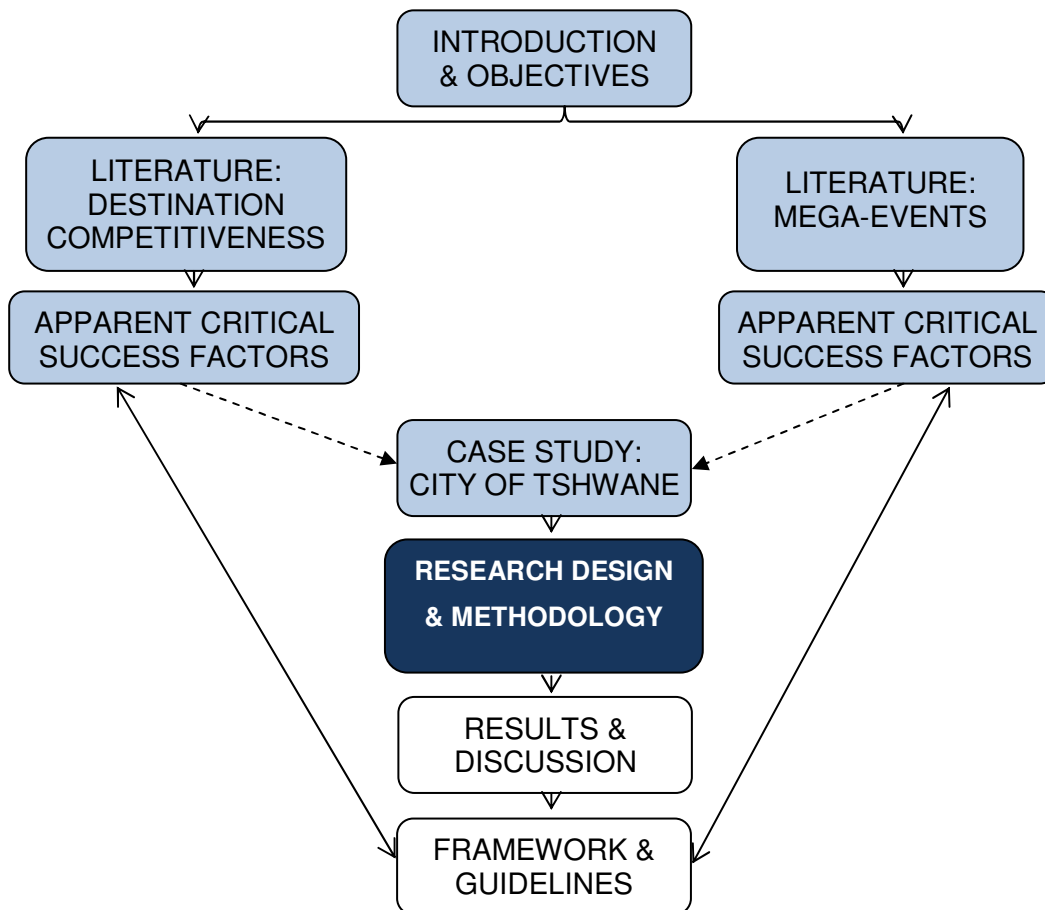


CHAPTER 5: RESEARCH DESIGN AND METHODS

It is argued that many researchers operate according to their needs in relation to the research problem and research setting (Denzin & Lincoln in Phillimore & Goodman, 2004:20). In line with this, Phillimore & Goodman argue that “one of the strengths of tourism research is the fact that it is not bound to fixed disciplinary boundaries with their associated methods.” This can be due to the “interdisciplinary nature of tourism and the influence of research practices that have been imported from other, non-tourism-related disciplines” (2004:4). This chapter provides a comprehensive discussion of the research approach and methods that were utilized in this study.



5.1 INTRODUCTION

The following statement by Jamal and Hollinshead (in Phillimore & Goodman) serves as an apt introduction to the research paradigm and associated methodology used in this study. They stated that the move towards more interpretive, qualitative tourism research has asked for a more dynamic, experiential and reflexive approach, where social agents are central to the construction of knowledge and the researcher's voice is one among many factors that influence the research process (2004:4). The researcher aimed to design just such a dynamic, reflexive approach; that would allow for the construction of knowledge to come from within the group of participating stakeholders.

5.2 A STUDY GUIDED BY INTERPRETIVISM

The research paradigm or set of beliefs that guided this study is that of interpretivism. In this genre, researchers have a full set of paradigms, methods and strategies at their disposal (Decrop, 2004:158). Research is based on interaction between or among the researchers and participants; with the researcher taking on an empathetic stance in an attempt to understand the complex and unique situation that exists because of a particular combination of circumstances and individuals (Saunders *et al.*, 2007:106). The ontology (nature of reality) of this paradigm is described as complex, dynamic and subjective, thereby necessitating the researcher to take on a subjective view in order to explore the subjective meanings motivating the participants (Saunders *et al.*, 2007:108). Interpretivism emphasises relativism by viewing reality as something that is not objective and single, but is socially constructed, holistic and contextual (Ozanne & Hudson in Decrop, 2004:157). This view fits in with the nature of the tourism industry as a complex, multi-dimensional system.

The epistemology (manner to create knowledge) is based on an interactive and co-operative relationship between the investigator and the object of investigation in order to gain insight into the experience of the participant. It relies on a "... holistic-inductive approach ... [where] ... the research phenomenon is investigated as a whole and

theoretical propositions are generated from the empirical field (Decrop, 2004:157). “The focus is on ‘thick descriptions’ in order to develop theory that makes sense out of a local situation.” In other words, the research took on an inductive approach with the aim to build theory (a framework) by taking particular notice of the context in which events take place (Saunders *et al.*, 2007:119).

When considering the axiology (the role and place of the researcher’s personal values), the researcher’s interpretation greatly influence the research and all aspects of his/her observation are considered to be important. The researcher’s viewpoint, values and biases also influence the way in which they interpret phenomena and construct texts (Jamal & Hollinshead in Phillimore & Goodman, 2004:4) However, the researcher is not seen as the “all-powerful interpreter ... [with] ... their commentary accepted and venerated as fact” (Phillimore & Goodman, 2004:20). Instead, the researcher’s opinion is something that is regarded as open to interpretation.

5.3 THE BROAD RESEARCH DESIGN

The research design is the detailed plan wherein the researcher provides an outline of how the research was conducted. It explains and motivates the researcher’s decisions and indicates how the researcher ensured and evaluated the quality of the research. The research design should ultimately indicate how the chosen strategy has addressed the study’s goals and objectives (Kotzé, 2009:2).

5.3.1 The research design summarised

The empirical component of the study took on the form of a case study research strategy, which is in line with the research paradigm and approach described previously. A multi-method research choice was employed to collect and analyse both primary and secondary qualitative data from the case study (Saunders *et al.*, 2007:145). This research choice effectively served both the exploratory and descriptive aspects of the study. By using the combination of data collection methods, the different views present in the case study could

be established more reliably (Saunders *et al.*, 2007:119). It furthermore assisted with establishing the validity of the findings.

The study was cross-sectional, as it looked at a case study at a particular point in time and participants were only interviewed once (Kotzé, 2009:6). All data collection took place before the beginning of the event with the aim of understanding the City's readiness and preparation for the event. Documentary secondary data was used and written material was purposefully sampled from the City of Tshwane Tourism Division. Strategy documents, workshop reports and promotional material were studied to gain rich information on the City's tourism strategy, as well as their strategy/initiatives related to the 2010 FIFA World Cup™. For primary data collection, semi-structured, in-depth interviews were conducted. This allowed for meaningful discussions around a number of central questions pertaining to the research problem (Leedy & Ormrod, 2005:146).

The decision to follow this specific research design is strongly supported by a statement made by Getz after he conducted an extensive study into the nature and scope of academic material within the field of event tourism. He stated that the positivistic approaches synonymous with management, economics and other social sciences remain useful, but that both qualitative and quantitative methods are required. He furthermore stated that "... the experiential nature of travel and events requires phenomenological approaches, including hermeneutics ... direct and participant observation, in-depth interviews, and experiential sampling" (2008:422).

5.3.2 A research design allowing for exploration and description

Getz argues that knowledge creation in the field of event tourism has been "ad hoc and fractionalized among diverse interest groups" (2008:419). He states that such an immature field of inquiry is mostly multi-disciplinary and has to draw theory and knowledge from established disciplines and closely related fields. It can be argued that this characteristic supports the decision to have undertaken exploratory research in the current study. The data gathered allowed the researcher to understand the 'what' and 'how', but also to go deeper into the 'why' of the case study (Saunders *et al.*, 2007:313).

Due to the limited amount of existing work found on the topic and also the limited number of potential respondents, an exploratory research design offered the means to gather a great amount of data from a small sample (Struwig & Stead in Steyn, 2007:111). Furthermore, the objective of this study was to develop a framework of CSFs and strategic guidelines, and exploratory studies are often conducted as a first step toward the development of a new theory or model that can be applied in different situations (Page & Meyer in Steyn, 2007:111).

In addition, and as an extension to the exploratory research, descriptive research was done to portray a clear picture of the case study. When doing descriptive research, it is important to go further and draw conclusions from the data that you have described (Saunders *et al.*, 2007:134). It should always be seen as a means to an end, and in the case of this study, it provided substance to the data collected through the exploratory phase.

5.3.3 The case study strategy

After an extensive evaluation of the academic material available on event tourism, Getz (2008) presented a framework for knowledge creation and theory development within the event tourism field. One of the prominent themes in the framework is the *planning and management of event tourism*. It includes topics such as stakeholder perspectives, policy issues, competitive advantage, leveraging events for additional benefits, and the goal of creating lasting event legacies. In order to answer the research questions that surround these topics, Getz suggests that case studies and benchmarking are needed to determine the most effective strategies and practices (2000:417). It is thus evident that a case study approach was most suitable to explore the topic of the current study. As there were no cross-comparisons between specific destinations and because destination competitiveness entails a myriad of possible indicators, a benchmark study was not suitable at this stage. It can, however, be considered in future research, once the proposed strategic guidelines and a framework of CSFs has been established.

A case study is an extensive examination of a single instance of a phenomenon (such as a mega-event) and aims to create an in-depth understanding of the dynamics that exist within a specific case. It is also suitable for learning more about a poorly understood situation and “it is useful for generating or providing preliminary support for hypotheses” (or in this case, the preliminary set of CSFs that have been identified) (Leedy & Ormrod: 2005:135).

According to Leedy and Ormrod (2005:136), reporting on a case study would include a few important aspects which, when related to this study, are as follows:

- The rationale for the case: explained in this section (5.3.3).
- A description of the facts related to the case: provided in Chapter 4.
- A description of the data collected: addressed in the current chapter (5).
- A discussion of the patterns found: done in Chapter 6.
- A connection to the larger scheme of things: done in Chapter 7.

For this study, the City of Tshwane in Gauteng, South Africa was chosen. There are a number of reasons why this specific city was chosen. Firstly, the researcher had previously done research for the City and so became aware of the City’s somehow slumbering potential. The researcher also took part in meetings of the so-called Tshwane Tourism Action Team and attended a number of industry related workshops and functions. During this time she gained a greater understanding of the role players in the City and the complex dynamics driving actions in the City’s tourism industry. It would therefore be appropriate to explore how the City’s tourism industry was preparing itself as a host city for the upcoming 2010 FIFA World Cup™, and how this event was being viewed from a tourism destination perspective.

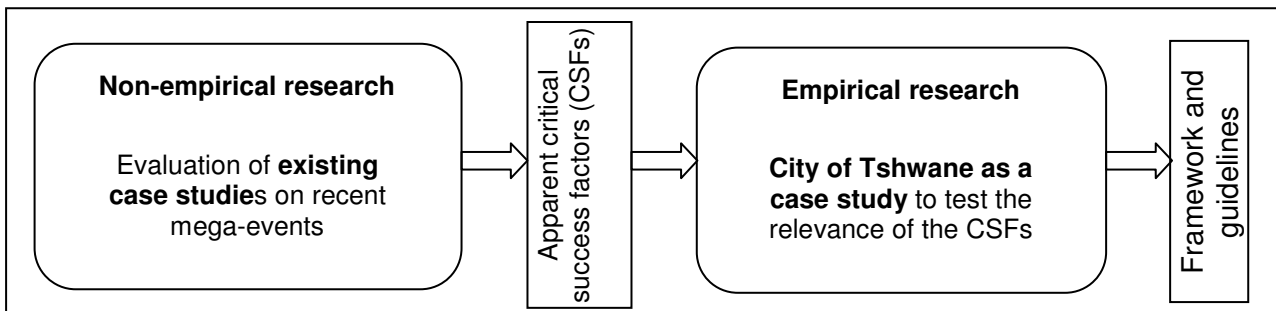
The major weakness of a single case study is the fact that the findings can not with certainty be generalised to other situations. However inductive research, such as is the case in this study, is per se less concerned with the generalisation of findings (Saunders *et al.*, 2007:120). Still, the researcher believes that by having provided adequate context to the case, it will allow for generalisation of the findings to other similar destinations (Leedy & Ormrod, 2005:136). In addition to adding thick descriptions of the context, the researcher aimed to address this weakness by exploring existing case studies relating to

other mega-event host destinations, as part of the literature review. This was also done in an effort to add validity to the apparent CSFs before they were to be tested amongst the stakeholders.

The use of more than one case study is referred to as a *collective case study* strategy and is done in order “to make comparisons, build theory or propose generalizations” (Leedy & Ormrod: 2005:135). This strategy was also used by Stokes (2006:3) in her research on network-based strategy marking for event tourism, and in Getz and Fairley’s (2004:130) study on media management at sport events for destination promotion.

Figure 21 explains how a somewhat modified *collective case study strategy* was taken. Even though the researcher did not conduct the case studies herself, they were included as a substantial part of the proposed set of CSFs that were to be tested amongst stakeholders.

Figure 21: A modified collective case study strategy



Source: Developed for this research study

Having now established the research strategy that was taken, it is necessary to explain the nature of the data that was collected on the case study.

5.3.4 Undertaking qualitative research

To answer some research questions, we cannot skim across the surface. We must dig deep to get a complete understanding of the phenomenon we are studying. In qualitative research, we do indeed dig deep: We collect numerous forms of data and examine them from various angles to construct a rich and meaningful picture of a complex, multifaceted situation (Leedy & Ormrod, 2005:133).

Qualitative research and hermeneutics (study of text) is frequently connected with interpretivism (Decrop, 2004:157). It consists of 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” (Cooper & Schindler, 2006:196). The focus is not on the quantity of information gathered, but rather on its quality and richness (Decrop, 2004:157).

The two common aspects of any qualitative approach is that it, firstly, focuses on phenomena in the ‘real world’ and, secondly, that it studies the phenomena in intricate detail (Leedy & Ormrod, 2005:133). Even though this study started out with a general research problem, the research process allowed the researcher to gain understanding of the phenomenon and to start asking more specific questions (Leedy & Ormrod, 2005:134). The characteristics of qualitative researchers (as discussed in Kotzé, 2009:26-27) correlates with the focus of the current study, and appropriately provided the means to conduct research that would:

- allow for an understand of the topic from the view of the case study group;
- provide a lot of detail and a thorough description of the current situation and place it within context;
- allow an understanding of the process that lead up to the specific situation;
- be flexible and thereby able to explore new issues as they arose during the research process;
- work around and be flexible regarding the concepts and constructs under investigation, but still using them within the proper theoretical parameters; and

- have effective control over and apply credible judgement of the quality of the research being done.

When relating the purposes of qualitative studies (Leedy & Ormrod, 2005:134) to specific stages in this study, it delivered the following results:

- describing Tshwane's competitiveness and readiness to be a host city, by revealing the nature of certain situations, settings, processes, relationships and systems that exist within the City;
- evaluating the effectiveness of particular policies and practices within the City to effectively leverage mega-events for destination competitiveness;
- interpretation of findings to gain insights into how the current realities within the City affect its competitiveness and readiness; to develop new theoretical perspectives about this relationship; and to discover the problems that exist within this relationship; and
- verifying the validity of the assumptions and perspectives within the real-world context of the City of Tshwane's stakeholders.

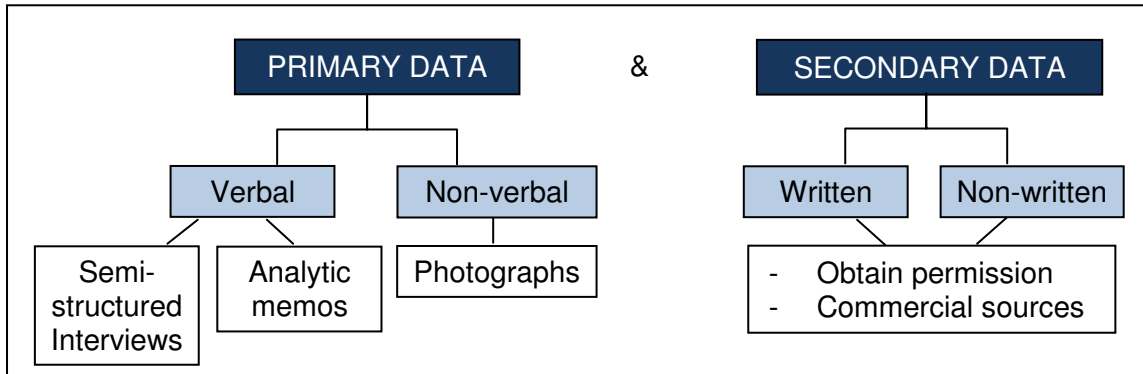
5.3.5 Deciding to undertake multi-method research

As previously stated, qualitative research and especially a case study approach requires the researcher to collect extensive data on the event in question. To gain deeper insight and a full description of the context, it was decided to collect primary, as well as secondary data, on the case study. Each of these types of data has its respective associated data collection methods. The resultant combination of data collection methods is referred to as a multi-method research. In the case of the current study, all of the collection methods employed delivered qualitative (non-numerical) data – thereby making it a multi-method qualitative study (Saunders *et al.*, 2007:145).

According to Saunders *et al.* (2007:146), there are advantages to choosing multiple methods in the same project. Firstly, different methods can be used for different purposes (such as exploration and description). Secondly, different methods enable the researcher to do triangulation, which is an important practice to ensure the validity of qualitative research. The most important factor to consider when making the choice of methods, is to

ensure that they enable the researcher to meet the research question and objectives (Saunders *et al.*, 2007:147). Figure 22 illustrates the data collection methods employed for the study.

Figure 22: A multi-method qualitative study



Source: Researcher's own construction

The next section will describe how individuals and objects were sampled to provide the primary and secondary data needed to conduct the case study.

5.4 SAMPLING

In the introduction to this chapter, it was stated that interpretive, qualitative research is a dynamic process where the researcher has a range of strategies and methods at disposal. These characteristics of qualitative research are also evident in the sampling strategy that was employed for this study, which will now be described.

5.4.1 Combining different sampling techniques

Qualitative research is most often characterised by a non-random selection of data sources, in other words, the researcher will apply sampling purposefully. Individuals or objects will be selected because they have the potential to yield the most information about the topic (Leedy & Ormrod, 2005:145) or based on their unique characteristics, experiences, attitudes or perceptions (Cooper & Schindler, 2006:204). The nature of the information that the researcher aimed to collect in this study, required the researcher to

employ purposeful sampling. This was done for both the primary, as well as secondary data (which will be explained in the next section).

Saunders *et al.* (2007:230) identified the following characteristics of purposeful sampling:

- It is used when working with very small samples, such as in case study research.
- It is used to select cases that are particularly informative.
- Findings from data collected in the initial sample will inform the extension of the sample into subsequent cases.

As mentioned in the characteristics of purposeful sampling, it is often necessary to pursue additional sampling units in order to gather sufficient information. This was also the case in this study and therefore snowball sampling was also employed as a secondary sampling method. In snowball sampling, additional samples are identified by participants and the sample is thus extended "... by relying on the experience and knowledge of respondents ..." (Steyn, 2007:113). In this study this not only applied to persons; for example, three participants referred the researcher to secondary data of great significance and related to their responses during the discussions.

The researcher also found it necessary to employ discriminant sampling by returning to two specific sources (individuals) in order to validate certain aspects of the proposed theory (Leedy & Ormrod, 2005:145).

Throughout the sampling process, the researcher applied heterogeneous or maximum variation sampling. This means that the researcher aimed to include different (heterogeneous) individuals into the sample in order to get the maximum variety of opinions or perspectives. This technique fits in with the exploratory nature of the topic, as any emerging patterns would probably be of particular interest and were likely to represent the key themes (Saunders *et al.*, 2007:232). The principle of heterogeneous sampling also applied to the secondary data, as a great variety of documentary data was collected in order to do triangulation and to validate information supplied by the participants.

Regarding the sample sizes, Saunders *et al.* (2007:226) stated that, for the techniques of purposive and snowball sampling, "... the issue of sample size is ambiguous ... there are no rules." Sample size is dependent on the research question and objectives – "... what you need to find out, what will be useful, what will have credibility and what can be done within your available resources ... The validity and understanding that you will gain from your data will be more to do with your data collection and analysis skills than with the size of your sample." (Patton in Saunders *et al.* 2007:227).

5.4.2 Characteristics of the primary data sample

In this section, the focus is on explaining how individual participants were selected to be included in the study as sources of information.

5.4.2.1 *The interview participants*

In qualitative research studies, sample sizes are relatively small in comparison to that of quantitative studies (Cooper & Schindler, 2006:203). In this study, the sample size was limited by the number of key stakeholders in the City of Tshwane who are engaged in destination marketing and management, as well as event management.

In a study on destination competitiveness in Australia, Wilde and Cox (2008:472) also selected key tourism stakeholders and justified this choice based on the destination competitiveness literature. In his study on the relative importance of the various components of competitiveness, Crouch stated that "... judgement based on experience, expertise and insight is, in itself, a valuable source of information ..." and that gathering and analysing expert judgment on the attributes of destination competitiveness is a viable approach and makes sense as a first step in estimating the relative importance and determinance of the various attributes involved (2007:6).

This study included a total of 20 participants from across the various sectors. They were primarily based in Tshwane, seeing that this was the case study area. However, three participants came from outside the Tshwane area (offices located outside of Tshwane), but

were still included in the target population, as they provided crucial information on the topic from a national perspective.

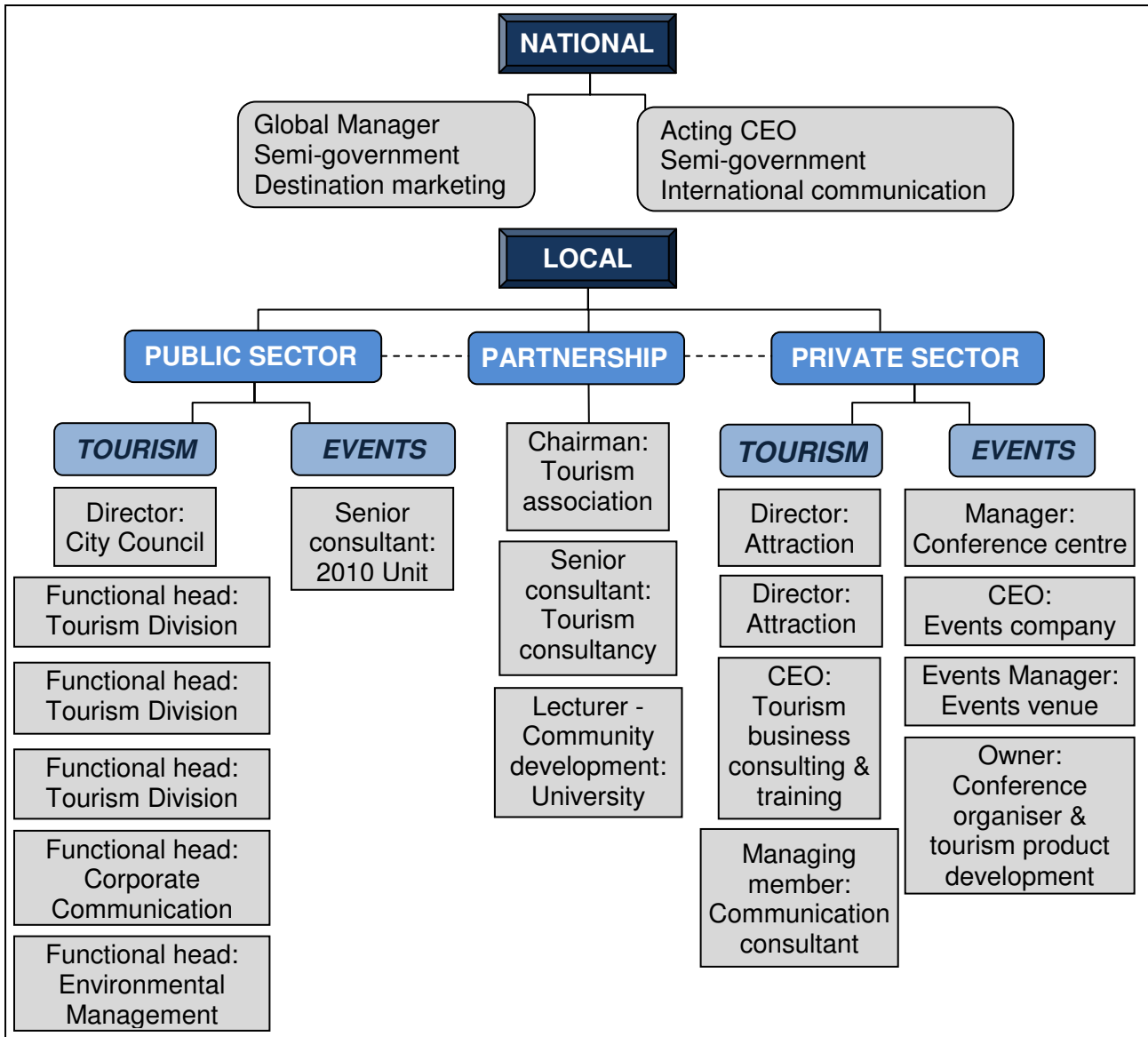
Because heterogeneous sampling was used and the aim was to ensure maximum variation, it was important to set the sample selection criteria before the sample was selected (Saunders, *et al.*, 2007:232).

