DECLARATION

Statement 1
I, Jannie Adriaan Gie, hereby declare that the work in this research paper is my own original work.

Statement 2
All sources used or referred to have been documented and acknowledged.

Statement 3
I declare that this research paper has not been previously submitted in full or in partial fulfilment of the requirements for an equivalent or higher qualification at any other recognised education institution.
ACKNOWLEDGEMENTS

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ABSTRACT

Tourism, as an industry, has a great impact on society and the environment. It adds to economic growth; and therefore, many governments try to enhance tourism because they realise the potential economic returns. Within each country, there are towns or cities that have great tourism potential. In South Africa, Knysna is a good example of a small town with great tourism potential. This study examines the critical success factors of tourism destination marketing for the town of Knysna.

Most South Africans see Knysna as an ideal holiday destination, as it has the infrastructure and offerings to make tourists' holidays unforgettable. However, unfortunately, in recent times bad publicity has caused Knysna's image to be damaged. To improve the town's image and to add to its economic growth, tourism bodies and the community have had to work together to ensure that Knysna sustains its position in the national and international tourism markets. The best way to achieve this is through effective destination management and destination marketing.

The aim of this study is to determine how effective destination management and destination marketing can lead to competitive growth and to enhancing a destination's position in the tourism industry, and also to providing a set of practical guidelines for the successful implementation of the destination marketing of the town of Knysna.

A literature study was conducted to find out what the theory reveals about destination management and marketing. This was followed by an empirical survey; and this survey was conducted in Knysna in the Western Cape.

The results of the survey were compared with the literature and tourism operators and managers can now use these as a point of departure to fill any gaps, thus leading to the optimal positioning of Knysna on the international tourism map.
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1.1 BACKGROUND TO THE STUDY

Bennett (2000: 3) states that tourism only got off the ground after World War II although examples of tourism activities can be traced back to Sumerian times. Today, government leaders and business people all over the world are recognising tourism as a powerful economic and social force. While developing countries seek rewards from tourism, developed countries go to great lengths to protect their market share (Gunn, 1994:3).

This is confirmed by Ashley and Mitchell, (2006, as quoted by Lourens, 2007:2) with more than half of Sub-Saharan African countries understanding the economic importance of tourism. Furthermore, government has ear-marked tourism as an opportunity to assist in the challenge faced in respect of poverty alleviation. This gave rise to the Fund for Research into Industrial Development, Growth and Equity (FRIDGE) under the department of Trade and Industry.

This fund commissioned the development of a strategic plan for routes and community-based tourism (ECI Africa, 2006 as stated by Lourens, 2007:2).

The growth of the tourism industry cannot be ignored, as it has a profound impact on society and the environment. In many developing countries, tourism attractions, such as beaches are often developed with two main thoughts in mind: namely, to attract as many tourists as possible and to maximise revenues.

Governments from these countries often climb onto the bandwagon of tourism development, once they hear of the potential economic returns from tourism. In doing so, they neglect to analyse the potential impact on their economies, their environments and their people. Because of the gains, tourism can be regarded
as a powerful agent for change in the social, political and cultural system of a destination (Crandall, 1994:413).

Furthermore, Matthew (2009) explains that some developing economies have not yet received particular attention from the global tourist community and have not yet been placed in the ranking of the highest tourist destinations. This, despite the fact that these countries have the infrastructure, support facilities, and travel and tour destinations. It is the author's opinion that in all developing countries, there are certain places, big and small, that have the potential to be great tourist destinations. In South Africa, Knysna, a small town in the Western Cape, is just such an example.

1.2 MAIN PROBLEM

To most South Africans, Knysna is a ‘nice’ little town, to which many people flock for the holiday seasons. However, according to Van Velsen (n.d.), Knysna does not address its development and tourism aspects strongly enough. Thus they are not encouraging corporate development and growth. Unfortunately, in the past, Knysna’s image was damaged because of unpleasant events that took place, such as two highly publicised murders and increased cases of HIV/AIDS. It used to be known as the ‘Pearl of the Garden Route’ but then became later known as the ‘drug capital of the Garden Route’, Knysna tourism, Knysna Municipality and the local business community want to put Knysna back on the tourism map. This has given rise to the main problem namely:

‘How can Knysna achieve competitiveness as an international tourist destination?’
1.3 SUB-PROBLEM

The following sub-problems was identified in solving the main problem:

How can effective destination management lead to the repositioning of Knysna as an international tourism destination?

1.4 OBJECTIVES

The objectives are to identify the necessary theoretical issues, and to research the critical success factors that could assist Knysna in defining a strategy for destination marketing.

1.5 DEFINITION OF KEY CONCEPTS

1.5.1 Tourist

Bennett (2000: 4-5) explains that, when defining the concept ‘tourist’, a distinction should be made between the conceptual and statistical definitions. The statistical definition provides the instrument for statistical purposes; the conceptual definition identifies the main characteristics of tourism and distinguishes it from similar but different activities.

The statistical definition includes two categories, namely: the international issue and domestic visitors. The international visitors are people who visit a country other than their usual place of residence. Their stay is no longer than one year. These international visitors can further be subdivided into:

- International tourists who are people that stay for at least 24 hours, but not for longer than one year in the country they are visiting. They are looking for pleasure, a holiday, business, and so forth. They make use of the accommodation facilities.
• International excursionists are people who stay for less than 24 hours, and are not using the country’s accommodation facilities.

Domestic visitors are people residing in a country who travel to places within their country for no longer than one year. This category is further subdivided into:

• Domestic tourists who stay for at least 24 hours, but not longer than one year, in the place they are visiting:

• Domestic excursionists are people who stay for less than 24 hours in the place they visit.

The conceptual definition includes four dimensions:

• The journey which involves a one-night stay away for the place of residence;

• The activity which refers to the use of time and resources;

• Consumption - which refers to the money spent on various items.

• Tours, which are the trips that the tourists take from their residence and back.

1.5.2 Tourism

Dieke (2005) defines tourism as ‘all the travel that results in one or more nights being spent away from home’. It is a collective term used to describe the massive flow of people of diverse backgrounds, languages, cultures and religions’. It has become a popular leisure activity.

The two main types of tourism are: conventional tourism and sustainable tourism.

Conventional tourism aspects are those not planned to enhance education; they do not benefit the local community; and they can damage a fragile environment. Conservation and the community are not priorities. The goal is profit; and much
of the revenue goes to outside operators and investors (Sustainable tourism concepts, n.d.).

Sustainable tourism, on the other hand, is deliberately planned from the beginning to benefit the local communities. The planning takes place with three goals in mind, namely: profit, the environment and the community. It is planned in advance with all the stakeholders; conservation of natural resources and appreciation for culture are priorities, and more of the revenue stays with the local community (Sustainable tourism concepts, n.d.).

George (2004) also provides a definition, as stated by the World Tourism Organisation, as “the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes.”

1.5.3 Tourism destination

David and Tözsér (2009), as quoted in Carter and Fibricius, (2007) define a destination as a “physical location where the tourist is spending at least one night.” It provides the tourist attractions, products and related services necessary to meet the tourist’s needs for at least one day. This definition is supported by Manente and Minghetti (n.d.) who define it as “an amalgamation of products, services, natural resources, artificial elements and information that is able to attract visitors to a place.”

1.5.4 Positioning

Kotler (2003:204) states that positioning is a task intended ‘to deliver a central idea about a company or an offering to the target market’. Based on this broad definition, Bennett (2000:206) suggests two forms of positioning:

- Objective positioning, whereby an organisation tailors its services and products to meet customers’ needs and desires. Characteristics are either added to the services or facilities, or they are modified.
• Subjective positioning is the attempt to reinforce or change the potential visitor’s image without really altering any of the physical characteristics of the services or products.

1.6 DEMARCATION OF THE RESEARCH

The scope of this study is limited to the Knysna area in the Western Cape. The researcher does not deny that similar research has already been conducted. However, this research is specifically focussed on destination marketing.

1.7 THE SIGNIFICANCE OF THE RESEARCH

From a theoretical standpoint, this study can broaden the knowledge of tourism destination managers to identify gaps in the management of Knysna as a tourist destination. From a practical point of view, the findings of the study can be used by destination managers as a ‘point of departure’ to revive Knysna’s position in the global tourism market.

1.8 AN OVERVIEW OF THE RELATED LITERATURE REVIEW

According to the World Tourism Organisation (WTO) (2007), tourism destinations need to deliver wonderful experiences and excellent value to visitors if they want to compete effectively. From the time visitors arrive until the time they leave a destination, the quality of their experience is affected by many services and experiences. Such services include public and private services, community interactions, the environment and hospitality.

The growth in tourist flows and what motivates tourists to visit a destination, as well as the creation and organisation of supplies to meet the tourists’
expectations, can have a serious impact on the destination and the local environment as a whole. Natural and cultural resources have to be preserved for the tourists’ use, while at the same time stakeholders need to co-ordinate their actions (Manente & Minghetti, n.d.). These authors are also of the opinion that destination marketing and destination management are key strategies for mature and emerging destinations to ensure satisfaction of consumers’ demand, sustainable development and the gaining or holding of a market share.

According to Manente and Minghetti (n.d.), a tourism destination contains certain elements that attract visitors to a destination and satisfy their needs on arrival. These elements are the attractions (or ‘must sees’) and the remaining ones (or the must do’s). These authors explain these elements as follows:

- The attractiveness and experience of a destination are shaped by attractions, public and private amenities, accessibility, human resources, image and character, and price. The attractions are usually the main reasons for visiting the destination. Less tangible factors include the uniqueness and other emotional triggers aspects that attract the visitors.

- The amenities include the services and facilities available to make the visitors’ stay a pleasant one. These are the infrastructure, such as utilities, public transport and roads, as well as the services offered at their place of accommodation, recreation facilities, catering, and shopping facilities.

- The destination should also be accessible to visitors. This means that they should be able to travel with relative ease to the destination. Access should be readily available by means of road, air, sea or rail.

- It is crucial that the destination should have a unique image with which visitors wish to be associated with. A good image will attract potential visitors. The image can be promoted through marketing. It is usually determined by the uniqueness, sights, scenery, environmental quality, safety, service levels and the friendliness of the people.
• The price is an important aspect, and tourists usually look at the cost of travelling to and from the destination, as well as the cost of accommodation, food and other tour services.

• As tourism is very labour-intensive, a well-trained tourism workforce and citizens who are well equipped and aware of the benefits associated with tourism growth, are all vital elements.

1.9 RESEARCH METHODOLOGY

In this section, the research methodology, that was followed to solve the main problem and the sub-problem, will be outlined.

