



# A Tourism Marketing Strategy

## 2018 - 2022



Prepared by Frieda Lloyd

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## 1. EXECUTIVE SUMMARY

The Cape Whale Coast and Overstrand is the jewel in South Africa's tourism crown. It attracts a growing number of international and local visitors. Proximity to Cape Town International airport is a major advantage which makes the Cape Whale Coast a destination and also a central point from where to commute for work or leisure. Tourism plays a momentous role in the Overstrand region, and contributes significantly to job creation in the area.

Clarence Drive (the R44), is one of the scenic routes to follow to the Cape Whale Coast. This road bordered by the Hottentots-Holland mountains and the Atlantic Ocean has been voted as the most scenic in the world and cuts through the Kogelberg Biosphere Reserve, one of eight UNESCO World Heritage Site in South Africa with the highest number of plant species per hectare in South Africa. The route continues past Pringle Bay, Betty's Bay and Kleinmond to Hermanus, Stanford and Gansbaai. The abundance of fynbos species is world renowned and botanists and visitors have admired and studied them since the seventeenth century. The Kogelberg Nature Reserve occupies an area with minimal human interference. Its exceptional diversity and quality of fynbos means it is considered the heart of the Cape Floral Kingdom.

The purpose of this document is to propose an integrated strategy. It builds a foundation to support industry to maximise its economic potential. Tourism contributes R17 billion to the region and creates 204 000 formal jobs in the province. Thus this strategy – a living document - has been developed to provide direction for the growth and development of tourism in the Overstrand.

To develop and implement a world-class tourism marketing strategy for the Cape Whale Coast. In pursuance of this, Tourism aims:

- Attract more return visitors;
- Encourage visitors to stay longer;
- Develop and promote an events calendar;
- Facilitate strategic alignment of towns and industry – in support of the marketing of tourism;
- Continuously align efforts to support tourism growth; and
- Ensure the efficient utilisation of resources in order to deliver against the tourism strategy.

## **2. VISION**

For the Cape Whale Coast to be one of the top five preferred tourist destinations in South Africa and to maximise the economic potential of the tourism industry for our country and its people.

## **3. VALUES**

Our values are:

- Inclusivity and involvement of all tourism stakeholders including business, conservation;
- Transparent procedures and actions;
- Respect for our community and stakeholders;
- Acting with integrity;
- Accountability and consideration of the outcomes of our actions; and
- Pursuing excellence in everything we do.

## **4. OBJECTIVES**

The Overstrand/Cape Whale Coast Tourism Strategy is focussed on sustained growth through:

- Marketing the Overstrand as a preferred leisure and events destination through coordinated promotion and communication efforts
- Optimise tourism volume and yield in sustainable manner by expanding the events market
- Promote an environmentally responsible tourism industry to benefit the whole community
- Improving visitor experiences
- Optimise distribution of tourism benefits
- Involve residents as a proud community of tourism ambassadors

## **5. LEGISLATION**

The following legislation is considered in all tourism activities.

- NATIONAL DEVELOPMENT PLAN (NDP) SA Tourism is entrusted with a critical mandate of contributing towards creating an environment for sustainable employment and inclusive economic growth through tourism. SA Tourism has specifically interrogated and aligned its role to the National Development Plan 2030.
- NATIONAL TOURISM SECTOR STRATEGY (NTSS) The NTSS was approved by Cabinet and launched in March 2011. It sets bold commitments for the tourism sector. The NTSS advocates the development of a Domestic Tourism Growth Strategy aimed at increasing domestic tourism's contribution to the economy. The achievement of the

NTSS's objectives is dependent on a collaborative effort between government and the private sector.

- DOMESTIC TOURISM GROWTH STRATEGY (DTGS) The Domestic Tourism Growth Strategy (DTGS) outlines practical measures to address the lack of a tourism culture in South Africans – particularly from previously disadvantaged communities. The strategy is aimed at achieving set targets through education and awareness-raising across the country, as well as by promoting affordable and accessible travel and tourism opportunities.
- PROJECT KHULISA (till 2019)

This initiative from the Western Cape Department of Tourism is not very active due to lack of capacity and funding. KHULISA focus on the following:

1. Tourism

- Developing cultural and heritage tourism
- Focusing our marketing plans on a few, new specialised markets
- Boosting local business tourism

2. Agri-processing

3. Oil & Gas

- PARTICIPATORY APPRAISAL OF COMPETITIVE ADVANTAGE (PACA)

PACA is a set of tools designed by Mesopartner and introduced to the Overberg in December 2014. These tools are aimed at stimulating local and regional economies. PACA focuses on strengths and opportunities for quick economic results.

