of Tshwane. Respondent CHT18 observed:

I think at the moment with most tourism destinations in South Africa, packaging is a problem. So it is there, but it is not presented in such a way so that it is accessible to tourists.

Respondent CHT18 added that creatively packaging the cultural and heritage tourism offerings in the township areas are still a major concern:

...One of the key weaknesses at the moment is that what we have in Tshwane is not packaged correctly. You can't just go into Mamelodi and just sit down anywhere and have a jazz experience, you actually need to know someone who knows where to go.

B. There is a need for innovation and story-telling

Seven respondents indicated that the cultural and heritage tourism experiences in the City of Tshwane are not creative and innovative enough. As mentioned by Respondent CHT4, there seems to be a great need for reinvention and to recreate stories of the past to reflect the current reality of Tshwane:

I think they [the City of Tshwane] need to reposition themselves and tell a better cultural story.

6.2.7 Securing the foundations: the 'cement'

Three respondents indicated that they have experienced **some cooperation and readiness** amongst the tourism industry in the City of Tshwane. Respondent CHT13 added that the **climate of cooperation amongst stakeholders has improved** in the last few years.

The following **major weaknesses** were identified by respondents as having a huge impact on the City of Tshwane as a tourism destination.

A. Great fragmentation and a lack of cooperation in the tourism industry

Although three respondents were positively stating that there is good cooperation in the industry, a lack of cooperation and the existence of great fragmentation in the tourism industry was by far the greatest weakness mentioned by respondents. Seventeen respondents indicated that there is a lack of partnerships and coordination

in the industry. Respondent CHT4 added that a change in the mindset of stakeholders can assist in alleviating this problem:

And again going back, you will see how few people belong to associations, how few people understand what associations are, how the industry is fragmented and how they don't talk to one another, how they don't cooperate, how they don't understand you have to grow the pie and not grab this piece of the pie. And we understand, a lot of it is human nature, but there has to be a change in the mindset of the people.

Respondent CHT8 supports this view by stating that:

The biggest weakness is that we [the tourism industry] are so fragmented and everyone fights for their own and we do not create opportunities to stand together to promote a common cause.

Respondent CHT16 observed:

We seem to be doing things haphazardly all the time. We have all the necessary ingredients and resources to make all our tourism things known to the world... but we are not necessarily, you know, making the effort.

B. More buy-in and support from the local community

Five respondents indicated that locals are not involved enough and thus do not support cultural and heritage tourism attractions in their own city. Respondent CHT6 claimed that this problem could be related to the fact that there is a lack of exposure to the different cultures in the City of Tshwane. This Respondent added that creating exposure between different cultural groups will ensure more compassion and understanding in order to create better relationships between people from different cultural backgrounds.

C. The establishment of a Regional Tourism Organisation and other tourism associations

There seems to be some confusion amongst the industry as to what is happening in terms of the establishment of the Regional Tourism Organisation. Three respondents mentioned that this process is taking too long. It also seems as if some respondents are unsure about the current existence of the local community association, called the Moshito Wa Tshwane Tourism Association, and do not understand the association's role in the tourism industry. Respondent CHT11 observed that there are too many separate associations and that it gets confusing.

D. A lack of leadership

Eight respondents indicated that they feel that there is a lack of leadership in the tourism industry. It seems as if there is still great confusion as to who should be doing what in the industry, which creates many issues in terms of responsibility. In some cases respondents feel that a lack of political support in the industry is a major problem.

6.2.8 A synthesis of the key strengths and weaknesses as perceived by industry stakeholders in the City of Tshwane

To more clearly understand the current situation regarding the City of Tshwane's ability to capitalise on cultural and heritage tourism opportunities pertaining to the hosting of the 2010 Soccer World Cup, respondents were required to mention the key strengths and weaknesses of cultural and heritage tourism in the City of Tshwane. It is evident that even though the City of Tshwane has the right ingredients to successfully incorporate cultural and heritage tourism in the 2010 event, there are still some key challenges that will have to be addressed as a strategic priority in the next few years.

Respondents indicated that even though there seems to be a **great diversity in cultures** in the City of Tshwane, the cultural and heritage tourism products that are

currently available **do not reflect this true diversity**. The same could be said of the **rich cultural and heritage resource base** that exists, that is currently not being used to its full potential. Although respondents indicated that the City of Tshwane has a number of **high quality tourism attractions**, many of these attractions are **currently inaccessible** to visitors which are a problem that will have to be addressed before the 2010 event. **Upgrading and developing tourism attractions in especially the township areas** are also critical. Even though many of these townships have great potential to become major tourism attractions in their own right, there is still a **lack of training, infrastructure problems and security concerns** in these areas.

In terms of marketing and branding there are some perceived difficulties. Despite the City of Tshwane's **Capital City Status** and other remarkable features, the destination is **not clearly positioned** in the minds of locals and visitors. At the same time there seems to be a **great historical story to tell**, but there is a need to **creatively package a more representative and innovative** way to share it with visitors. Finally, respondents said that the **lack of cooperation** between stakeholders, the great fragmentation in the industry, and perceived lack of leadership is slowing down the City of Tshwane's progress in becoming a top tourism destination.

It is believed that the establishment of a **Regional Tourist Organisation (RTO)** in the destination will assist in alleviating many of the current problems listed above. The RTO is currently in process of being set up. At the same time it is crucial that the Tourism Master Plan that was developed in 2005 be **practically implemented** and that the recommendations and actions proposed in the report are optimally utilised.

Many of the weaknesses and strengths mentioned by respondents are in line with the strengths and weaknesses identified in the Tshwane Tourism Master Plan. Refer to Table 6 on page 95 of this research study for a summary of a SWOT-analysis that was conducted in the City of Tshwane, in 2005. Table 13 summarises the key strengths and weaknesses of cultural and heritage tourism in the City of Tshwane as outlined by respondents.

Table 13: The key strengths and weaknesses as perceived by respondents

STRENGTHS	WEAKNESSES
There seems to be a great diversity in cultures...	...yet the current cultural and heritage tourism products do not reflect this true diversity.
Tshwane has a great story to tell due to its intrinsic involvement in the history of South Africa...	... but there is a need to create new innovative stories that reflect the current reality in the City of Tshwane.
There is a rich cultural and heritage resource base in Tshwane...	...though there is a serious lack of appropriate product development initiatives.
Despite of its Capital City Status, the large number of embassies, its good location and its reputation for being an education hub...	...there are problems with inadequate marketing and a clear branding strategy and lack of personality for the area.
Although Tshwane has some excellent well-established and good quality attractions...	...many of these attractions are inaccessible to visitors.
Tshwane's township areas boast unique cultural elements such as the jazz experience...	...but there is currently still a challenge to provide appropriate training to people in these areas and to improve infrastructure and safety problems, as well as increase accessibility and marketing efforts in these areas.
Even though Tshwane has all the necessary ingredients to become a top tourism destination...	...the lack of cooperation between stakeholders, great fragmentation in the Industry and perceived lack of leadership is slowing down this process.

Source: Developed for this research study

The next section of this research study provides a discussion of respondents' perceptions and expectations regarding the cultural and heritage tourism opportunities related to the hosting of the 2010 Soccer World Cup.

6.3 STAKEHOLDER PERCEPTIONS OF THE CULTURAL AND HERITAGE TOURISM OPPORTUNITIES IN THE 2010 WORLD CUP

The literature review in Chapter Three provided a discussion of a number of best-practice case studies from previous and future mega-events to determine the contributions of cultural and heritage tourism within the context of the event. From this discussion, it was evident that cultural and heritage tourism contributed to the hosting of these events in the following ways:

- Broadening and enhancing the actual event offering.
- Adding value to the marketing thrust of the event.
- Diversifying the tourist's experience through value-added cultural and heritage tourism offerings and experiences.
- Strengthening community pride and contributing to nation-building.
- Creating cultural and heritage tourism business and entrepreneurial opportunities.
- Contributing to city regeneration and development.

Semi-structured, in-depth interviews were conducted with a number of key stakeholders in the City of Tshwane to determine their perceptions and expectations regarding each of these cultural and heritage tourism contributions. The objective of this section is to provide an overview of the views and comments made by respondents that specifically relate to each of these contributions. This analysis indicates whether respondents agree or disagree with the opportunity, discuss the way in which each opportunity is understood by respondents and explain the key issues and concerns pertaining to each opportunity.

6.3.1 Broadening and enhancing the actual event offering

All respondents in this study were positive that cultural and heritage tourism could add value to the actual event offering in 2010. Respondent CHT17 pointed out:

I think that is really where the culture of our country should be revealed...

Some respondents indicated that by including cultural elements in the event, the South African Soccer World Cup will be unique when compared to previous World Cups. As Respondent CHT4 pointed out, it could also assist in branding the 2010 World Cup as an 'African' World Cup.

That is what will make our World Cup unique is that it will have an African flavour and focus.

Especially during formal Opening and Closing Ceremonies it was highlighted that there will be a great opportunity for South Africa to put together a fantastic cultural performance. Respondent CHT6 is positive that culture and heritage will be a key focus point during these ceremonies:

I believe that we are so fortunate to have cultures that excel in music, dance, drama, visual arts, and poetry - the talent oozes and this is a natural talent. We are sitting here with a gold mine of which we just need to take off the lid and they are not shy, they like to perform and it is a natural thing.

Respondent CHT7 added that South Africa can easily match what has been done at the 2001 Sydney Olympic Games Opening Ceremony, 'Dream Time', where the focus was mainly on celebrating the indigenous cultures of Australia. In terms of Opening and Closing Ceremonies, Respondent CHT10 observed:

Yes, I don't think we can go without it [culture]. Especially if you look at places where mega-events have been held, like the Olympic Games in Greece. These are mono-cultural countries and I believe we ought to do more with our diversity.

Respondent CHT7 supported this view by stating:

We are not going to stand back, because there is enough in terms of the cultural context of our country and we can do a phenomenal thing!

Respondent CHT13 is, however, concerned that these cultural performances could be somewhat commercialised, as the main sponsors that will be involved will have the final say as to how they include cultural elements in these performances. There also seems to be some divergent views in terms of which cultures of South Africa will be showcased at these formal Opening and Closing Ceremonies. Mainly the feeling was that visitors should have an 'African' experience at these Opening and Closing Ceremonies. Respondent CHT18 also pointed out that the jazz element could form an integral part of the City of Tshwane's cultural performances at the stadiums:

...We can probably jazz up 2010 or something to that effect and you need to cleverly look at how it can be used to differentiate [the City of Tshwane].

In terms of showcasing cultural and heritage elements at the soccer games (excluding formal Opening and Closing Ceremonies) there was some controversy over the degree of its representation. Respondent CHT1 argued that soccer visitors firstly come to watch soccer and that the focus should be more on providing visitors with a cultural experience in the city rather than inside the stadiums:

You can market it [cultural and heritage tourism experiences] at the games, but it should not be a cultural event.

On the other hand, respondents agreed that soccer fans will definitely experience the 'intangible' elements of the culture of South Africa in the stadiums as they interact and socialise with ordinary South African soccer fans at the games. In this way visitors will have a unique 'South African experience'. Respondent CHT1 mentioned that this will include eating South African biltong and drinking South African beer and added that it could be argued that this activity in itself could be a cultural experience for soccer fans.

Respondent CHT18 noted that, because the City of Tshwane will not host any formal Opening and Closing Ceremonies, there should be a concerted effort to create cultural experiences at the various Fan Parks that will be established all over the City of Tshwane:

Obviously Opening and Closing Ceremonies will not happen specifically in Tshwane, I think Johannesburg has those main events, but if you look at the Fan Fests and those kind of things, definitely there is an opportunity to use culture and heritage to differentiate the different areas, because what you will have to do is attract people to Tshwane as opposed to Durban or Cape Town to come to the Fan Fests, because there might be a number of people travelling to South Africa, but actually don't have tickets for the specific events.

This concept of establishing Fan Parks has been a massive success at the 2006 Germany World Cup and the feeling in general is that it could also be a major opportunity in South Africa as well. Respondent CHT8 stated:

We must start teaching people today that they don't need to go and watch a soccer game, you can watch it here [at a Fan Park].

Respondents were positive that soccer tourists should be able to have a true South African experience at these Fan Parks, which includes the food, dress, entertainment etc. It was also noted that the Fan Parks can play a huge role in differentiating the City of Tshwane from other cities, by creatively looking at ways to make each Fan Park different from others. Respondent CHT18 stated:

At those Fan Fests you will need the local food. It's no use giving them German sausages in South Africa, it just doesn't make sense!

Respondent CHT18 also mentioned that the range of different embassies in the City of Tshwane should also be integrated at the Fan Parks and that this could act as a drawing card to present a whole range of cultural events representing the different cultures from all over the world:

So it's not just local culture but also acknowledging other cultures... like doing international food festivals, because you have all of the different cultures there, so use it, don't just let them sit there.

Respondent CHT8 pointed out that it should be noted that at all the soccer stadiums there will be an inner parameter that will be strictly controlled and managed by FIFA. In this inner parameter they will have the final say as to what will happen and official World Cup sponsors will have exclusive rights in these areas. However, it should be noted, that there will also be an outer parameter at each stadium that FIFA are not concerned with. Here the challenge will be to creatively engage the locals in activities that can add value to the soccer tourist's experience, such as presenting South African arts and crafts or food, like 'pap' and 'braaivleis'.