A balanced portfolio of information-rich participants was selected. The sample included individuals:

- from both genders (not race specific),
- from both tourism and/or event management,
- from both the public and private sectors,
- from various levels within organisations/companies (owners/top management/departmental), and
- who are regarded as experts in their particular fields or operational areas.

Figure 23 (pg.209) provides a layout of the individuals that were included in the final sample, indicating the variety of views presented in the sample. In order to ensure confidentiality, participants have been assigned with a code, which were not included in the figure, but have been used in the discussion of the findings. The details of the participant include their role, the industry category they operate in, and the type of organisation.

Figure 23: Profile of the interview participants



Source: Researcher's own construction

5.4.2.2 Photographs

Another form of primary data that was collected is photographs (Saunders *et al.*, 2007:248). These serve as descriptive data and were included with the aim of substantiating (or contradicting) findings from the interviews. They were taken by the researcher, across the City of Tshwane before the event started. The aim was to collect photographic evidence of city beautification and official event-related promotion throughout the City (refer to Appendix I).

The photographs were regarded as part of the researcher's observations made during the research process and it was the only way to provide evidence (or contradiction) to some of the statements made by the participants. The following criteria were used to determine the nature of the photos that were to be sampled:

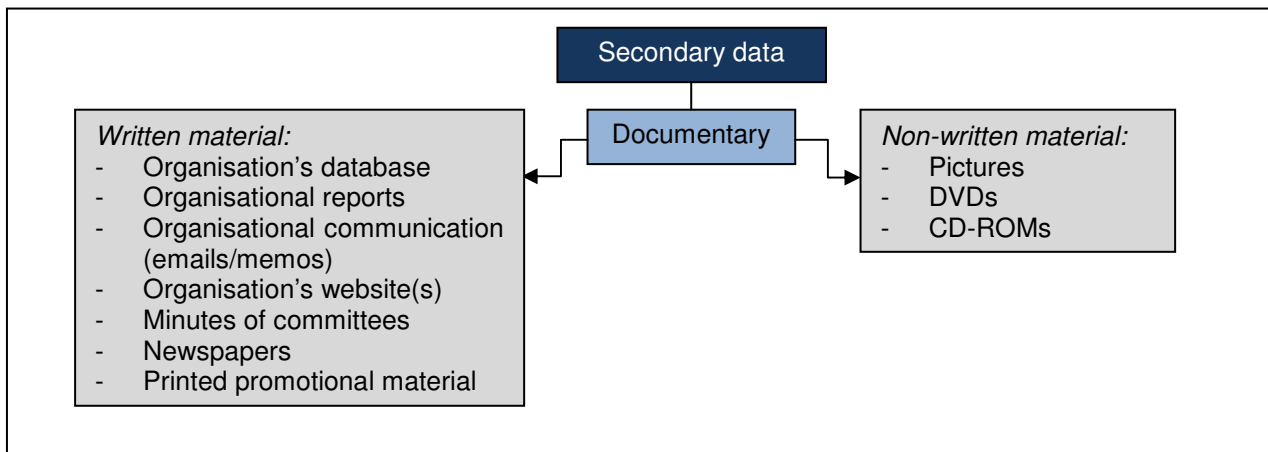
- It had to be something mentioned by a participant during an interview.
- It had to be within the City of Tshwane.
- It had to be in public areas where permission would not be needed.
- It had to be recently put up / built (from beginning 2008), thereby increasing the probability of it being produced specifically for the 2010 SWC.
- It had to be photographed before the start of the 2010 SWC, in order to fall in line with the cross-sectional timeframe of the research as described in section 5.3.1.

5.4.3 Characteristics of the secondary data sample

Secondary data is existing data that has already been collected or produced for other purposes, and can serve as a useful source in assisting to answer the research question (Saunders *et al.*, 2007:246). This type of data is primarily associated with descriptive research which, as already been stated, forms part of the current study. Within management research this form of data is most often used as part of a case study; hence also its appropriateness for the current study (Saunders *et al.*, 2007:248).

The type of secondary data that has been included in the current study is referred to as qualitative, documentary secondary data. Written, as well as non-written material was purposefully sampled from the City of Tshwane Tourism Division. This was done to gain rich information on the City's tourism strategy, as well as their strategy/initiatives related to 2010 FIFA World Cup™. Figure 24 (pg.211) illustrates the types of documentary data that have been included in the study.

Figure 24: Characteristics of the secondary data sample



Source: Adapted from Saunders *et al.* (2007:249)

Having now established the nature of the information sources that were sampled, it is necessary to explain how they were collected.

5.5 DATA COLLECTION METHODS

As already explained, each of the types of data that have been included in the study (primary and secondary), has its respective associated data collection methods. This section will describe the methods employed to collect the primary, as well as secondary data, and will also elaborate on the validity of the data that has been collected through these methods.

5.5.1 Primary data collection techniques

In this study, the researcher decided to collect verbal, as well as non-verbal primary data (Leedy & Ormrod, 2005:96). The collection of these data sets will now be explained.

5.5.1.1 *Semi-structured interviews*

The verbal primary data was collected through interviews, which in itself are defined as "... purposeful discussion between two or more people." (Kahn & Cannell in Saunders *et al.*, 2007:310). Interviews offer a means to collect valid and reliable data that are relevant

to the research question and objectives, and the type of interview used should therefore be appropriate for the research strategy that has been adopted (Saunders *et al.*, 2007:310). When considering the fact that interviews are among the favoured tools in interpretive research (Decrop, 2004:157), this choice of data collection method thus supports the research paradigm of this study. Interviews were also used by Singh and Hu (2008:932) in their study on strategic alignment of a mega-event (the 2004 Athens Olympic Games) for destination marketing.

An important feature of interviews is human interaction; assuming that the individuals involved have unique and important knowledge about the situation under investigation and that they are able to transfer this information verbally (Hesse-biber & Leavy, 2006:119). For the current study, face-to-face, semi-structured interviews were conducted⁵⁴. Semi-structured interviews are non-standardised and are used to collect data that will be analysed qualitatively, for example as part of a case study strategy (Saunders *et al.*, 2007:313) – as has been done in this study.

Discussions were guided by an interview schedule containing themes and questions that were important to the researcher (Schurink & Crafford, 2010:85). The schedule was built around four broad themes. These themes were discussed and then elaborated upon at the hand of a few individual questions, tailored to get clarity or encourage the respondent to share aspects that seemed most important to them (Leedy & Ormrod, 2005:184). The questions were not necessarily asked in a fixed order, but they ensured that all the relevant topics were covered during the interviews (Schurink & Crafford, 2010:85). This design was flexible and allowed respondents to discuss any additional topics that came up during the interview (Hesse-biber & Leavy, 2006:119). Refer to Appendix E (pg.347) for a copy of the interview schedule.

All the conversations were captured via a digital recording device and safely stored on a personal computer (as also used by Wilde & Cox, 2008:473). The researcher then proceeded with translation of the interviews as soon as possible, in order to ensure

⁵⁴ Two interviews had to be completed via e-mail, due to time constraints of the participants.

accurate recollection and to add any additional observations made during the interviews into the analytic memos.

5.5.1.2 Analytic memos

The researcher also compiled analytic memos. These notes were made during the transcription of interviews and provide a record of theoretical ideas that emerged during the research process (Schurink & Crafford, 2010:75). Such memos are usually written at the end of a day by the researcher to “indicate themes that have emerged, and concepts that can be developed, together with preliminary thoughts about the analytic framework”. Writing such memos, also known as a fieldwork journal (Schurink & Crafford, 2010:75), forced the researcher to think about particular observations, to discover linkages and to verify evolving ideas (Schurink & Crafford, 2010:50). In the current study, the memos include some methodological notes (comments regarding the methodology used), as well as theoretical notes (to derive meaning from the interview content and situation, in an attempt to make sense from what was heard) (Schurink & Crafford, 2010:62). Importantly, any mental constructions were only regarded as preliminary analyses of the data and had to be verified by additional data from the same participants (Schurink & Crafford, 2010:63). The researcher opted not to attach the analytic memos to the final document, but that it would be available should there be any enquiry in this regard (similar to the transcriptions).

5.5.2 Secondary data collection

The collection of secondary data was done to establish details about the physical environment, as well as historical, economic and social factors surrounding the case study, in order to provide a context to factors that have an influence on the situation (Leedy & Ormrod, 2005:135-136).

Written material such as the strategy documents, workshop reports, minutes of meetings and organisational communication were collected through involvement in the Tshwane Tourism Action Team. Documents were also accessed through an academic expert who has been involved with the City’s tourism strategy development since early 2000.

Permission was granted to use these documents in the study (refer to Appendix F, pg.351, for the letter of permission). Printed promotional material and non-written material was primarily collected at the Tshwane Tourism Fair (Tshwane Event Centre, October 2008), Indaba (Durban International Convention Centre, 2009 and 2010), the Tourism Lekgotla (National Zoological Gardens, April 2010), the Visitor Information Office (Church Square, 2009) and the new Visitor Information Centre in Hatfield (beginning June 2010).

5.5.3 Determining the validity of the measurement instrument and secondary data

Validity had to be ensured in two regards: firstly, the measurement instrument for the verbal primary data collection; and secondly, criteria for admissibility of the secondary data (both written and non-written).

5.5.3.1 Validity of the interview schedule

As already indicated, semi-structured interviews were conducted to collect primary data on the case study. Refer to Appendix E (pg.347) for the interview schedule. It was important to determine the validity of the data collection instrument, in other words “the extent to which the instrument measures what it is actually intended to measure” (Leedy & Ormrod, 2005:92). In order to test the validity, judgement by a panel of experts was used (Leedy & Ormrod, 2005:93). Four experts in the field of tourism and event research were asked to critically evaluate the instrument to determine the extent to which it would actually measure the characteristics in question. Changes were then made according to their suggestions on wording, the focus of questions, and the inclusion of additional questions. Quality related to the interview process itself, will be discussed in section 5.7: Quality and Rigour of the Study.

5.5.3.2 Criteria for admissibility of the secondary data

One of the disadvantages of using secondary data, is that it is easy to gather data that does not match the researcher’s exact need (Saunders *et al.*, 2007:260), and that a large amount of useless data may be gathered – a concern that is especially relevant to this

study, which included the destination's promotional material and websites. Another concern regarding the secondary data is that the researcher does not have any real control over the quality of the data. Furthermore, the researcher has to keep in mind that the data was previously collected and collated for a specific purpose, and this will have an influence on the nature of the data (Saunders *et al.*, 2007:262).

It becomes clear that careful evaluation of objects was necessary to determine whether they were to be included into the sample or not. The researcher had to consider the following aspects in particular (taken from Saunders *et al.*, 2007:263-272):

- Measurement validity: it had to provide information that answered the research question.
- Coverage: it had to be about the City of Tshwane specifically and had to be within a specific time period (before and/or in relation to the 2010 SWC).
- Reliability and validity: it had to be from a reputable source or authority (also, where applicable, considering the methodology, the context, and the format of results).
- Measurement bias: understanding that it may have been deliberately distorted to gain certain advantages or was intended for specific target audiences (especially applicable to organisational records, minutes and memos).

In order to address the concerns discussed above, a set of criteria was established to evaluate the admissibility of the data. This was done in an attempt to guarantee the integrity of the research (Leedy & Ormrod, 2005:91). Table 23 provides a layout of the criteria.

Table 23: Criteria for admissibility of secondary data

Measurement	Criteria
Overall suitability	<ul style="list-style-type: none"> - The data contains information that is required to answer the research question - The measures used to collect the data match those required by the current study - The data set covers the geographical area that is the subject of the current study - Data about the study's population can be separated from unwanted data - The data is for the right time period or sufficiently up to date

Table 23: Criteria for admissibility of secondary data (continued)

Measurement	Criteria
Precise suitability	<ul style="list-style-type: none"> - The data is from a credible source - It is clear what the source of the data is - Associated published documents exist - The source contains details for obtaining further information about the data - Take the original purpose of the data collection into consideration
Measurement	Criteria
Precise suitability (continued)	<ul style="list-style-type: none"> - Take the target audience and their relationship to the data collector or compiler into consideration (identify vested interests) - The data is consistent with data obtained from other sources
Costs/benefits	<ul style="list-style-type: none"> - Take the financial and time costs to obtain the data into consideration - The data can be downloaded in a usable format - The overall benefits of using the data outweigh the costs

Source: Adapted from Saunders *et al.* (2007:270)

Apart from the criteria set described above, the researcher would like to mention another aspect of the collected sample. Some objects were specifically selected in order to do cross-check verification (Patzer in Saunders *et al.*, 2007:271). This means that samples from two or more independent sources were chosen specifically because they could either (a) suggest similar conclusions, or (b) suggest contradicting conclusions (Saunders *et al.*, 2007:271).

Now that the data sets have been described and that it is clear how the individual participants / objects have been selected, it is necessary to explain how the data was analysed.

5.6 DATA ANALYSIS

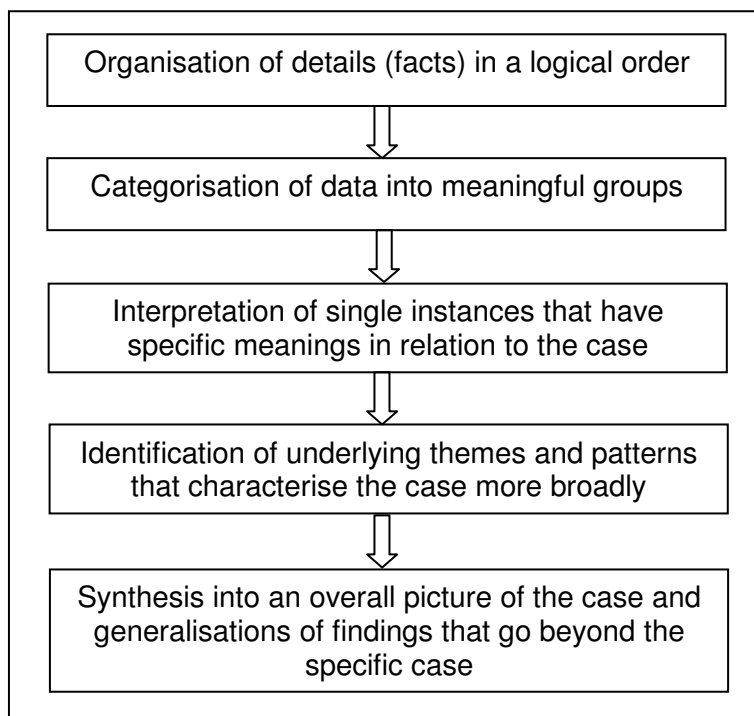
Data analysis in qualitative research is characterised by inductive reasoning, where the researcher makes “many specific observations and then draws inferences about a large and more general phenomena.” The process is also subjective, as the researcher critically explores the data to (subjectively) identify patterns (Leedy & Ormrod, 2005:96). The process does however change throughout the continuous cycle, and the qualitative researcher will also use skills of deduction to verify the inductively formulated themes with additional data (Leedy & Ormrod, 2005:97).

According to Baptiste (in Schurink & Crafford, 2010:123), a qualitative researcher has to consider three issues before starting with data analysis:

- philosophical: what is theoretically possible according to the researcher's values and beliefs about research;
- design: what is required by the research question and strategy; and
- contextual: the researcher's skills and resources.

A case study researcher usually starts to analyse data during the collection process already (Leedy & Ormrod, 2005:136). Leedy & Ormrod (2005:136) identified five steps synonymous with case study data analysis. Figure 25 lays out these steps, which were also applied during this study.

Figure 25: Data analysis for case studies



Source: Adapted from Leedy and Ormrod (2005:136)

Correlating with these steps for case study analysis identified by Leedy and Ormrod, Baptiste suggested four general phases of data analysis in qualitative research. To describe the data analysis process of this study, the researcher decided to do so at the hand of Baptiste's four phases (as summarised in Schurink & Crafford, 2010:125-127).

5.6.1 Defining the analysis

Data was analysed from within the interpretive paradigm, thereby stating that reality is something that “... could be discovered by means of a systematic, interactive, methodological approach ...” (Schurink & Crafford, 2010:20). The researcher adopted an empathetic stance in order to understand the world of the research participants from their point of view (Saunders *et al.*, 2007:10). The goal of the study was not to find a single correct answer, but rather to seek a defensible perspective (Baptiste in Schurink & Crafford, 2010:125). The researcher’s role in the study was to describe the context and to make connections between what was said and what the researcher knew (based on the literature review).

5.6.2 Classifying the data

In the case of this study, the non-empirical phase already delivered a number of key themes (the apparent CSFs). These preliminary findings influenced the choice of data to be collected during the empirical phase (in other words, the data that were collected on the City of Tshwane). It was important for the researcher to determine whether the key themes already identified in the literature, were actually being regarded as key themes during the interviews.

The researcher read through the data as a first step in preparing for analysis. Specific techniques for reading included shifting sequence (changing the order of cases to avoid getting to rut); interrogative quintet (asking ‘so what’ to explore avenues in the data); and checklists (to highlight substantive issues such as activities, strategies and relationships) (Baptiste in Schurink & Crafford, 2010:125).

The researcher also recorded observations and ideas about the data to prepare for further analysis – an action called ‘annotating’ (Baptiste in Schurink & Crafford, 2010:126). The researcher also tried to relate these annotations to the fieldwork journal discussed in section 5.5.1.2.

Thereafter the researcher tagged the data. This was done by selecting interesting bits of data, as well as data that supported the purpose of the study (Baptiste in Schurink & Crafford, 2010:126). Seeing that the themes had, to a certain extent, already been identified through the literature review, the researcher decided to tag everything. This was done in order not to miss any additional aspects that had not been mentioned in the literature. The researcher tagged in parallel, meaning that the responses to individual questions were compared respectively. Data was mostly labelled from the literature, but in some instances required labels to come from the data (for example, when the issue had not been raised in the literature).

Lastly, the researcher organised and grouped similar data into categories. These categories were to a great extent already determined by the four themes and the sub-questions used in the interview schedule. It was important to make sure that the different categories were in fact sufficiently different to warrant distinct categories (which would later be turned into the various CSFs). At this point the researcher also had to make sure that each category (CSF) was supported by tagged data. Furthermore, the researcher had to refer to the fieldwork journal to see if there were any additional comments that could support/address the tagged units and categories (Baptiste in Schurink & Crafford, 2010:126).

5.6.3 Making connections

An important stage in the research is this stage, where the researcher has to relate concepts and categories, by using the skill of interpretation. The researcher focused on defining relationships and links between the different themes and categories, and also to determine which data would support the proposed relationships (Baptiste in Schurink & Crafford, 2010:126). The researcher's fieldwork journal proved to be of great value to take note of specific realisations and to formulate new perspectives on the case (the 'story behind the story'). The secondary data were also used to add greater description and support new proposed relationships.

The last phase of Baptiste's data analysis, 'conveying the message', will be discussed in Chapter 6 seeing that it pertains to the representation of the research findings. The next

section will focus on the measures that were taken to ensure the quality and rigour of the study.

5.7 QUALITY AND RIGOUR OF THE STUDY

The quality of a research study depends on the manner in which the related issues have already been addressed in the research design phase, as this will guide the researcher in selecting the most appropriate methodology (Schurink & Crafford, 2010:49). Scientific rigour is associated with the quality of the research outcomes and requires the researcher to, on the one hand, be open and flexible, and on the other hand, to meticulously follow the chosen research paradigm and to conduct thorough data collection (Schurink & Crafford, 2010:53). This section will describe how the researcher aimed to address the issues of quality and rigour in the study.

5.7.1 Ensuring the quality of interview process

The quality of the primary data collected will to a great extent depend on the validity of the methods used to collect the data. The validity of the interview schedule has already been discussed in section 5.5.3. Data quality issues that specifically relate to semi-structured interviews include the following (Saunders *et al.*, 2007:317-319):

- reliability (whether the same results would be revealed by other researchers),
- forms of bias (interviewer bias or response bias), and
- validity (to infer a meaning as it was intended by the participant).

The researcher aimed to overcome these and other data quality issues by employing different strategies. Table 24 (pg.221) summarises the issues and related strategies.

Table 24: Strategies to ensure the quality of the interview process

Data quality issue	Strategies
Reliability	- Keeping analytic memos and a fieldwork journal
Credibility	- Being prepared for interviews by having knowledge of the research topic and the situational context - Supplying relevant information to participants before the interview (for example the interview themes or a copy of the interview guide upon request)
Interviewer and response bias	- Conducting the interview in an environment where the participant felt most comfortable, but with no/minimum distractions - Shaping the opening of the discussion in such a way to ensure participant consent and trust (addressing confidentiality) - Phrasing questions clearly and avoiding theoretical jargon - Applying the critical incident technique to get the participant's definite idea regarding an incident (Keaveney in Saunders <i>et al.</i> , 2007:325) - Using appropriate non-verbal behaviour
Validity	- Applying attentive listening skills - Summarising explanations or information given by participants

Source: Taken from Saunders *et al.* (2007:319-326)

The quality of the secondary data was insured by setting up a list of criteria for admissibility of the data, as already discussed in section 5.5.3.2.

5.7.2 Ensuring the overall quality of the research process

In a qualitative study, it is very important to be able to show how the quality of the research process has been ensured in order to substantiate the findings resulting from the research. In order to ensure the overall quality of this study, the following nine principles were applied (adapted from Leedy & Ormrod, 2005:154):

- purposefulness (the research questions drove the research methods);
- explicitness of assumptions and biases (any aspects that may influence the data collection and interpretation were openly communicated);
- rigor (rigorous, precise and thorough methods were used to collect, record and analyse data and the necessary level of objectivity was maintained throughout the study process);
- open-mindedness (interpretations were modifying as necessitated by new or conflicting data);
- completeness (the object of the study was understood in all its complexity and duly described);

- coherence (evaluating the consistency of findings and reconciling any contradictions that were presented by the data);
- persuasiveness (arguments were logically presented and sufficient evidence was produced for excluded arguments);
- consensus (getting agreement on interpretations and explanations from participants in the study and also scholars in the discipline); and
- usefulness (aiming to present conclusions that would add to knowledge of the topic and that would be meaningful in the future).

Two prominent qualitative researchers, Lincoln and Guba (in Schurink & Crafford, 2010:52) and Leedy & Ormrod (2005:100) argued that the term 'validity' does not aptly apply to qualitative research. They have suggested that the term validity should rather be replaced by words like credibility, dependability, confirmability and transferability.