The key elements of this strategy are to: Inspire: authentically showcasing South Africa through her people, and how we can provide a unique and unforgettable experience; Engage: by communicating that the potential experiences one could have with South Africans are do-able and accessible to the traveller; and Convert: by conveying the message to travellers that tourist experiences in South Africa is beyond price and measure. To improve conversion, we will engage primarily with key trade and media partners in the source markets to activate travel to South Africa. Gansbaai is the only active PACA participant with the Chamber of Commerce and Tourism Bureau working closely together.

- Overstrand Municipality Integrated Development Plan (IDP)

The IDP acknowledges that a healthy and vibrant economy is essential for the development of the local community. Tourism is identified as an important contributor to the Overstrand's economy and singled out as one of the fastest growing industries. This thriving industry relies on good infrastructure and an educated work force. The Overstrand is focussed on changing the perception that tourism is an elite industry that benefits only a few. Tourism is helping businesses to align strategies to maximise the impact on poverty alleviation and development. The following

tourism initiatives are aligned with the IDP: Business Tourism, Creative & Cultural Activities, Recreational Activities, Technology, Seasonality and, most importantly, marketing the destination through directed marketing campaigns.

## **6. IMPLEMENTATION**

The Mission, vision and objectives are considered through the following actions.

- 6.1 Marketing the destination
- 6.2 Monitoring and learning from tourist feedback on experiences
- 6.3 Collaboration with tourism organisations and stakeholders
- 6.4 Improved service levels, safety, product quality and pricing
- 6.5 Facilitating the removal of obstacles
- 6.6 Focussing on attractive and new markets

## **7. SITUATIONAL ANALYSIS**

**The Western Cape is South Africa's most developed tourism region.**

The tourism industry in the province has grown faster and created more jobs than any other industry. One in 10 employees in the Western Cape earns a living in the tourism industry, and it contributes more than R25 billion to the provincial economy.

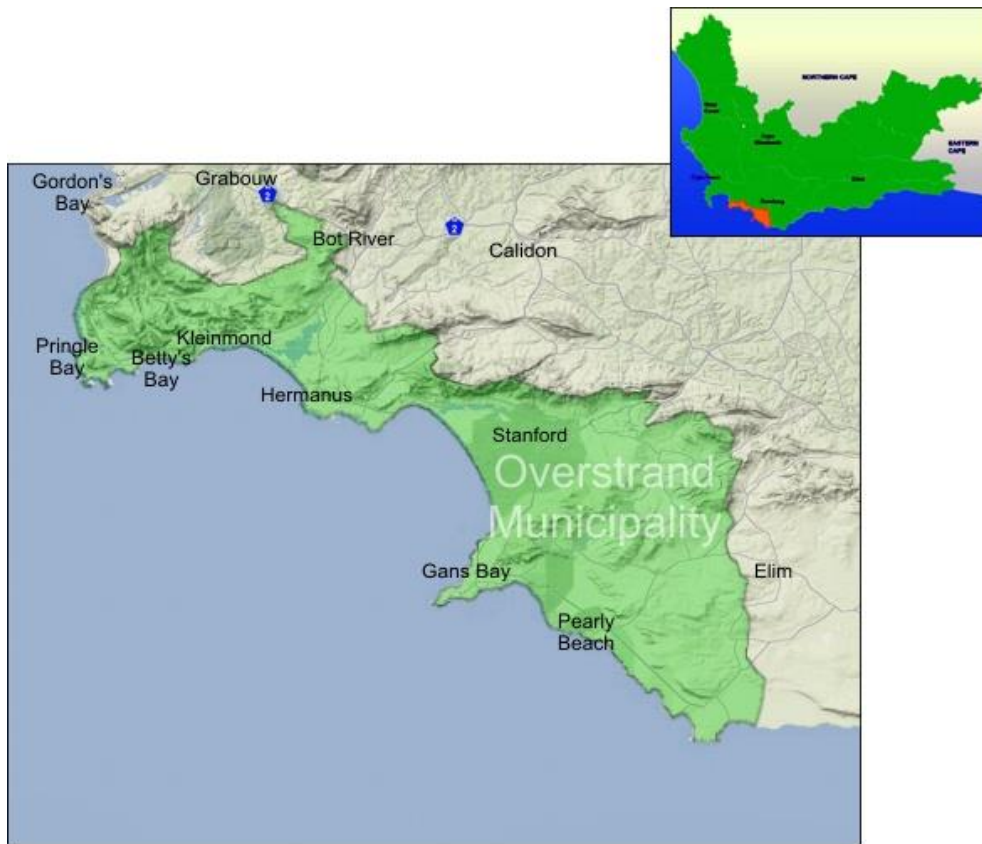
Cape Whale Coast Key attractions include:

1. Clarence Drive
2. Stony Point, Betty's Bay
3. Harold Porter Botanical Gardens, Betty's Bay
4. Kogelberg UNESCO world heritage site, Kleinmond
5. Blue Flag Beaches: Kleinmond, Hawston, Grotto. Pilot Blue Flag: Pearly Beach
6. Fernkloof Nature Reserve
7. Whale Watching – June till November
8. Stanford Heritage Village
9. Hermanus Wine Route
10. Stanford Wine Route
11. De Kelders – caves
12. Shark diving, Kleinbaai/Gansbaai

- 13. Eco adventure trips
- 14. African Penguin & Seabird Sanctuary, Gansbaai
- 15. Stanford Klein River
- 16. Rock art, Phillipskop
- 17. Panthera Africa
- 18. Natural beauty with fynbos cladded hiking trails and mountain bike routes

**8. TOURISM PRODUCTS, SERVICES, INFRASTRUCTURE & FACILITIES**

The municipality covers an area of 1,708 square kilometres (659 sq mi) stretching along the coast of the Overberg, from the eastern edge of False Bay almost to Cape Agulhas. At its western end it is separated from the City of Cape Town by the Kogelberg mountains; to the north it is separated from the Theewaterskloof Municipality by the Kogelberg and the Klein River Mountains; and to the east it abuts on the Cape Agulhas Municipality along a boundary that runs generally north-south just to the west of Elim. The western part of the municipality consists mostly of a narrow coastal plain with mountains immediately behind, while the eastern part beyond the Klein River expands away from the coast to include a wider agricultural region.



The Overstrand region covers the towns of

- Hangklip-Kleinmond
- Hermanus
- Stanford
- Gansbaai

Each of these towns has its own distinct history, character and assets. According to Statistics South Africa's 2016 Community Survey the Overstrand has a population of 93466.

This area is currently marketed as the 'Cape Whale Coast' tourism route and is funded by Overstrand Municipality. The brand name '*Cape Whale Coast*' is primarily intended to create international and national exposure for an array of tourism products on offer in the Overstrand by promoting the area's icon product: *the southern right whale*.

The Cape Whale Coast offers a countless tourism activities, attractions, events, accommodation facilities, art galleries, shops, restaurants and country markets. Activities favoured by visitors include whale watching, shark-cage diving, hiking, golf, wine tasting, mountain biking, fynbos and bird viewing. We are proud to have three Blue Flag beaches in our region: Grotto, Hawston and Kleinmond beaches. Main tourism attractions include: Stony Point (African penguin colony, with between), Harold Porter Botanical Gardens, Kogelberg Biosphere, Hermanus Wine Route, Whale watching (by land and boat) and shark cage diving in Gansbaai.

As with the Western Cape tourism is a significant industry for the Cape Whale Coast. It helps to fund critical infrastructure like airports, roads and hotels and provide people to people linkages to international interests.