According to Respondents, it is crucial that all the areas surrounding the actual event are arranged in such a way that it distinctly represents South Africa to the visitors. These areas should remind visitors that they are in South Africa and should showcase uniquely South African cultural features. Respondent CHT17 are of the opinion that soccer tourists want an overall experience in South Africa that includes cultural elements:

When people say: 'I have been to this place [South Africa]', they don't mean the hotel; they mean all the activities outside the hotel, the people, the language, the atmosphere. So I think that is very important.

Finally, it was stated that all cultural experiences, whether it is food, music, or dances, should be presented in a tourist-friendly manner. Respondent CHT11 pointed out:

Performances at stadiums should tell a story. I mean if this was China, you would have the dragon dance...

6.3.2 Adding value to the marketing thrust of the event

It was clear that all respondents believe that marketing South Africa, and specifically the City of Tshwane, during the 2010 Soccer World Cup, can potentially generate massive awareness of these destinations. Respondent CHT18 pointed out:

2010 is all about marketing. The actual event is a short event for 30 days, but it is marketing the country in those 30 days for future tourists that are the key thing.

Respondent CHT17 added:

I think immediately when the media puts its eyes and hands on us, South Africa, that will be an advert for us to the whole world.

Respondents are positive that the 2010 event is a golden opportunity for South Africa and Africa as a whole to really showcase the cultural diversity that exists, not only to international visitors, but also to other South Africans. Respondent CHT6 stated:

Yes, it can be an eye-opener! The rest of world should think: 'Wow! We did not know that South Africa has so many different cultures'.

Respondent CHT4 stated that tourists do not go to a country to stay in a specific hotel; they come because they want to experience a destination culturally. This Respondent added that it is this cultural element, that sets destinations apart from each other and that should be marketed extensively at the World Cup:

Oh absolutely, cultural elements are vital... they visit because there is something culturally that sets you apart and that is key to any country.

Word-of-mouth communication was also mentioned by respondents as an important marketing tool. Respondent CHT17 stated that many soccer visitors that return to their countries from South Africa will play a role in marketing the country back home:

...The person will take that back home and will start showing it off to the people: 'Hey this is South Africa!'...

The media was identified as an extremely important role player in the 2010 Soccer World Cup, as they will influence the way in which the country will be perceived by millions of people watching soccer all over the world. Respondent CHT18 said that it

will be important to make sure that these journalists also experience the culture of the city so that they will be able to promote it during the World Cup:

You have to keep the journalists entertained because they are I think of all the people coming to the event (they are the most important!), because they will go back and write the stories. If they have a good experience, they will write good stories, and it is making sure that they experience the culture.

Respondent CHT18 indicated that 'public relations' is one of the most ineffectively used marketing tools in the city. The City of Tshwane, as the Capital City immediately has a huge advantage over other cities, because if anything happens in the government it is published in the news and the feeling was that the media can be used more creatively to market the destination. Respondent CHT17 observed:

...the media is definitely going to send out a message and the signal that is going to be sent out should better be good, because it will stay in the minds of the people.

Another interesting aspect that was raised by Respondent CHT4 was to attract non-official broadcasters to the City of Tshwane:

Of course there are always the designated broadcasters, but are we involved in getting other broadcasters, who are not in the designated broadcaster groups, to sign deals where they will focus on snippets of the cultural side of the country?

Respondent CHT4 specifically referred to an example that was used at a sporting event in Edmonton, Canada in 2001. During this event, great emphasis was placed on compiling cultural and other tourism-related stories before the event and media centres were created in the stadiums to disseminate these other stories to non-official broadcasters and to take tourists on tours. Everyone initially thought this activity to be time-wasting and it was believed that sports tourists exclusively came to attend the sporting activities. In the end, everyone picked up on those stories and it played a

huge role in positioning the city and the country in the minds of journalists, thus playing a vital role in marketing the destination during the event.

In terms of the current branding and positioning of the City of Tshwane, it was also mentioned that the City of Tshwane is not clearly positioned in the minds of tourists and it was added that there is an opportunity for the City of Tshwane to modify their image to become more favourable in the eyes of visitors, as well as locals. It seems as if there is a number of misconceptions about the city and that tourists and locals in general are not aware of what is going on in the area.

Respondent CHT18 added that often people do not understand what is meant by 'diversity' and that it might be worthwhile to look at the jazz experience as a way to differentiate the City of Tshwane. It was also said that through hosting an important soccer team, like Brazil (which has more or less the same colours as the Mamelodi Sundowns), in Tshwane during the 2010 World Cup, can create a great deal of marketing exposure for the destination. Creatively looking at branding the City of Tshwane by using merchandising opportunities, such as clothing and other items, during the 2010 event will be important. The use of a possible mascot was also mentioned by Respondent CHT1 as a creative possibility to market the City of Tshwane. Respondent CHT4 stated that marketing should be innovative:

It [marketing] requires some innovative thought by the marketing organisation of the country and I think the marketing council is thinking along those lines already and thinking how to do it...

Respondent CHT16 was concerned whether the City of Tshwane was succeeding in distinguishing itself from a destination like Johannesburg. It is said that the City of Tshwane is the Capital City, but that it has not been used appropriately to differentiate the city from other cities. Respondent CHT16 also indicated that it is important that the City of Tshwane and Johannesburg try to complement each other, rather than compete with each other. Respondent CHT18 observed:

You will have to create something that will entice them to stay here as opposed to other places and I think culture and heritage can be used as that differentiating factor.

Respondent CHT1 also mentioned that the first step in marketing tourism in the City of Tshwane is to start with marketing products to the local people. It was found that more people in Tshwane visit museums in other provinces, than they do in their own city. This is a problem in the City of Tshwane, as it seems as if locals are mostly unaware of what is available in their own destination. Respondent CHT1 pointed out:

We should develop products in such a way that our own people will visit them.

Another issue that was raised is that of the establishment of a dedicated Regional Tourism Organisation (RTO) in the City of Tshwane. It was mentioned that this organisation is needed specifically to market the area before, during and after the 2010 World Cup. The belief was that the RTO should incorporate everyone so that there is a single organisation that speaks with one voice. Respondent CHT18 pointed out:

One of the key things that came out of the strategy [Tourism Master Plan] is that we need a regional tourism organisation that will actively market and promote the destination as a tourism destination...

The need for a proper tourism information office was also raised as a key concern to address before the 2010 event. The issue of an up-to-date and inclusive visitor guide of tourism attractions in the area was also mentioned as a key priority by respondents. Currently there is a gap between established tourism products and the emerging tourism products especially in the township areas. This is also reflected in the current visitors' guide, as it only contains a list of these products, but does not contain any contact details or descriptions. Respondent CHT16 explained the situation as follows:

I was so unhappy about the visitors guide. It had all established businesses with their pictures and a little description of where they are and what they offer and all the black establishments were at the back of the book and there is not a name or a telephone number.

Finally, Respondent CHT11 made a critical comment regarding the importance of marketing in the run-up to the 2010 event:

...They [South African Tourism] have four years for the Soccer Event, but they have 40 years after the Event and it is the 40 years after the Event that is so important.

6.3.3 Diversifying the tourist's experience

Most respondents agreed that elements of cultural and heritage tourism should be used to create value-added tourist experiences for visitors. Respondent CHT17 added that these experiences can increase the attractiveness of South Africa as a tourism destination:

...This is our chance to diversify our product and make sure that the people have something to keep them busy. Remember that it is not everyone who is going to attend every match. Attendance will depend on the interest and who the people support. If they don't go to the stadiums, what will they do? We need to keep them busy by offering products!

Even though most respondents were positive that soccer tourists would engage in these cultural activities and experiences whilst visiting South Africa, some respondents mentioned that it will be important to determine to what extent visitors would want to participate in these activities. In other words, how much time will visitors really spent engaging in these activities? Respondent CHT18 pointed out:

[Soccer tourists]...will do lots of beer, that's what soccer fans do! ...I know we joke about it, but their main aim is to watch soccer and to drink and they don't generally go and do other things while they are here.

This discussion also led to the next interesting key question that was raised by respondents. Respondents seemed to be unsure as to what type of cultural and heritage tourism activities soccer tourists would want to participate in whilst visiting South Africa in 2010. Respondent CHT18 mentioned that the answer to this question might lie in the quest to understand the profile of the 'soccer' tourist as opposed to a 'normal' tourist. Respondent CHT7 added:

We should not underestimate the soccer tourist and believe that they will only be loudmouth beer drinking tourists, but we should also not expect them to be typical 'culture vultures'.

In general, most respondents said that they believe that soccer fans possibly would like to experience the 'live' culture of South Africa, by engaging in experiences where soccer tourists could experience the 'way of life' of South Africans, such as visiting a local shebeen to watch soccer games for which they do not have tickets. Respondent CHT18 pointed out:

I also spoke to some U.S. tour operators at Indaba last year and they were talking about this thing of wanting an authentic experience. They don't want a staged culture and heritage or cultural village type experience. They want to engage with people (real people) and how they go about in their daily life. So that is definitely something that is being asked for.

Respondent CHT11 added:

I think that something that would perhaps appeal is going to, what used to be called a shebeen, to see how the people live today.

Respondent CHT7 acknowledged that there will be a tiny percentage of soccer tourists who would like to have an in-depth cultural experience, but it is believed that the majority of soccer tourists want to have a 'lighter' cultural experience, which is interesting, entertaining, educational and different, but not too serious. Respondent CHT2 pointed out:

*...but I think that many people do not want to go too deep into culture...
but they want an experience.*

Respondent CHT11 stated:

My own feeling is what is going to happen with the Soccer World Cup is that people are going to come to the soccer and do something easy... I don't think that they would want an in-depth cultural experience.

Another interesting comment that respondents made, was that entertainment should be the key ingredient of these cultural and heritage tourism experiences. Respondents seem to believe that soccer tourists want to have an entertaining experience that provides fun and excitement. Respondent CHT11 also mentioned that it is important that information given to tourists during these experiences should be easily digestible and that creating appropriate stories and experiences are also important:

I mean even the more serious tourist needs to be entertained.

Respondent CHT18, however, added that accepting that watching soccer is their main purpose of visit; it may be worthwhile to, through their experiences and engaging with people at Fan Fests, entice them to engage in other tourist activities. These experiences could also be advertised at the stadiums. Respondent CHT4 added:

I agree with you that there are opportunities that sit outside the classic sand and sea experiences, and look, I mean a lot of fans will go from the bar to the bar, you know, but there is certainly fans who are interested in the country, who have not been to South Africa before, and would want all these activities.

The key to attract these tourists is to make it easy for them to access these experiences. Tourism experiences should be easily accessible, entertaining, interesting and different from your normal tourist experience. Respondent CHT1 indicated that information on the available products and experiences should also be accessible on the Internet, at least a year before 2010 and the City of Tshwane should make sure that these experiences and products are developed in advance. Hotels will also play a key role in this regard and experiences should be offered to soccer tourists when they check into the hotel (Respondent CHT1). This will ensure that tourists know what is going on and to create greater access to these experiences. Respondent CHT11 pointed out:

I really believe the majority of the soccer supporters are not going to want to search for anything and they don't want to go and look for things. It's virtually going to have to be handed to them on a plate.

Respondents agreed that these value-added tourism experiences could entice visitors to come to and stay in the City of Tshwane, as opposed to going elsewhere. Respondent CHT18 added:

...you will have to create something that will entice them to stay here as opposed to other places and I think culture and heritage can be used as that differentiating factor.

In terms of the tourism industry's ability to provide these value-added tourism experiences to visitors during 2010, some respondents said that inadequate product development is still a major constraint at the moment. Some genuine efforts should be made to create more creative and innovative visitor experiences for visitors, which will ensure that more tourists stay in the City of Tshwane to enjoy these experiences. Respondent CHT3 pointed out:

It is a challenge in this country that we encapsulate these people and give them the time of their life.

Respondent CHT17 added:

Yes, we must be careful; today's tourist is different from tourists 20 years ago. Today's tourist is knowledgeable, spontaneous, more educated; they do research before they go on holiday. They will come here knowing what is already available around a certain area. Apart from the match they want to experience all available.

Respondent CHT7 mentioned that the City of Tshwane should use their existing attractions, such as the Botanical Gardens, and blow life into these attractions by integrating additional events and cultural experiences, such as dances, music and other activities. It seems as if events could be a great way to keep soccer tourists entertained throughout their stay.

The whole issue of packaging these appropriate 'experiences' for visitors also came up in many discussions. Most respondents agreed that packaging is critical and that it will be the responsibility of South African Tourism and the various Metro Councils and associations from the host cities to creatively look at ways to package experiences for soccer tourists.

In terms of all value-added cultural and heritage tourism experiences that will be presented to tourists during 2010, it was mentioned that the attractiveness and quality of these offerings are extremely important. The issue of appropriate interpretation was also mentioned by Respondent CHT18 as a key challenge to address before 2010:

Because a lot of what is available is not interpreted properly, and therefore it is not accessible, and therefore people do not know about it.

Authenticity as a key component of any cultural or heritage tourism experience, was also mentioned as a key prerequisite in creating appropriate visitor experiences. The sustainability of these cultural and heritage tourism experiences beyond 2010 also came up as an important factor. Respondent CHT11 stated:

The experience that tourists are going to get here is going to be so important because maybe if they come here and get a broad overview of culture in South Africa they might want to come back to experience it in more depth [at a later stage].

In terms of township tourism it was said that the townships should start preparing now to receive visitors during 2010, so that they will be able to receive tour groups. Massive training programmes should be launched in these areas so that tourism products can be developed. Respondent CHT7 highlighted the problem that the City of Tshwane still do not have enough cultural and heritage experiences that represent the black population of the area. Respondent CHT6 said that the township experience that could consist of watching soccer with locals in a shebeen and mixing that experience with a jazz experience seems to be the way to go. Respondent CHT19 added that these experiences could contribute to showcasing the real culture of South Africans.