- Credibility: the match between the participants' views and the researcher's reconstruction and representation of it.
- Dependability: the logic applied to the research process, as well as being well documented and audited.
- Confirmability: the way in which the researcher provides evidence that supports the findings and interpretations.
- Transferability: the extent to which the findings can be transferred from the specific case studied, to another.

One way of increasing the credibility of a study is to do triangulation of different methods (Lincoln & Guba in Schurink & Crafford, 2010:52). By applying the concept of triangulation on the data collected, the researcher aimed to establish and manage the validity of the research. This means that all the information collected from the various data sets had to point to the same conclusion (Leedy & Ormrod, 2005:136). In the case of the current study, the proposed CSFs and strategic guidelines had to be eluded to through the literature review of the two study fields (destination competitiveness and event management) and the various destination case studies in the non-empirical phase, as well as through the data collected from the case study of the empirical phase. The use of both primary and secondary data during the empirical phase, also aided in triangulating the findings (Saunders *et al.*, 2007:139) (as discussed in section 5.6).

By identifying the context of the case (as discussed under 5.3.5) and providing 'thick descriptions' (Leedy & Ormrod, 2005:100), the researcher contributed to the value of the research by allowing readers to draw their own conclusions about the extent to which the findings can be generalised (Leedy & Ormrod, 2005:136).

Other measures that were used to ensure the quality of the research include the following (Leedy & Ormrod, 2005:100):

- Feedback from others: The researcher asked experts in the field whether they agree or disagree that the research has made appropriate interpretations and valid conclusions).
- Respondent validation: The researcher took her conclusions back to some of the participants and asked them whether it made sense based on their own experiences. This was not necessarily done after the fieldwork was completed, but in most cases was done during interviews. The researcher asked participants to repeat themselves, or said their statements back to them in other words and checked whether they responded positively (agreed).

5.8 RESEARCH ETHICS

Ethical issues in research can be divided into four categories (Leedy & Ormrod, 2005:101). These categories will be used to briefly discuss the ethical issues that had to be addressed during this study.

- **Protection from harm**

In this study, participants were not subject to undue physical or psychological harm. They were not forced to comment on anything which they felt uncomfortable with.

- **Informed consent**

Participants were informed about the nature of the study and were given the choice to participate. There was no foreseeable reason to withhold the true nature of the study from participants. Participants were not offered any form of incentives to encourage participation. Refer to Appendix F (pg.351) for a copy of the informed consent form that was used in the study.

- **Right to privacy**

Participants remain anonymous and in no way have their individual responses been linked to them as persons; except if explicitly given permission to do so (e.g. when a person gave a statement as an expert in the field).

- **Honesty with professional colleagues**

Findings have been presented in a complete and honest manner and do not contain misrepresentations for the sake of supporting a particular conclusion. Any use of another person's intellectual property has been acknowledged, and any official or company documentation has also been duly indicated.

Another issue to consider includes permission from organisations to interview their employees. Refer to Appendix G (pg.353) for a copy of the letter by the Director of the Tshwane Tourism Division giving permission to interview staff members. This letter also gives permission to the researcher to use certain documents as part of the research study.

Considering the fact that case study research is a continuous process, research data was continually updated and securely stored as the study progressed. Information gathered from previous participants was also not shared with other participants in order to avoid any form of bias that this could create. Even though interpretive research requires the researcher to take a subjective stance (Saunders *et al.*, 2007:107), the researcher aimed to remain objective and not allow a subjective opinion to interfere with the research.

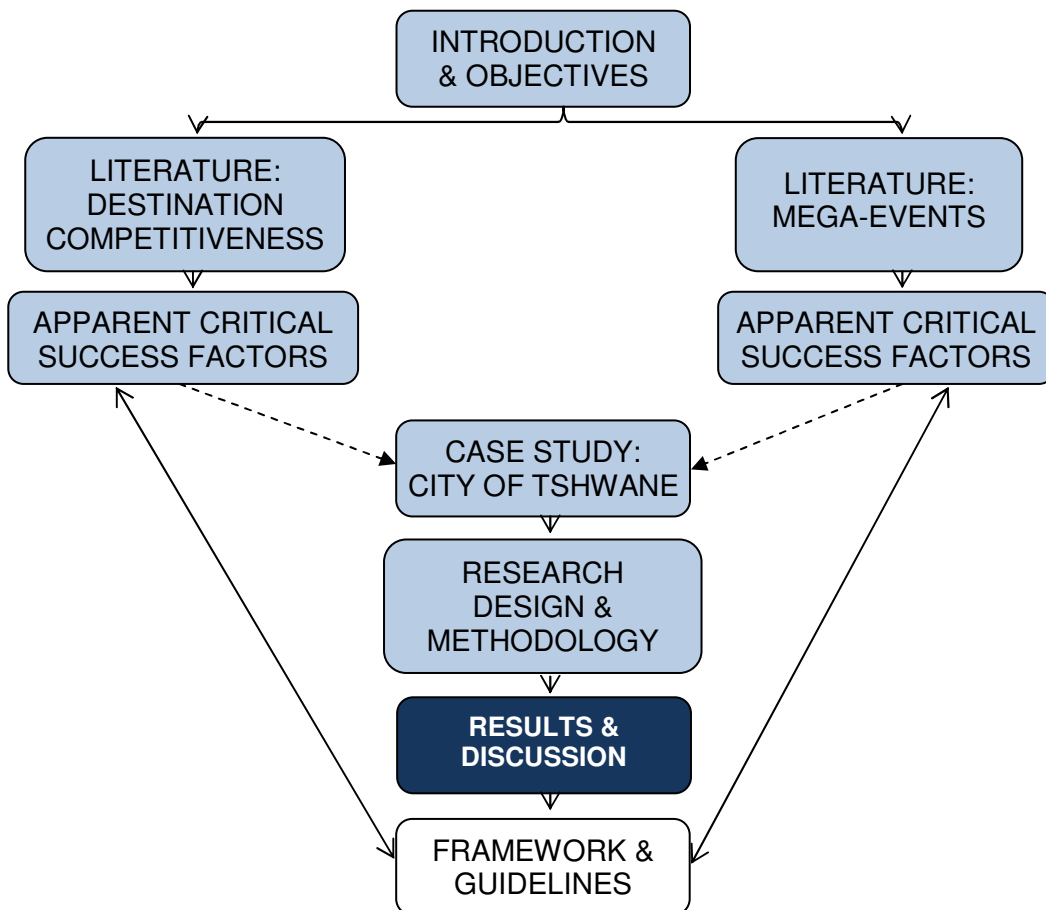
The research study was also pre-approved by the Faculty of Economic and Management Sciences' Research Ethics Committee; implying that it adhered to their requirements for ethical clearance.

5.9 CONCLUSION

From the description of the methodology, it becomes clear that this study was true to the nature of tourism research; not being bound to fixed disciplinary boundaries with specific associated methods. The nature of the topic also benefited from such a study, as it allowed for greater exploration of a broad theme and assisted in gaining knowledge from two study fields. Through the inclusion of existing case studies in the literature review (Chapter 3), it was possible to add credibility to the proposed set of CSFs (Chapters 2 and 3) before testing them in the context of the propose case study (Chapter 4). It also assisted in the purposeful selection of knowledgeable participants, as well as identifying relevant primary and secondary data that could add insight along the lines of these proposed CSFs. The next chapter provides the findings from the empirical research done within the City of Tshwane.

CHAPTER 6: RESULTS AND DISCUSSION

The aim of this chapter is to present the findings from the primary data collected through semi-structured interviews, along with relevant secondary data. Discussions will begin with participants' perspectives on the current level of competitiveness of the City of Tshwane (CoT), followed by information that specifically relates to the 2010 FIFA World Cup™. The purpose will be to validate the framework of CSFs that has been presented at the end of Chapter 3. Furthermore, the researcher will aim to determine the extent to which such an event could contribute to a destination's competitiveness (the participants' perspectives on the City's current competitiveness, compared to the areas where the event under investigation is expected to contribute in terms of the CSFs).



6.1 INTRODUCTION

For purposes of data analysis, transcriptions were analysed according to the framework of the apparent set of CSFs as it was refined in Chapter 3. The researcher aimed to determine to what extent and in which format the individual CSFs and respective performance areas were in fact being recognised and considered by participants. This would also allow for the identification of additional issues that may not have arisen from the literature, but that were perhaps specific to the context of the case study. Such possible new issues would then have to be included into the framework in an appropriate manner. In order to ensure participant anonymity, no codes were used as references. In some instances reference was also made to secondary data (with in-text referencing), where it was found appropriate to present such data in support or contradiction to participants' statements. In section 6.2 the researcher opted to provide only a summary of participants' opinions, as a detailed analysis of the CoT's competitiveness was not a primary objective of the study. Such a summary could still, however be able to provide the data necessary in later detailed discussions of the CSFs within the case study context. From section 6.3 onwards, the researcher used a more personal literary style and included the participants' own language and perspectives in order to capture the complexity of the case being studied (Leedy & Ormrod, 2005:97).

6.2 THE COMPETITIVENESS OF THE CITY OF TSHWANE AS A TOURISM DESTINATION

Before addressing the CSFs, it was decided to first present participants' opinions on the CoT's current level of competitiveness. This would allow the researcher to understand how existing practices within the destination may have either supported or hampered event-related initiatives. Table 25 (pg.228) presents the strengths and weaknesses of the City, based on the opinions voiced by the participants. Firstly, it indicates the individual aspects of the City's 'general' tourism destination competitiveness (described in the left-hand column); followed by the number of participants that mentioned the aspects. It also indicates the extent to which these aspects were similarly regarded as important in terms of the City's competitiveness as a host city for the 2010 FIFA World Cup™

(described in the far right-hand column). The frequency counts (and percentages) have been added in order for the researcher to determine the relative importance of the respective issues. This could in turn be useful to verify the contribution that events, if approached according to the CSFs, could make to key aspects of destination competitiveness.

Table 25: Aspects of the City of Tshwane's competitiveness

STRENGTHS	General		2010-specific	
	N (20)	%	N (20)	%
Iconic sporting facilities (High Performance Centre; Loftus).	2	10	2	10
Strong sporting teams based in the City (rugby and soccer).	1	5	5	25
Rich history and familiar icons (Union Buildings, Voortrekker Monument, Freedom Park).	9	45	3	15
Home of government and Capital City status.	4	20	3	15
Diplomatic presence in the City.	5	25	4	20
Location (central in Southern African context; easy to get to surrounding regions; <i>"in the centre of gravity"</i>).	4	20	5	25
Variety of attractions and experiences.	5	25	4	20
Good quality accommodation facilities.	3	15	2	10
Great physical environment (including climate).	3	15	4	20
WEAKNESSES				
Battle to define City's identity and uniqueness (linked to branding).	5	25	1	5
Lack of pro-active strategy to package product offerings.	5	25	3	15
Absence of major leisure features (like beaches, mountains).	4	20	3	15
Lack of continuity in City leadership (turnover of people).	2	10	-	0
Poor service delivery.	2	10	2	10
The absence of an RTO (ability to market).	4	20	8	40
Political issues (systems, agendas) hindering destination progress.	5	25	1	5
Absence of a large convention centre.	3	15	-	0
Maintenance of existing attractions and facilities.	2	10	1	5
The name change issue.	4	20	4	20
Absence of a cutting edge visitor information centre.	1	5	4	20
Lack of a flagship event.	3	15	-	0

Source: Researcher's own construction

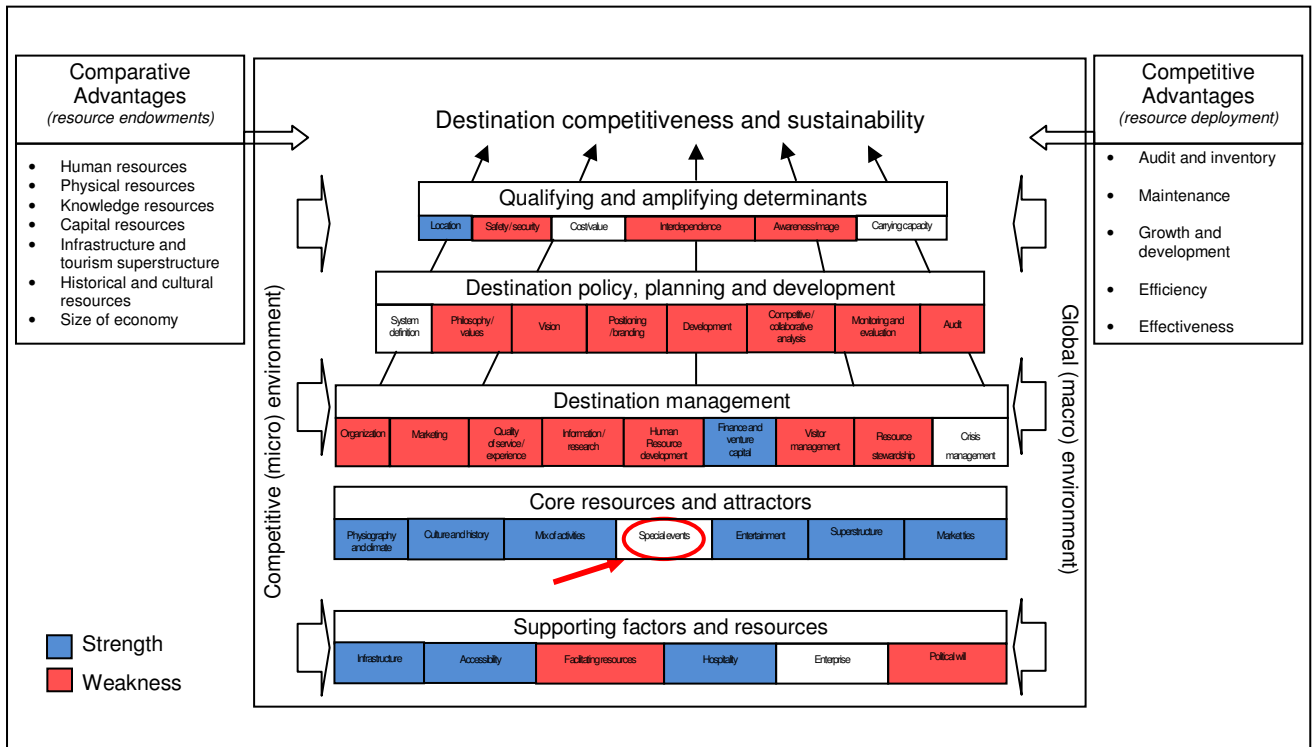
From the table it can be seen that most of the strengths and weaknesses seem to carry the same weight in general terms, as well as with the prospect of an upcoming event. There are some strengths and weaknesses, however, that become more significant, while others seem to lose their power. In terms of the strengths, the fact that certain sporting teams were hosted in the City, became quite significant. It can be argued that the question would be whether the City was able to fully capitalise on this opportunity; more than what it had done when other teams had based themselves in the City. On the other hand, the key

icons of the City which were usually used as the unique selling points of the City, seemingly lost their significance. As one participant stated: *“Yes it’s the seat of government and it has the Union Buildings where Mandela was inaugurated, but how attractive is that to a soccer visitor? No really.”*

When looking at the weaknesses, there were several weaknesses that became seemingly less threatening in the light of the event. These include leadership issues, lack of a destination identity, and internal political issues. Though these were regarded as less critical for the event, they are very important issues in terms of the destination’s overall competitiveness. Furthermore, as one participant stated, it is not as if these issues would disable the destination from hosting the event, but it would minimise the long-term benefits and effective leveraging of the event for competitiveness. What is important, are the two weaknesses that have gained weight in light of the event. They include the absence of an RTO, and the lack of a proper Visitor Information Centre (VIC). These points are closely linked, as a VIC would fall within the priorities of an RTO. Furthermore, the previously mentioned leadership and identity issues, would also be addressed if an effective RTO was to be put in place. From this it can be seen that in general, but also pertaining to the destination’s event efforts, the existence of an RTO is a critical success factor that affects all of the other CSFs (as they have been identified thus far in the study).

In order to place these strengths and weaknesses into perspective, it was decided to relate them to the destination competitiveness model of Ritchie and Crouch (2003), as it has been discussed in Chapter 2. Based on the data presented in Table 25, the model in Figure 26 (pg.230) indicates the City’s perceived competitiveness before the event.

Figure 26: Perceived competitiveness of the City of Tshwane before the event



Source: Adapted from Ritchie and Crouch (2003)

When giving an opinion on the competitiveness of the City, participants were either very positive (3), very negative (10), or gave a ‘yes and no’ explanation (5). The following statement effectively sums up the general opinion that the City has a lot to offer, but that strategic changes were needed to harness the slumbering potential.

“Mostly when you think of tourism you think of Cape Town or Durban. Now being here, I have completely changed my mind. In a positive way, because I’ve met the industry, the key roleplayers, and have learnt to know the City and what the City offers. So now I can base my opinion, not on the opinion of others or what you read or hear ... But I also think that, if you compare the City with other cities, it still needs to do a hell of a lot to maybe market, to sell the concept – yes, from a marketing perspective we need to do more to really showcase what we’ve got to the outside world.”

6.3 APPLICATION OF THE CRITICAL SUCCESS FACTORS IN THE CASE STUDY CONTEXT

As stated in the introduction to this chapter, transcripts were analysed according to the framework of the apparent set of CSFs as it had been refined in Chapter 3. During the data collection stage, the CSFs were not explicitly mentioned or discussed as part of the interviews (refer to the interview schedule, Appendix E, pg.347). However, content analysis of the transcripts was conducted in order to determine whether destination stakeholders did in fact (spontaneously) refer to the apparent CSFs. The researcher also aimed to establish the types of changes that could be brought about in a destination's competitive strategy, as a result of a mega-event. When exploring these CSFs, it is important to remember that effective event leveraging will not only depend on doing extremely well in one aspect, but rather by giving consideration and addressing all of these aspects.

"In terms of the City getting ready, it has not only been a few individual things – it is a complimentary of many initiatives".

6.3.1 Addressing events as a strategic destination priority

The first CSF to be tested among stakeholders, was the importance of having visionary leadership that can understand the importance of events within the broader competitiveness of the destination. If this is present, it is expected that an appropriate event tourism strategy will be developed that can effectively guide the destination. This section will explore the issue of leadership within the CoT; while also aiming to establish a picture of the 'ideal' situation that has to be present in order to optimally leverage events.

6.3.1.1 *Guided by visionary leadership*

"You need a good team and a good strategy. You have to have committed people guided by strong leadership - politically and operationally. You have to have qualified, skilled people at the head of the process".

When critically looking at a destination's leadership, it is always necessary to consider it within context. *"The CoT cannot in fairness be compared to Durban or Cape Town who have, throughout their history, been focused on tourism. It's an evolutionary process ... [but] decision-making in the City has progressed in the last 10 years."* With this in mind, the researcher aimed to proceed by objectively stating the facts as they had been presented during the interviews.

Within the CoT, the process of establishing an RTO were progressing slowly (as indicated in Chapter 4, Table 22). Six participants stated that the absence of such an entity was a critical issue that needed to be addressed within the CoT. Not only did it affect the City's 'general' competitiveness, but also specifically in terms of the destination's ability to optimally leverage the 2010 FIFA World Cup™.

"The RTO is the one thing that can ensure events' success in the future and it creates the platform"

It created a situation where Government's politically motivated development mandates were given primary consideration for the 2010 FIFA World Cup™ (as indicated by five stakeholders). This is not unusual, as has been stated in the literature in Chapter 3. However, the absence of an RTO that could strongly represent and drive the tourism cause, could affect the destination's ability to retain a major tourism legacy from the event.

"Make sure not to use a mega-event to sell negative political points of view. [The politicians] need to understand the bigger picture. You need to educate everybody and to share the message with everybody – and I think that is still a problem [in CoT]."

What counted in the destination's favour, and which were heralded by eight participants, was the existence of the Tshwane Tourism Action Team (indicated in Table 22, Chapter 4). As one participant noted: *"I'm excited about the Tshwane Action Team and what you're doing ... one must try and balance the [government] objectives with what we've got on the ground, and I think there the TTAT is doing a great job. They bring the professionalism to local government."* A matter of key importance for this Team's ability to fulfil this duty, was the fact that it was formally recognised at mayor level. It was stated that any future event-related partnering, as part of the destination's overall strategy, would have to happen as a

combined relationship of the (envisaged) RTO, the TTAT and the Tourism Division. *“It cannot be a one party-led initiative – it has to be complimentary between all these individuals”.*

It was clearly stated that it was the City’s (or relevant DMO entity’s) responsibility to **define what the destination is**. Everything that the DMO does in terms of events, should be **aligned to its strategic marketing objectives**, whether it is to increase numbers for economic benefit, or whether it is to raise awareness of the destination. Very importantly, **a mega-event has the potential to change strategic thinking about events**.

“Part of what the World Cup has done, is that it has helped us to think about all these things and to create a national agenda around the issue. Previously it was very hard to motivate authorities to start thinking about it. And I think the World Cup has helped us and, if anything, if the World Cup is to leave a legacy, that’s just it – to leave a very proactive national event strategy on the table that government can consider.”

The leaders within a destination have to understand that **each type of event will have its own implications for the destination**. Once a specific event is chosen, the leaders (including the DMO), has to **be proactive in order to leverage the specific event type** to the maximum benefit of the destination.

“And still I think that the mayors of the host cities very easily signed the host city agreements. But now when we come to operational implementation, I am of the opinion that, if we had more background and information on how these rules and regulations were going to impact the physical operation on the ground, maybe it was not that positive an idea to bid for the [2010 World Cup] event. In my experience, it is as if we in SA or the CoT, just accept what we are told and we try to comply with that and solve the problems behind the scene. The Germans [2006 World Cup] were more confrontational and did their own thing.”

It is clear that mega-events have the potential to change strategic thinking around events, but also to **bring change to tourism strategy in general**. It was stated that the rapid developments that took place within the City’s tourism strategy process (described in

Chapter 4) was not as a result of the events (2009 Confederation Cup and 2010 World Cup).

“No, it’s got a more larger perspective. But obviously it’s taking into consideration the biggest event Africa has ever hosted. So, I think it is not out of context – it’s within that context. But we didn’t just drop everything and focus on 2010 and now we’re going to redevelop or reinvent another strategy after 2010”.

Still, it did provided a good reason to be more proactive, to fast-track planning and strategic actions, and to highlight some of the *“most important things that we have to put in place to prove that we can compete”* (given the window of opportunity that the event would present).

6.3.1.2 Developing an integrated events tourism strategy

It was unanimously stated by all participants that an event strategy was a non-negotiable if the City wanted to compete in the events market (*“It’s crucial”; “extremely important”; “definitely”; “vital”; “absolutely important”; “critical”*). It would serve as the tool through which to align all events within the City; to align all the relevant government departments and divisions; to clarify stakeholder roles; and to commit budgets.

The importance of **understanding what happens at a national level** in terms of events, became very clear during the interviews. If you want support for your city-level event, it should be **within the framework of the national event strategy**. *“The events that the City have hosted, have never been hanged onto a large marketing bell. Even though SAT will not necessarily get involved in city-level events, a big event that is properly managed by RTOs and event organisers, are at least listed and get a little bit of attention when SAT markets [on their events calendar]”.*

A city cannot support an event if it is not supported nationally (in line with the national event strategy). In the same breath, the national DMO can not support an event if it is not supported at a city level. As one participants stated: *“You cannot host any event if there is not a national strategy which is aligned to the provincial strategy which is aligned to the local strategy. That three levels of government is key otherwise you are going to do*

something that is not recognised by anybody, and you won't get funding for that and you're gonna play small games." At the time of the interviews, the event strategy of the CoT was in fact put on hold, because they were waiting for SAT to finish the national strategy (as confirmed by three participants). In this regard, one participant stated that *"we should rather lead than being lead"*. In his opinion, nationally there existed a desire to support local event initiatives. *"But we [national] can't tell you what you are capable of. We [CoT] therefore need to be able to say [to them] what we are capable of – and for that we need consensus"*.