1.9.1 Literature survey

A literature survey was conducted to provide a better understanding of destination management and destination marketing, and how these strategies can improve Knysna’s position as a tourist destination. Additional information was gathered from the libraries of the Nelson Mandela Metropolitan University, as well as from the internet.

1.9.2 Empirical study

A comprehensive questionnaire was drawn up and distributed among tourists (national and international) and managers of the tourism companies in Knysna. The purpose of this questionnaire was to find out what tourists think of Knysna, as ‘the tourism destination of choice’, and whether the management practices employed by the different companies, are enhancing its position in the international tourism world.
1.10 KEY ASSUMPTIONS

It was assumed that all tourists visiting Knysna prefer it as the tourism destination of choice and that current management practices are sufficient to boost Knysna’s position in the global tourism market.

1.11 OUTLINE OF THE STUDY

This study includes the following chapters:

Chapter 1: Introduction, problem statement, sub-problem and definition of key concepts.
Chapter 2: Effective destination management leading to competitiveness and enhancing destination repositioning.
Chapter 3: Research methodology
Chapter 4: Interpretation of results
Chapter 5: Discussion, recommendations, conclusion

1.12 CONCLUSION

This chapter has highlighted the main problem, sub-problem, and an overview of the literature and the outline of the study. In Chapter Two, destination management will be discussed.
CHAPTER 2

EFFECTIVE DESTINATION MANAGEMENT LEADING TO COMPETITIVENESS AND ENHANCING DESTINATION REPOSITIONING

2.1 INTRODUCTION

Matthew (2009) states that the tourism industry is the fastest growing industry in the world. He claims that it is an extremely sensitive industry affected by various environmental factors. Furthermore, individual firms within the industry often try to find new ways of attracting visitors and satisfying their needs, while aiming for competitiveness and sustainability at the same time.

The purpose of this chapter is to determine how effective management can lead to competitiveness for tourist destinations within the industry. The main focus is on critical success factors for tourism, tourism development, tourism product development, destination management, destination marketing, consumer behaviour and tourism clusters.

2.2 CRITICAL SUCCESS FACTORS FOR TOURISM DEVELOPMENT

Hardaker and Ward (1987:114), as quoted by Jonker (2003:40), define critical success factors as ‘sub-goals, end statements, characteristics, conditions or variables that are critical for the attainment of the organisation’s mission and ultimate success’. Jonker (2003:61) further states that these factors comprise are limited areas in which an organisation can outperform its competitors. The areas can be internal: like resources, skills, competences, attributes, conditions or market-related areas, like product features and profitable market segments.

Dieke (2005) describes critical success factors as follows:
• Soundly-based interventions in the tourism sector that can play an important catalytic role;

• The necessary components or fundamentals of successful tourism development;

• The reference points against which to assess or evaluate tourism’s success;

• Essential lessons learned from developing tourism which can be used to help in doing a better job in the future; and

• The environments which will allow tourism to develop in a way that is consistent with national development policy objectives.

2.3 TOURISM DEVELOPMENT

According to Dieke (2005), development may be defined as an improvement of opportunities and the quality of life. It is an incremental, long-term process and includes economic, socio-cultural and environmental processes. The effects of tourism can be felt at two levels; namely: macro or national, and micro or the social level. At the macro level, it is expected to result in economic growth through foreign exchange earnings and an increase in state revenue. At micro level, it is expected to improve people’s wellbeing through fostering job creation, revenue/income distribution and balanced regional development.

Dieke (2005) further explains that tourism development is concerned with the type of visitors that the government wants to attract. This will depend on the type of facilities and services available at destinations. It is also directly concerned with organisations which influence the tourism system.
2.4 TOURISM PRODUCT DEVELOPMENT

Gluckman (n.d.) maintains that companies embark on tourism product development to facilitate product diversification, development or the improvement of tourism products. This may be done with the help of knowledgeable and qualified staff. The aim is to enhance visitors’ experiences by building consensus and strategic alliances with business stakeholders; thereby gaining socio-economic growth.

The community and stakeholders are involved in helping businesses and destinations to plan for successful tourism in the long term. The emphasis is placed on cost-effectiveness and sustainability with regard to the environment and the community.

The primary aim of product development is to achieve long-term sustainability by executing different strategies. These strategies focus on competitiveness, building an industry by integrating people, and developing and maintaining the environment Gluckman (n.d.).

2.5 TOURISM DESTINATION

Most people define a destination as ‘a place to which a person is travelling’ (Hawkins, 2001). Some authors of tourism provide a more detailed explanation.

Buhalis (2000:97) provides a summary of the determinants of a destination:

- Tourist attractions: these are the natural factors. and those made by man’s heritage, as well as special events;
- Approachability: this refers to the traffic system, and includes roads and means of transportation;
- Tourist services: these comprise accommodation and host services;
- Product packages; and
Activities that can be experienced by the tourists during their stay.

Not all locations can become a tourist destination. A location or region must meet certain criteria or possess certain characteristics, in order to be viewed or accepted as a tourist destination. Below are some of the characteristics of a tourist destination:

- It should be an area targeted by tourists as a target of travel;
- It must be a receiving area that provides services for tourists and people living on the spot;
- It must be physically and geographically definable;
- It must contain tourist attractions, products, services and other background services necessary for spending at least one day;
- It must be perceived by the tourist as a destination;
- It must have an image;
- It must provide an integrated experience for the tourist;
- It should be a tourist product that can compete with other tourist products;
- It is usually a complex and integrated system.

In view of the above, one can understand that a destination should be regarded as the central or focal point where the development and delivery of the tourism product occurs (Foster, n.d.). This can only be achieved through successful strategic management of the destination, thereby adding value to the customers/tourists and other stakeholders.

2.6 DESTINATION MANAGEMENT

Effective management of a destination will result in gaining competitiveness in the global tourist market (Juvan & Ovsenik, 2008). This process includes
planning, organising, performing and realising the development of tourism. Destination Management Planning (DMP) should be seen as a management system that provides a tourism organisation with the necessary tools to achieve sustainable and competitive tourism in a destination. It ensures that a more holistic and integrated approach is applied in an attempt to understand the tourism potential of a destination and find ways of maximising that potential. This kind of planning requires the involvement of local tourist organisations, tourism boards, local government and operators. (A National Framework for Best Practice Destination Management Planning, 2007).

DMP concepts include the following practices:

- Development and planning;
- Marketing; and
- Management.


2.6.1 Development and Planning

This phase describes how tourism actually takes place. Generic problems are identified as reflected in regulatory frameworks. The three major components in this part of the process are policy formulation, planning and implementation. This process involves all the stakeholders (Dieke, 2005).

The policy is the reference framework against which planning considerations are compared (Dieke, 2005), thereby ensuring that all those involved are dealing with the same set of parameters and guidelines to achieve the tourism objectives (Jonker, 2003).

Planning describes the methods that policymakers, once they have agreed, will use to achieve the tourism objectives. These methods can be ‘hardware’ or physical, or ‘software or organisational, and can take place at national, regional or local levels (Dieke, 2005). Stakeholders must be identified, since they play a key role in the planning processes, delivery and outcomes. Effective
consultation and collaboration of all the stakeholders are required in order to make a critical assessment of the destination’s tourism potential.

The key stakeholders in Knysna are:

- The Knysna Tourism Council;
- Local Businesses in tourism;
- Associated local tourism organisations.

Other important issues that are dealt with include demand forecast, which can be done by analysing tourism statistics published by Statistics South Africa (Stats SA) and the information generated by South Africa Tourism and Knysna Tourism.

Local tourism businesses also monitor growth in visitors that can assist in demand forecasting with the aim of attracting foreign investment and infrastructural projects, workforce planning to generate employment and to ensure that there are enough workers to service the demands, costs and financing of long-term strategies to grow the industries and marketing (A National Framework for Best Practice Destination Management Planning, 2007).

Equally important, is crafting a vision to ensure that people are working towards the same goal. Tavmergen and Özdemir (2001) define a vision as ‘a picture of what is desired in terms of people, products/services, processes, facilities, culture and customers.’ These authors also advocate re-engineering in the tourism industry. According to them success factors for tourism/hospitality are:

- Top-management sponsorship: Processes, technology, job roles and culture in the work place might be affected, and these require strong management support.
- Strategic alignment: The re-engineering project goals must be related to key business objectives and have an overall strategic direction. This alignment should be demonstrated from the perspective of financial
performance, customer service; and should reflect the values and the vision of the organisation.

- Proven methodology: The methodology must include the vision process;
- Effective change management;
- Line ownership: All those involved should be able to contribute their knowledge;
- Re-engineering team composition: The team may consist of members who do not know the process at all, those who know the process inside out, as well as customers and members from outside the organisation.

Based on the abovementioned success factors, re-engineering can be seen as a helpful tool for tourism destinations which want to improve their effectiveness and profitability and outperform their competitors (Tavmergen and Özdemir, 2001).

2.7 DESTINATION MARKETING

Destination marketing is concerned with the overall promotion of the destination image and the distribution of local tourism products (Manente & Minghetti).

There are many different tourism destinations, but each one has something special and distinct to offer. In most cases, they have similar products to offer. This can makes it difficult for them to survive. However, the way in which they market themselves, can give them a competitive edge over their competitors. Through effective marketing, they can improve their image and their reputation and attract more tourists.

Kotler (2003:6) defines marketing as ‘the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals’.

Mathew (2009) explains that destination marketing is important in the modern competitive world. The aim is to create awareness, promote products and
services, communication, create brand images and develop network channels through promotions and marketing tools.

According to Du Plessis, Jooste and Strydom (2001:179), the following bases are necessary for developing a sustainable competitive advantage for marketing:

- A customer (tourist) base;
- Customer (tourist) knowledge;
- New product skills;
- Pricing;
- Marketing communications;
- Distribution;
- Sales force;
- Service support;
- Reputation.

A sustainable marketing strategy should be a focused strategy. A focused marketing strategy seeks to create a sustainable competitive advantage for a destination/organisation - by opting to occupy only one specific segment in the market, with a limited product range.

The following three factors determine how sustainable a focused marketing strategy is against its competitors. These three factors are as follows:

- Sustainability against targeted competitors. A broadly targeted destination might already be a competitor in the focuser's segment, or it could be a potential entrant into the segment. The focus strategy is also more sustainable when the different tourists' needs in the target segment are compared with those in other segments. The sustainability will erode if the differences between the segments diminish over time.
- Sustainability against imitators. A significant threat to a destination that focuses is that another destination could copy the focus strategy. This threat could be from a totally new destination or from one that has re-evaluated its own strategy and has decided to follow an identical focus
strategy. The size and growth rate of this segment will also affect the likelihood of imitation. If the segment is small and stable, entry could be difficult. If the segment is large and growing, there is always the possibility of entry or imitation.