The concept of cultural and heritage tourism routes also came up in many of the discussions with respondents. It was agreed that these routes could play an important role in the 2010 World Cup, but that it was necessary to brand these routes appropriately, intensify the marketing efforts and involve the locals and other stakeholders to enable them to experience these routes (Respondent CHT9). Respondent CHT17 added that the media should also be made aware of these routes. According to Respondent CHT9, the challenge will be to create creative themes around these routes that can truly create special experiences for soccer tourists. Products on these routes should also be of a high standard and quality and user-friendly maps should clearly mark out these routes.

Respondent CHT18 stated that the concept of providing soccer tourists with value-added cultural and heritage tourism experiences during the 2010 World Cup could already be tested and implemented in the City of Tshwane in the coming years. This could serve as an indication of the type of experiences that would be in demand and show any gaps or problems that might exist. These problems could then be addressed and rectified before the 2010 event takes place.

Respondent CHT5 also acknowledged the important role that culture and heritage can play in ensuring return visits to the destination after 2010:

Yes, I mean where can you have all nations of the world descending in one country? So we have to find ways really, say if people are in the Pretoria area, use the culture of the area and make sure that we really expose as much as we can of who we are. So by the time they go, we will have return visits and say they want these experiences again and they will come back for more.

6.3.4 Strengthening community pride and contributing to nation-building

Many respondents believe that a certain degree of community pride and nation building could take place, because of the hosting of the 2010 Soccer World Cup. Respondent CHT6 mentioned that when the local community perform their dances or sell their artwork to tourists that appreciate and enjoy their efforts at the event, it can create feelings of pride and appreciation amongst the community:

Cultural tourism is actually a wonderful thing, because there are so many indirect advantages linked to it. Often the indigenous communities feel insignificant and primitive, but when tourists appreciate and enjoy their culture or crafts it creates a certain amount of pride in these communities.

Respondent CHT17 added:

I think culture is all about pride – it can build a nation!

The key to creating feelings of pride and unity amongst communities is to ensure that as many people as possible are actively involved in the 2010 World Cup. Respondent CHT5 pointed out:

...because if people come here on a tour or for the World Cup and people perform their cultural dances, and they get a response, and people appreciate that, and that makes you feel proud of who you are. I think what we have to do is involve more people so by the time the World Cup ends, people will be proud of who they are.

Respondent CHT4 mentioned that volunteerism is one way to involve the community and that it is critical that there should be a good volunteer programme in place for the 2010 World Cup. Many of the successful past mega-events, such as the 2001 Sydney Olympic Games, made extraordinary efforts to involve citizens through their volunteer programme. Respondent CHT17 added that it will be vital to involve the youth in opportunities surrounding the 2010 World Cup. Respondent CHT16 stated:

I know obviously there is a lot of people living under the breadline, but people should not try to take 2010 as a quick buck-making scheme, they should take it as something that makes us proud as South Africans. The community can show that they are proud by doing things voluntary...

Respondent CHT1 also mentioned that there is a need to create a strategy to stimulate excitement amongst the local communities. Through this programme, citizens should be made aware that every person has the ability to become an ambassador of their own country or city for the duration of the event and that by just being friendly they can already contribute to a more successful event. The local community should be made aware that every point of interaction with a tourist will influence that particular visitor's total visitor experience. Respondent CHT1 indicated that this awareness will also lead to the City of Tshwane becoming a more tourist-friendly city for visitors. Respondent CHT1 added that nation-building in essence is all about hospitality and that everyone in South Africa should be prepared to welcome soccer tourists in 2010. There should also be a general understanding amongst communities that these soccer tourists are special as they greatly contribute to the country's economy.

Respondent CHT1 mentioned that when there is a certain atmosphere of celebration and festivity amongst the local community it will drive tourism in these areas. The City of Tshwane should examine different ways to excite the local community and especially the women that is traditionally not soccer-orientated, but could nevertheless play a major role in this celebration. According to Respondent CHT11, there will be a tremendous opportunity for locals to interact with overseas tourists and to engage in cultural exchange.

Efforts should be made to make communities realise that they have something to offer that other people will like and appreciate. By means of their arts and crafts and way of life, the community can showcase the identity of the people of South Africa, which in turn can contribute to strengthening community pride. Respondent CHT4 pointed out:

If there can be a volunteer programme leading up to 2010 and post 2010 and if there is a certain community pride in what people has to offer, you can completely turn around the way that the city sees itself and how it feels about itself.

Hosting the 2010 event successfully in South Africa can restore confidence in the country. Respondent CHT8 added that it will be vital that South Africa are well-prepared for the 2010 event to ensure a smooth hosting of the event. According to this Respondent, South Africa should already start now to acknowledge the small successes that have been achieved so far and communicate these successes effectively.

Finally, Respondent CHT18 also stated that a certain degree of nation-building will also depend upon the success of the performances of the National South African Soccer Team at the 2010 World Cup. This was certainly the case in 1995, when the Springbok Rugby Team won the Rugby World Cup in South Africa.

6.3.5 Creating cultural and heritage tourism business opportunities

All respondents agreed that there are numerous cultural and heritage tourism business opportunities that will emanate from the hosting of the 2010 Soccer World Cup. Respondent CHT17 pointed out:

There are a lot of opportunities and entrepreneurial opportunities and they are only waiting for the moment to be harnessed.

It was clear that respondents believe that these business opportunities are a great way to create jobs and community participation and involvement. According to Respondent CHT9, involving the youth in opportunities surrounding the World Cup is a very important objective. Respondent CHT3 added that the following problem is still a concern:

I think that people on the ground are not really feeling what is happening here and they don't see how they are going to benefit out of 2010.

Respondent CHT7 added:

If you get people to make products specifically for the World Cup it should not only be in the hands of the big players, rather use local women to do stitching work.

Respondent CHT18, however, added that in order to truly take advantage of these opportunities, it will be necessary to thoroughly plan and identify these opportunities first. Respondents added that the local communities are currently unsure of all the possibilities that exist around the hosting of the World Cup and that there is a need to appoint somebody like an 'opportunity facilitator' that could guide this process and assist local entrepreneurs to become involved in the event. Respondent CHT16 added that timeous and clear communication is one of the most important things to enable

the community to fully take advantage of the opportunities related to the 2010 event.
Respondent CHT1 added:

The more people that get jobs out of 2010, the better!

It was mentioned that sustainability of all business opportunities are vital. Respondent CHT7 pointed out that it is not sustainable to build your whole business around 2010. The 2010 event should rather boost the business during 2010 and should afterwards still be able to continue.

Very importantly, it was stressed that ideas that are unique to the City of Tshwane should be explored, although almost all respondents mentioned that they are not exactly sure which items can be labelled as such. Nevertheless, some ideas that were provided, included: using heritage and background to create authentic experiences for visitors (such as donkey cart transport to shopping malls, stadiums and attractions); having cultural festivals where tourists can experience the culture of South Africans; providing typical South African food; selling arts and crafts that can only be found in the City of Tshwane and that are unique to the area; creating beaded soccer balls; and building upon the idea of the jazz experience.

In terms of arts and crafts, Respondent CHT18 noted that the focus should be on the 'hand-crafted' component, to make sure that arts and crafts are special and different from anywhere else:

Make sure that there are Tshwane-specific arts and crafts available that you can't find in Johannesburg or anywhere else in South Africa and that you actually have to buy them here, because you cannot find them anywhere else.

Respondent CHT1 added:

It does not help that when someone arrives here and wants to buy items that everything is 'made in Hong Kong'. We need to teach people already now to make unique items.

All items should also be of high quality standards to reflect the high quality image of the City of Tshwane. Respondent CHT6 mentioned that it is a problem that many people sell the same arts and crafts and that there is not enough diversity. A possible solution is to have workshops with the local communities to help them identify opportunities and assist them with the development of these ideas. Respondent CHT10 pointed out:

...I think we need a bit of identity here.

Respondents also mentioned that people should be clever when they make these items and ensure that these items can be transported by soccer tourists of which some might have to travel extensively. Innovation is the key concern here. Respondent CHT9 pointed out:

In the townships there is a lot of potential for locals to create curios, but someone should show them what they should make, because 'kleipotte' does not work. You cannot take it home.

In terms of opportunities in the township areas, Respondent CHT17 said that safety is a key concern that will need to be addressed before tourists will freely stay in the township areas. The issue surrounding unrealistic expectations was raised a number of times. According to Respondent CHT17, some people are going to gain out of the World Cup and in other cases they will not. It was also mentioned that in many cases, benefits will be intangible, rather than in the form of 'hard' cash. Respondent CHT11 mentioned:

I remember how many previously disadvantaged people were trained as guides [for the World Summit on Sustainable Development in 2001], all expecting work. I don't know of any guide, disadvantaged or advantaged who got work.

Respondent CHT18 added:

I mean that is one of the key things – making sure that the economic benefits of the spend stays within the city.

Respondent CHT11 mentioned that the average tour operator might have a very difficult time, because big tour operators are going to make block bookings in the Kruger Park. As a result, the general tourist who is not interested in soccer is not going to be able to come, because everything is going to be sold out:

...We as an average tour operator, we are a small operator and we are not into the soccer thing because we can't get tickets and we want to carry on with our business, but would we be able to?

It will be crucial to manage the expectations of the local community to avoid a situation like the one experienced during the 2001 World Summit on Sustainable Development, where many people opened up new guest houses that were not filled during this time. According to Respondent CHT11, ensuring that the whole community benefit from the 2010 event is also a key challenge:

So to make the whole community benefit is another challenge. There should be enough spin-offs of the shebeen so that everybody has an opportunity to benefit from it.

6.3.6 Contributing to city regeneration and development

There seems to be a weaker response to the last opportunity identified in this study and respondents mostly referred to the clean-up of city centres as a part of city regeneration. Respondent CHT7 pointed out:

They call it regeneration, but it is actually a clean-up.

Interestingly, most respondents mentioned community pride as a key element of city regeneration. Respondent CHT18 pointed out:

The key thing here is to get people to be proud of who they are and where they live and so on...

However, in terms of this clean-up, respondents agreed that the city centre of Tshwane will definitely be clean during the hosting of the World Cup, but explained that the problem is that this clean-up might only be temporary and might not have a lasting effect. Respondent CHT8 mentioned that in order for this to have a lasting effect, awareness amongst locals should be created and that an increase in pride will alleviate this problem. Respondent CHT18 stated that litter lying around will put people off and can negatively influence tourists' image of the destination. Respondent CHT18 mentioned that this clean-up can be a tool for regeneration, but that it should come from the people itself:

That goes back to awareness creation and making them aware that, if you want people to visit your place, you have to prepare it for visitors.

According to Respondent CHT6, for any regeneration to take place, you need two things: resources and excitement. Respondent CHT6 also added that you can actually creatively make the area a piece of artwork during the 2010 World Cup and that this can contribute to city regeneration. Respondent CHT9 pointed out that some of the popular tourist attractions in the City of Tshwane will also be upgraded in time for the 2010 World Cup:

Church Square was recently made more beautiful by setting up pots around the area. The whole place has also been cleaned up at half a million rand. We are also negotiating to put up flower boxes and to put roses in there.

Finally, Respondent CHT1 added that there should be a strategy in place after 2010 to make sure that the efforts for regeneration during the World Cup are continued after the hosting of the event to make the efforts more sustainable for the future.

The following section of this research study highlights the key critical success factors identified by respondents to optimally leverage cultural and heritage tourism within the context of the 2010 event.

6.4 THE CRITICAL SUCCESS FACTORS TO OPTIMALLY LEVERAGE CULTURAL AND HERITAGE TOURISM OPPORTUNITIES RELATED TO THE 2010 SOCCER WORLD CUP

As a final question, respondents were requested to state approximately five critical success factors that they believe are the most important to ensure that the City of Tshwane can optimally leverage cultural and heritage tourism opportunities within the context of the 2010 Soccer World Cup.

The comments of research participants were synthesised and are reflected in the following ten critical success factors that were deemed the most important by respondents. The critical success factors mentioned by research participants in this Chapter were used as input in creating key management guidelines and recommendations for host cities that want to integrate cultural and heritage tourism within the context of a mega-event. These key management guidelines and recommendations are available in the final chapter of this research study.

6.4.1 Strong leadership and a shared vision

In order to achieve greater cooperation and support from all stakeholders it will be necessary that stakeholders start working towards achieving one common goal. Respondent CHT8 pointed out that it will be important to have a participative stakeholder work session, where all major stakeholder groups should be present. At the work session it will be important to establish a common vision and goals for the cultural and heritage tourism industry within the context of the 2010 event. Respondent CHT16 also expressed the need for better leadership as a critical success factor.

6.4.2 Creating industry partnerships, participation and involvement

In order to fully take advantage of cultural and heritage tourism opportunities in 2010, respondents agreed that the City of Tshwane needs to create better partnerships amongst all role players in the tourism industry. To add to this, Respondent CHT18 stated that the buy-in and support from all role players in the industry is of critical importance to ensure a more successful 2010 event:

This is not going to happen with just the Council doing it, or the private sector doing it or the community. It has to be a partnership and everyone got to work together and understand that they are all working towards the same goal... otherwise it is not going to work.