South Africa developed an event strategy in 2007 (as indicated in Chapter 4, Figure 19, pg.173). In this strategy they indicate that they would be focusing on sporting and lifestyle events. Once a destination chooses to enter the events market, it has to **clearly define what types of events** it will include as part of its **portfolio**. It then has to *"play very aggressively in that space"*, because there may be several other destinations also playing in that same field. This is definitely the case with sporting events where *"sports have become a sort of new economy"*. The choice of the World Cup, for example, forced South Africans to work together in order to fit in with the *"soccer crazy culture familiar in Europe and South America"*. **It seemed that it could actually be to a great advantage for the CoT if there was a national focus on sports events.** As already indicated in Table 25 (pg.228), Tshwane had a strength in sporting facilities. It was also stated at a 2010 steering committee meeting in 2007, that the City's vision for 2010 would include "Being known as the sporting capital of Africa". Three participants stated that the 2010 event brought the opportunity for the 'traditional' national sport of rugby (along with its supporters), to partner with the soccer culture and fans. In this regard, two participants mentioned that the CoT missed out on a great opportunity to open up a new market for itself.

"I mean, Loftus is an Afrikaner icon – it is there because of rugby. We should have used that to encourage white Afrikaans South Africans to support soccer and the World Cup. But we have not taken that opportunity to go into that market". Also *"Why didn't we go to Victor Matfield [Captain of the South African rugby team, as well as the Blue Bulls; thus 'based' in Tshwane] and asked him to become the icon/champion to lead and drive the thinking behind the game in Pretoria?"*

A local DMO has to understand that, for a city-level event to be supported within a national event strategy and marketing efforts, it has to **have a strong brand**. Otherwise it will be risking not only the event, but also the country as a destination. In this regard it was suggested by one participant that the City has to consider effectively **collaborating with large event companies** to bring in more events into the City.

“Thinking of when the City hosted Robbie Williams, with 70 000 people attending. We should think of becoming globally competitive through these types of events. If the City is serious, we will have to work in collaboration with such companies [in this case, Big Concerts]; to look at doing an effective plan so that we have at least one big event a month”.

The national strategy will also determine **which cities are eligible for which events** – *“don’t compete for and waste resources on bidding for events that will always be given to other cities”*. This statement was also supported by another participant: *“Look at Indaba – if you want to compete, you have to have a facility that is the same or better than Durban ... [Through their re-investment of money made from the event into the facility] they have created a monopoly over the event. Their facility is custom-made for the event”*.

An event strategy has to **include practical issues**, such as business operating hours and ablution facilities in the destination. Very importantly, a destination’s event strategy has to be **aligned to what is happening at a national level** in this regard. Two participants gave valuable inputs in this regard, based on their practical experiences as event organisers.

“Tshwane has to stop existing in isolation from the rest of the world. If you compare what happens in Johannesburg, Durban and Cape Town, Tshwane is like an island. Our enforcement of the Act on Public Safety, the Liquor Act, Recycling ... I can mention any aspect of an event ... some things are very old fashioned. Other things are unnecessarily strict, for example certification of structures like a stage: they will only accept certification from one authority (a specific individual)”.

If a destination has **outdated structures** in place, it will not be an attractive event host destination to prospective event organisers and owners. Both these participants especially made mention of the CoT’s existing structures in terms of event safety, as it was being controlled by **emergency services**.

“In Johannesburg, their JOC is involved in every event. At meetings in Tshwane you have to tell them what we need. They are not in charge of things”.

It is critical to get **experts and representation from the events industry** associations and members, to give their inputs into the strategy.

“It’s important to sit down and think: how are we going to write any new act [event strategy] in such a way that it marries the needs of the municipal divisions with that of the events industry”

Without going into too much detail on the practical issues of events management (which falls outside of the scope of this study), it is critical that a DMO will have **representation from the events industry when it writes its events tourism strategy**. It will also be necessary to have **representation, in some form or another, from event industry experts on the RTO’s events unit**.

Critical to an event strategy, is furthermore the task of **post-event evaluation**. A DMO has to communicate with stakeholders in order to identify the lessons learnt from the event. It will also assist the DMO in understanding the destination’s various strengths and weaknesses pertaining to event hosting. Future event-related strategies of the destination can only be competitive if they are based upon such evaluation (PAR01). In the case of the CoT, the lessons learnt during the Confederations Cup in 2009, were used to *“realign and rearrange our operational plans toward 2010. Almost all our operations plans were rewritten. You have to be flexible. There were only five cities hosting the Confeds Cup, and I think I’m quite fair against other host cities to say that, from that and the feedback from that, Tshwane has done the best”*. Furthermore, the 2010 Unit incorporated an **extensive research project** to establish the economic, environmental and infrastructural impact of the 2010 FIFA World Cup™ within the CoT. Key to the research was **partnerships** with Tshwane University of Technology, the University of Florida in USA, as well as the host cities of Polokwane and Mbombela. The project was set to focus on the following aspects:

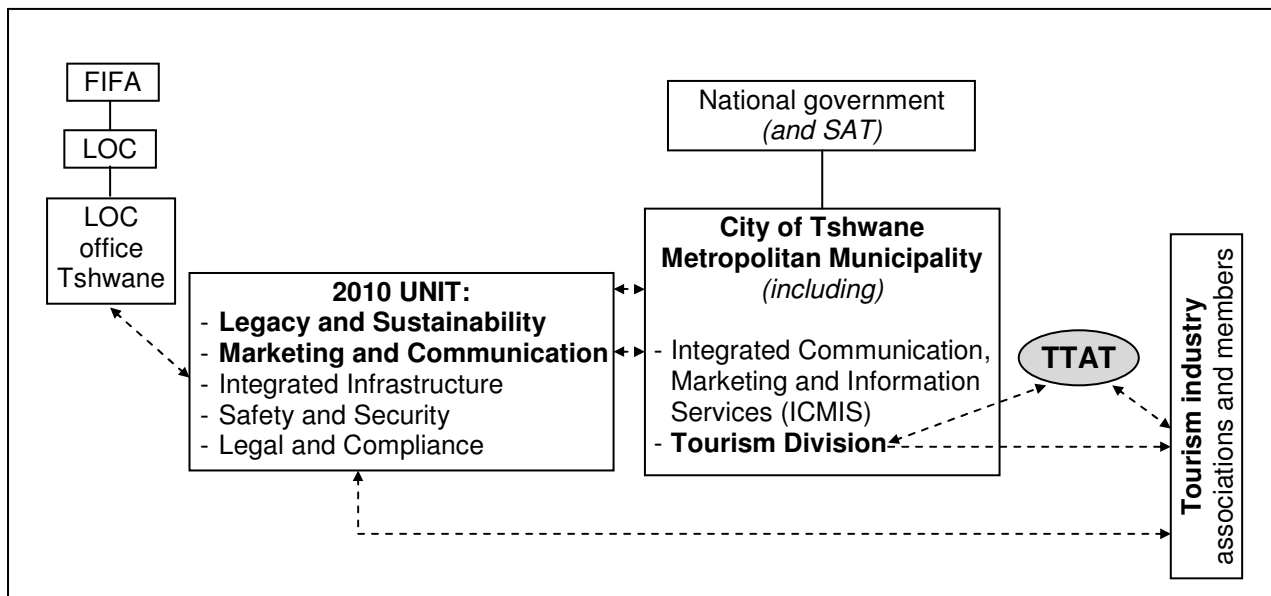
- Residents: attitudes, perceptions and experiences from different socio-demographic groups about the 2010 World Cup™ prior to and following the event. Specifically investigating identity, psychic income, and nation building.
- Visitors: perceptions and experiences during the event. Specifically investigating awareness, event image, destination image and social responsibility.

As a last point, two participants alluded to the fact that an event strategy had to indicate how **money made from the event will be reinvested into facilities** to strengthen the destination’s events offering.

6.3.2 Clarifying the broader stakeholder roles and relationships

In order to give an overall perspective of the key stakeholders within the CoT that were involved in the event, it was decided to present them at the hand of an illustration (Figure 27), based on the researcher’s understanding after conducting the interviews. This may make it easier for readers to understand how the event was managed within the City, before exploring the roles of each different group. Figure 27 indicates a number of key relationships between the stakeholders. From the perspective of destination marketing and management, the most important linkage was between the 2010 Unit (the event organiser) and the Tourism Division (the “acting” DMO in the case of the CoT). This is in line with what has been found in the literature. This relationship, as well as the other important linkages, will be explained in the discussions that follow. The role of the LOC office will not be discussed, as this office did not focus on the city level like the 2010 Unit did. They also did not address the tourism industry, but talked to the general public and addressed issues like safety and security, health, and issues around permits and exclusive zones.

Figure 27: Organisation of the City of Tshwane for the 2010 FIFA World Cup™



Source: Researcher’s own construction

6.3.2.1 Identifying the key event stakeholders

In order to discuss the event stakeholders that were involved within the CoT for the 2010 FIFA World, they will be mentioned according to how event stakeholders have been identified in Chapter 3 (pg.118). The aim is to determine their roles, but also to establish whether these are indeed the key stakeholders of an event⁵⁶.

- **The leading role of the DMO**

As indicated in the previous section, the CoT did not have a DMO at the time of the study. It was however indicated that the enquiry and approval process would be completed successfully in May 2010, and was said to be established in the 2010/2011 financial year (Gcabo in Anon, 2010b). As already indicated, the TTAT in partnership with the Tourism Division, performed the role of DMO for the City to a certain extent (as indicated in Figure 27, pg.238). The Team undertook several initiatives around the event, and it is important to look at some of these initiatives, in order to determine how and where they could fit in as part of the CSFs for the leveraging of mega-events. These initiatives will be discussed under the respective headings.

Key to any DMO efforts, appears to be a **dedicated unit/division that focuses only on the events offerings of the destination**. *“You’ve got to have people really punting destinations in terms of events”*. Such a unit should be a contact point between the DMO and event organisers, suppliers and markets. It will also have to perform various tasks within the overall destination strategy.

“That’s what’s needed – people [event organisers] need an entry point – people that want to host or if we know of an event that we want to bid for. You need a coordinating structure to do the costing years ahead [of a mega-event] and to get things in place.”

What seems to be key to any DMO in general, but especially also in the case of an events unit, **is dedicated, skilled staff**.

⁵⁶ The broader events tourist market will be discussed in Section 6.3.4.6; and the media as key event stakeholder in Section 6.3.4.3.

“The thing is, you can put it [an event strategy] on paper, but you need support from different levels. You need political support, down to operational level to implement it. You have to have an A-class type of team. Even if you have a B-class strategy, you will be able to implement it.”

A case-in-point observation made by the researcher, was the fact that some of the participants who had to perform key tasks in terms of the City’s marketing for the event, were seemingly uninformed. For example, 30 days before the event, the researcher managed to interview three participants simultaneously as a group (two involved with marketing; one with product development). One of the participants directly involved with promotion, was unaware of where the media centre would be located. Two participants were totally unaware of the fact that there were plans to *“light up the City for the 2010”*. One participant explained how the 2010 Unit *“printed thousands of these brochures for the City, but they don’t have distribution channels. It lays in their offices. It must be at the hotels and other places”*; whereupon another participant exclaimed that she herself had forgotten to send through the distribution list to them.

There are several other tasks that any future DMO of the City (or its events unit) will have to perform in order to effectively leverage mega-events as part of an event strategy. At city-level, the DMO should **create new events, create support for and grow them**. Once they are big enough, you can involve the private sector and the DMO at national level. It is also important to list **criteria that will be used to select events**, and to determine **what type of support will be provided**. The DMO has to **determine what role it chooses to play**: *“Do we see ourselves as a sponsor, as funding your costs as an events organiser, or is it just about helping you to grow your event”*.

At national level, SAT identified six focus areas for their 2010 Tourism Organising Plan: accommodation, transport, safety and security, marketing and communication, skills levels, and information management. Most of these things are out of the DMO’s control, but it is necessary to **constantly lobby** and ensure that all the required measures are in place for an event. The DMO also has to **represent the interests of the local tourism industry members** in the various event-related projects⁵⁷.

⁵⁷ Refer to the discussion on the role of government and political groups for more on this last point.

There seemingly were plans in place to develop such an events unit within the envisaged RTO, and to base it on lessons that had been learnt from the 2010 World Cup.

“I think it [legacies] will depend on the RTO and we have to ensure that we don’t lose the lessons that we learn now. The City has to maintain the existing structure, like a permanent LOC, for any future event and that can work permanently on it. If there is one thing that remains, it’s the way that the departments have worked together. You can’t start from scratch with every event.”

One participant, who had been involved in the organisation of successful major annual events, provided some **perspectives of what a destination has to offer to event organisers**. From the event organiser’s perspective, a destination (or its events unit) should:

- have a permanent point of contact where an organiser can get all needed info, and build a long-term (familiarity) relationship with (*“we [event organiser] had to work now [during the 2010 World Cup] with people in the City that don’t know us and how we work – so you have to start explaining yourself all over”*);
- have a proper disaster management system in place;
- have updated systems and structures in place (in terms of permission and certification requirements);
- be able to provide the support that they promised up front;
- have high quality venues and the desired crowd numbers (*“go where the audience is that fits with the event”*);
- be attractive to sponsors as well, in order to finance the event;
- have sufficient media exposure and publicity channels available; and
- be willing to give over its public domain to the event brand for the duration of the event (*“once a brand owns a City for a weekend, they must leverage everything”*).

- **Managing the difficult relationship with the event organiser**

As can be seen from the previous discussion, the relationship between the destination (through the DMO or its events unit) and the event organiser is critical. It is important to understand that a mega-event belongs to the event owner (in this case FIFA). The LOC (the event organiser in the case of a mega-event) is responsible for ensuring that all

the **event-related rules and regulations are adhered to**. It appears that the relationship with an LOC is no easy matter. At the beginning of the preparation process for the World Cup at national level, for example, there were a few challenges, because people, in some instances, did not understand their different roles. People were also sometimes withholding information; some people could not be contacted easily; while some people weren't properly employed in their positions. Fortunately things changed for SAT in the last two years leading to the event. *"In the last two years the cooperation has been unbelievable. From SAT's perspective we've got great relations with FIFA, excellent relations with LOC, we sit on their marketing sub-committee – we influence what they do. The whole 'Fly the Flag' campaign was a jointly run campaign. It was driven by the IMC, SAT, SABC, government, the LOC – it's been a partnership approach and that's why it's been a success story"*.

In the CoT, the role of event organiser was fulfilled by the so-called 2010 Unit, consisting of five strategic clusters (as indicated in Figure 27, pg.238). They had to liaise with the local FIFA LOC office, which consisted of local expertise and that had to report directly to the main FIFA LOC that operated at the national level. The 2010 Unit comprised a group of individuals (specialists in their fields) that had been appointed by the City. It was headed by a managerial team, the Executive Mayor and City Manager of the CoT (City of Tshwane, 2010a). They acted on behalf of the City and had to carry out the local government's mandates⁵⁸. In this way, the event organiser for the 2010 World Cup was a public entity. In order to manage the event on behalf of the City, they looked at all the **strategic documents within the City's line departments, aligned them and wrote single strategies** for each of the five clusters within the Unit. As indicated in Figure 27, the Unit included a 'Marketing and Communication' cluster. This cluster was responsible for the delivery of all major events around the 2010 FIFA World Cup™ including the Fan Fest™; all communication and media engagement; as well as all marketing and branding activities (City of Tshwane, 2010a).

Three participants indicated that there was good **cooperation** between the 2010 Unit and the City's Tourism Division, despite some challenges.

⁵⁸ Refer to section 6.3.3.4 for a discussion of the legacy mandate that the 2010 Unit has to focus on.

“I will say it’s like a forced marriage – you have to make it work. I can see in the 2010 office there’s a lot of clashes. You have the political sphere that wants the maximum potential to go to the local community. And that’s fine, because it’s their mandate [But the appointed project team] The project team sees themselves as outside consultants and their job is to get things done the way FIFA wants it ... so they are struggling to balance the demands from FIFA versus the City Council”.

Cooperation was especially important when considering that the 2010 Unit would be **deciding on and producing marketing and branding materials, as well as content of communication and media statements**. In the absence of a formal RTO, it was extremely important for the Tourism Division to also represent the interests and opinions maintained by the TTAT, as this entity had been tasked with the responsibility of managing the destination’s marketing strategy. Even though the 2010 Unit was represented at many of the TTAT meetings, it was in a sense the Tourism Division that would ultimately have to ensure that the destination’s strategy was taken into consideration by the event organiser (2010 Unit). *“There are things [where the tourism strategy is accommodated] like the VIC, the website we are getting in place. We have info, we communicate – I think not nearly as much as we would have wanted to, but we just don’t have the means”.*

More will be said about the actual event-related marketing activities of the City in section 6.3.4, where the CSF of alignment with the overall destination marketing strategy is discussed.

When a DMO wishes to collaborate with the event organiser, it is important to do so **right from the start**. The **event organiser also has to be accommodated** in the destination in such a way that it can perform its tasks optimally. This will in the end only be to the benefit of the destination. This comes back to a previous statement that a DMO must have a **dedicated events unit**.

“During the World Cup we’ll be having briefing sessions every morning to make sure that the team is on top of everything. We report directly to the mayor, avoiding all the red tape, and that is a good thing.”

- **The important role of government and political groups**

Government has to decide which mega-events it will support, as it requires public funding and it means committing the entire country (or specific host cities) to the rules and regulations of the specific event. So national government **has to support host cities in order to fulfil the promises** that they made to the event owner. From a national DMO perspective, government at city level has to establish a working group or task team to **bring together all the relevant departments**, including tourism, to get the city ready. They have to properly ‘dress’ the City and ensure that there is enough event branding around the City. They are also in charge of all other logistical issues (traffic management, the operating hours of the hospitality sector, safety and security). By giving attention to these matters, **the City authorities are actually contributing to the competitive identity of the destination.**

“In certain destinations where you are expecting to be confronted with certain things like grime and poverty – you expect it and you’re not going to get away from it. But in South Africa there’s almost an expectation that we have similar standards to Europe and the United States. Now if you don’t deliver on that promise, you are putting your entire brand at risk, so you need to ensure that these promises are going to be fulfilled.”

In the case of South Africa, and the CoT, the destination appeared to have an advantage, because the international world didn’t always know what to expect. One participant stated that *“people expect something, but they don’t know what they expect ... when they come here they get a surprising first world experience. But it’s not, it’s just different, a South African experience. That’s to our advantage: the ‘under-promise over-deliver’ principle”*

Government is also responsible for ensuring that development brought on by the event **benefits the local economy directly**. They should ultimately have to indicate in their event policy that local people and SMMEs are to be procured for the various projects undertaken during event preparations. Government has to find ways for local businesses to comply and be part of the event. In the CoT, this was done by creating smaller types of events (such as public viewing areas and craft markets) where SMMEs could tender, based on government rules. Economic implementation *“can only*

be successful if you partner the politicians on executive mayoral level with business and compliment that with small business within the city. If it comes from one sector only, the other sector will never accept.” This reiterates the point that the DMO has to be **representative of the various local tourism industry sub-sectors when partnering with government**, in order to ensure sustainable benefits to the destination’s tourism industry members.

- **Tourism industry members as suppliers to the event**

The suppliers involved in an **event consists of a wide range of sub-sectors**, including accommodation, tour operators, car rental, airlines, entertainment and retail outlets. It appears that industry members will not necessarily regard a mega-event as a positive occurrence. One participant indicated that many of the accommodation establishment owners in the CoT were not positive about the 2010 World Cup. “ ... many times the ‘tannies’ [white ladies] will say: *Oh, I don’t like 2010. Look at our town, it’s not clean. Look at the pavements*”. There seems to be a deeper rooted problem than mere scepticism about this one event: “ ... *they feel negative towards the City based on bad service delivery, which is a normal thing. So they’re at the point where they don’t want to make contact with the City and they have nothing good to say towards the City’s Tourism Division.*” If a destination wishes to have the cooperation and commitment of its tourism industry members for the hosting of an event, it is **crucial to communicate in order for them to voice their concerns**. An event creates the opportunity to **renew relationships throughout the industry**. In the CoT, the 2010 Unit played a very important role to re-align the various accommodation (splinter) groups with the City. This was done by holding weekly 2010 Host City readiness presentations to different sectors. At these informal meetings, issues and concerns were openly discussed. In many instances it was necessary to make commitments in terms of budget and capacitating individuals. This event clearly created an opportunity within the City to build bridges and to create linkages between the industry stakeholder groups within the City.

A mega-event will **stimulate growth of the events industry** within a country, and this industry is very important in terms of the destination’s ability to adequately supply to the events market. More will be said in this regard in Section 6.3.3.1.

- **The critical role of the local community**

It is important for residents to be **enthused about an event and to participate by being present at event venues** (stadiums, fan parks, public viewing areas, public spaces). Two participants stated that residents of the City had to get out of their houses, into the streets to where the games were being played; that *“during a big match, the City should not be quiet”*. This is especially important as part of the **visitor experience**.

“Today we are talking about cultural interaction and Pretoria should have come up with activities where internationals could interact with locals and have that cultural exchange ... It’s not just important to enjoy the area; you have to enjoy the people”. And *“You’ve got to get your country excited about an event and for your people to be good hosts. This is what truly makes the event a unique experience, because it is experienced through the culture of the people.”*

A city has to determine where it can **link into national initiatives**. For example, the Welcome Campaign of SAT, which was aimed at improving service delivery and **hospitality of ordinary citizens**.

“Are we really going to be welcoming or are we going to ‘rob them blind’. Are we as ready to inform them, give them tips. It’s also about locals being willing to direct you to the local hangouts/spots – it gives a great experience”.

In order for local residents to give an event such support, it is necessary to make them **understand the benefits and privilege of being a host city**. It is not only political buy-in that’s needed for a destination to host an event successfully, but also the support of the ordinary citizens.

“You have to get it from the normal person on the street. [They need to understand] it’s more than just soccer: it’s a unique thing; it’s a mega-event.”

Residents need to understand that public money is being spent, but that they will be benefiting from it. Three participants stated that not enough communication has gone out to the *“rate payers”*.

“It’s an opportunity to get our house in order – so it’s an advantage for the residents of the City. The City is being cleaned up and we are finally getting some of the services that we have been waiting for for a long time”.

- **The investors introduced to the destination through an event**

It is important to recognize the key role of events as catalysts to create **new entrepreneurial opportunities**, or for attracting **more investment** into the destination in order to provide the **additional services required** by a mega-event. In the case of mega-events, like the 2010 World Cup and the Cricket ICC, which was held in South Africa in 2003, there were very specific sponsors that were signed as private partners to the event. The DMO is not a competitor to any of the commercial partners of the World Cup. *“In fact, most of the commercial partners see us as **adding value to their bottom line** – for them its a credibility issue. So without investing too much money into these associations, it’s easy because they need you more than you need them.”*

- **Allies and collaborators of the DMO**

Usually the tourism industry and entities from other sectors work in silos (for example the sports industry). **Create platforms** where the relevant sectors of a specific event, or even just the events sector itself, can interact with the tourism industry. Partner with industry associations that can assist in **getting the product offering of the destination ready**. SAT partnered with the Tourism Enterprise Program and the Grading Council to educate the industry about the Match contracts. Within the CoT, there was collaboration with South African Tourism Services Association (SATSA) for tour operator training; with the Tourism Enterprise Partnership (TEP) for Customer Care Toolkit Training and Business Skills Toolkit Training. The City also partnered (through the 2010 Unit) with the Gauteng Tourism Authority (GTA) and TEP to grade and re-grade accommodation facilities (Anon, 2010a). The DMO should also consider partnering with tourism industry associations that are accommodated within the destination, to create a **strong destination promotional campaign that can run alongside the host city marketing campaign** (as was done in Germany in 2006). One participant stated that the CoT didn’t **use the strong role players based in the City**, like the National Parks Board and Forever Resorts, as a selling point. A previous

discussion indicated how **academic institutions** can be regarded as DMO allies when it comes to event evaluation and impact assessment.

6.3.2.2 Adopting a networking approach and stakeholder cooperation

“Lack of proper communication between the various roleplayers can be a challenge – as there are various different departments within the City that are involved in the event in some way ... It does not affect its ability to act as a host city, but the long-term benefits of the event may be limited if visitors are not fully exposed to what the City has to offer, or are disappointed by what they find during their visit”

For any destination marketing and management structure to function optimally, it has to be **representative of both the public and private sectors**. Yet, it also has to have some autonomy to be able to make decision outside of the public bureaucratic structures. *“You need a champion. You need the buy-in of business, complimented by politicians.”* This is not only true for DMO practices in general, but also directly relate to a destination’s desire to enter the events market.