- Sustainability against segment substitutions. There is also the threat that the segment could disappear altogether. Factors, such as other tourism developments and the changing of trends and exchange rates could lead to market erosion or the disappearance of the market completely (Du Plessis et al. 2001:205).

2.7.1 Demand- and Supply-side strategies

As mentioned previously, different destinations almost invariably have similar product offerings. It is for this reason that they should develop strategies that will give them the competitive edge over their competitors to attract more tourists. They should be able to meet supply and demand. Kotler (2003:231) suggests strategies for improving the match between supply and demand:

(a) Demand-side strategies:
   (i) Differential pricing to shift demand from peak to off-peak periods
   (ii) Cultivating non-peak demand - to build sales during off-peak periods;
   (iii) Developing complementary services to provide alternatives for customers during peak periods;
   (iv) Instal reservation systems to better manage demand levels.

(b) Supply-side strategies
   (i) Hire part-time employees to meet peak demand;
   (ii) Introduce peak-time efficiency routines to keep productivity high during periods of high demand;
   (iii) Increase consumer participation to speed transactions;
   (iv) Plan facilities for future expansion to increase supply;
(v) Share services with other providers to help manage the demand.

Destinations can also provide a service to tourists; for example, restaurants in a hotel. For this reason, destinations must also pay attention to the service that they provide to the customer, and they should, therefore, also embark on marketing strategies for services. Kotler (2003: 231-2) suggests the following strategies:

(i) External marketing which involves the normal work to prepare, price, distribute and promote the service to the customer;

(ii) Internal marketing – describes the work to train employees to serve customers well;

(iii) Interactive marketing – describes the employees’ skills in serving the clients.

2.7.2 Positioning

According to Hax an Maljuf (1996), as stated by Jonker (2003), strategic positioning integrates the business scope (or ‘outside-in’) with the strategic capability (or ‘inside-out’) approach. When the business scope specifies where the destination is competing and how to best serve the dynamic needs of the market, the strategic capability refers to the development of critical competencies that will allow the destination to achieve a sustainable competitive advantage.

Chacko (1997) states that positioning ‘is a form of market communication that plays a vital role in enhancing the attractiveness of a tourism destination.’ As the volume of international tourism has increased over the years, tourism destinations have also increased in number, because policy-makers came to realise the value of tourists coming to their destinations. Since tourism-marketers would like a bigger market share in the global tourism industry, they need to increase their advertising efforts to make themselves more visible to the global market. This becomes possible through effective positioning.
Positioning is one of the most effective tools in the marketing of tourism (Chacko, 1997). It has a psychological connotation to it. The objective is to penetrate the minds of customers, and create a distinct position in their minds. The customers should have an image of the destination, and the image must be such that it differentiates the destination from its competition. The destination should be perceived as one that can satisfy the customers’ needs and wants.

Chako’s view is supported by Gilbert (1990), as stated in Jonker (2003), that destinations should attempt to become ‘status areas’, rather than ‘commodity areas’ if they want to improve their image and economic benefits. Differentiating their tourism products to achieve a unique tourist product benefit should enable them to strengthen the competitive position in the international tourism market.

It is imperative that marketers select the target market, before they pursue their positioning strategy. This is important because different tourism destinations appeal to different types of tourists (Chacko, 1997).

Positioning is a form of market communication used to help tourists in differentiating one destination from another; thereby enabling them to select one that best satisfies their needs and wants. This means that it differentiates a destination from its competitors by highlighting those attributes that are meaningful to potential customers/tourists.

Chacko (1997) further explains that unless a distinct place can be formed in the minds of customers, the following pitfalls must be expected:

- The destination may be forced to compete with a much stronger competitor;
- The destination’s position is so unclear that customers may not even realise that a message is being sent to them;
- The destination has no identity and cannot create customer demand.

Positioning is only effective when it satisfies the needs and wants of the customer. This means that it must promise the benefits that the customer will
receive; it must create expectations. The benefit should be bigger and better than those of the competition, because it affects the destination’s image. Positioning also affects policies and procedures, employee attitudes, customer relations, complaint handling - and many other issues that can make the customers experience a pleasant or an unpleasant visit.

Effective positioning can be tested in two ways: firstly, the customer must believe in it; and secondly, the promise delivered must be on a consistent basis (Chacko, 1997).

2.7.2 The positioning process: Developing an effective positioning strategy

The positioning process involves various steps, namely: market positioning, psychological positioning, objective positioning, subjective positioning, and the positioning approach. This process is continuous because it has to keep up with environmental changes and the changing needs and wants of the customers.

(a) Market positioning

This step involves identifying and selecting target markets. Knowledge of how customers perceive the destination and the competition is important. The attributes used by the destination to differentiate it from the competition are important. Examples of attributes could be beauty, architecture or historic artefacts. This encompasses the image of the destination. If this is not present in the customers’ minds, it simply does not exist (Chacko, 1997).

(b) Psychological positioning

This approach is used to create a unique product image. The objective is to trigger interest and attract visitors (Chacko, 1997).
(c) Psychological positioning

This is concerned with the objective attributes of the product. The physical characteristics, functional features and uniqueness of the destination are expressed (Chacko, 1997).

(d) Subjective positioning

This is concerned with the tourist’s perception of the attributes of the destination. These attributes may only exist only in the tourist’s mind (Chacko, 1997).

2.7.3 The positioning approach

Various approaches can be applied: for example, positioning by price value; positioning with respect to use; positioning according to other uses; positioning with respect to product class; or positioning vis-a-vis the competition (Chacko, 1997). Below follows a brief explanation of these approaches, as stated by Chacko (1997).

- Positioning according to price value is not often used by international destinations, since lower prices may be perceived as offering lower quality.

- In the case where positioning is applied with respect to use, the destination is positioned based on the reasons for visiting.

- Positioning according to other uses is usually applied for people who should visit the destination.

- Positioning with respect to a product class is usually applied where a destination is associated with an extraordinary experience or has some uniqueness.
Positioning vis-a-vis the competition is usually applied if a destination wants to out-do its competition. There are often negative statements attached, hence the reluctance of destinations to use it in international destination marketing.

2.8 MANAGEMENT

As mentioned previously, effective management can lead to competitiveness. This management should result in the protection of the natural and unique tourism assets of the destination; thereby, ensuring quality visitor experiences; industry leadership and growing a unique and sustainable industry within the destination (A National Framework for Best Practice Destination Management Planning, 2007). At best, the following four aspects form the pillars for effective management can be mentioned, namely; that the tourism environment is formed by people, legislation, the tourism economy and the environment (Juvan & Ovsenik, 2008).

2.9 THE CONSUMERS’ ROLE IN THE MARKETING OF THE TOURISM PRODUCT

Managers of tourism products should understand the impact of consumer behaviour on the tourism product. It is imperative that these managers pay attention to consumers’ needs and wants. Tourists today are influenced by the globalisation process, which Choibamroong (n.d.) describe as ‘the interdependence and interconnectedness of the modern world through flows of goods, services, capital, people and information’. He further quotes Kotler (1999) who explains that globalisation impacts on cultural, social, personal and psychological criteria. The psychological criteria (motivation, perception, learning, beliefs and attitudes) are the most important of these criteria that are likely to be affected by globalisation. King and Hyde (1989), as quoted in Choibamroong (n.d.) formulated a useful classification of tourists that managers can use for tourism planning and marketing.
Table 2.1 Classification of tourists

<table>
<thead>
<tr>
<th>Type</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Indulgers</td>
<td>Escapists, seeking the comforts and fantasies of luxury; the major motivation is to escape stress.</td>
</tr>
<tr>
<td>Anti-tourists</td>
<td>Try to be seen as independent; they put a high value on authenticity;</td>
</tr>
<tr>
<td>Big-spenders</td>
<td>They want extensive and intensive services; they seek luxury and are prepared to pay more;</td>
</tr>
<tr>
<td>New enthusiasts</td>
<td>Inexperienced and eager for a new experience; prefer resort holidays;</td>
</tr>
<tr>
<td>Stay-at-homes</td>
<td>They go on trips but want the destination to be much like home in its security; they seek passive rather than active holidays;</td>
</tr>
</tbody>
</table>

Source: King and Hyde (1989) in Choibamroong (n.d.)

Tourist consumer behaviour is useful in the development, promotion and selling of tourism products. Although most segmentation research is conducted for marketing problems, it is also a tool for the study of consumer behaviour. In the case of marketing, segmentation may be used to increase total sales, to improve the cost-effectiveness of advertising, to improve net profits, or to increase the market share.
Segmentation can help achieve these goals in several ways. Given an appropriately defined set of descriptors, segmentation research can provide information on:

- The reasons different groups of people buy a product or visit a destination;
- How big these groups are;
- The spending patterns of these groups;
- Their loyalty to brand names or destinations;
- Their sensitivity to price;
- How they respond to various advertising, pricing and distribution strategies;
- How to design an advertising message or a new product to generate sales in a specific market;
- Which advertising channel will most effectively reach the target market;
- Whether a new product should be introduced; or
- Whether an existing product should be redesigned, re-positioned or discontinued.

Segmentation can define life-style characteristics for the study of sub-populations in performing arts audiences, visitors to festivals, or families that take vacations. Segmentation can help provide insights into the motivations and other relevant characteristics of people who have particular political orientations, such as being pro-tourism or anti-tourism development (Smith, 1995:97-98).

In many Western countries, conservation, health and nature became a critical element of the tourism product. It is for this reason that countries, which rely heavily on tourism, have developed various tourism products, such as spas, natural-based resorts and eco-tourism to meet the tourism demand. A typical example is Thailand where there is a trend towards health-concerned tourism (Choibamroong, n.d.).
Europe is another example where health-based tourism is increasing. Research has shown that approximately 20 million people in Europe visit spas and that the Germans are the most frequent spa users. Because of this demand, the German government has been promoting spa tourism since 1995. This information is useful, since it makes it easier for tourism-related stakeholders to know which products to promote (Choibamroong, n.d.).

According to Kotler (2003:121-125), the buyer’s decision process consists of five stages namely; the need for recognition, the information search, the evaluation of alternatives, the purchasing decision, and finally the post-purchase behaviour. This process starts when the buyer recognises the need to buy the product. Marketers can then gather information to develop strategies to trigger consumer interest.

An excited consumer will then try to gather more information, in the course of which he might learn about other competing brands and their features. At this point, he will choose the brand, based on the attributes that most satisfies his needs, and he may decide to buy. In the final stage, the consumer will experience satisfaction or dissatisfaction. This means that the marketer’s job does not end there; there is the need to monitor post-purchase satisfaction, post-purchase actions and post-purchase product uses.

Each of these stages will be different for the different tourist typologies. It is also important to provide efficient service to each type of tourist. Although, in the globalisation era, technology is useful in providing quality services, there are other instances where human contact is still required to provide the necessary service (Choibamroong, n.d.).