According to Respondent CHT9, it is vital that there is political commitment from the City Council to support all 2010 initiatives. Another stakeholder group that should be involved in the 2010 World Cup is the local communities of the City of Tshwane. According to Respondent CHT5 and CHT16, there should be a focus on community involvement and volunteerism, especially in terms of engaging the youth in the event. Finally, Respondent CHT17 indicated that positivity and passion by all is required to make a success of the 2010 World Cup:

I think if we can be positive and if we can be passionate about what we want to do, we are going to make it. We got to be ready to offer ourselves and to participate.

6.4.3 Ensuring and developing appropriate cultural and heritage tourism experiences

Developing appropriate and high-quality cultural and heritage tourism products and experiences in the City of Tshwane was mentioned by Respondent CHT1 as a critical success factor for staging a successful 2010 event. This Respondent also pointed out that the City of Tshwane as a destination should be more tourism-orientated to give tourists a better total visitor experience. This means that each touch-point in the tourist

experience should be satisfying and contribute to an enjoyable visitor experience. Respondent CHT19 mentioned that there is an opportunity to create cultural experiences for visitors attending the Fan Parks. This respondent also stated that visitors should be taken to local villages to expose them to different African cultures to support the rural communities. In order to achieve this, Respondent CHT6 pointed out that it is critical that the appropriate infrastructure is in place and that tourism experiences are of high quality.

Another critical success factor, mentioned by Respondent CHT6 and CHT19, is that all cultural experiences that are created during the 2010 World Cup should be sustainable and should be promoted after the World Cup. This will ensure that it is not a once-off cultural experience, but that continuous business is derived from it. Respondent CHT8 pointed out that it will be important to look past 2010 and realise that the 2010 World Cup is only a catalyst and that we should learn from previous events such as the World Summit on Sustainable Development that was held in Johannesburg in 2001:

Because when we look at the World Summit held in Johannesburg, it's so easy to say that it didn't work [because not everyone benefited from the event], but I think we should rather take the lessons learnt from this event and ensure that it doesn't happen again and that our people definitely benefit from it.

6.4.4 Ensuring access to relevant information

Respondent CHT17 added that to host a more successful 2010 World Cup the industry should aim to create better access to information in order to increase the industry's knowledge of the cultural and heritage tourism product and of what tourism is all about. There should be more information sharing amongst the industry. Respondent CHT1 and CHT7 mentioned the importance of having a website in place. This website should be linked to FIFA and everyone in the tourism industry should be encouraged to add their information on this web-portal. This information in turn should be easily accessible by potential tourists and on-line bookings should be easy to

make. Respondent CHT13 added that an adequate tourism information centre for the city is critical and that the sharing of information will assist to create better industry partnerships. The local community should also be informed of all the various opportunities that are available and information should be disseminated so that people know where to get the right information.

6.4.5 Ensuring a distinctive branding and marketing strategy

Respondent CHT6 and CHT19 pointed out that appropriate marketing will be critical to ensure a successful 2010 event. This includes creating awareness amongst tourists and the local community of what is available in the City of Tshwane. As was mentioned previously, a user-friendly website that is linked to FIFA should be used to communicate all that the destination can offer to potential visitors. Respondent CHT16 added that good communication skills will be vital as it will be critical to communicate the right things to the right people at the right time. This will ensure that tourists are aware of what is available in the City of Tshwane and South Africa and increase the attractiveness of the destination.

6.4.6 Ensuring an appropriate 'enabling environment'

Respondents mentioned that what will be most important to host a successful 2010 event is to get back to basics. Respondent CHT7 explained that this means that all basic infrastructures should be in place, such as accommodation, transportation and safety that will enable visitors to enjoy the cultural experiences provided in the City of Tshwane. Respondent CHT18 pointed out that it is vital that visitors to the 2010 event should be able to move around and that public transport is available to transport soccer fans. It is clear that it is pointless to have wonderful cultural products and experiences available for visitors, but they are not accessible. Respondent CHT18 mentioned that this includes that tourists should be able to get the right information so that, for example, if they want to experience jazz in the city, it shouldn't be a mission to find out where they can do it. The mobility of people to move around during 2010 to get to the Fan Parks and back to their hotels and from the hotels to the various

attractions and activities are also very important. The bottom-line is that it should be easy for visitors to find their way in and around the area.

6.4.7 Ensuring appropriate levels of safety and security

Another non-negotiable element to ensure a successful 2010 event is safety and security. Respondent CHT18 stated that this means that tourists and locals need to feel secure and safe where they go. This is currently one of the controversial issues that are being debated by the international and national media fraternity. It is clear that the City of Tshwane should do their utmost to ensure a safe and secure environment for visitors during the 2010 event.

6.4.8 Ensuring a skilled and service-oriented workforce

The need was expressed to provide better training in the cultural and heritage tourism industry that can truly empower people. Respondent CHT11 stated that front-line staff has an important role to play in the service delivery process and that staff should be trained to handle queries from visitors and should have a basic understanding of different languages. According to Respondent CHT5, in order to be successful, the City of Tshwane needs to allow adequate time to prepare for the 2010 event. Respondent CHT15 also added that, as a matter of urgency, the City of Tshwane needs to develop an appropriate plan in terms of tourism for 2010 so that everyone on board knows exactly what to do.

6.4.9 Securing appropriate funding

Respondent CHT15 and CHT16 mentioned that another important issue that needs to be addressed, to ensure success, is adequate funding. There is a huge need for funding and sponsorships to enable the industry to develop and upgrade appropriate cultural and heritage tourism attractions and experiences for 2010.

6.4.10 Ensuring an appropriate and appealing city environment

Respondent CHT11 mentioned that the City of Tshwane should be made more attractive for visitors. This means that the area should be clean and neat at all times. There should also be a positive vibe in the city so that visitors will enjoy their stay in the destination more. Respondent CHT11 added that the friendliness and efficiency of people in the City of Tshwane will also influence the attractiveness of the destination. Having good accommodation facilities available for soccer visitors during 2010 will also make the City of Tshwane more a more attractive destination to pursue.

6.5 CONCLUSION

In this chapter the results of the in-depth, semi-structured interviews conducted with respondents in the study was analysed and discussed in more depth. The main objective of this analysis was to determine key stakeholder perceptions and expectations regarding the possible contributions of cultural and heritage tourism within the context of the 2010 Soccer World Cup. In each case, specific comments made by respondents during the interview process, was used to support research findings.

Firstly, respondents were requested to provide their perceptions of the key strengths and weaknesses of cultural and heritage tourism in the City of Tshwane. A model of destination competitiveness was utilised as a framework for this discussion. Secondly, respondents provided their views and expectations regarding the possible contributions of cultural and heritage tourism in the City of Tshwane during the hosting of the 2010 Soccer World Cup.

Finally, respondents provided their views on the critical success factors to ensure that the City of Tshwane optimally leverage cultural and heritage tourism within the context of the 2010 event. It is clear that the research findings emanating from the empirical research process in this research study adds value to the information gathered during the secondary data collection process in Chapter Three.

Both the empirical research process and secondary data collection process creates a better understanding of the possible contributions of cultural and heritage tourism within the context of a mega-event. The next chapter will provide a synthesis of the research findings in this study and provide key management guidelines and recommendations to optimally leverage cultural and heritage tourism within the context of a mega-event.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

Not only during, but also before and long after South Africa has hosted the 2010 Soccer World Cup, many impacts will be experienced by the country and its host cities in a variety of spheres. These potential impacts that can accrue to a host destination are often referred to as 'legacies'. These legacies are frequently the reason why many countries, regions and cities bid to host these major events (Ritchie, 2000:156). Increasingly, host destinations are also acknowledging that the hosting of a major event can have a considerable impact on the people of the destination and that community participation and support can ensure a more successful event (Garcia, 2003c). Furthermore, Garcia (2003c) argues that one of the ways to ensure a more sustainable event is 'to ground them on cultural elements that are representative and distinctive of the host community'. Thus, it is proposed that cultural and heritage tourism could play a significant role in contributing to the hosting of a mega-event, though a lack of information in this field currently limits the ability of mega-event hosts to do so (Garcia, 2003c & Garcia, 2004a).

Based on this need for research, the purpose of this qualitative research study was to explore the potential contributions of cultural and heritage tourism within the context of a mega-event. In order to explore these contributions, both secondary data and primary data were collected. During the secondary data collection process, a literature review was conducted to explore different best-practice case study examples of previous and future mega-events regarding the way in which cultural and heritage tourism contributed to the hosting of the particular event. The literature review clearly indicated that there are a number of specific ways in which cultural and heritage tourism have contributed or will contribute to the hosting of an event. During the primary data collection process, semi-structured, in-depth interviews were conducted with 19 industry stakeholders in the City of Tshwane, to gauge their perceptions and expectations regarding the potential cultural and heritage tourism opportunities identified in this study. Using the City of Tshwane as a case study, this research study provides empirical evidence that there are a number of possible cultural and heritage

tourism opportunities that can be leveraged for a destination in the hosting of a mega-event.

The purpose of this final chapter is to draw insight into the findings from the literature review and stakeholder interviews and to propose a model and key guidelines that can assist host destinations to optimally leverage cultural and heritage tourism opportunities within the context of their event.

7.2 RESEARCH FINDINGS

Based on the findings of the literature review, it is evident that there is a definite increase in the popularity of hosting mega-events globally, especially as a result of the greater awareness that destinations have of the potential legacies that can be secured by the host destination after the event. It is clear that a key objective of all host destinations is to create and sustain more positive legacies for the benefit of their communities. In this research study it was found that host destinations can possibly secure sustainable legacies for their communities by focusing on leveraging cultural and heritage tourism opportunities within the context of the mega-event. As indicated previously, the potential contributions of cultural and heritage tourism in a mega-event context were identified during the secondary data collection process by examining best-practice case studies of local and international mega-events. The perceptions and expectations of stakeholders in the City of Tshwane, regarding these contributions and possible opportunities surrounding cultural and heritage tourism and the 2010 Soccer World Cup, were then investigated.

Figure 8 graphically illustrates the potential contributions of cultural and heritage tourism in a mega-event context, as well as the potential legacies that can emanate from hosting a mega-event. This research study proposes that by leveraging cultural and heritage tourism opportunities surrounding a mega-event, a host destination can secure a number of potential legacies.

Figure 8: The contributions of cultural and heritage tourism and the potential legacies within a mega-event context



Source: Developed for this research study

In sections 7.2.1 and 7.2.2 of this research study the two main elements of this figure, namely the potential contributions of cultural and heritage tourism within a mega-event context and the sustainable legacies that can emanate from the hosting of a mega-event, are described and explained in more detail.

7.2.1 The potential contributions of cultural and heritage tourism within the context of a mega-event

As mentioned above, in order for a destination to secure potential sustainable legacies for its communities, the host destination can leverage a number of possible cultural and heritage tourism opportunities within the context of the event. These cultural and heritage tourism opportunities were identified in this research study by examining various best-practice case studies of previous and future mega-events. During the primary data collection phase of this research study, key industry stakeholders in the

City of Tshwane provided their perceptions and expectations regarding each of these opportunities with specific reference to the 2010 Soccer World Cup. A synthesis of the findings of both the secondary and primary data collection phases is provided in this section of the research study.

A. Broadening and enhancing the actual event offering

Examples from best-practice mega-event case studies indicated that cultural and heritage tourism can contribute to the actual event offering in a number of ways, such as contributing to formal Opening and Closing Ceremonies, forming a part of cultural programmes traditionally associated with the hosting of the Olympic Games, and as a key element of the 'Fan Parks experience'. In all of these cases it was clear that cultural and heritage tourism contributed towards showcasing the uniqueness of the particular host destination.

The findings from stakeholder interviews reflected that respondents were positive that cultural and heritage tourism elements can be used to broaden and enhance the 2010 World Cup event, and especially assist in giving the World Cup an 'African' flavour and focus. Respondents mentioned that cultural and heritage tourism elements will definitely form a part of the formal Opening and Closing Ceremonies taking place at the beginning and end of the 2010 event. The feeling was that there is a great opportunity for South Africa to put together a fantastic cultural performance at these Opening and Closing Ceremonies. In addition to formal Opening and Closing Ceremonies, it was mentioned that soccer visitors will also experience the 'intangible' nature of cultural and heritage tourism while engaging with South African soccer supporters and consuming South African food and drinks at the stadiums. Respondents also highlighted the contribution of cultural and heritage tourism to add value to the 'Fan Parks experience'. The concept of erecting official FIFA Fan Park areas in the host destination was first implemented during the 2006 Germany World Cup. These Fan Parks created opportunities for massive celebration and live soccer games were broadcasted on big screens. Respondents in this research study reiterated that these Fan Parks present an opportunity for the City of Tshwane to provide visitors with a unique cultural experience, which can differentiate the host city from other destinations in South Africa. An example, mentioned by respondents, is to

bring in unique and traditional South African cultural elements, such as the concept of shebeens, to create a South African experience through each Fan Park experience. Furthermore, respondents indicated that it will be vital that all areas surrounding the actual event should be arranged in such a way that it distinctly presents South Africa to the visitor and that all cultural activities should be presented in a tourist-friendly manner.

B. Adding value to the marketing thrust of the event

It is evident from an analysis of best-practice case studies that cultural and heritage tourism can enhance and add value to the marketing thrust of an event. Specifically, cultural and heritage tourism contributed to enhancing the host destination's image and branding activities. It was also found that hosting a mega-event can produce significant promotional benefits for a host destination, because of the massive global exposure that these events receive through the media. The important role of non-accredited media centres to promote cultural and heritage tourism in the specific host destination, was also highlighted in a number of case studies.