“On a big event you need to cooperation on a local, provincial and national level to get the event here. If the public sectors works alone – you can only have success up to a point. Private sector has the product and you need that. Maybe they can own some of the resources, but they need supporting services”.

The DMO has to get **buy-in** from destination stakeholders into an **event strategy**, as well as getting consensus on the **selection criteria** for future events. It is crucial for all destination and event stakeholders to understand that the success of a mega-event depends on the **collective efforts** of all the government departments along with the various stakeholder groups.

“People tend to not know anything or wanting to know how ‘I’ can benefit, but not understanding that it’s about how the collective can benefit”.

As is the case with strategic thinking around events, a **mega-event clearly has the potential to change stakeholder relationships within a city**. It was found that some

participants from the public sector and private sector didn't know about each other's work in terms of preparing for the 2010 World Cup.

"What they plan to do ... it's the best kept secret" (a private sector product owner, commenting on the final approved marketing activities that still wasn't known 30 days before the event).

Furthermore, within the municipality itself, as with many other governmental structures, the different line departments were working on their own strategies; working in "silos" (a description used by four of the participants).

"For example, one of the sections within the LED unit is tourism; where a person from the tourism division asks me 'who is that person', and they actually work in the same department"

Upon asking whether stakeholder relationships had improved as a result of the event, the answer was clear.

"Yes, definitely, absolutely. If it wasn't for the event, you would have had all these divisions and for the TTAT it would have been even more difficult. Because the event brings to the table expertise, but also budget and alignment of individuals. And I talk from a practical experience point of view. The event brought individuals, personalities together to reach that [same] goal."

Key to promoting such stakeholder cooperation in the preparation and execution of a mega-event tourism strategy, is **timely involvement of stakeholders and commencement of plans**. This point was raised by five participants, and included aspects such as informing product owners on the usage of their venues; the choice of the fan park venue; the distribution of promotional material; and sharing of knowledge on marketing decisions.

"I think Tshwane has done very little. It hasn't pulled together its people, held planning sessions. The fact that they left things up to the last minute to tell you that our venue will not be used..."

"I've seen that the banners that were up last week, has been taken down. It's a month before the time and there's not a lot of time left"

6.3.2.3 Understand and give consideration to stakeholder interests

The DMO has to understand the interests of the various stakeholder groups when they aim to collaborate with them for an event. The stakeholders' interests will **determine their actions and levels of commitment**. The purpose of for example sporting federations (as allies), is to get as many people as possible to attend the event, in order to make more money from sponsors and broadcast right sales. The DMO has to be able to offer them the desired number of attendees (or indicate your plans in this regard), in order for them to support the destination. The DMO also has to **provide assistance to local industry members, whose interests are often not served by the event organiser**. In the case of the 2010 World Cup, the accommodation industry in the CoT, in some instances, was found to be very negative toward Match, its rules and regulations, as well as the forced contracts (as indicated by six respondents).

6.3.3 Managing the resources of the host destination

It has been stated in the literature review, that mega-events require the inputs of a great variety of resources. Most of these resources are not under the control of the DMO; yet the DMO will play a very important part in their effective mobilisation. This section will mention some of the resources that need to be mobilized, and will focus on defining the DMO's role in this process.

6.3.3.1 *The importance of having a database of destination resources*

One participant stated that it was very important for the City to **know exactly what it has available and what it can offer to tourists**. Only then would it be possible to use facilities to the maximum benefit for the City. Another participant agreed with this statement.

"We can manage to retain annual event [the number of existing events within the City], but we don't yet have a proper plan to get in new events into the City because we don't know what we have to offer. Or maybe we focus on the wrong things for the wrong reasons. Currently they are packaging funny things and are leaving out our excellent products".

Key to a resource database, is the **capacity and mechanism to do proper audits and to maintain this system**; something that was apparently lacking in the City.

“There was one [audit] done a long while ago, where it was found that we were the 4th in Africa in terms of conferences. With the political change in 1998/1999, the existing tourism division in the municipality actually collapsed. And this information was in their records”

Despite the absence of a comprehensive accommodation and attractions database and auditing system, the 2010 Unit managed to electronically map graded and non-graded facilities, GIS coding as well as places of interest in the City. They gathered their information from various accommodation databases. One participant commented on this same electronic map.

“I went to the 2010 office and suggested that they had to have a meeting with the 4 relevant [accommodation] associations. When the 2010 unit representative showed me their map ... Some of the accommodation associations were not even indicated and very few of the existing available establishments were actually indicated on the map. So the associations finally got their members on the 2010 website’s map”.

It is clear that an audit system has to be established and maintained. However, it is also important that the **DMO will use such a database** to make sure that the **event organiser knows of existing facilities** within the destination and make use of them during a mega-event.

Any database should also include the **destination’s offering in terms of event suppliers (including venues)**. At that stage, the CoT had the CSIR and Tshwabac as its main two facilities, along with several small facilities (stated by four participants). The City furthermore had the potential to build up a strong base of conferences and events *“because of all the government departments”*. Ironically, one participant stated that government continuously opted to take its own conferences outside of the City to Johannesburg, instead of supporting its own products. Another participant added in similar vein that was “remarkable” that Pretoria didn’t have anything in the league of Cape Town, Johannesburg or Durban’s convention centres; especially when considering that it is the seat of government. One participant indicated that there was a plan on the table to develop

just such a facility, but that the process was being held back because of political interference in the ownership and development of the facility.

Another important aspect in terms of event supply, is establishing a **comprehensive calendar of all events** that are taking place within a City.

“A cycle race was on the table to Hartebeespoort Dam and we wanted to get permission for it. We were told that the Mayor has her own cycle race going on. Why can't all event organisers come together, set up a 3-year calendar and decide how they can assist each other?”

6.3.3.2 Using resources to create event specialness

To effectively leverage a mega-event for destination competitiveness, much more is required than just successfully hosting the event without any major incidents. It appears that sometimes a destination will have resources as part of its 'normal' tourism product that can actually enhance the specialness of the event experience. It was stated that the architecture of most of the houses (including tourism accommodation) in the CoT created a 'plattelandse' (village) feeling. This led to the City being able to offer a combination between a cosmopolitan and a homely experience.

However, a DMO cannot just take for granted that these resources will ensure event specialness. Four participants stated that nothing 'extraordinary' was being done in the City to create event specialness. According to them, the City was merely fulfilling the requirements, without doing anything different, unique or spectacular.

“But we are doing it to the book, to the [host city] contract ... Our main focus is to execute the host city agreement”.

“The City has followed the LOC recommendations to get ready. But it's difficult to point out anything where I think we were a leader. Everything is as is expected, but it's nothing unique.”

In defence, one participant stated that there was in fact an effort to create a *“uniquely African feel”* and that a lot of **training** had been directed to especially SMMEs and entrepreneurs to try and do that. The City also addressed the issue of event specialness

by focusing on local entrepreneurs and by including them, to provide tourists with a unique event product. In this regard, it seems important to create **opportunities where local elements can be showcased**.

“The City will use the fan fest to communicate to the City and at the fan fest locals will sell their crafts and food. At the fan fests, there’s going to be an African kitchen for example. We are also busy with many areas around Loftus where locals can sell their arts and crafts.”

6.3.3.3 Quality of infrastructure and event-related resources

“The construction industry – all these things that have developed and it’s not directly related to the 30 days of the event only ... What happened in the last six years since we won the bid, is the biggest contribution that the Cup has made”

Events stimulate upgrading and expansion of infrastructure; thus indirectly **contributing to the quality of the resources** in the destination. It also assists the destination to **develop infrastructure that can support any future event-related strategies**.

“There were plans to improve the infrastructure, but there were no specific details yet. And I think FIFA has come and given us that detail. And the advantage now is that it has been done in such a way that it will be able to handle mega-events in future.”

“And I’m not saying that only for 2010 – we should continue to keep upgrading, because if we are successful, the world will look at us to host similar types of events.”

Events also force a destination to **re-evaluate the quality of its existing products**. In the case of the 2010 FIFA World Cup™, accommodation establishments had to be signed up with MATCH in order to be officially promoted, and for that they had to have a star grading. In this regard, a DMO can effectively **make use of allies/collaborators to undertake projects** to improve the quality of tourism product offerings (as discussed in 6.3.2.1).

Table 26 summarizes the opinions of participants in this regard. It distinguishes between the number of participants that had either a positive or negative opinion on the work done by the CoT to get ready for the event.

Table 26: Upgrading of infrastructure in the City of Tshwane

Infrastructure component	Positive		Negative	
	N(20)	%	N(20)	%
Roads	8	40	2	10
Accommodation	2	10	4	20
Gautrain	4	20	3	15
Loftus Stadium (upgrades)	5	25	1	5
Attractions	2	10	4	20
Signage ⁵⁹	3	15	-	0
Public spaces (cleaning and beautification) ⁶⁰	8	40	2	10
Local transportation (bus, taxi)	4	20	5	25
Safety and security	5	25	7	35

From the table it can be seen that participants mostly felt more positive in terms of upgrading of roads, Loftus Stadium, signage in the City, as well as the cleaning and beautification of public places. Issues where participants had a more negative opinion included upgrading of accommodation, attractions, local transportation, as well as safety and security. Interestingly, none of the participants mentioned Wonderboom Airport, which served as a key access point during the event⁶¹. Brief reference will now be made to each aspect that received any negative comments, in order to understand participants' reasons behind the negative opinions. This could indicate areas where a DMO needs to play a proactive part to address the related issues.

- **Major upgrading of roads**

Though the majority of participants felt positive about the upgrading of the roads that took place in and around the City, two participants voiced a concern that it would not be properly maintained. Two participants also stated that a lot had been done, but that it wasn't finished in all places. *"It has improved a lot, but it's not ready yet"*.

⁵⁹ Refer to Appendix I (pg.362) for photo evidence of the tourism and traffic management signage in the CoT.

⁶⁰ Refer to Appendix I (pg.362) for photo evidence of city beautification done for 2010.

⁶¹ Refer to Appendix I (pg.362) for photo evidence of upgrades and branding of Wonderboom Airport.

- **Increased quality, but with a loss to the accommodation industry**

In terms of accommodation, the event brought new opportunities to grade and re-grade accommodation facilities in partnership with GTA and TEP (Anon, 2010a). However, the issues surrounding MATCH seemingly caused great upset in the industry. Though it brought the opportunity to upgrade facilities, it also brought strict regulations and fixed contractual agreements between industry members and MATCH. The big problem was that MATCH, at the last minute, released rooms and left many accommodation establishments with large numbers of untaken beds.

“I think we’ve restricted the number of people that came by giving MATCH a monopoly – we didn’t have much choice. I think the way that MATCH procured and then gave away, actually was damaging [to tourism product legacy]”.

In such a situation, **DMO can assist its industry members** if it has the necessary structures in place.

“If we had an RTO ... for example Match giving beds back. If the RTO was in place, a faster, stronger campaign could have gone out to get the empty beds filled again”.

On a different note, four participants stated their concern in terms of the **excess in bed capacity** that had been created in the City.

“Many people want to capitalise on all the influx and there are a lot of new accommodation establishments in the City. We’ve got existing stock in the marketplace and now we have new stock coming in. After the event, what are going to happen with all the new stock they have to compete with?”.

- **The Gautrain would not be in time for the event**

Only two participants regarded it as a major drawback that the train line to Hatfield in Tshwane would not been completed in time for the event. The majority of the participants mentioned developments surrounding the Gautrain as a great benefit to the City, especially in terms of the future potential of the City.

- **Weighing the options of a new stadium against major upgrading**

There were different opinions on the City’s decision to **upgrade Loftus Stadium instead of developing a new stadium**. Two participants stated that, despite the existence of Loftus, they still regarded the City as ‘lacking an iconic stadium’ for the

World Cup (when comparing to the new spectacular stadiums built in five of the other host cities). Two participants stated that Loftus, as the home of South Africa's most successful local rugby team, definitely warranted at least major redevelopment. One aspect where the City would have an advantage above other host cities, is the fact that there would be definite after-use of the stadium.

"The country built stadia in Polokwane, Port Elizabeth and Nelspruit and we don't even have a premier league to be anchored at those venues. We still haven't been able to negotiate with rugby to permanently move to the new stadiums; like King's Park Stadium which is right next to the Moses Mabida Stadium in Durban".

- **Low priority given to maintenance of existing attractions**

It was stated that, even with some upgrading being done, the City's attractions still didn't offer enough to tourists. Two participants stated that mere **maintenance was not enough**. *"It needs to be taken to the next level".* And *"We have to start thinking in terms of experiences – the products alone no longer can stand on their own. You have to do more, because people want to be transported into a different environment when they enter an attraction".*

One of the key reasons for the limited **attention to existing attractions** within the City, appeared to be the availability of budget, political support, and the ownership of the attractions.

"From a tourism division side, we have to go back to council with a good supporting document for the maintenance of these things. But we are sitting with good product. The Flagship Institute that owns many of the museums – the problem that they have is that they don't have marketers. They don't package⁶²"

To the contrary, one participant gave a very positive comment in this regard. *"Yes, oh yes. Everybody has cleaned up their act in some way. Because there has been an emphasis on being customer focused. A lot of upgrading and refurbishment has been done. So for the next five to ten years, we can be assured of a quality product".*

⁶² The matter of insufficient product packaging will be addressed in Section 6.4.3.12.

- **A lost opportunity to address public transport**

As one participant stated: “*We don’t have a good public transport system – our weak link*”. Two participants felt strongly about the City not being able to establish a major **Bus Rapid Transport System (BRTS)**.

“I think the strong legacy is a bit of an issue. If you take Johannesburg – they’ve got Rea Vaia up and the taxi industry is part of it ... In Tshwane we got the buses, but it’s not yet turned into product.”

One participant stated that, despite the new municipal buses, the transport system had not properly been improved throughout all the **important nodes** in the destination.

“The municipal bus for example, doesn’t even ride between the City and Centurion where the fan park is and the [international] teams will be hosted.”

- **Improvement and maintenance of public spaces**

One of the key projects of the 2010 Unit was City Beautification⁶³. This was not unique to Tshwane, but was a FIFA requirement for all host cities. Three participants stated that beautification had not taken place in their parts of the City (where their products are situated), despite being located in the inner-city. Two of these places are regarded as key attractions of the City. Two participants raised the issue that city cleaning had to **continue after the event**, if the City wished to build equity for its brand as Capital City.

“But it’s also about cleaning up the city streets [literally]. We should look like a world class city – we are the capital city of Africa. [It’s important to focus on] where the tourists are going. Any city where you go to, will have their bad areas along with their touristy areas”.

“You can’t just do this window dressing for the event, because if you want to be competitive in future, remember that this is what we’re associated with as a City”.

- **The continued concern over safety and security**

Seven participants indicated that they were still concerned about safety and security; also in terms of visible policing. Safety is an important aspect of the **visitor experience** and the DMO has to communicate to them in this regard (as will be discussed in section 6.3.4.5). It is obviously also important to **communicate on these aspects to**

⁶³ Refer to Appendix I (pg.362) for photo evidence of City Beautification projects in the CoT.

the tourism industry. The CoT did in fact manage to make great progress in this regard, but the industry didn't seem to know about it.

“The way in which safety and security had to be structured according to FIFA, has forced us to rethink and be creative in our plans. The City now has a JOC [Joint Operations Centre] for the event ... And I think we as a capital city stands out in this regard. The guys [safety and security division] went to Germany to find out how it was done and brought that contingency plans to us.”

Another point which became clear, is the fact that a mega-event (positively) **forces a destination to improve its internal structures.** Two participants directly involved in the events industry, for example, stated that the City was behind other cities like Johannesburg, which had an effective JOC to deal with the organisation of events from a municipal level. However, in the quote above, it was indicated that the City did in fact establish just such an entity. Another participant involved in events management during the World Cup, commented that *“behind the scenes, the disaster management people have been very prevalent. There are some really capable people on the team”*. This again comes down to communication between stakeholder groups.

6.3.3.4 Service delivery and human resource development

Similar to the quality of infrastructure and resources, a mega-event presents an opportunity to focus renewed efforts on service delivery and human resource development. The **quality of the human resources involved**, seems to be a critical factor for any event, but especially in the case of a mega-event. *“You need committed, positive, well-educated industry members”*.

In terms of the tourism industry specifically, the 2010 Unit undertook several **capacity building initiatives to motivate and train local industry members** on the important concepts and components of a unique and special tourism product. In fact, local capacity building was indicated as the major focus area of the 2010 Unit's Legacy Division.

“We as the CoT has decided that our legacy is rather⁶⁴ capacity building, small business development specifically focusing on the previously disadvantaged areas,

⁶⁴ As opposed to infrastructural component that focuses on upgraded roads, stadia etc.

youth, women, people with disabilities ... So we make sure that, with the implementation of all 2010 projects – be it the softer capacity building projects or be it the infrastructural upgrading projects, security, marketing and communication – all of those projects are now forced by this legacy strategy to build capacity. To make sure that it stimulates the local economy, small business development. We see that as legacy – what we leave behind after 2010. We have for example helped them to upgrade their B&B's or to train their staff"

Such focus on capacity building ensures a more sustainable and competitive destination offering in the future. It does **not only relate the accommodation hospitality, but has to attend to various other roleplayers throughout the destination**. The 2010 Unit undertook a total of 23 capacity building projects that included different training projects. Key to these initiatives was that these projects all looked *“holistically at capacity building projects, not only focusing on 2010 but post-2010 business-wise”*. The projects included the following initiatives (Anon, 2010a):

- training of 30 tour operators and guides;
- training of 30 SSMEs in customer care;
- training of 60 SMMEs in business skills;
- service Ambassador Training of 500 SMMEs and 700 volunteers; and
- hospitality Skills Training of 60 accommodation SMMEs.

In the case of CoT, capacity development had been an initiative of the ‘event organiser’ (the 2010 Unit) and the tourism industry could benefit from this initiative through representation by the Tourism Division. This may however not always be the case with other events, especially smaller events, where the event organiser is not so concerned with local development within the destination. **The DMO will have to take a proactive approach to ensure that the event organiser contributes by making use of local expertise and resources**. This could perhaps be something that has to be **built into the destination’s events tourism strategy**.

Of crucial importance is the host destination’s ability to **capture the event organisation knowledge that is gained** during an event. This was a point made by five participants.

“What we need to do is make sure that the intellectual property and resource of knowledge is kept. I hope they will consider to, like with the Rugby World Cup, there was the legacy of a coordinating committee and it was one of the most efficient structures for events in the City. Unfortunately politics got involved afterwards”.

“The events division of the RTO will learn a lot from the 2010 Unit. And their experience will also be relevant to the City: what it can offer; who the roleplayers are; the products and gaps. So it’s making sure that knowledge doesn’t go to waste. And the report should also be accessible in a user-friendly format – not a hard copy somewhere in a file”.

“A problem is: they’ve brought in specialists in their fields, but for the rest of the year you [an event organiser] has to work with people that know their jobs [fire, safety, etc.], but that don’t understand events”.

One way of ensuring that event knowledge is retained, is by **making use of local expertise and by investing in the training of local event organisers** (as mentioned by three participants). In this way, the CoT could have gained more in terms of human resource development that would also be appropriate for future event strategies.

“I think a disadvantage is the fact that so many foreigners played a role in the planning of the event. The City could have involved more of the local event organisers to get their expert opinion, but also to train them on how it works.

One participant also stated that *“You take this one event and skill people over a period of time to manage this event, and then transfer their skills to other events of the City over time.”*

Another participant added to this point by stating that the City should have considered calling a meeting among interested city tourism stakeholders, so that it was more of an in-house office with local knowledge.

Apart from service delivery training of the tourism sector and the use of local expertise to organise the event, an event can also contribute to human resource development through **volunteer programmes**. As was found in the literature, this is a widely applied principle and is used in all mega-events. The 2010 Unit established 31 registration portals throughout the five CoT regions where candidates could apply. A total of 3292 applicants applied to be volunteers in the City, of which 2600 were City residents. In the end a total of

680 volunteers were recruited (Anon 2010). This indicates the power that an event can have to bring a change to the lives of the local community, but also to broaden their perspectives of the world (as stated by two participants).

6.3.3.5 Importance of the tourism value chain for a seamless event experience

During a mega-event, all the different sectors in the destination have to work together to create a ‘**seamless**’ **experience**’ for the tourists while they are there. “[A critical success factor to be a host city] A seamless tourist experience and I’m talking about the whole tourist experience – from booking, to hotel, to transport in the City. I mean, our slogan is ‘Tshwane – Experience It’. So it has to be a problem-free experience”. In a similar vein, another participant commented that “there are so many things that can affect a tourist’s state of mind from their accommodation to the time that they actually sit in the stadium. They will be there with a certain state of mind and have an expectation of the event to make them feel better/happier/more impressed. So everything has to be premium from beginning to end for them to have a great experience”.

This point was explicitly mentioned in many of the pre-event workshops (including the Tourism Fair and Lekgotla). This task can however not be left to the DMO to achieve through product packaging alone. **All the individual product owners and service providers have to carry across the same (brand) message to tourists.**

“Because the City can do only this amount of marketing, but every touch point in the City will be our greatest marketing tool”.

The tourism value chain members have to **understand the needs of the specific event type’s market**, in order to adapt their operational approach. Sports fans, for example, want to “celebrate or commiserate and you can’t have places closing early. You need adapted business hours to cater for the nature of the fans. Otherwise you lose business, but you also stop people from having a good time, and remember it’s all about a good experience.”.

6.3.4 Ensuring an event marketing strategy that is aligned with the overall destination marketing strategy

The following statement by the Sugan Pillay, SAT's Global Manager for events, concisely captures the key principle behind an event marketing strategy.

“When you start working on your marketing campaign for the event, it can't be something that's specific to the event ... we didn't create a campaign that was specifically targeted at the World Cup. We never used any images directly depicting football. It was targeted at a football fan, because a football fan is all about celebration and party, but it's to get in the mind of the football fan that South Africa is a fun destination. So ... it is to leave an impression in his mind ...”.

6.3.4.1 Have a single entity to communicate the destination message

From a destination management perspective, it is the DMO's task to determine how the destination aims to position itself by defining what is unique and special about the destination. Only with this being established, can tourism industry stakeholder know how to position themselves in their individual strategies and for a specific event. In the CoT, this was one of the burning issues (as indicated in Table 25, pg.228); and mentioned in previous discussions). With the absence of an RTO, communication of the City, from a tourism destination perspective, was placed in the hands of the 2010 Unit. The CoT had thus been able to establish one single entity to communicate the destination message, despite this being a temporary entity. The key for success would be close cooperation between the Tourism Division, ICMIS, and the 2010 Unit. The TTAT also contributed via the Tourism Division, thus representing the private sector (as indicated in Figure 27, pg.238). As already stated, the majority of participants felt that this partnership between the Tourism Division and TTAT was a major enabler in terms of destination marketing. However, there seemed to be a disadvantage, based on the fact that ICMIS had been given the 'final say' on all City communication going out for the event. Even though there were apparent good relations between the three entities (*“No, we are working closely together – we [Tourism Division] and ICMIS and 2010 Office. Very close cooperation”*), tourism would not optimally benefit from this partnership with the event organiser.

“The structure in the City Council is not nice for marketing. It is ridiculous that corporate communication people [ICMIS] have to have an input into tourism marketing messages ... ICMIS should not have any input into the tourism communication that will be going out”.

6.3.4.2 Effective co-branding

As indicated in Chapter 4, a contentious issue within the City amongst tourism industry members was **the name change from Pretoria to Tshwane**. To many participants this presented a great challenge and hindrance to the City in terms of competitively marketing the City. Two participants stated that it was a major weakness of the City during the event. *“Pretoria should without a doubt fit within the first division host cities [Durban, Johannesburg, Cape Town], but the very fact that it still insists on using the name Tshwane, is a disadvantage ... you are giving away an immense amount of historical branding .. and I’m fearful that by doing the name shift, you sacrifice all that brand equity that’s associated with the seat of government, the Jacarandas..”.*

Four participants indicated that they felt the World Cup provided an **opportunity to introduce the new name to the world**, and to educate tourists that Tshwane is Pretoria as they knew it. The Tshwane/Pretoria link was established when FIFA agreed to using the dual name for the event. It was stated that the event would address the issue in ‘finality’, and that it would be sufficient to establish the *“new brand that has got attached to its the new history.”* The City would then just have to, as a post-event strategy, ‘remind’ tourists that they got to know Tshwane as a host city during the World Cup (when they were *“bombarded with the name Tshwane”*). However, three participants felt that it was too late to start educating the tourists and that, because of the confusion around the name, the City would not fully benefit from the marketing potential offered by the event.