Consumer behaviour, therefore, is crucial for developing tourism products and it forms an integral part of promoting and selling tourism in this era of globalisation. This is mainly due to the ever-changing patterns of travel.
2.10 TOURISM NETWORKS AND CLUSTERS FOR VALUE CREATION

In the modern world, and the globalisation era, technology plays a pivotal role in the global economy. Mathew (2009) states that many developing economies have not yet captured the global tourist community’s attention - despite the fact that they have all the facilities and infrastructure that destinations should have. This is also the case with small, micro and medium (SMEs) tourist enterprises.

Braun (2005) advises modern-day tourism managers to be able to mobilise information and capture knowledge that contributes to the augmentation of products or value along the value chain. He suggests the formation of a tourism network and clusters to optimise the competitive advantage. A good example of this would be where Knysna Tourism and Franschoek Tourism do co-operative marketing at tourism exhibitions.

2.10.1 Tourism networks

Tourism networks and technology still dominate the industry today which now consists of large international players and SMEs. SME tourism networks are interdependent and usually exist only within destinations that offer complementary products, such as accommodation, activities, transport and food. At present tourism companies in Knysna have not yet formed any tourism networks internationally.

In this case, clients are often referred from one organisation to another to ensure a comprehensive tourist experience (Braun, 2005). This approach results in the SMEs gaining market visibility and strategic leverage. The reluctance of SMEs to form networks is, therefore, a great disadvantage to their operations and market share, since local networks can be seen as a complementary response to the insecurity arising from development and new technologies (Braun, 2005).

Through networking, SMEs can reap the following benefits:
• They can compete and have access to specialised resources and information systems; and

• They have access to internalised competencies and assets that are internalised by large firms with economies of scale.

2.10.2 Tourism clusters

Competitive advantage can be achieved and optimised through various clustering techniques. Braun (2005) defines a cluster as a ‘co-location of activities that are linked horizontally, vertically or diagonally along the value chain.’ Horizontal clustering refers to the situation where companies within the same industry sector are co-located in a particular geographic area. These companies can share an industrial or technological base they can operate within a common market, and use a common distribution channel.

Vertical networks are made up of horizontal cluster participants and supply chain members. Diagonal clustering is the situation where complementary activities are concentrated, and whereby each firm adds value to another, thus creating a value chain (Braun, 2005).

A cluster also has the advantage of gaining an identity; for example, its brand name might be recognised, thereby becoming attractive to potential new entrants and creating external economies for cluster participants. Knysna as a tourism destination has definitely gained its brand identity, judging by its popularity at the Oyster Festival in July, and during the Christmas season.

2.10.3 Tourism clustering

Tourism clustering provides SMEs with various benefits such as the sharing public infrastructures and attractions, the co-operative management of resources, innovation while simultaneously reducing external threats that might result in negativities. SMEs can also participate in one or more overlapping
networks, depending on their perceived value, thereby reducing transaction costs and exploiting economies of scale. This is usually the case where SMEs, which focus on value creation, are established within a destination (Braun, 2005).

According to Porter (2000), as stated in Braun (2005), this set-up fosters communication, the exchange of knowledge and community building, and therefore, these internal destination networks have the potential to drive tourism growth and the specialisation of these SME tourism clusters.

Natural resources can also play a key role. They provide small tourism firms with an incentive around geographical locations, such as a natural spa. Industry players in such a case concentrate on certain locations to demonstrate that clustering can bring about good economic outcomes (Braun, 2005). These locations are usually known for their scenery, climate and accommodation.

### 2.11 CONCLUSION

The effective management of a destination will result in an added competitiveness in the global tourist market. Although a destination may offer the sought-after facilities and services that visitors are looking for, it is the way in which it markets and positions such services that can give it that competitive edge over its competitors.

In Chapter Three the research methodology for this study will be discussed.
CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Leedy and Ormrod (2003:1-2) explain that research is not just the gathering information, nor is it merely the transportation of data or information from one location to another. It is a systematic process involving the collection, analysis and interpretation of the information, thereby enabling the researcher to understand the phenomenon in which he (or she) is interested. This statement is supported by Saunders, Lewis and Thornhill (2000:2), who explained that ‘people undertake research to find out things in a systematic way’, and in this way they can increase their knowledge.

In this chapter the research methodology for the study will be thoroughly described and discussed.

3.2 RESEARCH DESIGN

Leedy and Ormrod (2003:85) explain that research design is the strategy that the researcher follows to solve a research problem. The objectives should be clear and derived from the research question; the various sources of data collection must be specified; and any constraints, such as access to data, time, location, money and ethical issues should all be considered (Saunders, Lewis and Thornhill, 2000:92).
These authors also explain that there is a clear distinction between strategy and tactics. Strategy is the general approach that the researcher adopts, while tactics involve the finer detail of data collection and analysis.

Leedy and Ormrod (2003:87) further warn against confusing research planning with research methodology. The approach to planning may be similar across disciplines, but the data collection method and analysis may be specific to one particular discipline.

### 3.3 THE RESEARCH APPROACH

The research approach can take one of two forms, either the deductive or the inductive approach. The deductive approach involves the development of a theory that can be subjected to a test. This approach is usually dominant in the natural sciences; and since there are laws that provide the basis of explanation, controls are always used (Saunders et al. 2000:87).

The inductive approach, on the other hand, begins with an observation (Leedy & Ormrod, 2003:32). It is concerned with the contexts in which events take place and the sample population is usually small. For the purposes of this study, the inductive approach was used, since the information was gathered through interviews and a questionnaire to answer the main problem, namely:

‘How can Knysna achieve competitiveness and sustainable growth as an international tourist destination?’

### 3.4 PLANNING THE EMPIRICAL SURVEY

A survey was conducted by means of a questionnaire (see Addendum A). The questions were based on the literature study; the data were tabulated, and then analysed. The process that was followed is described below.
3.4.1 Designing the questionnaire

The questionnaire was the measuring instrument used in this study. According to Gillham (2000:2), questionnaires “are just one of a range of ways to get information from people”. This author further states that questionnaires should be well-structured. In other words, the researcher should determine which questions need to be asked.

Questionnaires may contain closed and/or open-ended questions. Closed questions provide answers from which the correspondents can choose; answering is quicker; it requires minimal writing, and is usually easier to analyse, thus making it easier to compare the responses. Open-ended questions, on the other hand, are frequently used in interviews or when in-depth answers are important (Saunders et al. 2000:291).

For the purpose of this study both closed and open-ended questions were used.

When designing the questionnaire, a three-point Likert scale was used. The scoring was: 1 indicated not significant or not important, 2 reasonably significant or important, and 3 very significant or very important. Saunders et al. (2000:291) suggest that a negative statement should be included when using the Likert scale - to ensure that respondents should rather have the option of remaining neutral, instead of saying they do not know.

However, for the purposes of this study, the negative statement was excluded, since the questions based on the Likert scale were directed at managers who are involved in the management side of the tourism destinations. The rest of the questions were directed at tourists.

3.5 THE PILOT STUDY

The main purpose of the pilot study is to refine the questionnaire. In this way, the researcher will be able to determine whether the respondents will have
difficulty in answering the questions, and whether any difficulty will be encountered when recording the data. At the same time, the validity and reliability of the data can be assessed, thereby ensuring that the data collected will enable the investigative questions to be answered (Saunders et al., 2000:305-6).

The respondent in the pilot study included one South African tourist, two international tourists, and two managers from two tourism companies. The questionnaire, with an accompanying letter was physically handed out to tour operators. These in turn, further distributed the questionnaires to their guests at the different accommodation and activity facilities within Knysna.

Consultation was done with an expert when commenting on the representativeness and validity of the questions before undertaking the pilot study.

3.6 THE SAMPLE POPULATION

It is usually impossible for a researcher to study a whole population. It then becomes necessary and important to select a sample that represents the population under study; hence, enabling the researcher to make generalisations about the population (Leedy & Ormrod, 2003:198). This view is supported by Pizam (1994:101) who states that a sample is 'an approximation of the whole (population) rather than a whole in itself.'

Sampling procedures can be one of two types, namely probability and non-probability procedures. For the purposes of this study, only the probability procedures will be implemented.

Four types of probability techniques can be selected, namely: simple random, systematic, stratified and cluster sampling. In simple random sampling each element of the population has an equal chance of being selected. Systematic sampling involves the selection of successive sampling units at specified intervals throughout the sample. Stratified sampling involves a two-step procedure: firstly, the population is divided into mutually exclusive and
exhaustive subsets: and secondly, a random sample of elements is chosen from each subset.

In cluster sampling, each sample unit is a collection of elements. It involves a three-step procedure, where the first two steps are the same as for stratified sample; the third step is that all the population elements in the selected subsections are used in the sample.

For the purposes of this study, the cluster sampling technique was used. The representative sample consisted of 137 tourists, three tour operators and 13 managers/owners at tourist destinations/facilities along the Garden Route.

3.7 RESPONSE RATE

A total of 200 questionnaires were handed out to tourists on holiday in Knysna. One hundred and thirty seven (68.5 percent) completed the questionnaire. Another 30 questionnaires were sent to tourist activities and accommodation establishments in and around Knysna, as well as the Garden Route. Sixteen (53.3 percent) of the responses were returned. The overall response rate is depicted in Table 3.1

Table 3.1: Overall response rate of tourists

<table>
<thead>
<tr>
<th>HANDED OUT</th>
<th>RESPONSES</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>137</td>
<td>68.5</td>
</tr>
</tbody>
</table>

Source: Responses from tourists
Table 3.2: Overall response rate of tourist activities and facilities

<table>
<thead>
<tr>
<th>HANDED OUT</th>
<th>RESPONSES</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>10</td>
<td>53.3</td>
</tr>
</tbody>
</table>

Source: Responses from tourist activities and facilities

3.8 CONCLUSION

This chapter has discussed the approach, that was taken in conducting the research. It further explained the planning that took place with regards, to the empirical survey and gave a good indication of the sample that was obtained. The next chapter will analyse the results of the research.
CHAPTER 4

ANALYSIS AND INTERPRETATION OF THE RESULTS

4.1 INTRODUCTION

In this chapter the outcome of the empirical study will be discussed. The questionnaire that was designed addressed the following issues:

Section A: General information
Section B: Tourism development and tourism product
Section C: Tourism destination (for tourists)
Section D: Destination management
Section E: Destination marketing
Section F: Consumers’ role in the marketing of the tourism product
Section G: Tourism networks and clusters for value creation

For discussion purposes, sections B, D, E, F and G were discussed first; this was followed by section C, as section C could be completed by tourists only. The other sections were completed by owners/managers of tourism establishments.