During the primary data collection process, it was found that respondents agreed that the 2010 Soccer World Cup is a golden opportunity for South Africa and Africa as a whole to really showcase the cultural diversity that exists. The media was identified as an extremely important role player in the 2010 event as they will influence the way in which the country will be perceived by television audiences globally. Another idea that respondents mentioned, that can be applied to the South African case, is to attract non-official journalists to the event and to engage them in cultural and heritage tourism activities throughout the duration of the event, so that they can report on these experiences. It was added that 'good news' stories should be proactively compiled and disseminated to these journalists to use during the 2010 event. Conference delegates attending the 2010 National Communications Partnership Conference held in Johannesburg, South Africa on 15 August 2007 confirmed this idea. Respondents added that cultural and heritage tourism should be used to brand and position the City of Tshwane in the minds of tourists. The City of Tshwane could also use cultural and heritage tourism to differentiate the city from other host cities in South Africa, such as

Johannesburg and Durban. The need for a comprehensive and high-quality tourism information centre in the City of Tshwane was also mentioned as a key challenge.

C. Diversifying the tourist's experience

Best-practice case studies of mega-events indicated that there is an opportunity for host destinations to create a bundle of complementary cultural and heritage tourism experiences for visitors attending a mega-event. Secondary research highlighted that these complimentary experiences can increase the attractiveness of the host destination and can ensure a more unique visitor experience. The success of bundling complimentary cultural and heritage tourism experiences with an event, however, is still somewhat weak and it is clear that more research is needed in this regard. Many host destinations, however, are using this concept to diversify and add value to the visitor's event experience.

Respondents in this research study were positive that cultural and heritage tourism experiences can add value to the 2010 event by diversifying the soccer tourist's experience. Some respondents, however, questioned the extent to which soccer tourists will engage in these supplementary activities during 2010. It was added that it will be important for the host city to better understand the profile, in terms of needs and wants, of the soccer tourist, as opposed to a 'normal' international tourist. In general, respondents agreed that soccer tourists would mostly enjoy cultural and heritage tourism experiences that are entertaining, educational, enlightening, accessible, and easily digestible. Respondents also mentioned that soccer tourists might want to experience the 'live' culture of South Africans by visiting shebeens and enjoying the local cuisine of South Africans. In terms of cultural and heritage tourism experiences, it was mentioned that these activities should be easily accessible for tourists and that information should be readily available long before the World Cup. The need to undertake a cultural and heritage tourism product development initiative in the City of Tshwane, especially in the developing township areas, was highlighted. Another key challenge is to ensure that the cultural and heritage tourism experiences are innovative, authentic, engaging, and of high quality and that it is packaged into appropriate visitor experiences. Respondents believe that cultural and heritage

tourism routes could also play an important role in the 2010 event, but should be creatively themed and packaged into appropriate visitor experiences.

D. Strengthening community pride and nation-building

Examples from best-practice mega-event case studies indicate the importance of community perceptions and support in the hosting of an event. Hosting a mega-event successfully can also contribute to strengthening community pride and can restore confidence in a host destination, such as was the case in both the 1995 Rugby World Cup and the 2006 Soccer World Cup. The community can also play a prominent role in creating a celebratory atmosphere at an event.

It is clear that when the local community perform their cultural dances, sell their artwork and crafts, or prepare their traditional food for visitors to enjoy and appreciate at the 2010 event, a sense of pride can be instilled in locals. Volunteerism also plays a critical role in actively engaging the community in an event and can contribute to strengthening community pride. Respondents added that the creation of a community awareness programme, that shows ordinary citizens the different ways in which they can contribute to the success of the 2010 event, can lead to greater community awareness and involvement. Respondents mentioned that all citizens should become ambassadors of their country and that by being friendly to soccer visitors they can already make a notable difference in the country. Successfully hosting the 2010 Soccer World Cup in South Africa could also restore confidence in the country itself. At the same time respondents added that it is important to note that the performance of the National Soccer Team, 'Bafana Bafana', will also play a huge role in contributing to community pride and nation-building, as was the case in the 1995 Rugby World Cup when the Springboks won the overall Cup.

E. Creating cultural and heritage tourism business and entrepreneurial opportunities

It is evident from a number of best-practice mega-event case studies that the hosting of a mega-event can possibly contribute to creating various cultural and heritage tourism business and entrepreneurial opportunities. An example of the 2007

Caribbean World Cup indicates the important role that community tourism played in creating opportunities for the local community.

Respondents in the research study supported this view by agreeing that there are numerous cultural and heritage tourism business and entrepreneurial opportunities that can emanate from the hosting of the 2010 Soccer World Cup. At the same time, respondents added that in order to capitalise on these opportunities, it will be necessary to clearly identify these opportunities and assist the local communities to take advantage of the appropriate business opportunities. Transparent, clear and timeous communication will be critical in this regard. Respondents added that all business activities should be sustainable beyond 2010 and that the event should rather be seen as a catalyst for further business, rather than building an entire business idea around the event, which might not be sustainable after 2010. It was also mentioned that it will be critical to manage the expectations of especially local communities regarding the potential business opportunities that exist around 2010 to make sure that their expectations are not unrealistic or that excessive supply outweighs the demand during the event.

F. Contributing to city development and regeneration

Secondary research indicates that the hosting of a mega-event can act as a catalyst for city regeneration and development. Research regarding the contribution of arts programming in the regeneration and development of cities highlights that there is some evidence that arts programming can contribute to city regeneration. However, more research is still needed in this regard.

The findings from the primary data collection process supports this view, as there seems to be a weaker response to the last cultural and heritage tourism opportunity identified in this study. In terms of regeneration, respondents mostly referred to the clean-up of city centres as a part of city regeneration. Respondents added that a key challenge in the 2010 event is to avoid a temporary clean-up initiative for the duration of the event, but to ensure that it becomes a permanent initiative in the City of Tshwane. Respondents added that in order to achieve this, it will be necessary for all citizens to become actively involved in this process and to support this clean-up

campaign. Finally, it is evident that the upgrading of some of the popular cultural and heritage tourism attractions in the City of Tshwane will also contribute to city regeneration and development. More research, specifically related to the contribution of cultural and heritage tourism in the regeneration and development of cities, is needed.

7.2.2 Securing sustainable legacies for a host destination

This research study proposes that there are various potential sustainable legacies that can emanate from the hosting of a mega-event. Based on the information collected from secondary data sources, as well as the data collected through the empirical research process, it is clear that destinations hosting mega-events have the ability to secure the following possible legacies for their communities:

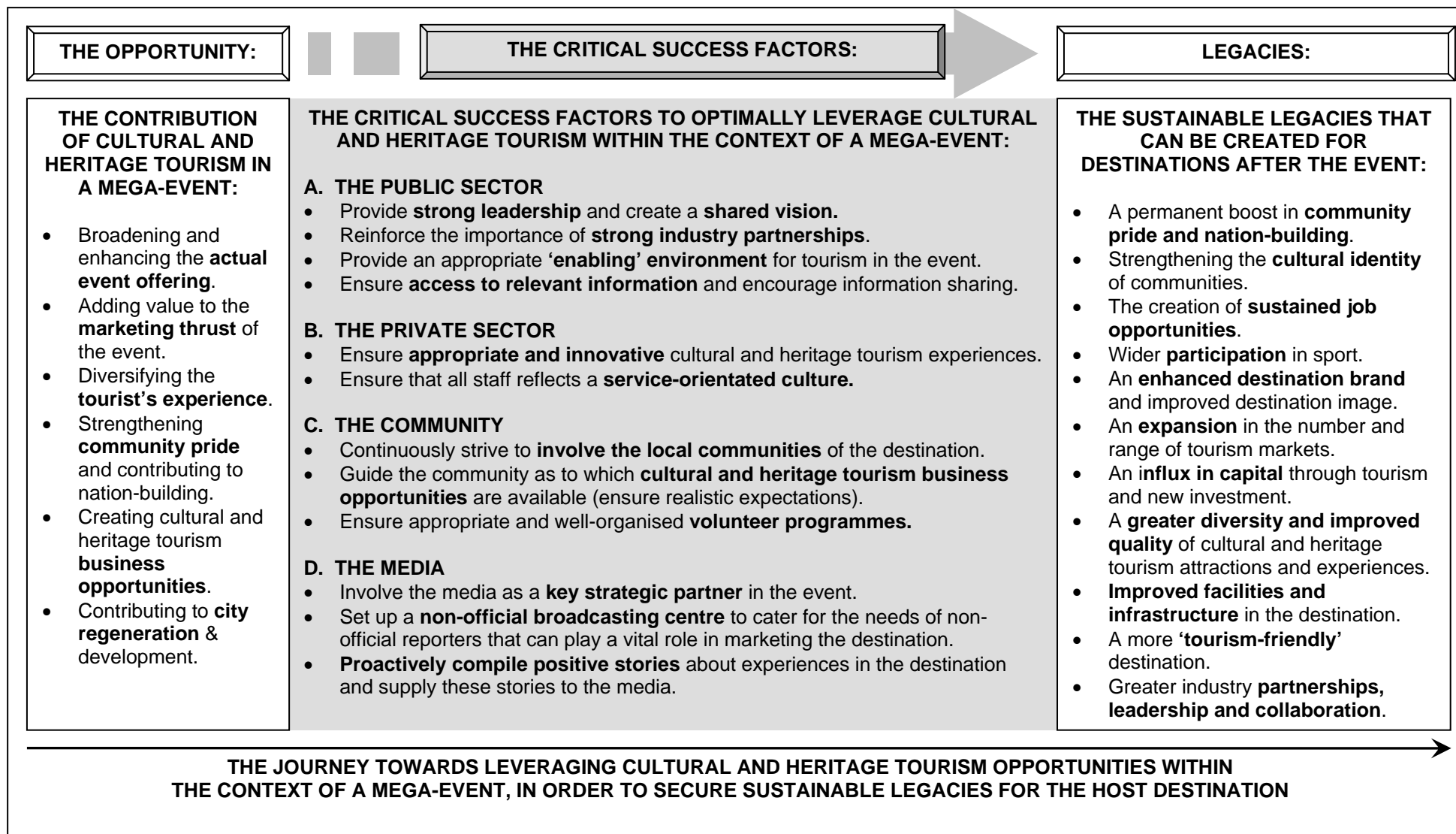
- Hosting a mega-event successfully can ensure a **permanent boost in the pride** of local communities and contribute to nation-building.
- The **cultural identity of communities can be strengthened** through showcasing their culture and heritage to visitors at the event.
- Sustainable job opportunities can be created for the local community in the form of **cultural and heritage tourism business and entrepreneurial opportunities** that can emanate from the hosting of a mega-event.
- **Wider participation in sport can be promoted** under the local communities as a direct result of the hosting of a mega-event, as awareness of the sport is increased through exposure.
- The host destination can experience the benefits of an **enhanced destination brand and improved image** by showcasing their culture and heritage at the event.
- Global media exposure can contribute to an **expansion in the number and range of possible tourism markets** for the host destination after the event.
- The hosting of a mega-event can directly lead to an **influx in capital** through tourism and new investment especially in the cultural and heritage tourism sector.
- Upgrading existing cultural and heritage attractions and developing better quality attractions for the event will ensure a **greater diversity and improved quality** of cultural and heritage tourism attractions and experiences.

- Hosting a mega-event can result in **improved tourism facilities and infrastructure** in the host destination.
- The hosting of a mega-event can assist the host destination to create a feeling amongst visitors that the destination is **'tourism-friendly'**.
- Successfully hosting a mega-event can lead to a **greater number of partnerships, better leadership and more collaboration** amongst all stakeholders in the tourism industry.

One of the greatest challenges that host destinations face is to ensure the sustainability of these positive legacies and to extend the benefits for host communities far beyond the actual hosting of the event. As indicated by respondents in this research study, it is not only the 30 days of the actual event that is important, but what happens in the 30 years after the event that is even more critical. For host destinations to optimally leverage cultural and heritage tourism opportunities within the event, in order to secure these positive legacies for communities, there are a number of guidelines and lessons learnt that could assist host destinations in this endeavour.

Figure 9 graphically portrays the role of critical success factors in optimally leveraging cultural and heritage tourism opportunities within the context of an event, to secure more sustainable legacies for the host destination.

Figure 9: The journey towards leveraging cultural and heritage tourism opportunities within a mega-event context



Source: Developed for this research study

Section 7.2.3 of this research study provides a discussion of the key guidelines and critical success factors that can assist host destinations in optimally leveraging cultural and heritage tourism opportunities within the context of a mega-event.

7.2.3 The critical success factors to optimally leverage cultural and heritage tourism within the context of a mega-event

From the findings of the literature review and the empirical research component of this research study, it is evident that there are certain critical success factors, key lessons learnt from best-practice examples, and guidelines emanating from the research that can assist host destinations to optimally leverage cultural and heritage tourism within the context of the event. The purpose of this section is to synthesise these findings into critical success factors that can act as guidelines for host destinations. This analysis includes the information received from respondents that was collected during the interview process, as well as information collected from other sources during the secondary data collection process. The critical success factors are organised according to the contribution and role that it can play within a specific key industry stakeholder group, such as the public sector, the private sector, the community and the media.

A. The public sector as a key driver

In order to fully leverage the cultural and heritage tourism opportunities available during a mega-event, it is crucial that high levels of **stakeholder cooperation and coordination exists**. In addition to cooperation, it is clear from the findings in this research dissertation that **strong leadership** is a prerequisite for successfully capitalising on these opportunities. In the South African context, the Organising Committee of each host city has a key leadership role to play in the 2010 event. In terms of leadership, a specific '**champion**' or '**driver**' can also be identified to specifically drive the shared vision of all stakeholders, to ensure that clear actions are taken, and that the cultural and heritage tourism opportunities available during the event is capitalised on. Ideally, this **shared vision** should be developed during a

participative working session. This initiative can be facilitated and driven by the public sector.