Upon asking whether the participant agreed with the statement that a destination should have a **marketing campaign running parallel to the event campaign**, like Germany had done with its ‘Land of Ideas’ campaign, the answer was clear: *“Oh yes, absolutely. The World Cup is a brand in itself. Die-hard fans will follow the World Cup to any destination. What you want to do is convert those fans into travellers”.* This relates to another burning

issue within the CoT specifically, namely the **City's brand identity**. The difficulty that the City faced in terms of brand exposure and any effort along the lines of a parallel-running campaign, was that it didn't have a long-standing tourism brand. In the past, the City used the municipal logo as the destination brand, but this was found not to be appropriate for a tourism destination. As three participants stated, tourists are not interested in socio-political boundaries. *"They do not buy municipalities; they do not even buy provinces. The fact that it is a municipality, is completely and utterly irrelevant to a tourist"*. The issue of an umbrella brand for the destination was propagated in the Tourism Master Plan (2005), but only really gained momentum after the Tourism Lekgotla (2008) and the subsequent work of the TTAT.

In May 2009, the City launched the new Tshwane 'Experience it!' brand, with the South African flag as the main image. This brand, as it was introduced, was in fact in line with the new national brand which was to be announced in the following year. This new national brand was also based on the national flag, but in a different format. In this regard, the CoT was actually a frontrunner, because it was the first city to adopt the new brand concept, which was said to be intended for all destinations within the country. It was just the brand logo that had to be changed for the 2010 World Cup, after the new national brand was finally publicly announced in February 2010. The Tshwane 'Experience it!' brand had seemingly been accepted as the new destination brand, because it was being used on some of the 2010 promotional material and on the Tshwane Tourism website. One participant gave a possible explanation for the 'smooth' acceptance of the brand. *"Because we didn't have an old brand that people can feel territorial about"*. What does make the brand applicable to the CoT is the fact that *"it is the flag which is also to a degree associated with the Capital City"*. During the interviews, however, the researcher got several indications that the new brand may not have been unanimously accepted by all stakeholders and that there were various perspectives on the appropriateness of the brand. One participant that was present at the CoT exhibition at Indaba noted that *"I'm not sure. I think the brand sells more about South Africa than Tshwane. We've received more questions about the country than for the City. Tshwane is not strong enough in the brand"*.

Debating the issue of the City's tourism brand, will not be included within the scope of this study. The researcher rather decided to focus on what the City did manage to achieve and

in what way the brand was used to promote the City during the 2010 FIFA World Cup™. The researcher decided to present promotional activities of the CoT as a separate appendix (refer to Appendix H, pg.355). In the Appendix it can be seen how a mixture of the old municipal logo, the new 'Experience It' brand, as well as the composite logo of the CoT as FIFA host city, were used. It also indicates the various buy-lines used. Also refer to Appendix I (pg.362) for photo evidence of branding throughout the City.

In terms of the **roll-out of the FIFA Host City composite branding**, this task was performed by the 2010 Unit. This was done in collaboration with the ICMIS of the City, as previously explained. In terms of production and distribution of promotional material, this was also done by the 2010 Unit. Five participants mentioned that there was not enough 'dressing up' of the City in order to create the vibe and anticipation for the event. Reference was made to the Telkom Tower's gigantic soccer ball as being the only real visible 2010 communication. However, based on the promotional program of the 2010 Unit, quite a lot had been done⁶⁵. Still, there appeared to be some inefficiency in the way that the **promotional material was being distributed to tourism product owners**. In this regard, the Tourism Division may also have played a role, as alluded to in an earlier discussion. Two participants made the following statements in this regard. *"I am at the moment [three weeks before the event] even battling to get World Cup branding that can be put up at our facility. I'm being pointed in all directions and we cannot get that".* Also, *"There was an email that came out during the week [three weeks before the event], stating that there were material available and that we could go and collect it. And when we went to collect at the 2010 office, nobody knew about it. So, there is a bit of internal challenge as well".*

In terms of the new tourism brand, the Tourism Division worked in conjunction with the 2010 Unit to include the tourism brand where possible. *"Well we gave the brand through to the 2010 office and they've put it on all their brochures".* To a great extent, the tourism industry did not have real control over the extent of exposure that the brand would be getting during the event. *"They [the 2010 Unit] work through ICMIS and they must approve everything together, so ICMIS is also very involved with the promotion of the brand".* Tourism industry members were also been encouraged to make use of the new tourism

⁶⁵ Refer to Appendix I (pg.362) for photo evidence of the city dressing that has been done.

brand. However, it seemed that more could have been done in this regard. *“There’s been a general email, but only one, informing us of the new brand identity and how to use it. Within the next 28 days there has to be another effort to encourage industry to make use of it during 2010.”*

When considering the evidence provided in Appendix H (pg.355), as well as the opinions of stakeholders as discussed, it appears that a destination can only effectively leverage branding opportunities related to an event, **if it has a solid brand identity and a strong structure to drive it**. Otherwise most of the branding benefit will go to the event brand. It can be stated that the CoT managed to do effective crisis management within a limited budget, especially in terms of the fast change from the ‘old’ to ‘newer’ version of the Tshwane ‘Experience it!’ logo.

6.3.4.3 Publicity and the media

The City, in cooperation with the 2010 Unit was ready with a completed PR strategy. It was made pertinent to the researcher that much of the media control was out of the City’s hands (including the Tourism Division)⁶⁶.

“Fifa usually handles it. They receive daily reports on what happen in the City, and they will then decide how to deal with it. We can’t just report anything and there will be decided at a high level how things will be dealt with in the media ... The LOC or 2010 Unit will tell them if anything happened”.

A very important aspect in the case of the CoT, was management of all **publicity material with regards to safety and security**. *“It is extremely important that we plan and overcome the smallest possible problems as not to have any negative publicity”.*

Not only is media management important in terms of daily reporting. The members of the **media can also be regarded as event tourists** (as explained in Chapter 3). They form part of the proposed ‘non-eventer’ group. The CoT recognised the importance of this group.

⁶⁶ Refer to Appendix H (pg.355) for information on the media promotional activities undertaken by the 2010 Unit.

“But the most important [of all the markets who will be visiting] is the media and the more we can do around creating an awareness of Tshwane and getting people to understand where Tshwane is, is important ... So the messages they are going to send out are important. And I do know from the 2010 Office and Corporate Marketing Office that a lot are being done to handle this”.

CoT created a **media centre for non-accredited media** at the fan fest, as well as at the stadium. Here they would be accommodated and taken on media tours; which had been packaged in joint effort of ICMIS and the Tourism Division. *“There will never be such an opportunity again. We will take them to many places”.* A mega-event brings the opportunity to expose the destination to **new markets** (as stated by four participants), and also to attract the attention of **high profile broadcasters**.

“We had a few international TV channels visiting us. About 4 – 5 months ago the largest Spanish TV channel visited to take images of the City, and before every game they’re going to broadcast flashes ... and also the biggest paid TV channel in Italy”.

Upon asking who was responsible for the material, or to guide the visiting journalists, it was indicated that the 2010 Unit was responsible. The Tourism Division also gave inputs and content, in terms of most visited attractions, township products and so forth. Two participants raised their concerns about the **content of the material**, indicating the importance of such content **in terms of destination branding and representing the destination**.

“We don’t know yet what they are planning [the video clips that will be shown before matches], but we’ll see in a month’s time. Not sure who have been involved in packaging that type of material, but we [TTAT] haven’t seen anything presented. We can only hope whoever has done it, has properly thought about it ... The dilemma with any committee that I’ve ever worked on [in the City]: there are people who want to promote township tourism and sometimes that gets priority ... So when we finally get to see the 2010 material, I hope it’s not going to be 90% township and just 10% of the other [established] things”

“Are we showing them the Union Buildings – selling politics? Or the Telkom Tower – selling communication? Once again, the thinking needs to change. We need to be selling the experience – what can you experience when you come to Pretoria. And if

that is not the place that our corporate communications have been fighting to get, then we have lost the plot.”

6.3.4.4 Creatively manage event-related restrictions

South Africa managed to work around some of the rules and regulations of FIFA by employing a number of creative strategies. SAT managed to get permission from FIFA to promote the country at some of the international fan fests around the world in other countries, and FIFA facilitated the negotiations with the different cities. On a local level, a city also has to take measures and controls to overcome the strict guidelines (especially in the case of FIFA, which is known for its ‘country take-over’ approach). In the CoT, several public viewing areas were created in township areas, **where local businesses could operate without having to comply** with FIFA regulations. In other areas around the City, but outside the ‘exclusive zones’, spaces were also created where local arts and crafts could be displayed and sold.

Two participants noted that it was almost as if the City was too afraid to do something wrong, and that this was a great hindrance to any creativity in their efforts. This created a situation where other entities that wanted to take initiative, were also stopped from doing so.

“For example, last year we asked the City whether we could host a big soccer expo in build-up to the event. And they said no, there’s too many restrictions. But there were so many opportunities where they themselves could have created momentum, and now all these efforts [wearing soccer shirts; flags in shops], seem so artificial. At schools they do small exhibitions and at shopping centres they are putting up flags. But those initiatives are not coming from the City as umbrella body. It is as if the guys are too afraid to take ownership and be creative within the boundaries of the regulations of the event”.

6.3.4.5 Develop appropriate pre-, during- and post-event campaigns

When developing the marketing campaign, it is very important to remember that destination marketing is a process and that an event is merely one instance in the journey

of a destination's competitive identity. It is therefore important to develop marketing activities before, during and after the actual event. An important part of the campaign development, is that it should be **preceded by thorough market research**. As stated by one participant: *"So when developing a campaign, you have to use your research and decide what are going to be your key drivers behind the campaign and it has to be based on need: what do people think of your destination? What do they associate with your destination? And if you want to change that, you've got to come up with a campaign that will answer that question."* Another participant also stated that you have to identify who the markets are that are coming.

- **Pre-event marketing focus**

The pre-event campaign should specifically focus on addressing perceptions about the destination in order to persuade them to attend the event. *"How do we change that mindset? How do we show those people that haven't been here that SA is about fun? And hence the Diski Dance campaign."* Events are opportunities to attract a **captive market** that, in most cases, visits the destination for the sake of the specific event. The task is to **persuade them that the destination is also suitable as a travel destination** apart from the event.

The DMO also has to use opportunities where it can **showcase the destination at exhibitions or existing public events**. It is important to also invite tourism industry associations to co-exhibit at such events.

"Since it was announced that we will be a host, they have exhibited at the show. But there is no vibe. They should have made a greater effort. I mean you have to hand out freebees. Why didn't they use existing things like the weekly parade on Church Square? They could have chosen a new team for every week/weekend and carried it out at all the centres in the City."

A difficult but very important task is to effectively **manage expectations** around the upcoming event (as indicated by three participants). This is not only in terms of local communities that have high expectations of entrepreneurial opportunities, but also in terms of existing businesses.

“We created a lot of expectations for home stays and B&Bs, but the situation in our country is not even ready for that yet. And this is my one big problem with the City. They created such a hype by saying we have so many beds too little, and this and that too little. But at the end of the day FIFA had the last say and caught everybody off guard. They have such unbelievably strict requirements that the average guy cannot comply”.

“Like the curator of the museums. The World Cup is not going to do anything for them. The soccer spectators want pubs open till late, and a lot more artificial entertainment than the National Cultural History Museum. So there’s a bit of misperception within the City Council about these people that will be coming, and maybe among tourism product owners”.

- **Marketing focus during the event**

Key to marketing activities during the event is to **deliver on destination promises made beforehand**. *“People want to be seeing people having a good time in South Africa, otherwise everything we’ve been doing in the last 3 or 4 years is going to be wiped out in just one month if we are not careful”.* Once they’re at your destination, you have to **present them with different possible experiences**. They have to be provided with **proper and accurate information**. The CoT developed a new R2.5 million Visitor Information Centre (VIC) in close proximity to Loftus Stadium. There was much debate over the quality of the offering (as also discussed at TTAT meetings).

“I don’t know if the new VIC will be finished and if the people there are equipped to handle it. Do they realise that thousands of people will be walking past there coming out of Loftus?”.

A critical issue surrounding the VIC, was the fact that there was not enough directional signage. Refer to Appendix I (pg.362) for photo evidence of the VIC.

“And the fact that they opened the new tourism office across Loftus. But again, it is not marketed enough. It doesn’t help to spend R3 million for upgrades if nobody knows where it is”.

Unfortunately, approval to set up a **central computerised booking system** at the office, failed one month before the World Cup started (as confirmed to the researcher).

Three participants indicated that it was a great disadvantage for the City not to have such a system in place.

“There is no proper tourism information centre in the City where you can do your bookings, get a tour operator. And this is a huge disadvantage”. Researcher asks: “And the new tourism office in Hatfield?”. Response: “No, definitely not. From a tourism perspective that is a huge disadvantage. You have to be able to walk into a professional information centre where you can find a private tour operator to do a booking directly”.

It is also important to understand that the national destination (South Africa) was a long-haul destination for many of the markets. This would affect the **travel patterns of tourists** while they were in the City (length of stay and average spending). This had to be built into the destination offerings that were being promoted. A very important aspect of the event experience, is **visitor safety and security**. The DMO has no direct control over this matter, but as already stated, should lobby with the necessary authorities. The DMO’s main task appears to be communicating the measures that are in place, in order to make visitors feel safer; and to deal effectively with any publicity if an incident occurs.

“They could have placed a lot more focus on stating what have been put in place to protect foreigners – making them feel more comfortable to come to SA instead of watching [matches] on television.”

The DMO should also play a role in **educating tourism industry members** that they should make visitors feel not only welcome and comfortable, but also safe and secure (as stated by three participants).

The **fan fest** facilitated at fan parks and public viewing areas, is a very important part of the event experience, and should form a significant part of the ‘during’ campaign. The 2010 Unit was in charge of the Fan Park. At first, it was said that it would be located at the Union Buildings. However, this announcement was withdrawn and final permission for the Fan Park in Centurion Cricket Ground was given in April 2010. The Fan Park doesn’t only form part of the event experience for visitors. It also serves as a platform for local entrepreneurs (through arts and crafts, food and entertainment) (Anon, 2010a). Furthermore, the Fan Park is a critical part of the publicity and media exposure

opportunities of the destination. Two important concerns regarding the Fan Park was raised. One participant mentioned that the Fan Park in Centurion would not be **accessible** enough, seeing that the municipal buses didn't run between Pretoria Central and Centurion. Another participant addressed the **choice of venue**, stating that *"we have gone the wrong way in positioning ourselves as a host city and I particularly refer to our choice of the fan fest. Nobody of the billions of TV viewers will connect it to Pretoria. Have it been in front of the Union Buildings, it would have sent out a much more powerful message. The only place that's got it right is Durban on the beach and Cape Town with the mountain in the background."*

- **Post-event marketing activities**

A key aspect of any marketing strategy for a destination in the light of a mega-event such as the 2010 FIFA World Cup™, is the fact that the event should not be regarded as the 'be all and the end all'. One participant stated that the event should not be regarded as a destination, but as a springboard. If stakeholders should *"sit down and relax once it's over, you will be missing one of the greatest opportunities"*. Creativity and initiative should not end once the event is finished. SAT, for example found a creative way to use **footage captured during the event in post-event promotional campaigns** and communication. They would be hosting consumers from the country's key markets and take them on 20 experiences during the 10 days of the World Cup. These experiences would be captured on camera and snippets would then be cut to use in adverts as part of the main campaign after the event.

Two respondents mentioned that the City had to **partner in a 'twin city' type of agreement** with Rio de Janeiro (or another city in Brazil) for their hosting of the 2014 Soccer World Cup. In this way the City could build relationships and also create a stronger tie to that market as potential future tourists (which would be especially relevant when considering that Brazil was in fact indicated as a high priority market in the new national tourism strategy).

Very importantly, post-event marketing activities should include **market research** to gather market intelligence on the event's contribution to aspects such as brand awareness.

“What marketing has really been done to promote the destination? You will have to do a survey to see what exposure people have had to Tshwane [the new name and the overall destination offering]”.

Two respondents also stated the importance of having a proper **post-event marketing campaign aimed at the new markets** that had been introduced to the City by the event. *“We need to say to all the fans: you’ve seen our City – now bring your family”.*

6.3.4.6 Separate, but aligned campaigns for the different event tourist markets

In Chapter 3, four different event tourist markets were proposed: actual eventers, media eventers, event core (participants/performers), and non-eventers (media, sponsors, event organiser, associations). It is important that they will all have a positive experience of the destination, as will be discussed below.

- **A different way to approach the ‘media eventers’**

An interesting matter raised, is to consider that the ‘media eventers’ don’t only have to be targeted through the media campaign, but can be approached in other ways. Fan parks host fan fests, which are actually international events because they are internationally broadcasted. This provides the destination with an opportunity to expose and showcase itself to the international audience and the ‘media eventers’. However, they can also be approached from a different angle. SAT managed to negotiate the rights to create fan fests in six major international cities, thereby giving it an opportunity to make direct contact and **give a tangible South African experience** to some of the ‘media eventers’.

- **Expectations of the different event tourist markets**

Five participants mentioned that special consideration has to be given to the **type of tourists** that will be visiting the destination. In this case, it would be soccer supporters. They had specific needs and preferences, and product offerings would have to be adapted according to these specific characteristics. Something that has to be kept in mind for the ‘actual eventers’, but also for the ‘event core’ and ‘non-eventers’, is that they all have to be given a great experience while they are in the destination. This is regarded as a ‘given’ requirement for the actual eventers, who may have been

attracted to the destination through the marketing campaign. It is especially important for them to at least **experience what they were promised**. However, the ‘event core’ and ‘non-eventers’ who are ‘forced’ to visit the destination, may only have expectations around the operational issues of the event itself. There is thus an opportunity to present them with **unexpected experiences** of the destination. In the CoT, a lot of effort was made in terms of the base camps of the six hosted teams, or the ‘event core’ market (Germany, Italy, Argentina, USA, Slovakia and Ghana). The **sponsors** were also highlighted as a key ‘non-eventer’ group that had to be impressed during their exposure to the destination [the media as non-eventers have already been addressed in 6.3.4.3].

“So the most important I think is the sponsors. They have tickets and they’re gonna give tickets to their corporate market and suppliers. They’re gonna bring them and their families and they won’t be normal soccer spectators. We’ve picked up Coca Cola, and we’ll be focusing on them and their needs”

The opportunity to present an unexpected experience, was also important for some of the ‘actual eventers’ who were forced to visit the City, based on the performance of their teams, and who otherwise would never have decided to visit the City. In their case, it is also important that whatever the destination sells, whatever is offered during the event, must be of such a good quality and standard that **visitors who are forced to come here, will want to come back and tell their friends**.

6.3.4.7 Address possible displacement of the regular tourist market

Three participants indicated that their **regular business had been affected** by the upcoming event. This was accounted to various reasons, but could be **addressed through co-marketing** and by **creatively utilising venues for event-related activities**.

“In terms of government contracts, there are no scheduled activities for June and July. The usual conference/business tourism market is very quiet for this time. I put government to the blame, because they have created the idea that there will be nothing except football going on during this time. There should have also been greater cooperation between different tourism sectors to co-market each other”.

"We had to declare our venue as closed for the World Cup period, because there was a possibility that we would be getting a fan park. We also said no to a number of potential events during this period."

One participant raised an important in terms of **displacement of the domestic market**, stating that the event supply chain cannot merely raise prices according to the event market's willingness to pay.

"There are many touch points where you want value for money, like restaurants and attractions also [not only accommodation that has been audited at national level]. Even the domestic market: if they have to compete with the higher prices set for international visitors, you are going to lose that market as well".

One attraction in the City **specifically turned its attention to the domestic market** and decided to use that time to launch a **new experience** to attract them. They took into consideration the fact that the local market would probably be avoiding travelling around in South Africa during that time, and would opt to support local attractions.

6.3.4.8 Campaigns for the different stakeholder groups

The aspects of the local community and the tourism industry as event stakeholders, have been discussed in Section 6.3.2.1. What this section will mention, is some of the practical actions that have been taken in terms of communicating to these two groups, as well as other non-tourist stakeholders⁶⁷.

- **Communicating with the locals**

The support and involvement of locals, were indicated by ten participants as a key factor for a successful 2010 Soccer World Cup™ (*"great people", "ambassadors", "hospitable", "friendly", "galvanised", "Ubuntu"⁶⁸*). At the time of the interviews, there seemed to be a lack in local enthusiasm; not only in the CoT, but also across the country. As three participants stated, this could have been due to the labour union strikes that were going on at the time, as well as other political incidents involving

⁶⁷ The media as stakeholder has been addressed in Section 6.3.4.3.

⁶⁸ African word meaning "I am because of other people".

public figures. Still, it seemed that other host cities (especially Durban, Cape Town and Johannesburg) were fully embracing the event, **creating a ‘vibe’** and that the CoT was greatly lacking behind in this regard (indicated by seven participants).

“And there actually should be a situation where we see on TV: oh, Tshwane has done this and that. But the good stories are not being told. I hear there are a lot of things happening in the City, like there was a big launch party two days ago on Church Square. But nobody knows about things”.

In this regard it is important to **communicate to the locals through the most appropriate channels**, and consideration has to be given to local residents’ **specific circumstances**. This not only relates to media channels, but also to **community interest groups and public figures**.

“I’m a radio listener, but I have never heard anything on the radio [about the fan park]. There’s a big gap there. People need to be told well in advance, because you [rural communities] need to arrange transport well in advance. We’re talking about people that don’t have TVs and even if you have a TV, you need the right channel. This is a once in a lifetime opportunity and people have to understand that.”

“If the City could just use the right local groups, like students, to spread the mood. You cannot just use a couple of businesses – they’re just business focused”.

To the contrary, a participant dealing with communication for the City, indicated that they had **employed a number of techniques to inform local residents** and felt that there were no real reasons for people ‘not knowing’.

“And for the locals to inform them: on our website there is a 2010 page. The newspapers (including community papers) have articles and information in it. It’s difficult to say that people don’t know. People aren’t realizing what they’re seeing”

According to a report of the 2010 Unit, a Community Roadshow Campaign was launched in March 2010 in various regions in Tshwane. The aim was to create a hype, share information and make the community a part of the programme for 2010 FIFA World Cup™.

- **The importance of informing industry members**

A problem mentioned by many participants, was that they didn't know what was happening in the City. Six participants indicated that they would not have known of all the initiatives within the City, if they had not been on the TTAT.

“Yes, I think we've been supported [by the 2010 Unit], but if I was not on the TTAT, I would not have any idea of what is going on, not at all.”

The 2010 Unit and Tourism Division addressed this matter by bringing out a newsletter ('Tshwane 2010 Update') that **updated the industry on the latest developments**. Interestingly, a creative initiative was undertaken at national level to inform stakeholders. The IMC developed the *2010 Communicator*. This desktop application was sent to stakeholders via email, and could also be downloaded from SAT and the IMC's website. It provided daily news and updates around a broad spectrum of topics related to the event. It generated many of its stories from the websites of the IMC, SAT and SA Good News. There was also a link on the Tshwane Tourism website to the communicator, **keeping stakeholders informed of national progress**.

In the CoT, the Tourism Lekgotla was held in April (2010) and was regarded as a key **event where the general tourism industry members could be informed** (through attendance of the various associations).

“It was an extremely important conference. Maybe it should have taken place earlier in April, but it was close enough to the event to get them ready for the event”.

In the City's strategy, much of the focus was on SMME and local business development. Consequently a lot of the communication and training initiatives were focused on these groups. However, a DMO should also have a concerted effort to **communicate to the existing established industry members**, in order for them to support the event. This may make them more inclined to cooperate in product packaging and other event-related initiatives.

“We [established private sector] haven't felt it [government support] at all. I was involved in the TTAT in seeing what government is doing, but government never came to me through the 2010 Unit, the Tourism Division or through the City ... did I

as product owner ever get approached by government to tell me about the opportunities? No.”