4.2 TOURISM DEVELOPMENT AND TOURISM PRODUCTS

Eighty percent of the participants had outlets; these indicated that 60 – 70 percent of their employers are South African citizens. One hundred percent of the outlets that responded to the questionnaire were from the private sector.
The demographics of the responses of the tourism and facilities questionnaires were made up as follows (see Table 4.1 below):

**Table 4.1: Location of responses**

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of outlets</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knysna</td>
<td>7</td>
<td>44</td>
</tr>
<tr>
<td>Garden Route</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Western Cape</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Winelands</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Response questionnaire**

Knysna, one of the icons on the Garden Route, reflects 44 percent of the responses with regard to location. Adding the Garden Route into this equation, it represents 63 percent of the responses.

**Table 4.2: Services offered**

<table>
<thead>
<tr>
<th>Facilities and/or service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>50</td>
</tr>
<tr>
<td>Guest farm</td>
<td>6</td>
</tr>
<tr>
<td>Game reserve</td>
<td>0</td>
</tr>
<tr>
<td>Activity (e.g. boat cruises)</td>
<td>19</td>
</tr>
<tr>
<td>Tour Operator</td>
<td>31</td>
</tr>
</tbody>
</table>

**Source: Responses to services offered**

These private sector stakeholders are broken down into tourism service offerings (see Table 4.3 below). The study further indicates without doubt that the majority of the visitors to these outlets are foreigners, as depicted in the percentage responses for international versus national visitors.
Table 4.3: National vs international visitors

<table>
<thead>
<tr>
<th>Outlet</th>
<th>National %</th>
<th>International %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>83</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>99</td>
</tr>
<tr>
<td>3</td>
<td>65</td>
<td>35</td>
</tr>
<tr>
<td>4</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>6</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>7</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>8</td>
<td>35</td>
<td>65</td>
</tr>
<tr>
<td>9</td>
<td>15</td>
<td>85</td>
</tr>
<tr>
<td>10</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>11</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>12</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>13</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>14</td>
<td>15</td>
<td>85</td>
</tr>
<tr>
<td>15</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>16</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Average</td>
<td>36.5</td>
<td>63.5</td>
</tr>
</tbody>
</table>

Source: Responses of national versus international visitors

4.3 DESTINATION MANAGEMENT

One hundred percent of the respondents are directly involved in the tourism industry and conduct business within Knysna, either by means of contracting a facility as a tour operator, or by managing the activities and facilities.

With regard to the developing and planning of their individual businesses their outcomes were as follows:
Table 4.4: Factors to consider in the planning process

<table>
<thead>
<tr>
<th>Development and planning</th>
<th>Not significant</th>
<th>Reasonably Significant</th>
<th>Absolutely Significant</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>D2.1 Identifying stakeholders</td>
<td>13%</td>
<td>25%</td>
<td>56%</td>
<td>6%</td>
</tr>
<tr>
<td>D2.2 Consultation and collaboration with stakeholders</td>
<td>13%</td>
<td>13%</td>
<td>68%</td>
<td>6%</td>
</tr>
<tr>
<td>D2.3 Accurate demand forecast</td>
<td>6%</td>
<td>44%</td>
<td>38%</td>
<td>12%</td>
</tr>
<tr>
<td>D2.4 Workforce planning</td>
<td>0%</td>
<td>50%</td>
<td>44%</td>
<td>6%</td>
</tr>
<tr>
<td>D2.5 Cost and Financing</td>
<td>0%</td>
<td>19%</td>
<td>75%</td>
<td>6%</td>
</tr>
<tr>
<td>D2.6 Knowledge contribution</td>
<td>8%</td>
<td>43%</td>
<td>43%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Analysis of results obtained on factors to consider in the planning process

Table 4.4 shows the results on the factors to be considered in the planning process. Eighty-one percent of the respondents agreed that identifying with the stakeholders (D2.1), and consulting with them (D2.2), was absolutely and reasonably significant. Ninety-four percent felt that cost and financing are reasonably or absolutely significant. Workforce planning received a rating of 94 percent on reasonably or absolutely significant. Knowledge contribution scored 86 percent.

Based on these findings it seems that cost and financing, and workforce planning are the most crucial factors to consider in the planning process.

4.4 DESTINATION MARKETING

The information from table 4.5 indicates that only of the establishments (44 percent) consult with their local tourism organisation, but 63 percent of these establishments consult with other businesses (combination of A and B in Table 4.5). This indicates that there is less confidence in the local tourism organisation
and more confidence within the business sector. The point above was confirmed and further motivated by 63 percent joining or consulting with private sector/ alternative tourism organisations. This is in keeping with the findings of Juvan & Ovsenik (2008). They explained that tourism organisations should provide the necessary tools to achieve sustainable and competitive tourism in a destination.

Dieke (2005), in addition, confirmed that planning and implementation involves all the tourism stakeholders.

All establishments indicated that they made use of more than one source to gather information on demand forecasting. Table 4.5 below shows that 75 percent indicated that they made use of historical data.

**Table 4.5: Sources of demand forecasting**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Stats SA</td>
<td>19</td>
</tr>
<tr>
<td>(b) SA</td>
<td>44</td>
</tr>
<tr>
<td>(c) Knysna</td>
<td>44</td>
</tr>
<tr>
<td>(d) Historical</td>
<td>75</td>
</tr>
<tr>
<td>(e) Other</td>
<td>31</td>
</tr>
</tbody>
</table>

**Source: Results obtained on demand forecasting**

Table 4.6 below outlines the fact that the creating of awareness, good communication and well-trained staff are the top three factors vital in ensuring Knysna’s success as a tourist destination. This outcome supports Matthew (2009). He explained that destination marketing is important in the modern competitive world where the aim is to create awareness.

The survey further supports the theory of Du Plessis et al. (2001:179), where communication and the sales force are mentioned. According to Du Plessis, the following bases are necessary for developing a sustainable competitive advantage for marketing:
- Customer (tourist) base;
- Customer (tourist) knowledge;
- New product skills;
- Pricing;
- Marketing communications;
- Distribution;
- Sales force;
- Service support;
- Reputation.

Table 4.6: Aspects on ensuring the success of Knysna as a tourism destination

<table>
<thead>
<tr>
<th>aspect</th>
<th>MARKETING</th>
<th>not important</th>
<th>important</th>
<th>extremely important</th>
<th>no reply</th>
</tr>
</thead>
<tbody>
<tr>
<td>E2.1</td>
<td>Creating awareness</td>
<td>0%</td>
<td>25%</td>
<td>69%</td>
<td>6%</td>
</tr>
<tr>
<td>E2.2</td>
<td>Promoting products and services through advertising</td>
<td>0%</td>
<td>44%</td>
<td>50%</td>
<td>6%</td>
</tr>
<tr>
<td>E2.3</td>
<td>Communication</td>
<td>6%</td>
<td>19%</td>
<td>69%</td>
<td>6%</td>
</tr>
<tr>
<td>E2.4</td>
<td>Developing an effective positioning strategy</td>
<td>0%</td>
<td>50%</td>
<td>44%</td>
<td>6%</td>
</tr>
<tr>
<td>E2.5</td>
<td>Effective recruitment and training of staff</td>
<td>0%</td>
<td>19%</td>
<td>75%</td>
<td>6%</td>
</tr>
<tr>
<td>E2.6</td>
<td>Providing appropriate career opportunities</td>
<td>0%</td>
<td>56%</td>
<td>38%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Putting mechanisms in place to ensure the protection of the local community

12% 70% 12% 6%

Source: Results from analysis on Knysna as a tourism destination

The survey further indicated that sixty-nine percent of the respondents still use differential price strategies where they charge higher prices in the peak time (school holidays) compared with what the charge in off-peak periods. The results also show that 56 percent are trying to build and create off-peak demand: this is in support of Kotler (2003:231). He suggested strategies for improving the match between supply and demand.

Table 4.7: Demand-side strategies

<table>
<thead>
<tr>
<th>E3.1</th>
<th>DEMAND-SIDE STRATEGIES</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Differential pricing to shift demand from peak to off-peak periods</td>
<td>69</td>
</tr>
<tr>
<td>(b)</td>
<td>Cultivating non-peak demand to build sales during off-peak periods</td>
<td>56</td>
</tr>
<tr>
<td>(c)</td>
<td>Developing complementary services to provide alternatives to customers</td>
<td>56</td>
</tr>
<tr>
<td>(d)</td>
<td>Installing reservation systems to better manage demand</td>
<td>38</td>
</tr>
<tr>
<td>(e)</td>
<td>Other</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Results from analysis on demand-side strategies

The supply side strategy is used by 60 percent of the respondents, as indicated in Table 4.8 below. This strategy is to hire part-time employees to meet peak demand. This indicates that there is high demand over certain periods of the
This supports Kotler’s (2003:231) supply-side strategy; however, peak-time efficiency routines were only used by 27 percent of the participants in the survey; and that 100 percent felt that customer participation was needed to speed up transactions. This has not been used at all. This does not support Kotler’s (2003:231) supply-side strategy, which lists the items in Table 4.8 as characteristics.

The survey supported part of Kotler’s strategy, but not its entirety.

**Table 4.8: Supply-side strategies**

<table>
<thead>
<tr>
<th>E3.2</th>
<th>SUPPLY-SIDE STRATEGIES</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Hire part-time employees to meet peak demand</td>
<td>60</td>
</tr>
<tr>
<td>(b)</td>
<td>Introduce peak-time efficiency routines to keep productivity high during demand</td>
<td>27</td>
</tr>
<tr>
<td>(c)</td>
<td>Increase consumer participation to speed up transactions</td>
<td>0</td>
</tr>
<tr>
<td>(d)</td>
<td>Planning facilities for future expansion to increase supply</td>
<td>33</td>
</tr>
<tr>
<td>(e)</td>
<td>Share services with other providers to help manage the demand</td>
<td>27</td>
</tr>
<tr>
<td>(f)</td>
<td>Other</td>
<td>0</td>
</tr>
</tbody>
</table>

**Source: Results from analysis on supply-side strategies**

Table 4.9 below indicates that 74 percent found it extremely important to effectively service the dynamic needs of the market. The study supports the theory of Hax and Maljuf (1996), as stated by Jonker (2003), that strategic positioning integrates the business scope (or ‘outside-in’) with the strategic capability (or ‘inside-out’) approach.
Chacko (1997) also states that positioning ‘is a form of market communication that plays a vital role in enhancing the attractiveness of a tourism destination.’ Positioning is one of the most effective tools in tourism marketing (Chacko, 1997). It has a psychological connotation to it that needs to be take into consideration.