The public sector is also responsible for providing an appropriate **'enabling environment'** for cultural and heritage tourism before and during the mega-event. It is also clear that what will be most important to make a success of any mega-event is to ensure that the **basics are in place**. This means that all basic infrastructures should be in place, such as, accommodation, transportation and safety, which will enable visitors to enjoy the cultural experiences provided in the destination. It is clear that it is pointless to have wonderful cultural experiences available for visitors, if they are inaccessible to tourists. In other words, **experiences should be accessible**. Another non-negotiable element to ensure a successful event is **safety and security**, which means that tourists and locals need to feel secure and safe where they go.

Furthermore, it is evident that to host a more successful mega-event the industry should aim to create **better access to information** in order to increase the industry's knowledge of the cultural and heritage tourism product and of tourism in general. **Information sharing** amongst industry stakeholders should regularly take place. It is important that **host destinations draw upon the knowledge of previous hosts** to capitalise on the lessons learnt and to avoid making the same mistakes. It is also clear that **appropriate event marketing and promotion** are critical to ensure that visitors are aware of the different cultural and heritage tourism experiences available during an event. A **user-friendly website that is linked to the official event organising body** (such as FIFA and the Local Organising Committee) should be used to communicate all that the destination can offer to its visitors. Good communication skills are vital as it is critical to **communicate the right things to the right people at the right time**.

B. The private sector as the key operator

There is a greater chance to capitalise on cultural and heritage tourism opportunities pertaining to an event, if the **cultural and heritage tourism offerings and experiences** available to tourists, are attractive and of high-quality. These value-added cultural and heritage tourism experiences could ensure a more attractive host

destination and could encourage more visitors to stay in the area during the event. The issue of **sustainability** was also highlighted a number of times throughout this research study. It is critical that destinations extend their focus beyond the actual hosting of an event in order to ensure sustainability of all cultural and heritage tourism activities. A key challenge that can be addressed by the private sector is to ensure that staff reflects a **service-orientated culture**. As an example, it was evident from empirical research that the City of Tshwane is currently not being seen as a 'tourism-friendly' city, which is possibly an indication that there is a need for better training and education in the tourism industry.

C. The community as a key beneficiary and active participant

Community involvement and especially volunteerism are critical to the success of any mega-event. It is also vital that local communities are actually **benefiting** from the event. From the research study it became evident that there are indeed numerous business and entrepreneurial opportunities for the community emanating from a mega-event, but the community should also be guided as to which **cultural and heritage tourism business opportunities** are available and how they can **contribute** in this regard. It is also critical that host destinations manage the expectations of local communities, regarding the opportunities available for the specific event and the benefits that they will receive from the event, to ensure that they are realistic and attainable.

D. The media as a key strategic partner

It is clear that the implementation of a **non-official broadcasting centre**, which caters for the needs of non-official reporters, can play a vital role in marketing the host destination by reporting on all the additional and complimentary activities taking place during the event. The destination should also **proactively compile positive ('good news') stories** about the cultural and heritage tourism experiences in the host destination and disseminate these stories to international and local journalists and broadcasters. Secondary research also indicates that it is critical to ensure a **clear connection** between the actual event and these value-added cultural and heritage tourism stories, by using, for example, joint branding initiatives.

It is believed that the key guidelines and critical success factors emanating from this research study can assist host destinations to more optimally leverage the cultural and heritage tourism opportunities surrounding the event. It should be noted that although the research findings in this research study is clearly limited to the case study example of the City of Tshwane, the key guidelines and critical success factors, emanating from this case, could be applicable to other host destinations. The following section of this research study will refer to the practical management recommendations and implications emanating from this research study.

7.3 MANAGEMENT RECOMMENDATIONS AND IMPLICATIONS

The City of Tshwane was one of the first host cities in South Africa to voluntarily establish a representative 2010 Steering Committee and various working groups in 2004, to discuss different issues pertaining to the hosting of the 2010 Soccer World Cup. Even though a new 2010 Steering Committee has been established since then, to incorporate the new management structure of the host city's 2010 organising committee, it is clear that this participative approach creates an ideal platform to ensure greater stakeholder participation. It is proposed that the same steps are taken to set up a 2010 cultural and heritage tourism working group with representatives from the cultural and heritage tourism sector in the City of Tshwane, to discuss the possible cultural and heritage tourism opportunities that can be leveraged within the context of the 2010 Soccer World Cup.

Representatives of all stakeholder groups within the cultural and heritage tourism sector should attend this meeting. At this meeting it will be important to develop a shared vision for the cultural and heritage tourism sector and to prioritise the key actions that need to be taken in order to optimally leverage cultural and heritage tourism opportunities in the 2010 event. It will be vital to ensure that stakeholders understand their specific roles and responsibilities in this process and that everyone is committed to work towards achieving a shared vision for cultural and heritage tourism within the context of the 2010 event. The role of a dedicated 'champion' to drive

cultural and heritage tourism opportunities in the 2010 World Cup should also be explored.

This participative approach will assist the City of Tshwane to alleviate many of the current challenges that was identified in this research study. This approach can also assist the City of Tshwane to better align the goals of both the public and the private sector. Regular follow-up meetings should take place and progress should be consistently measured and evaluated.

It is clear that the City of Tshwane has the ability to become a role model for other provinces and host cities in optimally leveraging cultural and heritage tourism opportunities within the context of the 2010 event. Successfully leveraging cultural and heritage tourism opportunities in the 2010 event can also contribute to the creation of more sustainable legacies for the host communities of the City of Tshwane.

7.4 AREAS FOR FURTHER RESEARCH

The main aim of this research study was to explore and gain a broader understanding of the possible cultural and heritage tourism opportunities that could be leveraged for a host city as a result of the hosting of a mega-event. The research aimed to explore all potential opportunities by strategically examining cultural and heritage tourism in its totality and by examining best-practice case studies of past mega-events and also those events planned for the future. A total of six specific opportunities related to cultural and heritage tourism were identified and further explored in this study.

It should be noted that these opportunities identified in this study could only be briefly discussed due to the comprehensive and vast nature of each of these topics. It is suggested that each of these opportunities should become topics for further research that should be explored in more depth. A detailed investigation into each opportunity in its own right would serve to further compliment the results of this research study. The relevance of especially the last opportunity, namely for cultural and heritage tourism to contribute to city regeneration and development, are somewhat weak and further research is needed in this regard.

The scope of this research was limited to the case of the City of Tshwane and may therefore not be applicable to other host destinations. Further research should be conducted in other host cities in South Africa to determine the perceptions of stakeholders in terms of the opportunities identified for cultural and heritage tourism within the context of the 2010 event. Ideally, it would also be advised that these opportunities be tested within the context of other mega-sporting events, not only in South Africa, but also within an international context.

During this research study only the perceptions of key stakeholders in the cultural and heritage tourism sector have been included. As it is clear from the findings of this research study, the local community has a critical role to play in the success of these cultural and heritage tourism opportunities in 2010. It would be essential to gauge the perceptions and expectations of the local community of the City of Tshwane and other host cities to better understand their role in terms of these specific opportunities.

7.5 CONCLUSION

Based on the need for research in the combined field of cultural and heritage tourism and mega-events, the purpose of this qualitative research study was to explore all the potential contributions of cultural and heritage tourism within the context of a mega-event. This research study clearly adds value to existing body of knowledge in the combined field of cultural and heritage tourism and mega-events and also provides new perspectives in this regard. The model developed in this research study could also assist host destinations to better integrate cultural and heritage tourism in the hosting of a mega-event.

Conducting further research surrounding this topic, as stated in Section 7.4 above, could complement and add-value to the findings of this research study. Finally, it is clear that the City of Tshwane can play a leading role in leveraging cultural and heritage tourism opportunities within the context of the 2010 Soccer World Cup.

REFERENCES

Beijing Olympic Organising Committee. 2007. *Olympic Action Plan*. [Online] Available from: http://61.135.180.163/new_olympic/eolympic/plan.htm [Accessed: 2007-05-30].

Bjelac, Z. & Radovanovic, M. 2003. Sports Events as a Form of Tourist Product, Relating to the Volume and Character of Demand. *Journal of Sport Tourism*, 8(4):260-269. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-01-20].

Bohlmann, H.R. 2006. *Predicting the Economic Impact of the 2010 FIFA World Cup on South Africa*. [Online] Available from: <http://www.sportanddev.org/data/document/document/327.pdf> [Accessed: 2007-03-15].

Bramwell, B. 1997. Strategic planning before and after a mega-event. *Tourism Management*, 18(3):167-176. [Online] Available from: Science Direct: <http://www.sciencedirect.com> [Downloaded: 2006-03-01].

Brunet, F. 2005. The economic impact of the Barcelona Olympic Games, 1986 – 2004: Barcelona: The legacy of the Games. *Centre d'Estudis Olímpics UAB* [Online] Available from: <http://www.olympicstudies.uab.es/> [Downloaded: 2007-07-31].

Buhalis, D. 1999. Marketing the competitive destination of the future. *Tourism Management*, 21:97-116. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2006-08-08].

Burton, R. 2003. Olympic Games Host City Marketing: An Exploration of Expectations and Outcomes. *Sport Marketing Quarterly*, 12(1):37-47. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Canadian Sport Tourism Alliance. 2004. *2010 Olympics – a call to action for the Canadian Tourism Industry*. [Online] Available from: <http://www.canadiansporttourism.com/> [Accessed: 2006-03-21].

Canadian Tourism Commission. 2004a. *Canada: Destination Culture – Proceedings and Final Report*. Presented at a symposium on cultural and heritage tourism products, Montreal, 1 May.

Canadian Tourism Commission. 2004b. *Defining Tomorrow's Tourism Product: Packaging Experiences*. [Online] Available from: <http://www.tirc.gov.yk.ca/pdf/tomorrowstourismproductpackagingTAMS.pdf/> [Downloaded: 2006-03-21].

Cassell, C. & Symon, G. 2004. *Essential Guide to Qualitative Methods in Organizational Research*. SAGE Publications: London

Cave, P. 2003. *Sports tourism: The case for a local approach in Africa*. Paper presented at the Second African Conference on Peace through Tourism, Dar es Salaam, 7-12 December: 1-16. [Online] Available from: <http://www.iipt.org/resources/presentations/healing.html/> [Downloaded: 2006-08-08].

Chalip, L. 2006. Towards social leverage of sports events. *Journal of sport and tourism*, 11(2):109-127. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Chalip, L. & Costa, C.A. 2005. Sport Event Tourism and the Destination Brand: Towards a General Theory. *Sport in Society*, 8(2):218-237.

Chalip, L. & McGuirty. 2004. Bundling sport events with the host destination. *Journal of Sport Tourism*, 9(3):267-282. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Cooper, D.R. & Schindler, P.S. 2006. *Business Research Methods*. Singapore: McGraw-Hill.

DAC. 1998. *Creative South Africa: A strategy for realising the potential of the Cultural Industries*. [Online] Available from: <http://www.dac.gov.za/> [Downloaded: 2007-02-08].

Damster, G. & Tassiopoulos, D. 2005. *Event management: a professional and developmental approach*. Lansdowne: Juta.

DEAT & SATourism. 2005. *2010 Soccer World Cup Tourism Organising Plan*. [Online] Available from: <http://www.southafrica.net> [Downloaded: 2007-02-08].

DEAT, DTI & SATourism. 2004. *Global Competitiveness Project – Summary of key findings of phase 1*. [Online] Available from: <http://www.southafrica.net> [Downloaded: 2007-02-08].

Deccio, C. & Baloglu, S. 2002. Nonhost Community Resident Reactions to the 2002 Winter Olympics: The Spillover impacts. *Journal of Travel Research*, 41:46-56. [Online] Available from: EBSCO Host: <http://search.global.epnet.com/> [Downloaded: 2006-01-10].

Deery, M., Jago, L. & Fredline, L. 2004. Sport tourism or event tourism: are they one and the same? *Journal of Sport Tourism*, 9(3):235-245. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-01-22].

Diamantopoulos, A. 1997. *Taking the fear out of data analysis: a step by step approach*. London: Dryden.

Dickman, S. 2006. *Cultural Tourism*. Speech presented at the 2006 Creative Tourism Conference, Canberra, 19-22 February. [Online] Available from: <http://www.victoriaculture.org/> [Downloaded: 2006-05-03].

Dwyer, L. & Kim, C. 2003. Destination competitiveness: Determinants and Indicators. *Current issues in tourism*, 6(5):369-414. [Online] Available from: <http://multilingual-mattersnet/> [Downloaded: 2006-03-21].

Dwyer, L., Mellor, R., Livaic, Z., Edwards, D. & Kim, C. 2004. Attributes of destination competitiveness: A factor analysis. *Tourism Analysis*, 9:91-101. [Online] Available from: EBSCO Host: <http://search.global.epnet.com/> [Downloaded: 2006-08-08].

Eberl, N. 2007. SA needs transformed soul if 2010 Soccer World Cup is to be the best yet. *Business Day*. 6 March 2007.

Edson, G. 2004. Heritage: Pride or Passion, Product or Service? *International Journal of Heritage Studies*, 10(4):333-348. [Online] Available from: EBSCOHost: Academic Search Premier: <http://search.global.epnet.com/> [Downloaded: 2006-05-03].