- **Campaigns related to non-tourists.**

A DMO should consider other interest groups that provide strategic opportunities for destination marketing. In the case of the CoT, for example, the embassies offer an opportunity to **create market ties** by targeting the various foreign delegates stationed in the City. Referring back to Table 25 (pg.228), five participants stated that this was a key strength of the City, while four participants indicated it as a strength specifically related to 2010. One participant stated that it *“emotionally gives us automatic contact with many of the countries out there”*. One way of doing this would be to line up the streets with country flags of the countries represented by the various embassies present in the City (as stated by another participant).

6.3.4.9 Making use of the latest ICT for distribution and communication

The City was presented through various websites. The main tourism website had been developed under strong encouragement of the TTAT, through the Tourism Division, but by an outsider company *“for love and charity; and it’s static, but better than anything the City has had before”*. It had a dedicated 2010 webpage (www.tshwanetourism.co.za/activities/fifa2010). With specific reference to the 2010 FIFA World Cup, the City was also represented on:

- the website of the City of Tshwane Metropolitan Municipality, that had a dedicated linked 2010 webpage (www.tshwane.gov.za/fifaworldcup), which was managed by the 2010 Unit;
- South African government’s 2010 website, created by the Department of Government Communication and Information Services (www.sa2010.gov.za), that had links to the host city web pages; and
- the FIFA website, that had individual web pages for all the host cities (www.fifa.com <http://www.fifa.com/worldcup/destination/cities/city=20178/profile.html>).

The Tshwane Tourism Association only made mention of the World Cup in its events calendar (www.tshwanetourism.com/events/index.php). None of these websites strongly featured any of the **latest social networking tools**. This is an aspect that had been

discussed at some of the TTAT meetings, and that was also mentioned by two participants. There was also an apparent insufficient use of **links to tourism attractions and other relevant websites** on the main tourism website of the City.

“No. We’ve gone the other route and been proactive. We’ve gone and made sure our website is linked to the Tshwane website, upon our request” (Response given after being asked whether the establishment has been approached by someone in order to be placed on the Tshwane Tourism website).

In terms of other ICT for distribution purposes, it has already been stated that the City did not manage to set up a **central booking system** at the main VIC. They did however manage to **install touch screens**, and three participants mentioned that this was a great step forward.

6.3.4.10 Communicate event-related developments that enhance the destination image

It was found in the literature that a competitive host destination will ensure that sufficient provision is made for visitor safety. Furthermore, the destination will make use of a variety of new technologies. Even though these aspects are out of the DMO’s direct control, it was stated that such initiatives should be **communicated to tourists** in order to enhance the destination’s image of readiness and effectiveness. From the interviews it became clear that not only these aspects need to be communicated, and also not only to tourists. Any positive developments should be communicated to especially **industry members and local residents to ensure their support for and confidence in the event.**

“From a marketing perspective we need to do more. The public is saying they don’t know what’s happening in the City. They are not aware that our infrastructural projects will be finished on time; that we have passed all the FIFA site inspections with flying colours; that alignment and partnering with industry sectors have been successful...”

The 2010 Unit prepared a 2010 readiness presentation which they showed to industry members during weekly meetings. They also showed that same presentation at the Tourism Lekgotla just over a month before the event (refer to Chapter 4, Table 22, pg.186). Two participants noted that this presentation made a huge difference to their

perceptions of the City's efforts and have made them more positive about the upcoming event.

6.3.4.11 Manage pricing to enhance the destination's value proposition

In Chapter 4 it was mentioned that there were concerns about **excessive price hikes** in especially the accommodation industry. *"And the attitude of hospitality and pricing was quite predatory – also damaging [to the national brand]"*. These claims were **publicly addressed** by the NDT through an audit to determine the extent to which price hiking was taking place on a national level.

In the CoT specifically, the 2010 Unit took on the task of **educating local industry members**. This appears to not always have been an easy task, because political messages were often focused on the benefits and promise of wealth.

"We need to tell our product owners not to misuse the event to chase people away. Don't put your prices so sky high that people don't want to come here. For us to sell this concept we did a lot of training and capacity building projects, where we motivate and train our industries on how to be good hosts."

In similar vein, another participant added that any future event strategy had to include guidelines on pricing.

"And all of these things [tourism products] have to be packaged together competitively, where the prices don't put you out of the market or create the idea of a very low quality product".

It was stated that pricing during a mega-event could **affect the destination's 'value for money' proposition** and as a result damage the destination image, but also cause **displacement** of its regular tourist market, as well as the domestic market. It may therefore be important for the **entire value chain**, not only accommodation, to be audited and controlled (as there are *"many touch points where you want value for money"*).

6.3.4.12 Product bundling throughout the wider destination

One way to ensure that tourists have a wonderful experience in a destination, is to develop different experience packages that take them to different tourism products of the

destination. That's why SAT developed the 'beyond 90 minutes' campaign – *“to show to tourists that there were so many other things that you could do after the football”*. In the CoT, a new **hop-on-hop-off bus** was established and launched in 2009 to take tourists to various experiences in the City. There appeared to be different opinions on the effectiveness of this service, and once again the issue of public-private partnering seemed to come up.

“... we've spent a lot of money and effort to get the hop-on-hop-off bus in place. And standards are high. But it's difficult to get it done if you don't have cooperation with the private sector”

Two participants spoke positively about the hop-on-hop-off bus, and indicated that they would be benefiting from the initiative.

“We are getting involved in being on the tour route as one of the sites where tourists will be stopping on city tours. And we are really embracing this – all staff will be getting Bafana shirts and we will have a Zakumi in the foyers. We are just waiting for the 2010 branding.”

Two participants however voiced uncertainty about the state of readiness of this project. *“We're the first one [on the route], but I'm not sure how effective it is. In the pilot phase it was running, but since then I'm not actually sure what's happening”*.

Seven participants indicated a great weakness within the City to **package product offerings**. Some participants related this directly to a disadvantage that the City would have during the 2010 World Cup. The problem seemed to originate from a **lack of capacity** within the City to do the packaging (linked to the absence of the RTO, as already discussed). In some instances, there were also some of the City's key attractions that had been excluded from promotional efforts to package the City's offering.

“The other day I picked up a 2010 brochure and you can see that it has been very quickly put together. And once again, one of the places that have been left out is the State Theatre” [which is regarded to be an icon of the City, and a one-of-its-kind in South Africa, because of the multiple stages].

This inability seems to especially influence the **informal sector** of the industry; which is damaging when one considers the City's proclaimed commitment to promote this sector

during the event. The problem could perhaps have been minimised if a **strong database** had been established **well in advance** of the event.

“We are not ready with packaging of the informal sector to showcase it ... The capacity within the City is unfortunately of such a nature that these things cannot be properly packaged and sold through the right distribution channels. And you cannot think that you can get all of these things done within a month or four. You need years – we should have started when we heard that we won the bid.”

It has to be said that not all can be laid at the table of the Tourism Division or lack of an RTO. In some instances, it also has to be left to the **ingenuity of the individual stakeholders**.

“Only one hotel and one other attraction approached us [in terms of collaborative marketing]. No, nothing like that [for example the High Performance Centre bringing the Argentinean team over]. We don’t think in those lines yet. There still needs to be a lot of work done”

6.3.5 Concern for and pro-actively addressing environmental issues

The last CSF that was explored amongst stakeholders, appeared to be one that is least considered. Only three stakeholders made mention of environmental issues; with one of them being a person that is appointed within an environmental management environment. It is thus clear that the issue of event greening from a DMO and tourism stakeholder perspective, would need a dedicated effort in terms of creating awareness and encouraging appropriate practices.

6.3.5.1 Guide the industry and encourage green practices

A key task of the DMO in terms of event greening, was identified in the literature as the responsibility to encourage green practices among tourism industry members. One way of doing so, can be through **accreditation and award programs**. There are several such programs in the South African tourism industry and tourism product owners in the CoT also take part in such programs⁶⁹. However, when looking specifically at efforts from the

⁶⁹ Such as the Imvelo Awards for responsible tourism (SAT, 2010).

destination management side in the CoT, it does not specifically include such initiatives. There is, for example, the Tshwane Tourism Awards, which focuses on the development, maintenance and promotion of quality facilities and service standards across the tourism spectrum. It aims to enhance equitable and sustainable tourism growth and development in Tshwane (Tshwane Tourism, n.d.b). When looking at the titles of the award categories, none of them **specifically focus on environmental performance**. They include the various accommodation categories, different attraction types, tour guiding, as well as conference venues. It may be the case that some of the criteria include environmental aspects, but there is no specific focus in this regard.

In terms of specific initiatives related to 2010, environmental issues were addressed by the 2010 Unit in collaboration with the Department of Agriculture and Environmental Management of the City. This Department generally focuses on nature conservation and resorts management, waste management and open space management. A participant involved with this department stated that *“implementation of ‘Green Goal’ initiatives to reduce the tournament’s carbon and ecological footprint”*, was a key task to ensure the City’s ability to act as a host city. From a City management perspective, there had thus been the required (by FIFA) initiative to ensure event greening; with a focus on accommodation, the stadium, public viewing areas and the official fan park. The 2010 Unit, for example, held greening workshops among the accommodation industry members.

From a DMO perspective however, there were no visible efforts to encourage ‘green 2010 practices’. There had been some initiative through the TTAT. They invited Environmental Management to one of their meetings and the Team was informed of the upcoming **‘greening’ workshop**. The TTAT then committed to sharing the information of the workshop with tourism industry members through the Tshwane Tourism website. However, as the participant stated: *“there was a workshop for the Tshwane industry [including Tourism] in May 2009, but the attendance was shockingly low”*. In terms of industry cooperation, *“there was enthusiasm at first, but unfortunately greening has cost implications. Even though it has a payback period, the impacts are now felt in the pockets of the industry”*.

It can therefore be concluded that, in terms of the 2010 FIFA World Cup™ specifically, an increase in appropriate greening practices came as a result of regulations set by the event owner. Because it had a cost implication in the short term, and also because it had to be enforced by the event organiser, it appeared that the overall industry perspective on the matter was that of scepticism. Still, **the event managed to bring the benefit of improved environmental practices to the destination.** As one participant stated, *“The Green Goal project will be continued after the World Cup as a national program that will be run by the Department of Environmental Affairs”*. Perhaps it would be more sustainable and better accepted if a **DMO was to make concerted efforts** to encourage and educate industry members in this regard. To that extent, it would for example be more meaningful if SAT was to partner with NDT to approach the new program mentioned by one participant.

6.3.5.2 Collaborate with the relevant supporting stakeholders

In order for a DMO to fulfil its responsibility to encourage green practices, it is necessary to partner with the relevant supporting stakeholders. This could include the relevant government departments/division and other public agencies such as environmental protection agencies (as described previously). However, it may also be important that the DMO will **collaborate with local tourism industry stakeholders that have specialised knowledge** in this regard, in order to green the event from a DMO perspective.

A participant that was involved with the City’s top environmental attraction, stated that they had not been contacted by anybody in terms of Green Goal for 2010 (FIFA’s official environmental campaign). This indicates a great lack in stakeholder collaboration in terms of **knowledge and skill sharing for the ‘collective’ good**. The participant indicated that a great opportunity had been missed by the City to use the local environmental expertise to get the City ready in terms of greening the World Cup event. This is a similar statement as the one by a previous participant, who stated that *“things are not used or recognised within the City itself”*.

In a similar vein, a second participant stated that their facility started greening their main annual event six years earlier and that it was in fact the first green event in the country. They apparently shared their information and practices with the municipality. Cape Town

had in the meanwhile established a green strategy for events, which had been nationally accepted. Ironically, the people sitting on that committee, was people from the CoT – so “*the knowledge has left the city and benefited somebody else*”. The participant stated that the CoT had missed out on a great opportunity to become the ‘leader in green events’.

6.3.5.3 Educate the events tourists market

With regard to educating the events tourist market, no information could be sourced from participants. The researcher did however find some evidence of creating environmental awareness among events tourists, as well as local residents, for the event. As indicated in Appendix I (pg.362), there were roadside posters displaying environmental messages. These posters carried the FIFA host city composite logo, and would therefore have been produced by the 2010 Unit. This is in line with results found in the literature indicating that most of the environmental education of event attendees is done by the event organisers. This could be an area that needs greater attention from the DMO in future, if it wishes to leverage mega-events (or any other events) within a sustainable events tourism strategy.

6.3.5.4 Ensure sustainability of the DMO’s own marketing practices

The lack of priority given to the issue of event greening, appears to be in direct contrast to many of the **destination’s proclaimed strategic priorities and ‘selling points’**. In a strategic 2010 FIFA World Cup stakeholder workshop held in 2005, the shared vision for 2010 included ensuring that Tshwane is held up as a true example of sustainable development, balancing people, profits and planet. It also included that Tshwane should be internationally recognized 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. There seems to be a great **discrepancy between the level of importance that the environment was given by stakeholders, and what permeated through to the actual event.**

After an exploration of the CSFs among stakeholders in the CoT, it becomes apparent that they could in fact all be regarded as relevant from a stakeholder perspective. Some aspects have been unanimously confirmed (like the need for an events strategy), while others appear to be important but may not be given the required consideration. Several

aspects that have been mentioned, correlate to the findings from the literature studied in Chapters 2 and 3. This furthermore validates the apparent CSFs along with their respective performance areas. Within this Chapter, some reference has been made to the secondary data sources as they were identified in Chapter 4. What the researcher will aim to do in the last section of this Chapter, is to determine the correlation between the interview findings with the content of the secondary data documents. This can further serve as a means to validate the CSFs. It can also provide insight into the areas where a mega-event has the greatest potential to bring actual change in terms of a destination's overall competitiveness.

6.4 THE CORRELATION BETWEEN THE INTERVIEW RESULTS AND THE KEY STRATEGIC DOCUMENTS

“And I think post-2010, with the 10-point plan and strategic framework we’re standing in a good place to go forward into the new financial year. And it’s going to be a difficult year because we’re going into the new elections. But if we all stay focused, it will be difficult for them to step in and try to rewrite the rule books from a political viewpoint. They’re going to step into a success story and just have to think how they can add and not what they have to change.”

In Chapter 4, five key documents were identified as important milestones along the CoT's tourism strategy development process. Based on the content of each document, the researcher has decided to indicate the extent to which the issues related to the various CSFs, have been addressed in the various documents. In this way it is possible to determine whether the strategies that have been put on paper, have in fact been implemented (as it was stated by the participants during the interviews). This could also serve as a means to identify the aspects that have received greater attention, and are therefore perceived to be the most important aspects in terms of destination readiness for the hosting of a mega-event.

Table 27 (pg.288) presents the CSFs (on the left), and indicates whether they have been mentioned or addressed in each document respectively. It should be noted that the first three documents were focused on overall destination marketing strategy of the CoT, while

the last two documents focused specifically on initiatives related to the 2010 FIFA World Cup™ event. However, in all three of the first documents, certain parts referred specifically to this mega-event, or to the event product offering of the City in general. For the purpose of making a comparison within the context of the current study, it was decided to focus only on these parts. It should also be kept in mind that the last document was a report from the event organiser (the 2010 Unit), and thus indicated the actual initiatives that had been undertaken by the CoT. This document could thus serve to indicate whether the issues that have been stressed by the tourism industry (represented in the first four columns), did at the end of the day receive the necessary support from the public sector side.

It is important to consider that there are different aspects under each performance area as they were mentioned during the interviews. For example, under the ‘pre-, during- and post-event marketing campaigns’, different aspects were mentioned that all fall into this category; thereby adding weight to the aspect. In terms of pre-, during- and post-event activities, efforts mostly focused on:

- pre: market research of expected visitors;
- during: having information available at key points and at a VIC; having event experiences available; as well as safety and security; and
- post: doing research on visitor experiences; building a visitor database; campaigns in the new markets; as well as conducting impact assessments.

The aspects highlighted in the table (column right), are those aspects in which the 2010 Unit (representing the public sector) appears to have contributed most significantly toward the destination’s hosting ability. Great effort was been made regarding the local community (awareness, involvement, upliftment, entrepreneurial opportunities); working with allies and collaborators (for grading, training, and safety and security purposes); infrastructure (stadium, roads, transport, signage, beautification); and service delivery (through capacity building and training initiatives). Attention was also been given to communicating with the event tourists and providing them with a pleasant experience (mostly in terms of information provision, and safety and security).

Table 27: Correlation between the CSFs and key strategic documents

	STAKEHOLDER WORKSHOP (DECEMBER 2008)	NEW STRATEGIC FRAMEWORK (SEPTEMBER 2009)	TSHWANE 10-POINT PLAN (OCTOBER 2009)	TOURISM LEKGOTLA REPORT (APRIL 2010)	2010 Unit Readiness Report (APRIL 2010)
Addressed as a strategic destination priority					
Visionary leadership (the need for an RTO)	✓	✓	✓	✓	
An events tourism strategy	✓	✓	✓✓	✓✓✓	✓
Clarifying the stakeholder roles and relationships					
The DMO (and the need for an event unit)	✓	✓	✓	✓	
The event organiser	✓	✓	✓		
Government	✓	✓	✓	✓	✓
Tourism industry	✓	✓	✓✓	✓	✓
Local community	✓✓	✓	✓✓	✓✓✓	✓✓✓✓
Investors	✓	✓	✓		
Allies and collaborators	✓✓	✓✓	✓✓	✓✓	✓✓✓
Managing the destination resources					
Establish a database of destination resources	✓✓	✓	✓		
Create Event specialness		✓	✓	✓	
Quality of infrastructure and event-related resources	✓	✓	✓✓✓	✓✓	✓✓✓✓
Service delivery and HR development	✓✓✓	✓✓✓	✓✓✓ ✓	✓✓✓ ✓✓	✓✓✓
Value chain management for a seamless experience	✓	✓	✓	✓✓✓	✓
Ensuring an event marketing strategy that is aligned with the overall destination marketing strategy					
Single entity to communicate		✓			
Co-branding	✓✓	✓✓	✓✓	✓✓	✓
Publicity and media	✓	✓	✓✓✓ ✓	✓✓✓	✓✓
Manage event-related restrictions	✓	✓			
Have pre-during-post marketing campaigns	✓✓	✓✓	✓✓✓ ✓	✓✓✓ ✓✓	✓✓
Communicate with different event tourist groups	✓	✓	✓✓	✓	✓✓
Dealing with displacement					
Communicate with different stakeholder groups	✓✓✓	✓✓	✓✓	✓✓✓	✓✓
Use of ICT for distribution and communication	✓	✓	✓	✓	✓✓
Communicate event-related developments	✓	✓	✓	✓✓	✓

Aspects in which the 2010 Unit (representing the public sector) contributed most significantly toward the destination's hosting ability from a DMO perspective.

Table 27: Correlation between the CSFs and key strategic documents (continued)

Pricing that address value-for-money proposition					
Bundling of destination offerings	✓	✓	✓	✓✓	
Concern for and pro-actively addressing environmental issues					
Encourage green practices amongst industry	✓	✓	✓	✓	✓
Educate event tourists					
Collaborate with relevant stakeholders	✓	✓			✓
Ensure own green practices		✓			

Their focus on publicity and the media clearly was on promotion of the event brand; through the use of promotional material and a website (as mentioned in earlier discussions). Key issues from a DMO perspective that were not given as much priority by the 2010 Unit, includes:

- the destination's event strategy (including an event unit and other events);
- creating a seamless experience throughout the destination;
- co-branding opportunities for the tourism brand;
- publicity and media to enhance the destination image;
- pre-,during- and post-event activities (especially different experiences and research);
- wider stakeholder communication; and
- bundling of destination offerings.

Of significance is the fact that none of the documents explicitly addressed the issues of displacement or pricing for a value-for-money offering (though pricing has to an extent been addressed at a national level through the accommodation audit). The issue of displacement needs to be added to the proposed CSFs, as it has been raised during the interviews. The fact that 'a single entity to communicate' has not been explicitly mentioned, is most likely because it is regarded as a given, and therefore the City's focus on establishing an RTO.

There appears to be a timeframe wherein certain aspects need to be addressed, for example, the establishment of a resource database, the role of investors, as well as working creatively around event-related restrictions. These matters need to be addressed well in advance, otherwise those opportunities may be lost to the destination. The researcher also found it difficult to group a variety of aspects under one statement such as 'pre-, during- and post-event campaigns'. There are too many different very important aspects that are not sufficiently highlighted as a result of having this one very broad

performance area. When developing the final set of CSFs, it could in fact prove beneficial to approach it from within a broad pre-event, during and post-event framework.

As a last observation, it is important to note that the issue of environmental sustainability (event greening) received minimal attention. It was mostly suggested that the industry (and then specifically only accommodation) had to comply with sustainable practices. Only one document, the new Strategic Framework for 2009 – 2014 (Heath, 2009d), included aspects of visitor education and broader industry accountability. This is concerning, especially in the light of statements claiming to use greening as a USP of the City, or for the event to be regarded as an example of sustainable development. In this regard there is a great discrepancy between what the City stakeholders lay claim to, and with what actually took place.

6.5 CONCLUSION

The aim of this chapter was to present the findings from the empirical research, in order to validate the set of CSFs that has been presented at the end of Chapter 3. Furthermore, the researcher aimed to determine the extent to which a mega-event could contribute to a destination's competitiveness (thus, the participants' perspectives on the City's current competitiveness, compared to the areas where the event under investigation is expected to contribute in terms of the CSFs).

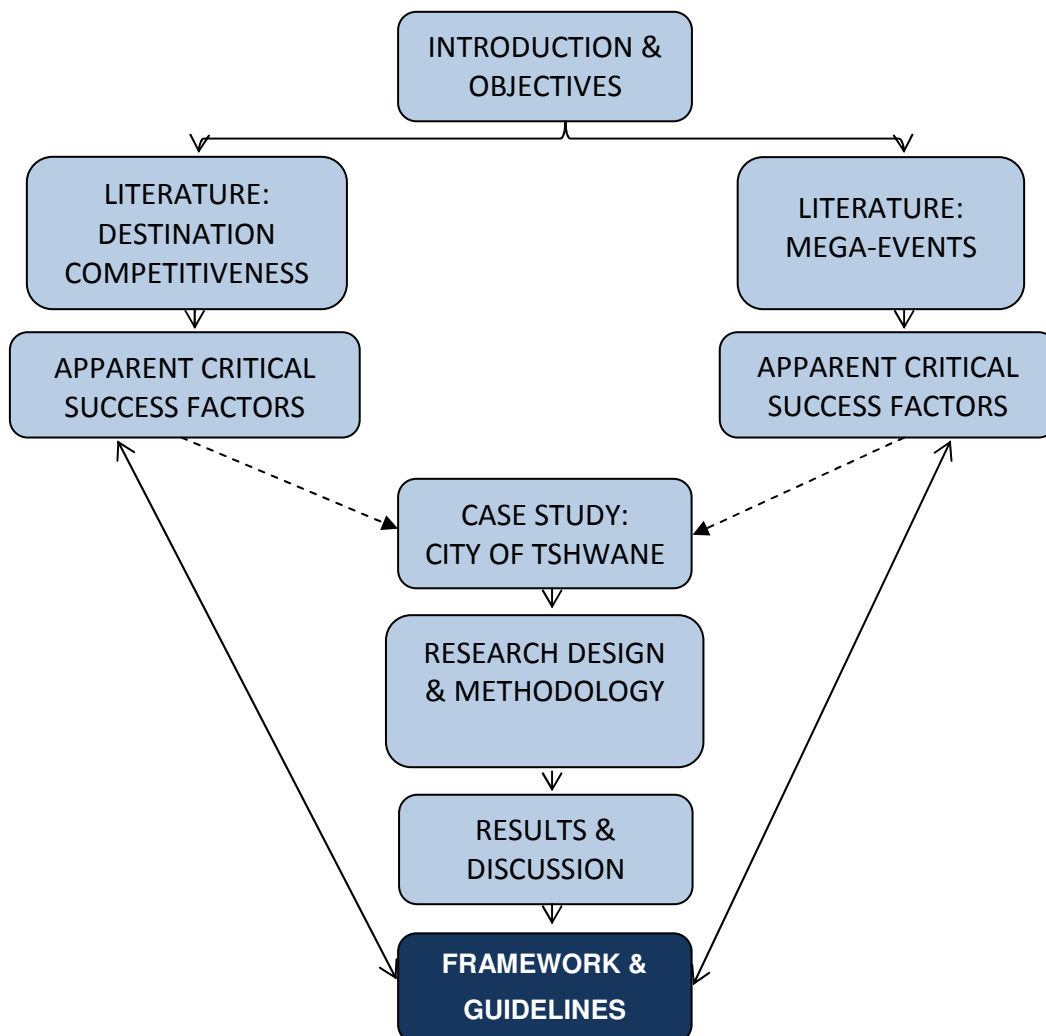
From the information gathered by participants, it becomes clear that the CSFs can in fact be regarded as relevant within the context of destination competitiveness. Through the discussions and findings from the secondary data, it became clear that certain of the performance areas as previously mentioned, could be grouped differently in a final proposed framework. By exploring the case study over a period of two years, and by also referring back to certain earlier data, it became clear that a mega-event has the potential to contribute significantly to a destination's overall strategy development process. It can change strategic thinking around destination organisation structures by, for example, fast-tracking important processes such as the establishment of an RTO. It also has the potential to contribute significantly to stakeholder cooperation and renewed efforts toward

networking. Furthermore, it can change the thinking around events as a destination product offering and ascribe greater strategic thinking in this regard.