In order to exist (Chacko, 1997), one of the steps in market positioning is identifying and selecting target markets; and 81 percent of the participants in the survey agreed. Knowledge of how customers perceive the destination and the competition is important. The attributes used by the destination to differentiate it from the competition are essential. Examples of such attributes could be: beauty, architecture or historic artefacts. These would include the image of the destination. If this is not present in the customers’ minds, the venue simply does not exist (Chacko, 1997).

The study also supports the notion by Chacko (1997) that positioning affects policies and procedures; employee attitudes (81% said it is very important), customer relations (56% said it is very important), complaint-handling (88% said it is very important) and many other things that can make the customer’s experience a pleasant or unpleasant one. Effective positioning can, therefore, be tested in two ways.

Firstly, the customer must believe in it; and secondly, the promise delivered must be on a consistent basis (Chacko, 1997).

4.5 DESTINATION POSITIONING

Table 4.9 below indicates that 88 percent of the participants felt that it is very important that the employees at the destination should be friendly, and that customer complaints should be handled quickly and professionally. Only 50 percent indicated the importance of Knysna as a destination with a unique image and a high status rating.
Table 4.9: Factors to enhance positioning in the tourism market

<table>
<thead>
<tr>
<th>E4</th>
<th>Perceived positioning</th>
<th>Very important</th>
<th>Uncertain</th>
<th>Not important</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4.1</td>
<td>Effectively serving the dynamic needs of the market</td>
<td>74</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>E4.2</td>
<td>Increasing advertising efforts</td>
<td>69</td>
<td>31</td>
<td>0</td>
</tr>
<tr>
<td>E4.3</td>
<td>Knysna being a destination with a unique image and a high status rating</td>
<td>50</td>
<td>38</td>
<td>12</td>
</tr>
<tr>
<td>E4.4</td>
<td>Identifying the target market</td>
<td>81</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>E4.5</td>
<td>Employees at the destination are friendly</td>
<td>88</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>E4.6</td>
<td>Management has a good relationship with tourists</td>
<td>56</td>
<td>44</td>
<td>0</td>
</tr>
<tr>
<td>E4.7</td>
<td>Customer complaints are handled quickly and professionally</td>
<td>88</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Results from responses on destination positioning

4.6 THE CONSUMERS’ ROLE IN THE MARKETING OF THE TOURISM PRODUCT

Table 4.10 indicates the importance of the services and/or activities offered, and their perceived importance to the consumer. Only 19 percent believed that to offer luxury and comfort was important, while only 25 percent believed luxury and high service may deserved a higher price. The greatest contributor in this
Table 4.10: Tactics to create brand awareness amongst tourists

<table>
<thead>
<tr>
<th>F1</th>
<th>Tactics</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Promising luxury and comfort</td>
<td>19</td>
</tr>
<tr>
<td>(b)</td>
<td>Luxury and superior service at a higher price</td>
<td>25</td>
</tr>
<tr>
<td>(c)</td>
<td>New experience</td>
<td>50</td>
</tr>
<tr>
<td>(d)</td>
<td>Home-away-from-home feeling</td>
<td>44</td>
</tr>
<tr>
<td>(e)</td>
<td>Other</td>
<td>31</td>
</tr>
</tbody>
</table>

Source: Results of responses to brand awareness

4.7 TOURISM NETWORKS AND CLUSTERS FOR VALUE CREATION

Tourism networking has proven valuable, with 69 percent of the respondents belonging to other international tourism bodies, as indicated in Table 4.11 below. This supports Mathew’s (2009) statement that many developing economies have not yet captured the global tourist community’s attention despite the fact that they have all the facilities and infrastructure that such destinations should have, but have a lack of networking skills.

Tourism networks are further supported, with 87 percent of the respondents agreeing that through networking you can become more visible in the international tourism market.
Table 4.11: Tourism networks and clusters for value creation

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Are you part of other international tourism networks?</td>
<td>69</td>
<td>31</td>
<td>0</td>
</tr>
<tr>
<td>(b) Do you think that, through networking, you can become more visible in the international tourism market?</td>
<td>87</td>
<td>13</td>
<td>0</td>
</tr>
<tr>
<td>(c) Which of the following did you gain from networking?</td>
<td>62</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>(i) Access to specialised resources and information systems;</td>
<td>62</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>(ii) Access to assets that are internalised by large tourism companies;</td>
<td>19</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Results from response to tourism networks

4.8 TOURIST INFORMATION

The final section of the questionnaire was section C, which was not given to the tourism facilities and establishment to complete. Only actual tourists on holiday in Knysna were asked to complete this section. Table 4.12 below illustrates the age of the tourists. It further indicates that the youngest participant was 18 and the oldest was 80 years old. The average age indicated by the mean was 53. The assumption may be made that the visitors to Knysna during the time of the survey generally reflect a more mature age.
Table 4.12: Tourist age

<table>
<thead>
<tr>
<th></th>
<th>Valid N</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Std.Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>133</td>
<td>53.0</td>
<td>18.0</td>
<td>80.0</td>
<td>14.9</td>
</tr>
</tbody>
</table>

Figure 4.1: Tourist age in graph form

![Histogram: Age](image)

Y Percentage

X Age categories

Source: Table 4.12 Own construction

Although Table 4.12 above indicates that the youngest participant was 18 and the oldest was 80 years old, Figure 4.2 below shows that 75 percent were between the ages of 41 and 65 years old.
Figure 4.2: Box and Whisker plot on the tourist age

![Box & Whisker Plot]

Y Age

X number participants

Source: Table 4.12

Table 4.13: Nationality of tourists

<table>
<thead>
<tr>
<th>Frequency table: Nationality</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA</td>
<td>24</td>
<td>17.5</td>
</tr>
<tr>
<td>UK</td>
<td>67</td>
<td>48.9</td>
</tr>
<tr>
<td>Netherlands</td>
<td>12</td>
<td>8.8</td>
</tr>
<tr>
<td>Canada</td>
<td>14</td>
<td>10.2</td>
</tr>
<tr>
<td>Europe</td>
<td>6</td>
<td>4.4</td>
</tr>
<tr>
<td>USA</td>
<td>11</td>
<td>8.0</td>
</tr>
<tr>
<td>Africa</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>Australasia</td>
<td>1</td>
<td>0.7</td>
</tr>
</tbody>
</table>
Table 4.13 above gives a breakdown of the tourists’ nationalities. The samples were gathered at a tourism facility that offers an eco-tour as an activity. The chart’s information merely indicates the origins of the participating tourists, as well as the number tourists per country. One should not make the assumption that the chart reflects the visitors to Knysna on an annual basis, as the information was gathered over a short period only.

However, the above information is also reflected in the bar chart below Figure 4.3; and this shows that 48.9 percent of the visitors came from the United Kingdom, 10.2 percent came from Canada while 17.5 percent were represented by South Africans.

**Figure 4.3: Nationality of tourists’ bar chart**

Y Percentage

X Country

**Source: Table 4.13**
Table 4.14: Number of family or friends travelling together

<table>
<thead>
<tr>
<th></th>
<th>Valid N</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Std.Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td>137</td>
<td>2.8</td>
<td>0</td>
<td>18</td>
<td>3.6</td>
</tr>
</tbody>
</table>

The number of people travelling together varies from as many as 18 people, with the average being reflected by the mean of 2.8 tourists travelling together with friends or family.

Figure 4.4: Number of family or friends travelling together

Y Number of participants
X Number of people travelling together

Source: Table 4.14

Figure 4.4 below illustrates clearly how low the median is in relation to the box with regard to the number of friends and family that travel together.
Figure 4.4: Box and Whisker plot on Number of family or friends travelling together

![Box and Whisker Plot]

Source: Table 4.14

Table 4.15 and Figure 4.5 below indicate that 17.5 percent of the participants were South African, while the balance 82.5 percent was represented by foreign tourists. This correlates with Table 4.3, where the tourist establishments claimed that the majority of their tourists are foreigners.

Table 4.15: Foreign and local tourist

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreigners</td>
<td>113</td>
<td>82.5</td>
</tr>
<tr>
<td>Locals</td>
<td>24</td>
<td>17.5</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>
Figure 4.6: Pie Chart Foreign and Local Tourist

![Pie Chart: Are you a foreign tourist?](image)

No, 18%
Yes, 82%

Source: Table 4.15

The chart below, Table 4.16 and Figure 4.7 together indicate that ninety-three percent of the participants felt that Knysna was a place of choice for a holiday in South Africa (S.A.). There is, however, seven percent that felt that this was not so.

Table 4.16 Knysna a place of choice for a holiday in SA.

<table>
<thead>
<tr>
<th>Knysna a Place of choice</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knysna a Place of choice Yes</td>
<td>123</td>
<td>89.8</td>
</tr>
<tr>
<td>Knysna a Place of choice No</td>
<td>9</td>
<td>6.6</td>
</tr>
<tr>
<td>Missing</td>
<td>5</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Figure 4.7: Pie Chart Knysna a Place of choice for a holiday in SA.

Source: Table 4.16

It is clear from Table 4.17 below that the majority of foreign visitors (59.9%) to Knysna will do this only once in their lives. The majority of return visitors is represented by local tourists; and this is just eight percent. Nineteen percent chose “other”, meaning that their stay was longer. This was mostly the response of local tourists, and most of them stated that they had stayed with family or visited friends.

Table 4.17: Frequency of visits to Knysna

<table>
<thead>
<tr>
<th>Frequency table: C2a</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once a year</td>
<td>12</td>
<td>8.8</td>
</tr>
<tr>
<td>Once a life time</td>
<td>82</td>
<td>59.9</td>
</tr>
<tr>
<td>More than once a year</td>
<td>10</td>
<td>7.3</td>
</tr>
</tbody>
</table>
Consequently, one must make the assumption that once a tourist has decided to make a long haul travel choice and a particular destination is not part of the itinerary or travel plan, then that destination may have missed out on that tourist. This is illustrated in Figure 4.8 below. This shows how many said it was a once-in-a-lifetime visit.

**Figure 4.8: Frequency of visits to Knysna in bar chart**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only during special events</td>
<td>3</td>
<td>2.2</td>
</tr>
<tr>
<td>Other</td>
<td>26</td>
<td>19.0</td>
</tr>
<tr>
<td>Missing</td>
<td>4</td>
<td>2.9</td>
</tr>
</tbody>
</table>

Consequently, Table 4.18 shows that thirteen point nine percent of visitors did not stay overnight in Knysna, and one would assume that they would be staying close to Knysna on the Garden Route. The data indicate that the majority (65.7 percent) spent one to two nights in town. This shows that the average length of
stay was lower than expected. The aim should be to increase this to 3-4 night stay, i.e. to sixty percent.

Only 6.6 percent stayed for more than five nights. This survey was done out of South African school holidays and therefore, indicates that Knysna is a short-visit destination for most of the international and local tourists travelling in groups.