FIFA. 2007. *FIFA and Host Cities win sports marketing award*. [Online] Available from: <http://www.fifa.com/> [Downloaded: 2007-02-13].

Fredline, E. & Faulkner, B. 2000. Host Community Reactions: A Cluster Analysis. *Annals of Tourism Research*, 27(3):763-784.

Gadebe, T. 2007. *SALGA to ensure all municipalities benefit in 2010*. [Online] Available from: <http://www.sa2010.gov.za/> [Accessed: 2007-05-24].

GamesBids.com. 2007. *Beijing 2008 meets volunteer quota*. [Online] Available from: <http://www.gamesbids.com/> [Downloaded: 2007-02-13].

García, B. 2000a. *Comparative Analysis of the Olympic Cultural Programs and Management of Barcelona 1992 and Sydney 2000*. Paper presented at the Fifth International Symposium for Olympic Research [Online] Available from: <http://www.culturalpolicy.arts.gla.ac.uk/> [Downloaded: 2006-07-22].

García, B. 2000b. Olympic Arts Festivals and the visual arts. *Newsletter of the National Association for the Visual Arts*, September:4-5. [Online] Available from: <http://www.culturalpolicy.arts.gla.ac.uk/> [Downloaded: 2006-07-22].

García, B. 2001a. *The use of cultural programming to extend sports event marketing. The Sydney 2000 Olympic Arts Festivals*. Paper presented at the 9th Congress of the European Association for Sports Management: Vitoria-Gasteiz, 19-23 September 2001.

García, B. 2001b. Enhancing Sport Marketing through Cultural and Arts Programs: Lessons from the Sydney 2000 Olympic Arts Festivals. *Sport Management Review*, 4:193-219. [Online] Available from: <http://www.aafra.org> [Downloaded: 2006-07-28].

García, B. 2001c. Sport vs. Arts in the struggle for visibility. *Culture @ the Olympics*, 3(3):9-13. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-01-10].

García, B. 2002a. *The potential of arts programming in major events: lessons from the arts programme of the Sydney 2000 Olympic Games*. Paper presented at the Seminar on Definitions: The Event, 6 February 2002.

García, B. 2002b. *The Concept of Olympic Cultural Programmes: Origins, evolution and projection*. [Online] Available from: <http://www.blues.uab.es/> [Downloaded: 2006-01-10].

García, B. 2003a. *Evaluation of Cultureshock, Commonwealth Games North West Cultural Programme*. [Online] Available from: <http://www.culturalpolicy.arts.gla.ac.uk/> [Downloaded: 2006-07-22].

García, B. 2003b. Glasgow lessons can help Liverpool. *Regeneration & Renewal*, July:14.

García, B. 2003c. Securing sustainable legacies through cultural programming in sporting events. *Culture @ the Olympics*. 5(1):1-10. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-01-10].

García, B. 2004a. More than a game: Olympic arts programming can increase local participation. *Culture @ the Olympics*. 6(3):35-40. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-01-10].

García, B. 2004b. Urban Regeneration, Arts, Programming and Major Events. *International Journal of Cultural Policy*, 10(1):103-118. [Online] Available from: <http://www.culturalpolicy.arts.gla.ac.uk/> [Downloaded: 2006-07-22].

García, B. & Miah, A. 2000. Olympic ideals and Disney dreams: Opportunities and constraints for cultural representation during Sydney's Opening Ceremony. *Human Kinetics: Social Science and Sports News*, November. [Online] Available from: <http://www.culturalpolicy.arts.gla.ac.uk/> [Downloaded: 2006-07-22].

García, B. & Miah, A. 2002. The Olympics is not a sporting event!. *Culture @ the Olympics*. 4(2):4-6. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-08-28].

García, B. & Miah, A. 2004. Non-accredited media, Olympic Games and the host city. *Culture @ the Olympics*. 4(2):4-6. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-08-28].

García, B. & Miah, A. 2005. Intangible, invisible, but impacting – Exploring Internationalism. *Culture @ the Olympics*. 1(1):1-7. [Online] Available from: <http://www.culturalolympics.org.uk> [Downloaded: 2006-01-10].

Goslin, A.E., Grundling, J.P. & Steynberg, L. 2004. Sport Tourist Expectations of a World Championship Sporting Event. *South African Journal for Research in Sport, Physical Education and Recreation*, 26(2):67-78.

Grant Thornton. 2005. *Final Draft report of the Strategic Tourism Development Plan for the City of Tshwane*. Johannesburg: Grant Thornton.

Gursoy, D. & Kendall, K.W. 2006. Hosting Mega Events: Modelling Locals' Support. *Annals of Tourism Research*, 33(3): 603-623. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2006-08-08].

Hancel, A. 2007. *JCA cashes in on World Cup, unveils legacy strategy*. [Online] Available from: <http://www.sportanddev.org/> [Accessed: 2007-02-04].

Haxton, P.A. 1999. Community involvement and the Olympic Games – A review of related research. Paper presented at the *Seventh International Post Graduate Seminar on Olympic Studies*, Athens, 1 May – 12 June 1999.

Heath, E.T. 2002. *Towards a strategic tourism planning framework for Tshwane*. Paper based on a stakeholder workshop, Pretoria, 27 September 2002.

Heath, E.T. 2003. Towards a model to enhance destination competitiveness: A Southern African perspective. *Journal of Hospitality and Tourism Management*, 1 August 2003.

Heath, E.T. 2005. *Towards a public-private sector partnership to optimize the benefits and impacts of the 2010 Soccer World Cup for Tshwane*. Key outcomes of a Tshwane 2010 Soccer World Cup Strategic workshop, Workshop 3, 24 May 2005.

Hede, A. 2005. Sports-events, tourism and destination marketing strategies: an Australian case study of Athens 2004 and its media telecast. *Journal of Sport Tourism*, 10(4):225-227. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-26].

Henning, E., van Rensburg, W. & Smit, B. 2004. *Finding your way in qualitative research*. Pretoria: Van Schaik.

Hesse-Biber, S.N. & Leavy, P. 2006. *The Practice of Qualitative Research*. London: Sage Publications.

Hussey, J & Hussey, R. 1997. *Business Research: A practical guide for undergraduate and postgraduate students*. Macmillan Press: London

Jolliffe, L. & Baum, T. 2001. *Directions in Cultural Tourism*. [Online] Available from: http://www.upei.ca/islandstudies/rep_lj_1.pdf/ [Downloaded: 2006-07-26].

Jones, C. 2001. Mega-events and Host-region Impacts: Determining the True Worth of the 1999 Rugby World Cup. *International Journal of Tourism Research*, 3:241-251. [Online] Available from: EBSCOHost: Academic Search Premier: <http://search.global.epnet.com/> [Downloaded: 2006-06-18].

Kelly, C. 2007. *Tourists spending more on sport and culture*. [Online] Available from: <http://www.ttnworldwide.com> [Accessed: 2007-03-08].

Kim, S.S. & Petrick, J.F. 2005. Residents' perceptions on impacts of the FIFA 2002 World Cup: the case of Seoul as a host city. *Tourism Management*, 26:25-38. [Online] Available from: Science Direct: <http://www.sciencedirect.com> [Downloaded: 2006-03-01].

Koc, E. 2005. New Product Development in the Turkish tourism market: the case of football tourism. *Journal of Sport Tourism*, 10(3):165-173. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Koch, A. 2007. Charming the way to a successful World Cup. *Business Day*: 10 July 2007.

Lee, C. & Taylor, T. 2005. Critical reflections on the economic impact assessment of a mega-event: the case of the 2002 FIFA World Cup. *Tourism Management*, 26(4):595-603. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2006-03-21].

Lewitton, S. & Thomson, N. 2007. Cultural experiences for soccer fans? *Travel News Now*, 24 May. [Online] Available from: <http://www.travelhub.co.za/> [Accessed: 2007-05-24].

Loewe, M. 2007. R3,8m National Arts Festival boost. *Cape Times*: 6 July 2007.

Maseko, T. 2006. *2010 – Expectations and commitment – the communication challenge*. Paper presented at the 2010 National Communication Partnership Conference, Johannesburg, 15 August.

Matheson, V.A. & Baade, R.A. 2004. *Mega-Sporting Events in Developing Nations: Playing the Way to Prosperity?* [Online] Available from: <http://www.holycross.edu/departments/economics/website> [Downloaded: 2006-03-29].

May, T. 2002. *Qualitative Research in Action*. London: Sage Publications.

Mazibuko, Z. 2007. Expo opens doors for SA Business. *Daily Sun*: 9 July 2007.

Mboweni, T. T. 2007. *The benefits of being a good host – the FIFA World Cup and the South African economy*. [Online] Available from: <http://www.bis.org/review/r070322c.pdf> [Downloaded: 2007-06-4].

McKercher, B. & du Cros, H. 2002. *Cultural Tourism: The partnership between tourism and cultural heritage management*. New York: The Haworth Press.

Mihalik, B.J., & Simonetta, L. 1999. A midterm assessment of the host population's perceptions of the 1996 Summer Olympics: Support, attendance, benefits and liabilities. *Journal of Travel Research*, 37:244-248. [Online] Available from: EBSCO Host: <http://search.global.epnet.com/> [Downloaded: 2006-01-10].

Ministry of Tourism, Sport and the Arts. 2006. *2006 Budget British Columbia*. [Online] Available from: <http://www.bcbudget.gov.bc.ca> [Accessed: 2007-05-30].

Moholola, R. 2007. Tshwane climbs on bandwagon. *Sowetan*: 14 March.

Monitor Group. 2005. *Summary report to ComMark Trust on the feasibility assessment of cultural tourism in Johannesburg*. [Online] Available from: <http://www.commark.org/> [Accessed: 2006-03-29].

Mtshazo, X. 2006. Tickets blues. *Sunday World*. November 5, 2006.

National Geographic. 2007. *About geotourism*. [Online] Available from: http://www.nationalgeographic.com/travel/sustainable/about_geotourism.html/ [Accessed: 2007-03-15].

Nauright, J. 2004. Global games: culture, political economy and sport in the globalised world of the 21st century. *Third World Quarterly*, 25(7): 1325-1336.

Neirotti, L.D., Bosetti, H.A. & Teed, K.C. 2001. Motivation to attend the 1996 Summer Olympic Games. *Journal of Travel Research*, 39:327-331. [Online] Available from: EBSCO Host: <http://search.global.epnet.com/> [Downloaded: 2006-01-10].

Page, C. & Meyer, D. 2000. *Applied research design for business and management*. Sydney: McGraw-Hill Australia.

Pahad, E. 2006. *2010 – The communication opportunity for our continent and country*. Paper presented at the 2010 National Communication Partnership Conference, Johannesburg, 15 August.

Paskaleva-Shapira, K., Besson, E. & Sutherland, M. 2006. *Tourism and European Capitals of Culture: Successes, Failures and Impacts on Urban Destinations' Competitiveness*. Paper presented at 37th Annual Conference of the Travel and Tourism Research Association, Dublin, Ireland, 18-20 June: 102-111.

Richards, G. 2001. *Cultural tourism: global and local perspectives*. New York: Haworth Hospitality Press.

Richards, G. 2003. New Directions for Cultural Tourism? *WTOBC Seminars*, 1(2):1-6. [Online] Available from: IngentaConnect: <http://www.ingentaconnect.com/> [Downloaded: 2006-03-21].

Ritchie, J.R.B. 2000. Turning 16 days into 16 years through Olympic legacies. *Event Management*, 6(3):155-165. [Online] Available from: IngentaConnect: <http://www.ingentaconnect.com/> [Accessed: 2006-03-21].

Ritchie, B.W., Burns, P. & Palmer, C. 2005. *Tourism Research Methods: Integrating Theory with Practice*. Oxfordshire: CABI Publishing.

Ritchie, J.R.B. & Crouch, G.I. 2005. Application of the analytic hierarchy process to tourism choice and decision making: a review and illustration applied to destination competitiveness. *Tourism Analysis*, 10:17-25. [Online] Available from: EBSCO Host: <http://search.global.epnet.com/> [Downloaded: 2006-08-08].

Ritchie, J.R.B. & Hu, Y. 1987. *The role and impact of mega-events and attractions on national and regional tourism: A conceptual and methodological overview*. Paper presented at the 37th Annual Congress of the International Association of Scientific Experts in Tourism, Calgary:17-58.

Ritchie, J.R.B. & Zins, M. 1978. Culture as determinant of the attractiveness of a tourism region. *Annals of Tourism Research*, 5. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2007-02-14].

Roche, M. 2000. *Mega-events and modernity: Olympics and expos in the growth of global culture*. London: Routledge.

Rudberg, D. 2005. 2010 Olympic and Paralympic Winter Games Update. [Online] Available from: <http://www.city.vancouver.bc.ca> [Accessed: 2007-05-30].

SACN. 2005. *The implications of hosting international big events in municipal governance and city economic footprints*. [Online] Available from: http://www.sacities.net/2005/world_cup_seminar.doc [Downloaded: 2007-06-04].

Scherer, R. & Strauf, S. 2003. *How to measure the economic impacts of mega-events? The example of the World Economic Forum in Davos*. [Online] Available from: <http://www.ersa.org/> [Downloaded: 2006-03-21].

Seymore, J. 1995a. *Lessons from & the impact of Rugby World Cup 1995*. SATOUR.

Seymore, J. 1995b. *The potential impact that the hosting of the 1995 Rugby World Cup could have on the environment of the South African Tourism Industry*. Second edition. SATOUR.