Herewith a brief introduction of the existing tourism sectors:

<p><b>Accommodation</b>          Accommodation ranges from 1 to 5 star backpackers, self-catering houses, luxury guesthouses and hotels          Caravan parks &amp; camping grounds (Palmiet, Onrus, Kleinmond)</p>	<p><b>Cultural</b>          Heritage buildings and San rock art, Stanford Art galleries in Onrus, Stanford, Hermanus          Whale Museum , Hermanus</p>
<p><b>Nature-based - hiking, cycling, exploring, flora &amp; fauna, water sports, canoeing, etc</b>          Whale watching (by boat or land)          Mountain biking          Bird watching          Hiking (Fernkloof, Kogelberg biosphere, Gansbaai)          Kayaking, River rafting on Palmiet river and Klein River,          River Cruising on Klein River, Stanford          Surfing, swimming in ocean</p>	<p><b>Entertainment</b>          Restaurants and cafes          Pubs/bars/night clubs in Hermanus          Sports and social clubs</p>
<p><b>Points of interest</b>          Dangerpoint Lighthouse          Baardskeerdersbos          Stony Point          Kogelberg Biosphere          Fernkloof Nature Reserve          Cliff paths and Hoy's Koppie in Hermanus          Heritage buildings in Stanford          Wild Horses in Kleinmond          SANSA Space Centre          Hermanus &amp; Stanford Wine Route          Harold Porter Botanical Garden</p>	<p><b>Other attractions/activities</b>          Shark cage diving in Gansbaai          Whale watching in Gansbaai and Hermanus          Golf (Arabella, Hermanus)          Birkenhead Brewery          Klein River Cheese Farm          Abalone farm, Abagold          Harbours: Kleinmond, Hermanus and Gansbaai          Adventure activities in Hemel-en-Aarde</p>
<p><b>Major conference and special event venues</b>          Municipal auditorium/Civic centre          Arabella conference venue          Grootbos Private Nature Reserve          Fernkloof          Sandbaai Hall          Several smaller private venues at hotels or other establishments.          Bona Dea Private Estate</p>	<p><b>Infrastructure and facilities</b>          Educational facilities institutions: Learn2Earn, Overstrand Training Institute, Enlighten Education Trust          Mthimkhulu in Kleinmond          Sportsgrounds          Public toilets          Hawston and Mount Pleasant swimming pool          Several private schools          Private and government hospitals</p>
<p><b>Services</b>          Car Hire, Transport Services          Hermanus Wine Hoppers          Information offices/local tourism bureaus          Informal taxi busses travelling between towns          2 aeroplanes for whale watching trips          Tour operators /shuttle services</p>	<p><b>Retail/Shopping</b>          Kleinmond Harbour Development          Old town of Hermanus (antiques, art galleries,etc)          Whale Coast Mall Sandbaai</p>

## 9. TOURISM PERFORMANCE

Tourism is a major economic driver for the Overstrand and plays an important role in the social, cultural and economic vibrancy of the Overstrand. The effect of tourism is not limited to the accommodation, cafes & restaurants, retail and personal services sectors; the indirect financial and employment benefits filter through to all industries.

Key visitation findings of the 2011 Tourism Barometer (data relates to the 2010/2011 calendar year), done by PriceWaterhouseCoopers indicated that the Overstrand economy has had a positive growth in the past few years, contributing 40% of Gross Domestic Product (GDP) in the Overberg, and contributing to approximately 5757 jobs within the tourism sector of the Overstrand. Tourism can therefore be recognized as a leading business sector for the Overstrand region, giving us a competitive advantage over other regions, alongside business sectors like agriculture and aquaculture.

Wesgro's Tourism Barometer reports states that the main purpose of visit to the Overberg region was for holiday, leisure and visiting friends and relatives. However, cuisine is growing as a popular purpose of visit to the Cape Overberg with many fine restaurants in the region.