As a conclusion to the current study, Chapter 7 will focus on a final framework of CSFs for the leveraging of mega-events to achieve sustainable destination competitiveness. Relevant guidelines will also be given, as well as suggestions for future research.

CHAPTER 7: A FRAMEWORK OF CRITICAL SUCCESS FACTORS TO LEVERAGING MEGA-EVENTS AS AN ELEMENT OF DESTINATION COMPETITIVENESS

The aim of this chapter is to present a final set of CSFs for the leveraging of mega-events as a tool toward sustainable destination competitiveness. This will be done within an appropriate framework, along with the needed guidelines for implementation. The chapter will also provide recommendations for future research.



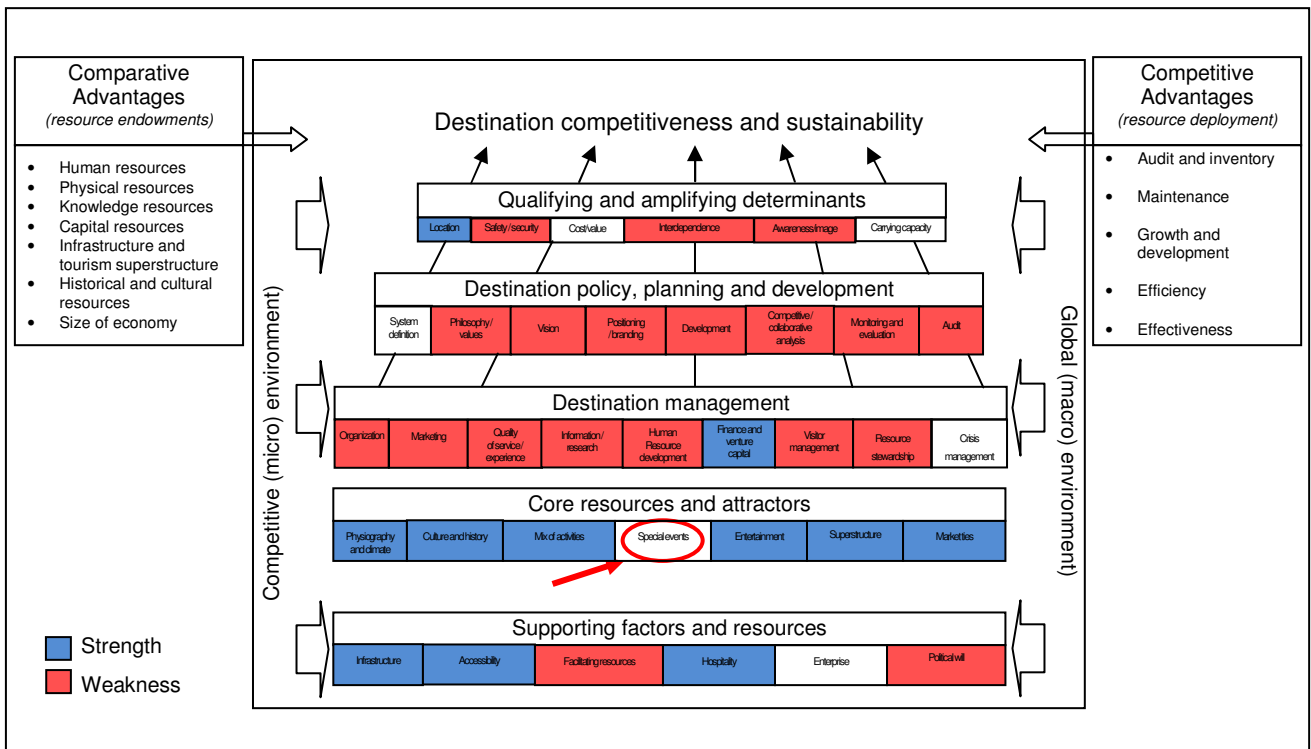
7.1 INTRODUCTION

After exploring the current issues and trends in the destination competitiveness literature, it became apparent that mega-events (as part of a wider portfolio of events offerings) has a definite place within the models of destination competitiveness. In order to optimally leverage such events as part of a destination's competitive strategy, it became clear that knowledge from both destination and event management studies would have to be acquired. Throughout the different chapters of the study, the researcher aimed to develop a set of CSFs for event leveraging from a destination marketing and management perspective, that would hold true to the knowledge from both these fields. A first apparent set of CSFs was developed from the destination competitiveness literature, where after it was refined based on perspectives from the events literature. This literature included a pure events management perspective, but primarily focused on events tourism knowledge. The refined set of CSFs was then tested within a case study context by means of primary, as well as secondary data. Resulting from the empirical research, the various CSFs have been confirmed, while a few additional perspectives have been added. Importantly, it was found that it may be necessary to present the final set of CSFs within a pre- during and post- event framework. The next section will describe how the 2010 FIFA World Cup™ has contributed to the overall competitiveness of the City of Tshwane as a tourism destination. Thereafter the final framework will be presented, along with the applicable guidelines.

7.2 CONTRIBUTION OF THE 2010 FIFA WORLD CUP™ TO THE CITY OF TSHWANE AS A TOURISM DESTINATION

At the beginning of Chapter 6, the researcher presented the perceived competitiveness of the City of Tshwane before the 2010 FIFA World Cup™ by indicating the City's strengths (in blue) and weaknesses (in red) within the destination competitiveness model of Ritchie and Crouch (2003). In order to simplify the task of making a comparison, Figure 26 is again presented below.

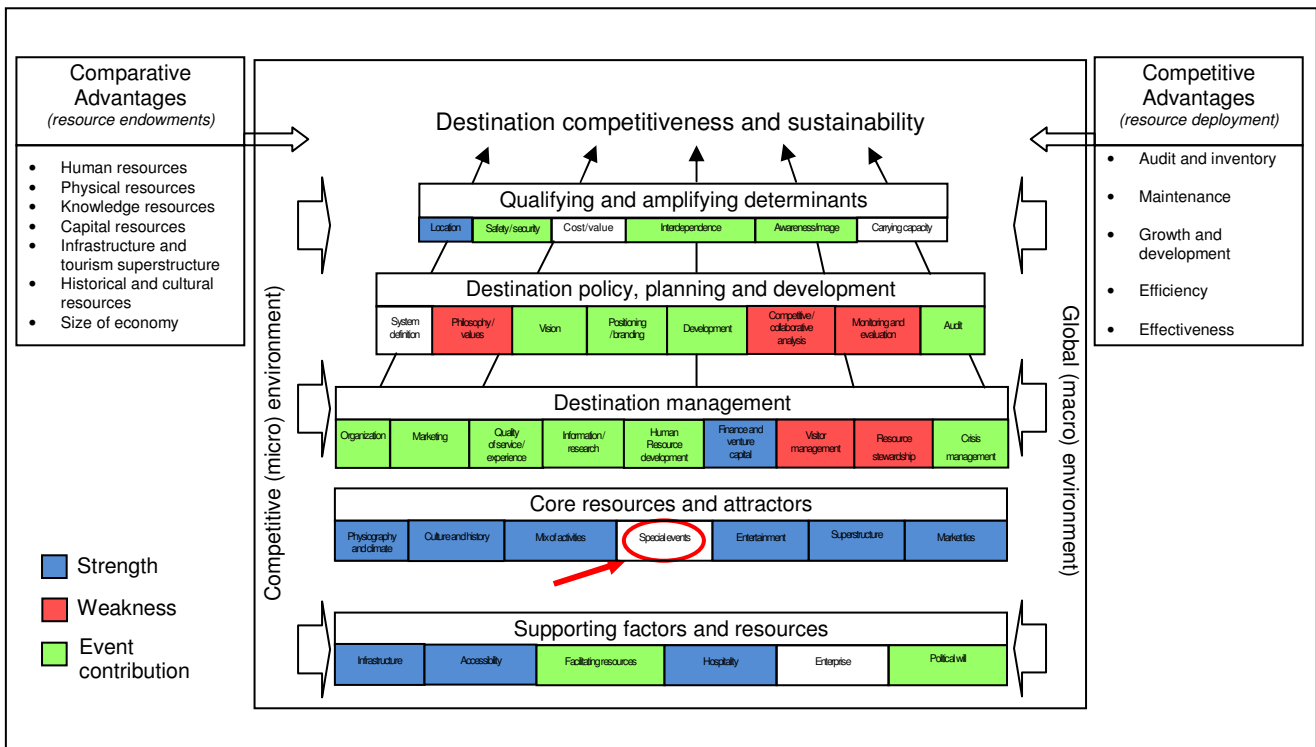
Figure 26: Perceived competitiveness of the City of Tshwane before the event



Source: Adapted from Ritchie and Crouch (2003)

Based on the findings from the empirical research, the researcher has returned to this model and aimed to indicate the areas where the 2010 FIFA World Cup™ has made a significant impact on the CoT's tourism industry from a destination management and marketing perspective. Figure 28 (pg.294) indicates (in green) the areas which were previously regarded as weaknesses (indicated in red in Figure 26), but have been addressed as a result of the event. These changes are based on the perspectives of the stakeholders as they have mentioned them during the interviews, as well as the secondary data that has been studied. It focuses on those areas that have, within the context of the case study, been affected positively by the event. The areas indicated in red, are weakness of the CoT that have, according to the empirical research, not been significantly impacted (either positively or negatively) by the event. This does not mean that, given a different context or case study, an event could not have the ability to contribute significantly to these aspects.

Figure 28: Perceived competitiveness of the City of Tshwane as a result of the event



Source: Adapted from Ritchie and Crouch (2003)

When comparing these two figures, it becomes clear that mega-events have the potential to contribute significantly to a destination's overall competitiveness at various levels. In the case of the CoT, it has catapulted the City's tourism strategy development process and has gained the much-needed political support. It has changed strategic thinking around destination organisation structures by, for example, fast-tracking the important process of establishing the long-awaited RTO. It has also contributed significantly to stakeholder cooperation and has fostered renewed efforts toward networking. Furthermore, it has changed the thinking around events as a destination product offering and has ascertained greater strategic thinking in this regard. It has set mechanisms in place that could strengthen any future event-related initiatives of the City – if it were to be upheld. This includes establishment of a JOC for the City, and the City's voiced intention to establish a permanent unit functioning similar to the LOC (within the Tourism Division). Despite the budget and time constraints, much progress has been made in terms of the City's new brand (and new name), as well as a new approach to marketing the City from a tourism destination perspective. The various smaller scale audits that were conducted before the event, could serve as a powerful platform from which to build a strong destination resource database. This also relates to the City's voiced intention to conduct event impact studies in

partnership with academic institutions. The City has gained significantly in terms of service delivery awareness and human resource development through the various training initiatives. Key will be to maintain this knowledge within the City; along with capturing the event knowledge of the 2010 Unit that would disband after the event. Though these areas have been indicated as 'strengths', it is by far not stating that the ideal situation has been met. For example, although great strides have been made in terms of marketing the City as a tourism destination, there is still a great lack in terms of utilising e-marketing and new social networking tools.

Areas where the event has seemingly not made any concrete positive impacts, relate to strategic level thinking in terms of the destination's philosophy and values. Though this has been addressed at some stakeholder meetings, it can only be concretised once a formal, recognised RTO exists. There has also been no apparent advantage in terms of serious future commitments toward a detailed competitive analysis of the City, as well as permanent monitoring and evaluation mechanisms where the industry plays an active role. For example, there has been no indication of any plans to conduct extensive research into World Cup visitors' brand awareness, nor to determine the influence that the event has on the various stakeholder groups. Though there are plans to conduct some impact research, the event has not been able to instil a strong commitment to market research. Two other areas that pertain to the tourism product of the City, includes visitor management and resource stewardship. Due to a lack in stakeholder networking (perhaps as a result of unclear leadership), the destination's product offerings and varied experiences have not been packaged (bundled) effectively, nor has the event stimulated much progress in this regard. Similarly, there remains a lack of committed resources to take ownership of the upgrading and further development and enhancement of the City's attractions (apart from the few minor 'touch ups' made to key attractions in light of the event).

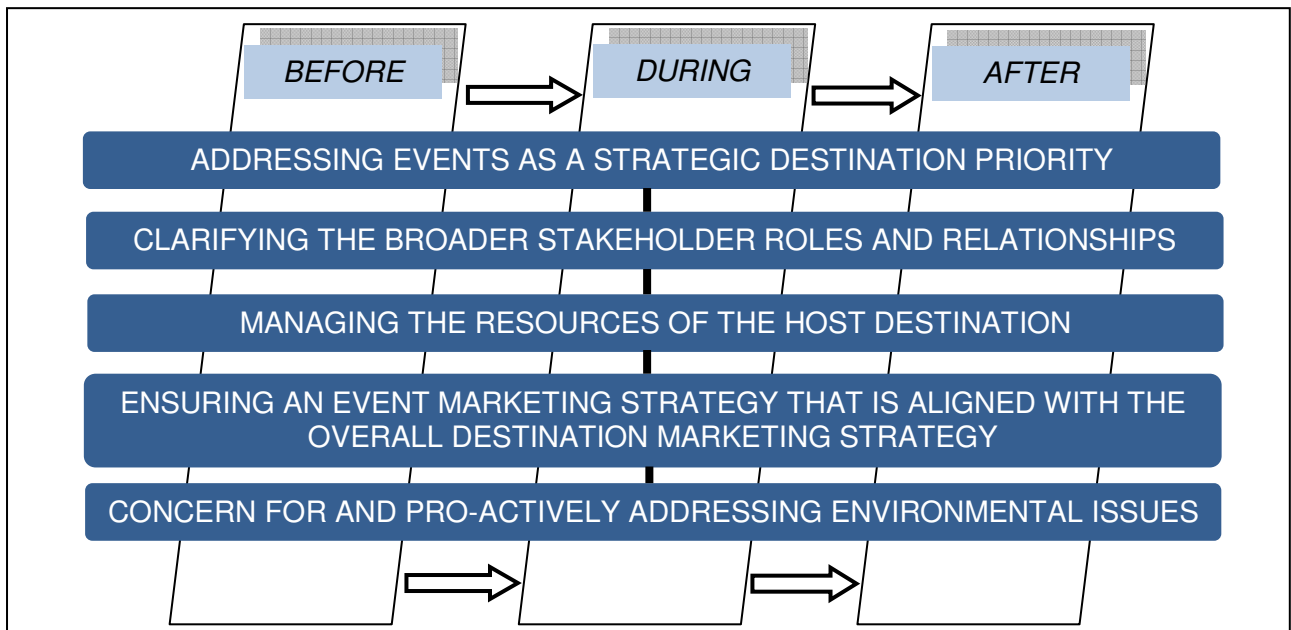
Figure 28 (pg.294) indicates five aspects that have not significantly been altered by the event. These include entertainment, enterprise, system definition, carrying capacity, as well as cost/value. These aspects were not indicated as either strengths or weaknesses before the event; nor have they been mentioned or specifically addressed as a result of the event. Some effort has gone into 'enterprise' in the form of SMME development, but it could not really be established whether this has been greater than what it has been in any

case (especially in the light of national government's focus on such initiatives in general). Although the destination's road infrastructure has been upgraded, it was too early to determine whether it would result in significant increases in terms of carrying capacity over the long term (when considering quality and maintenance that has to be upheld). There was also no clear indication or mention of the event's possible effect on the destination's value-for-money proposition. It may have been influenced as a result of the price concerns addressed at a national level, but no specific concerns were addressed within the City per se.

7.3 A FINAL FRAMEWORK FOR THE CRITICAL SUCCESS FACTORS

In order for a destination to attain the optimum competitive advantage through hosting a mega-event, there are certain fundamental things that have to be in place before the event; a vast scope of initiatives that have to be undertaken during the event; as well as several strategic initiatives that have to be continued after the event. The following framework (pg.297-300) presents the CSFs for leveraging mega-events, based on the set of CSFs that has been developed, refined and tested throughout this research study. Refer back to the apparent set of CSFs that were presented at the end of Chapter 3 (Table 19, pg.165). Based on the empirical research, it became clear that these CSFs have to be addressed within an appropriate timeframe, and that the performance areas under each CSF, has to be moved to the relevant positions within such a timeframe. Figure 29 (pg.297) provides the basic format of the framework which will be elaborated upon in the subsequent tables.

Figure 29: A framework of CSFs to leverage mega-events as an element of destination competitiveness



ADDRESSING EVENTS AS A STRATEGIC DESTINATION PRIORITY

<i>BEFORE</i>
<ul style="list-style-type: none"> – Visionary leadership through an established, representative DMO. – A functioning dedicated Events Unit within the DMO, that has a standing relationship with the events industry. – Existence of an integrated events tourism strategy that is nationally aligned; representative; focuses on a balanced portfolio; and includes relevant functional aspects. – Existence of a government operational events unit to create the enabling environment. – Determine how event impacts will be measured (including environmental, social, economic and marketing aspects).
<i>DURING</i>
<ul style="list-style-type: none"> – Close collaboration between the DMO Events Unit and the government’s operational events unit; including continuous documentation of knowledge.
<i>AFTER</i>
<ul style="list-style-type: none"> – DMO Events Unit captures events knowledge gained. – Collaborate with government’s operational events unit to monitor and improve efforts. – Implement planned evaluation of the event.

CLARIFYING THE BROADER STAKEHOLDER ROLES AND RELATIONSHIPS

BEFORE

- Community support and involvement by **creating awareness and managing expectations**.
- Tourism industry **commitment and networking**, including intended co-marketing agreements.
- **Partnering with the right allies and collaborators** (to assist with research, training and event greening, among others).

DURING

- Community support and involvement through **creating interaction platforms; encouraging event participation and hospitality**.
- Tourism industry commitment in terms of **service delivery; hospitality; promotion of the destination brand; creating a customer database; realistic pricing; and implementing environmental footprint measures**.
- Allies and collaborators focused on **research and monitoring**.

AFTER

- Community support and involvement through **recognition, rewards, and celebrating success**.
- Tourism industry commitment by **making market data available; celebrating success; concluding on lessons learnt**.
- Allies and collaborators **deliver the expected research outputs**.

MANAGING THE RESOURCES OF THE HOST DESTINATION

BEFORE

- Establish a **comprehensive resource database** to balance stock with demand.
- Identify the resources needed to **ensure event specialness**.
- Ensure **quality of infrastructure and event-related resources**; also develop with **after-use in mind**.
- Promote service delivery through **human resource development**; also applicable to the events industry; make use of **local knowledge**.

DURING

- Manage the **event supply value chain to ensure satisfactory experience links** and ensure smooth running of packages.

AFTER

- **Maintain upgrading and quality initiatives**.
- **Maintain local human knowledge** gained during the event.
- **Re-invest** any profits into destination's event facilities (strengthen event offering).
- **Implement after-use strategy** of facilities.

ENSURING AN EVENT MARKETING STRATEGY THAT IS ALIGNED WITH THE OVERALL DESTINATION MARKETING STRATEGY



BEFORE

- An **umbrella destination brand** that is owned by all the destination stakeholders (ensure effective distribution of branding material).
- Effective **co-branding agreements with the event brand and sponsor brands**; including negotiations around media exposure for the destination.
- **Media and publicity strategy to focus on event developments and the different event tourist markets.** Effective leveraging of other events to create awareness. Prepare media material to use during the event. Host media tours. Prepare publicity and crisis management material.
- Strategy to **creatively manage event-related restrictions**, especially in terms of marketing.
- Develop separate but **aligned campaigns for the different event tourist markets, based on market research** (actual eventers – focus on a variety of different experiences; event core and non-eventers – focus on unexpected experiences; media-eventers – focus on possible personal experience platforms).
- Develop strategies to **counter or address displacement** of the regular tourist market.
- Develop separate, but **aligned campaigns for the different stakeholder groups and start communicating** (including locals; industry members; as well as non-tourists).
- Focus on **communication with investors.**
- Set the **latest ICT** in place for distribution and communication. Start communicating.
- **Communicate event-related developments** that can enhance the destination image.
- Establish **pricing agreements and monitoring mechanisms.**
- Prepared **product packages throughout the wider destination** in cooperation with tourism and non-tourism industry stakeholders.

DURING

- Effectively **manage promotional item stock** throughout the destination.
- **Visitor information** provision throughout the destination.
- Focus sufficiently on **actual eventers, event core, and non-eventers.**
- **Continue communication** with different stakeholder groups.
- **Update ICT platforms and actively communicate** on a continuous basis.
- **Communicate event progress and ‘good news’ stories.**

AFTER

- **Link event successes to destination brand.**
- Commit to **future relations with event owners and sponsors.**
- **Extend visitor stays** with post-event celebrations and promotions.
- **Remind visitors** of the event experiences (use footage generated during event).
- **Uphold visitor information points** throughout the destination.
- Focus on event core, non-eventers and media-eventers **to return as tourists.**
- **Feedback to different stakeholder groups**; information publicly available.

CONCERN FOR AND PRO-ACTIVELY ADDRESSING ENVIRONMENTAL ISSUES



<i>BEFORE</i>
<ul style="list-style-type: none"> – Encourage green practices through various methods (tourism as well as events industry). – Address greening requirements in events strategy. – Collaborate with the relevant supporting stakeholders. – Ensure sustainability of the DMO's own marketing practices (eco-friendly promotional material; locally produced; true statements).
<i>DURING</i>
<ul style="list-style-type: none"> – Educate the events tourists market. – Maintain facilities that allow for event greening (waste management; carbon tracking).
<i>AFTER</i>
<ul style="list-style-type: none"> – Evaluate effectiveness of event greening initiatives. – Recognize best practices. – Creatively compensate for event's environmental impacts. – Review DMO's commitment and approach toward environmental accountability.

The framework of CSFs that has been presented, encompasses a range of performance areas. Each of these areas in turn, entails a multitude of aspects that have to be considered in order to ensure optimal performance in that area. Detail on these aspects has been provided throughout the study. It has either been done through related literature that discusses a specific aspect in detail; by providing best practise case study examples; or by highlighting relevant findings from the empirical case study. The framework can serve as a roadmap for a DMO that plans to undertake a journey into the global events market. The study unambiguously proved that optimal leveraging of a mega-event should not be regarded as a single undertaking. It should ultimately be done within a strategically formulated events tourism strategy, and across a longer term time continuum. This appears to be the most appropriate way in which mega-events should be leveraged to optimally serve as strategic tools toward overall destination competitiveness.

7.4 AREAS FOR FUTURE RESEARCH

There is great scope for future research on the topic of event leveraging for overall destination competitiveness. It can be argued that each of the CSFs alone present unexplored avenues. Furthermore, there are many sub-themes within each CSF that still need to be researched in order to determine the most appropriate practices to ensure optimum delivery of the CSF. When considering the importance of an events tourism strategy, this topic requires further attention to fill the existing gap in literature. It may prove especially beneficial to determine how such a strategy can optimally be implemented throughout a destination, if there are great discrepancies in the levels of local destination development; and also to determine how this will affect the true competitiveness of the national events tourism strategy. Another area of concern is effective representation of the destination in the relationship with the event organiser; especially in the case of emerging destinations that may not always have an established DMO in place. Even though there is an abundance of literature on the marketing aspects of events, there are some issues that could be explored further. One such an issue is the concept of effective management strategies to deal with displacement of the regular and domestic tourist markets. The one CSF that stands out, however, in terms of a need for future research, is the theme of consideration for environmental issues during events (event greening). Not only is there a gap in existing literature, but there also appears to be a lack of understanding, recognition and practical application from a DMO perspective.