Silberberg, T. 1995. Cultural tourism and business opportunities for museums and heritage sites. *Tourism Management*, 16(5):361-365. [Online] Available from: Science Direct: <http://www.sciencedirect.com> [Downloaded: 2006-03-01].

Smith, A. 2005. Reimagining the city: the value of sport initiatives. *Annals of Tourism Research*, 32(1): 217-236. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2006-08-08].

Smith, B. 2007. Beijing wants 'civilised citizens' before 2008 Olympics. *India eNews*, 9 February. [Online] Available from: <http://www.indianmuslims.info/> [Downloaded: 2007-02-13].

Smith, M. K. 2003. *Issues in Cultural Tourism Studies*. London, New York: Routledge.

Soutar, G & McLeod, P. 1993. Residents' perceptions on impact of the America's Cup. *Annals of Tourism Research*, 20(3):571-582. [Online] Available from: Science Direct: <http://www.sciencedirect.com> [Downloaded: 2006-03-01].

SouthAfrica.info. 2004. *World Cup kick for SA economy*. [Online] Available from: <http://www.southafrica.info/2010/2010-economy.htm> [Accessed: 2005-07-04].

South African Tourism. 2005. *Overview of South African Sports Industry Competitiveness*. [Online] Available from: <http://www.southafrica.net/> [Downloaded: 2007-02-20].

Sparks, M., Chadwick, S., Schafmeister, G., Woratschek H., Hurley, T. & Dickson, G. 2006. Sport Marketing around the world. *Sport Marketing Quarterly*, 15:124-127. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Struwig, F.W. & Stead, G.B. 2001. *Planning, designing and reporting research*. Cape Town: Pearson Education South Africa.

Tourism Australia. Not dated. *A uniquely Australian invitation: the experience seeker*. [Online] Available from: <http://www.tourism.australia.com/> [Downloaded: 2007-03-06].

Tourism Enterprise Programme. 2006. *Tshwane Township Tourism Product Audit*. Johannesburg: Tourism Enterprise Programme.

Tyson, B., Hayle, C., Truly, D., Jordan, L.A. and Thame, M. 2005. West Indies World Cup Cricket: hallmark events as catalysts for community tourism development. *Journal of Sport Tourism*, 10(4):323-334. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

Waitt, G. 2003. Social impacts of the Sydney Olympics. *Annals of Tourism Research*, 30(1):194-215. [Online] Available from: Science Direct: <http://www.sciencedirect.com/> [Downloaded: 2006-01-12].

Walle, A.H. 1997. Quantitative versus qualitative tourism research. *Annals of Tourism Research*, 24(3):524-536.

Waltz, C. 2005. *World Cup Soccer Economic Impact*. [Online] Available from: <http://spectrum.troy.edu/~aisfm/world%20cup.htm/> [Accessed: 2006-03-06].

Wood, J. 2005. Olympic opportunity: realizing the value of sports heritage for tourism in the UK. *Journal of Sport Tourism*, 10(4):307-321. [Online] Available from: EBSCOHost: Business Source Premier: <http://search.global.epnet.com/> [Downloaded: 2006-07-28].

World Tourism Organisation. 2002. *2020 Tourism Vision*. [Online] Available from: <http://www.world-tourism.org/> [Accessed: 2006-07-28].

Yeoman, I., Robertson, M., Ali-Knight, J., Drummond, S. & McMahon-Beattie, U. 2004. *Festivals and events management: an international arts and culture perspective*. Oxford: Elsevier Butterworth-Heinemann.

Yoo, B.K. 2002. Post World Cup Economic Strategy. *VIP Millennium Report 2002*: 6-7. [Online] Available from: <http://www.bizsimulator.com/> [Downloaded: 2006-07-28].

Yoon, Y. 2002. *Development of a structural model for tourism destination competitiveness from stakeholders' perspectives*. Unpublished doctoral thesis. State University. [Online] Available from: Proquest: <http://proquest.umi.com/login/> [Downloaded: 2006-08-08].

Young, G. 2002. *Capitalizing on Cultural and Heritage Tourism*. Paper presented at the OPPI Conference, Toronto, 27 September:1-35.

Yun-taek, L. 2002. *Experience in managing the 2002 FIFA World Cup and suggestions for future development of mega sports events*. Paper presented at the World Sports Forum, Doha, 11 December.



APPENDIX A
- COVER LETTER AND INTERVIEW GUIDE -

COVER LETTER



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Dear (name of respondent),

Thank you for adding value to this research study by agreeing to contribute to participate in this interview. The interview will not last longer than an hour and please take note that you can stop the interview process at any stage during this time. Your participation is however greatly appreciated. Neither your name nor company will be linked to any statements and comments made and your contributions will be anonymous. The data collected during this interview will be used only for academic research purposes. The main aim of this study is to determine the extent to which cultural and heritage tourism opportunities can be leverage by host cities, such as the City of Tshwane, as a result of South Africa's hosting of the 2010 Soccer World Cup.

The focus of our discussion will be to elaborate on the following themes:

- To determine, from a tourism perspective, the key strengths and constraints of the City of Tshwane's cultural and heritage tourism offerings and experiences, with a view towards the 2010 event.
- To discuss the importance, relevance and achievability of cultural and heritage tourism opportunities presented by the 2010 event.
- To determine the critical success factors that will be vital in successfully integrating the City of Tshwane's cultural and heritage tourism offerings and experiences in the 2010 World Cup.

Thank you for your contribution in making this research study a success.

Best Regards

Tania Steyn

Approved consent (signature)

Date

INTERVIEW PROTOCOL

THE STRATEGIC ROLE OF CULTURAL AND HERITAGE TOURISM IN THE CONTEXT OF A MEGA-EVENT: THE CASE OF THE 2010 SOCCER WORLD CUP

DETAILS OF THE RESPONDENT

Respondent's name

Title

Organisation

Contact telephone number

Email address

Date

Time

Duration of interview

Approved consent to participate

in the interview (signature)

OPENING STATEMENT TO RESPONDENT

Thank you for agreeing to contribute to this research study. The interview will not last longer than an hour. Neither your name nor company will be linked to any statements and comments made and your contributions will be anonymous.

The main aim of this study is to determine the extent to which cultural and heritage tourism opportunities can be leveraged by host cities, such as the City of Tshwane, as a result of South Africa's hosting of the 2010 Soccer World Cup.

The focus of our discussion will be to elaborate on the following themes:

- To determine, from a tourism perspective, the key strengths and constraints of the City of Tshwane's cultural and heritage tourism offerings and experiences, with a view towards the 2010 event.

- To discuss the importance, relevance and achievability of cultural and heritage tourism opportunities presented by the 2010 event.
- To determine the critical success factors that will be vital in successfully integrating the City of Tshwane's cultural and heritage tourism offerings and experiences in the 2010 World Cup.

For the purposes of this study a wider, rather than narrower, definition of cultural and heritage tourism has been applied to ensure that the search for opportunities related to the 2010 World Cup was not constrained. The following definition for cultural and heritage tourism, proposed by the Monitor Group (2005), have been applied: 'Tourism that facilitates an experience of the arts, culture, history, heritage, way of life, and uniqueness of people in a given region.' The term 'cultural and heritage tourism' will be used as an umbrella term for the purposes of this study and all special interest cultural tourism activities (e.g. heritage-, ethnic-, indigenous- and other specific interest cultural tourism activities) are included.

KEY INTERVIEW QUESTIONS

- **THEME 1: STRATEGIC ANALYSIS**

Question 1:

From a tourism perspective, what in your view are the **key strengths** of the cultural and heritage tourism offerings and experiences in the City of Tshwane at this stage, with a view towards 2010?

Prompt: In terms of the:

- *Products and offerings (e.g. variety, quality, richness, authenticity)*
- *Marketing and signage (e.g. packaging, marketing, visibility, accessibility)*
- *Operations and planning (e.g. management, funding, strategic priority given, stakeholder cooperation and communication)*
- *How does this compare to major competitors?*

Question 2:

Are there any **key shortcomings and constraints** that, in your view, need to be addressed to optimally leverage the City of Tshwane's cultural and heritage tourism offerings and experiences for the 2010 event and beyond?

Prompt: In terms of the:

- *Products and offerings (e.g. variety, quality, richness, authenticity)*
- *Marketing and signage (e.g. packaging, marketing, visibility, accessibility)*
- *Operations and planning (e.g. management, funding, strategic priority given, stakeholder cooperation and communication)*
- *Who are responsible for packaging cultural and heritage tourism products and experiences in the City of Tshwane?*
- *How does this compare to major competitors?*

- **THEME 2: CULTURAL AND HERITAGE TOURISM OPPORTUNITIES**

Question 3:

The following potential cultural and heritage tourism opportunities have been identified in this research study. In each case, what are your views in terms of the importance and achievability of the opportunity presented, specifically within the context of the 2010 event?

1. To broaden and enhance the actual event offering

This relates to cultural and heritage experiences directly related to the actual event offerings at stadiums and/or official fan fests and other official cultural activities related to enhancing the actual 2010 event.

Prompt: In terms of:

- *Formal opening and closing ceremonies*
- *Official FIFA designated Fan Parks*
- *Other cultural experiences at the stadiums*

2. To add value to the marketing thrust of the event

A major benefit of hosting the 2010 Soccer World Cup is the massive global media exposure and international awareness created before, during and after the event. Cultural elements that are representative and unique to South Africa (and the City of Tshwane) should ideally be incorporated into all promotional efforts to add value to the marketing thrust of the event.

Prompt: In terms of:

- *Media exposure and journalist programmes*
- *The image of South Africa and the City of Tshwane presented to the world*
- *The city's positioning and branding*

3. To diversify the tourist's experience

The soccer tourist's experience in the City of Tshwane can be diversified and enhanced by providing additional cultural and heritage tourism experiences that could give visitors a more enjoyable, educational, rewarding and enhanced experience while attending the Soccer World Cup. This could in return ensure return patronage and positive word-of-mouth advertising from these visitors.

Prompt: In terms of:

- *Adding cultural and heritage tourism experiences to their packages*
- *Developing specific cultural and heritage routes in the City of Tshwane*
- *How will the displacement factor influence cultural and heritage tourism?*

4. To contribute to community pride and participation

A key challenge for event organisers is to ensure local representation and support from the community. It is acknowledged that successful involvement of locals in the planning and delivery stages of such a major event can significantly contribute to an increase in community pride and assist in nation-building.

Prompt: In terms of:

- *Ways to involve the local community*
- *The benefits of successfully involving the host community*
- *What do you think is the role of the community in the 2010 event?*

5. To leverage cultural and heritage tourism business and entrepreneurial opportunities

A significant number of tourists will be attending soccer games in the City of Tshwane and the demand for cultural and heritage tourism offerings and experiences could increase. This heightened demand could create significant business and entrepreneurial opportunities for entrepreneurs in the cultural and heritage tourism industry.

Prompt: In terms of:

- *Managing expectations to ensure that they are realistic*
- *Involving women*
- *Involving members of the local community by creating job opportunities in the cultural and heritage tourism sector*
- *Issues such as product authenticity, quality, skills training and support*

6. To contribute to city regeneration and renewal

It is acknowledged that previous mega-events have contributed to regenerating city areas through cultural and heritage tourism offerings and experiences.

Prompt: In terms of:

- *City-centre renewal and upliftment*
- *Do you think 2010 can provide an opportunity to accelerate the process of competitiveness in the cultural and heritage tourism sector?*

Question 4:

Are there any other cultural and heritage tourism opportunities related to the hosting of the 2010 World Cup that we did not address in this discussion?

• THEME 3: THE CRITICAL SUCCESS FACTORS

Question 5:

Which five factors, do you believe, are the most important to ensure that the City of Tshwane can optimally leverage cultural and heritage tourism opportunities within the context of the 2010 World Cup?

Prompt: In terms of:

- *Stakeholder cooperation and commitment*
- *Product quality and authenticity*
- *Skills training and development etc.*

CONCLUDING REMARKS

Question 6:

As a final question, do you have any final remarks or comments that could be of interest to this study?

Thank you once again for your participation in this interview. Your insights and contribution in this regard has been extremely valuable. The results of this study will be forwarded to you for your perusal as soon as it is available. Good bye.



APPENDIX B
- RESEARCH VALIDATION REQUEST -



Dear (name of respondent),

**THE STRATEGIC ROLE OF CULTURAL AND HERITAGE TOURISM IN THE
CONTEXT OF A MEGA-EVENT: THE CASE OF THE 2010 WORLD CUP**

Please find attached a copy of 'Chapter 6: The City of Tshwane's stakeholder perspectives on the hosting of the 2010 Soccer World Cup'. This chapter provides a discussion of the research findings that emanated from stakeholder interviews that were conducted with research participants in August and September 2006. Please note that this chapter is only one of the chapters that are available in this research study and that the full report will be available to all research participants once it has been submitted to the University of Pretoria at the end of August, 2007.

As part of the research validation process, the researcher would like to ensure that the research results adequately reflect the views and opinions of respondents. If you wish to comment on any of the findings contained within this chapter, please provide me with these comments in writing (email: tania.pretorius@up.ac.za) by no later than Monday, 27 August 2007.

Please note that the results are a synthesis of the findings of all interviews from different stakeholder groups and may contain some diverging views. Rather than noting diverging views, please restrict your comments to highlighting the views which have not been taken into account in this chapter, or which you believe the researcher may have misinterpreted.

Thank you for your contribution to this research. Please do not hesitate to contact me should you require any additional information.

Kind Regards
Tania Steyn