**Table 4.18: Number of nights spent in Knysna**

<table>
<thead>
<tr>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero nights</td>
<td>19</td>
</tr>
<tr>
<td>1-2 nights</td>
<td>90</td>
</tr>
<tr>
<td>3-4 nights</td>
<td>18</td>
</tr>
<tr>
<td>5+ nights</td>
<td>9</td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
</tr>
</tbody>
</table>

**Figure 4.9: Number of nights Spend in Knysna**

Y Percentage

X Length of stay
Source: Table 4.18

Table 4.19: Attributes that make Knysna a good holiday destination

<table>
<thead>
<tr>
<th></th>
<th>Valid N</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Std.Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C4a</td>
<td>72</td>
<td>2.08</td>
<td>1.00</td>
<td>6.00</td>
<td>1.24</td>
</tr>
<tr>
<td>C4b</td>
<td>131</td>
<td>1.12</td>
<td>1.00</td>
<td>6.00</td>
<td>0.53</td>
</tr>
<tr>
<td>C4c</td>
<td>79</td>
<td>1.94</td>
<td>1.00</td>
<td>6.00</td>
<td>1.10</td>
</tr>
<tr>
<td>C4d</td>
<td>49</td>
<td>2.16</td>
<td>1.00</td>
<td>6.00</td>
<td>1.60</td>
</tr>
<tr>
<td>C4e</td>
<td>51</td>
<td>2.02</td>
<td>1.00</td>
<td>6.00</td>
<td>1.29</td>
</tr>
<tr>
<td>C4f</td>
<td>29</td>
<td>3.28</td>
<td>1.00</td>
<td>7.00</td>
<td>2.64</td>
</tr>
<tr>
<td>C4g</td>
<td>39</td>
<td>2.97</td>
<td>1.00</td>
<td>7.00</td>
<td>1.93</td>
</tr>
</tbody>
</table>

As Figures 4.10 - 4.16 show, the two main reasons for tourists choosing Knysna as a holiday destination, were C4b in Table 4.19 that represents scenic beauty, followed by C4c of Table 4.19 above, representing the climate. Entertainment was the least important factor for choosing Knysna. This makes sense as the average age of the participants was 53 years old. The biggest surprise was that perceived safety was their second-least popular factor that would steer them to Knysna.

This indicates that safety was not their major decision-making factor, despite the fact that Knysna had highly publicised murders a couple of years ago.
Figure 4.10: Attributes that make Knysna a good holiday destination: Physical Location

Source: Table 4.19

Figure 4.11: Attributes that make Knysna a good holiday destination: Scenic beauty

Y Number of mentions
X Order of importance
Source: Table 4.19

Figure 4.12: Attributes that make Knysna a good holiday destination: Climate
Figure 4.13: Attributes that make Knysna a good holiday destination: Local people

Source: Table 4.19

Figure 4.14: Attributes that make Knysna a good holiday destination: Accommodation
Figure 4.15: Attributes that make Knysna a good holiday destination: Entertainment

Source: Table 4.19
Figure 4.16: Attributes that make Knysna a good holiday destination: Perceived safety

![Perceived safety chart]

Y Number of mentions
X Order of importance

Source: Table 4.19

Table 4.20: Reasons that made you choose Knysna as a holiday destination

<table>
<thead>
<tr>
<th></th>
<th>Valid N</th>
<th>Mean</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Std.Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C5a</td>
<td>33</td>
<td>1.39</td>
<td>1.00</td>
<td>5.00</td>
<td>0.86</td>
</tr>
<tr>
<td>C5b</td>
<td>69</td>
<td>1.48</td>
<td>1.00</td>
<td>6.00</td>
<td>0.87</td>
</tr>
<tr>
<td>C5c</td>
<td>26</td>
<td>2.42</td>
<td>1.00</td>
<td>5.00</td>
<td>1.06</td>
</tr>
<tr>
<td>C5d</td>
<td>85</td>
<td>1.21</td>
<td>1.00</td>
<td>7.00</td>
<td>0.79</td>
</tr>
<tr>
<td>C5e</td>
<td>23</td>
<td>2.09</td>
<td>1.00</td>
<td>7.00</td>
<td>1.38</td>
</tr>
<tr>
<td>C5f</td>
<td>17</td>
<td>2.06</td>
<td>1.00</td>
<td>5.00</td>
<td>1.14</td>
</tr>
<tr>
<td>C5g</td>
<td>13</td>
<td>2.77</td>
<td>1.00</td>
<td>6.00</td>
<td>1.79</td>
</tr>
</tbody>
</table>
Table 4.20 indicates that C5d that refers to “tour package itinerary” is the main reason for choosing Knysna as a holiday destination. This is better illustrated in Figure 4.20 below. The concern is that the tourist does not make that decision if it is an itinerant coach tour. The itinerary would be decided by the tour operators. Word-of-mouth is the second most popular success factor as indicated in Figure 4.17 below.

The least popular factor is perceived safety. Once again, this confirms that safety does not play a big role in choosing a destination. It is, however clear that for the town of Knysna to maximise their visitors numbers they have to ensure that their position as a destination in the global market is very good.

Figure 4.17: Reasons that made you choose Knysna as a holiday destination: Told to go there

Source: Table 4.20
Figure 4.18: Reasons that made you choose Knysna as a holiday destination: Scenic beauty

Y Number of mentions

X Order of importance

**Source:** Table 4.20

Figure 4.19: Reasons that made you choose Knysna as a holiday destination: Climate

Y Number of mentions

X Order of importance

**Source:** Table 4.20
Figure 4.20: Reasons that made you choose Knysna as a holiday destination: Tour-package itinerary

Y Number of mentions
X Order of importance

Source: Table 4.20

Figure 4.21: Reasons that made you choose Knysna as a holiday destination: Accommodation

Y Number of mentions
X Order of importance

Source: Table 4.20
Figure 4.22 Reasons that made you choose Knysna as a holiday destination: Entertainment and things to do

Source: Table 4.20

Figure 4.23: Reasons that made you choose Knysna as a holiday destination: Perceived safety

Source: Table 4.20
4.9 CONCLUSION

The data depicted in this chapter show that Knysna is still a highlight on the Garden Route, and can be used as an example of how the private sector, over time, developed the town's economy to the point that the tourism industry supports forty percent of the local population (unpublished research done by Knysna Municipality). An analysis and interpretation of the results of the international and local tourists, as well as local tourism role players, depicted in this chapter, will be discussed in Chapter Five under the heading of recommendations.
DISCUSSION, RECOMMENDATION AND CONCLUSION

Chapter One and Two examined the background and literature on critical tourism success factors and destination marketing. The final chapter will analyse the critical success factors for destination marketing, with the focus on Knysna on the Garden Route. This chapter will also summarise the key findings and arguments presented by the study, as well as making recommendations. As stated by Lourens (2007:88), in Meyer (2004), the adequate marketing and promotion of any tourism route is important to its success.

The aspects of marketing and the promotion of a destination are specialised issues. One has to understand what marketing channels to use, and this is directly related to a good understanding of the tourism markets.

Various international and local facilities, experiences and/or activities contain good examples of how products can be effective as draw-cards for increasing visitor demand. For example, internationally the Statue of Liberty, the Eiffel Tower in Paris and the London Eye all comes to mind. Good examples locally would be Robben Island Prison and the Cableway on Table Mountain.

In the case of Knysna, tourism lost such draw-cards when the Outeniqua Choo-Choo steam train and the Knysna Oyster Company closed down. In addition, it could be argued that poor signage and information services might be the downfall of any good marketing or product development strategy, no matter how good the available attractions are.
5.1 DISCUSSIONS ON THE RESEARCH FINDINGS

The study was conducted in two phases. In the first phase, participants of the study completed all the sections, with the exception of section C. They all shared similar characteristics in tourism and represented activities and/or facilities servicing the tourist. The second phase covered section C, and this was completed by actual tourists on holiday in Knysna. Although they were from diverse backgrounds and were geographically scattered throughout the world, they all shared one common characteristic in that they all were on holiday in Knysna at the time of the survey.

As Table 4.3 indicated, out of the 16 outlets that participated, some facilities were strongly supported by the local tourist, while others were supported by the international tourists. Although the total average of the sample indicated that 63.5 percent were international tourists, one should not exclude the local market when designing a positioning strategy as part of a destination marketing strategy.

The two most important aspects in this planning process were highlighted in Table 4.5: firstly, one needs to be able to identify the stakeholders; and secondly, one must be able to consult with them. This is further emphasised by the fact that (44%) consult with their local tourism body. In addition 63 percent also consult with private sector/ alternative tourism organisations.

5.2 LIMITATIONS

The research conducted was limited in its scope by the low number of tourist facilities returning the questionnaire. Only a 53.3 percent response rate was achieved. This limited sample of participants could have a biased outcome, as the majority of these establishments cater for tourist groups. Although the tourist response rate was much better (68.5 percent), the same assumption may be
made for the actual tourists as the facility where the information was gathered also deals with groups.

If the data from tourists were collected throughout the year - and not over such a short period the tourist demographics might have allowed for an equal spread of the tourists’ opinions about Knysna as a tourism destination. Knysna is after all known as a seasonal destination.

5.3 RECOMMENDATIONS

The author of this paper understands what the importance of good research is in order to have a clear and practical application outcome. This section provides specific management tasks that are proposed to Knysna Tourism to improve Knysna as an international tourism destination.

These recommendations are made while understanding that:

- Knysna tourism has a limited annual budget, mainly funded by the Knysna Municipality;
- There are limited, qualified human resources available in the tourism office;
- The pressing importance of increasing the number of visitors to the town.

### 5.3.1 Critical success factors for destination marketing

Knysna Tourism has one of the most active and organised tourism offices in the country. However, as a non-profit organisation with the majority of its funding being provided by the Knysna Municipality, its focus tends to be on motivating spending and controlling expenditure, at the expense of increasing efforts to promote Knysna as an international tourism destination.

The Tourism office should be focused on the following critical success factors:

- Increasing visits to International tourism trade shows;
- Having a clearly defined international destination marketing strategy;
- Having a clearly defined local destination marketing strategy;
- Engagement with tour operators and international agents, and promoting diversification.

The research has shown that the importance of tour package itineraries is one of the main reasons why tourists come to Knysna. Therefore, destination managers should encourage product diversification in the area by putting systems in place to incentivise the correct product mix for the area. For example, it is not healthy for an area to have only accommodation establishments, only a few of which are unique. This is the current problem in Knysna.

Therefore, to limit accommodation an association in an area with many accommodation establishments should demand high joining fees for products falling within this category. Research conducted as part of this study showed the importance of unique attractions in a destination, and how these products could be used as draw-cards to induce the use of support services. Some suggestions are:

- E-marketing strategies must be developed;
- Collective marketing, with its members at tourism trade shows;

The concept of collective marketing has proven to be more economical with relation to potential returns; one should be cautious with whom one chooses to do collective marketing, so that one does not pair with a product that is a potential business rival. One should rather incorporate iconic facilities within the town of Knysna. This would benefit especially the smaller guest house establishments and arts and craft enterprises.

- Tour package designs and incentives;

The tourism office should continually reassess and adjust its local and international strategic approach in order to accommodate, motivate, support and entice new operators to join the association. Notwithstanding
This, the private sector needs to understand that their delivery and service to the tourists’ needs to enhance the visitors experience in the destination. This is vital.

- Extension of its commercial offering (website-revenue functionality);
- Increasing its premium social events, such as the Oyster festival;

Well-organized events bring visitors to the town, as proven with the Knysna Oyster festival that generates over R40 million for the businesses over the festival period. Research shows that those successful international destinations are largely dependent on a significant local and/or international tourism demand.

The research further showed that significant secured funds are needed for continuous management and marketing of the destination.

- Improving members’ participation;

The research indicated that a higher percentage of the Knysna Tourism members consult with other private sector tourism organisations, such as GARTOUR (Garden Route Tourism Organisation). Research further strengthens the case for a well-balanced management structure, including both public and private sectors, as fundamental tools for a destination to become successful. Interacting and liaising with private sector tourism organisations will help to rebuild and strengthen trust between Knysna Tourism and its members.

5.4 CONCLUDING REMARKS

Although Knysna is a leading tourism establishment in South Africa, and has established itself over the last fifteen years with the necessary tourism infrastructure in place, it has not kept up with the changing environment within the tourism market. New tourism destinations within South Africa have become more competitive and these destinations are offering exciting new alternatives.
This has led to Knysna losing its international visitors to other destinations in South Africa such as the Winelands around Franschhoek.

Although Knysna has the scenic beauty and wonderful climate, it has lost some of its iconic tourism activities and attractions, further exacerbating the problem for Knysna as an tourist destination.

Finally the research discussed in Chapter Four suggested that all is not lost for Knysna should be able to regain some of the lost tourism ground; tourism roleplayers should concentrate on a sound destination management and marketing strategy.
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jtr.sagepub.com/content/49/3/267.refs

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REQUEST FOR YOUR PARTICIPATION IN A RESEARCH STUDY

GOOD DAY, MY NAME IS JANNIE GIE. I AM CONDUCTING RESEARCH FOR THE COMPLETION OF A MASTER’S DEGREE IN TOURISM WITH NELSON MANDELA METROPOLITAN UNIVERSITY. THE AIM OF THE RESEARCH IS TO IDENTIFY THE CRITICAL SUCCESS FACTORS IN THE DEVELOPMENT OF TOURISM ROUTES AND TO PROVIDE A PLANNING “ROAD MAP” FOR THE APPLICATION OF DESTINATION MARKETING. WE ARE INTERVIEWING TOURISM PRODUCTS AND CONSUMERS IN THE KNYSNA AREA AS A CASE STUDY FOR TOURISM ON THE GARDEN ROUTE.

I RECEIVED YOUR DETAILS FROM KNYSNA TOURISM, AS WELL AS GARTOUR AND THEY APPROVED THE PROPOSED RESEARCH TO BE CONDUCTED WITH THEIR MEMBERS AND RELATED DATABASES. THE SURVEY IS COMPLETELY VOLUNTARY AND YOU ARE KINDLY INVITED TO PARTICIPATE. YOUR CHOICE NOT TO PARTICIPATE WILL HAVE NO ADVERSE CONSEQUENCES. SHOULD YOU CHOOSE TO PARTICIPATE YOU MAY DECLINE TO ANSWER ANY QUESTIONS AND MAY WITHDRAW FROM THE RESEARCH AT ANY TIME.

THE QUESTIONNAIRE WILL TAKE APPROXIMATELY 15 MINUTES OF YOUR TIME TO ANSWER. ALL INFORMATION SUPPLIED WILL BE KEPT CONFIDENTIAL. THE INFORMATION OBTAINED WILL ONLY BE DISPLAYED IN AGGREGATE FORM.

QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Please state the name of your organisation (Optional) ...................................................

2. Position of the person completing the questionnaire ..........................................................

SECTION B: TOURISM DEVELOPMENT AND TOURISM PRODUCT

B1 Please answer the following questions by ticking the appropriate box

Tourism development and tourism product

1. Where is your organisation located?

(a) Knysna ...........................................

(b) Garden Route ..................................

(c) Western Cape ................................

(d) Winelands ....................................

(e) Other (please specify).........................
2. What percentages of your employees are:
   (a) South Africans (60 – 70%) □
   (b) Foreigners (60 – 70%) □
   (c) South Africans (30 – 40%) □
   (d) Foreigners (30 – 40%) □

3. Are you a private sector stakeholder? Yes □ No □
   If yes, which of the following facilities and services do you offer?
   (a) Accommodation □
   (b) Guest farm □
   (c) Game reserve □
   (d) Activity □
   (e) Tour Operator □

4. What is the estimated annual percentage of national and international visitors?
   Percentage □
   (a) National □
   (b) International □
   Total 100% □

SECTION D: DESTINATION MANAGEMENT

D1 Please answer the following questions by ticking the appropriate box

What is your business?
   (a) Tour operator □
   (b) Travels agent □
(c) Facilities & Activities

(d) Ground transport

(e) Other (Please specify).................................

D2: DEVELOPMENT AND PLANNING

Please tick the appropriate box

In your opinion, how significant are the following factors in the planning process to ensure delivery and desirable outcomes in Tourism?

<table>
<thead>
<tr>
<th>Development and Planning Planning</th>
<th>Not significant</th>
<th>Reasonably significant</th>
<th>Absolutely significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>D2.1 Identifying stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.2 Consultation and collaboration with stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.3 Accurate demand forecast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.4 Workforce planning &amp; training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.5 Cost and financing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.6 Knowledge contribution</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

D2.7 Which of the following stakeholders do you consult with?

(a) Knysna Tourism Council

(b) Local Business

(c) Associated tourism organisations
(d) Other (Please specify) ..........................................

SECTION E: DESTINATION MARKETING

Please tick the appropriate box

E1. Which of the following information sources do you use when you do demand forecasting?

(a) Tourism statistics published by Stats SA

(b) Information generated by South African Tourism

(c) Information generated from Local Tourism office

(d) Historical Information

(e) Other (Please specify) ..........................................

E2 In your opinion, which of the following aspects play an important role in ensuring the success of Knysna as a tourism destination?

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Not important</th>
<th>Important</th>
<th>Extremely important</th>
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</thead>
<tbody>
<tr>
<td>E2.1 Creating an awareness campaign</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.2 Promoting products and services through advertising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.3 Town’s appearance &amp; cleanliness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.4 Developing an effective positioning strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.5 Activities and attractions on offer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.6 Competitive pricing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E2.7 Putting mechanisms in place to ensure the promotion and inclusion of the local community</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please tick the appropriate block(s)

E3 Which of the following strategies (demand and/or supply) do you follow when doing your forecasting?

3.1 Demand-side strategies:

(a) Differential pricing to shift demand from peak to off-peak periods

(b) Cultivating non-peak demand to build sales during off-peak periods

(c) Developing complementary services to provide alternatives to customers

(d) Implementing Technology systems to better manage demand

(e) Other (please specify) ........................................

3.2 Supply-side strategies

(a) Hiring of part-time employees to meet peak demand

(b) Introducing peak-time efficiency routines to keep productivity high during high demand periods

(c) Increasing consumer participation to speed up transactions

(d) Planning facilities for future expansion to increase supply

(e) Sharing services with other providers to help manage the demand

(f) Other (Please specify) ........................................

E4: DESTINATION POSITIONING
E4 In your opinion, how important are the following to enhance Knysna’s position in the tourism market?

<table>
<thead>
<tr>
<th>Perceived positioning</th>
<th>Very Important</th>
<th>Uncertain</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4.1 Effectively serving the dynamic needs of the market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4.2 Increasing advertising efforts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4.3 Knysna being a destination with a unique image and high status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4.4 Identifying the target market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4 Employees at the destination are friendly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4.2 Management has a good relationship with tourists</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4.3 Customer complaints are handled quickly and professionally</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F CONSUMER’S ROLE IN THE MARKETING OF THE TOURISM PRODUCT

Please tick the appropriate block

F1 Which of the following tactics do you use to create brand awareness among tourists whilst coming to or staying in Knysna?

(a) Promising comfort and luxury
(b) Luxury and superior service at a higher price?
(c) New experience?
(d) Home-away-from-home feeling?
(e) Other (Please specify) ........................................

G: TOURISM NETWORKS AND CLUSTERS FOR VALUE CREATION

(a) Are you currently part of other international tourism networks?
   Yes  No

If yes, please mention the networks

........................................................................................................
(b) Do you think that, through networking you could become more visible in the international tourism market? 

Yes  No

(c) Which of the following did you gain from networking?

(i) Access to specialised resource and information systems

(ii) Access to assets that are internalised by large tourism companies
REQUEST FOR YOUR PARTICIPATION IN A RESEARCH STUDY

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1. Please state your name ............................................................. Age.................
2. Nationality ........................................................................................
3. How many family or friends are travelling with you?.........................

SECTION C: TOURISM DESTINATION (Question for tourists)

C1 Please answer the following questions by ticking the appropriate box

1. Are you a foreign tourist? 1 of 2

2. Do you think that Knysna is the place of choice for a holiday in SA? same

C2 If yes, how often do you visit Knysna?

(a) Once a year

(b) Once in a life time

(c) More than once a year

(d) Only during special events, for example, festivals

(e) Other..................................................

C3 How many nights did you spend in Knysna?

(a) Zero nights-only passing through

(b) 1 - 2 nights
(c) 3 - 4 nights
(d) More than 5 nights

Turn Page......

C4 DESTINATION ATTRIBUTES

Which of the following attributes do you find to be a good reason for choosing Knysna as a holiday destination (you may select more than one answer, but prioritise it as 1 = first reason, 2 = second reason etcetera.)

(a) The physical location
(b) The scenic beauty
(c) The climate
(d) Local people
(e) The accommodation
(f) Entertainment
(g) Perceived safety

Which of the following reasons made you choose Knysna as a holiday destination (you may select more than one answer, but prioritise it in 1 = first reason, 2 = second reason etcetera.)

(a) Told to go there
(b) The scenic beauty
(c) The climate
(d) The tour package itinerary
(e) The accommodation

(f) Entertainment and things to do

(g) Perceived safety