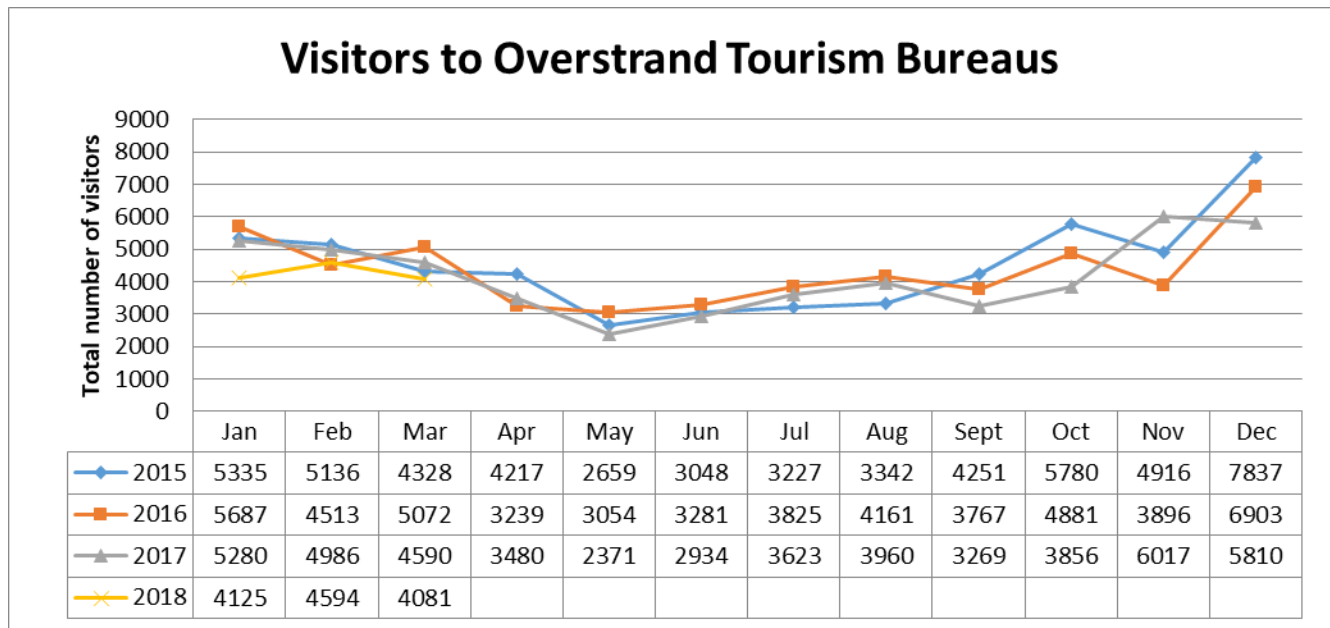
Main activities undertaken by tourists have been rated according to the level of interest:

1. Scenic Drives
2. Nature Based walks: Fernkloof, Kogelberg Reserve
3. Food & Wine
4. Whale watching – land and sea
5. Visiting beaches
6. Shark cage diving
7. Mountain Biking
8. Bird Watching
9. Visiting other Overberg towns

There are distinct visitor patterns to the Overstrand; approximately two thirds of all visits are made between November and March. Lower occupancies can be experienced during the months May, June and July when this area receives winter rainfall.

Overstrand Municipality's Tourism Department receives monthly visitor statistics from the four tourism bureaus in the Cape Whale Coast. These statistics are forwarded to WESGRO for

inclusion in their quarterly tourism barometer. Please note that the figures below is not a reflection of the total visitor figures to tourist attractions or car count to the Cape Whale Coast towns, but only reflects the number of walk-ins to the tourism bureaus. The monthly break-down of visitor numbers for the period 2012- 2018 to all four tourism bureaus reflected as follow:



#### Attractions' performance in the Overstrand/Cape Whale Coast:

Wesgro's 2016 Tourism Barometer, indicating visitor statistics for the Overberg and shows that the Cape Whale Coast/Overstrand performs very well in comparison to the other sub regions of the Overberg.

In summary, the visitor statistics for Cape Whale Coast's attractions are:

- 60 000 guests visited Creation Wines during 2016
- 79 405 guests visited Stony Point during 2016
- 67 973 guests visited Harold Porter Botanical Gardens during 2016
- 25 027 guests visited Kogelberg Nature Reserve during 2016
- 64 405 guests visited the Old Harbour Museum complex in Hermanus from April to Dec. 2012 only.

Shark cage diving statistics (obtained from Kleinbaai Harbour) indicated that 85 000 visitors went on shark cage diving/viewing excursions in 2016 compared to 63 635 visitors during 2012.

## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Best land-based whale watching in the world. Known for its Whale Festival (strong brand).	Inappropriate tourism facilities (parking for busses, tourism bureaus not always visible, signage not clear)
Scenic natural beauty: nature reserves, biosphere,	Poor service delivery
Marine Life & Blue Flag beaches	This area attracts mostly day visitors
Diverse offerings/attractions: nature, golf, wine, whale watching	Limited opening hours of businesses.
Clarence Drive – one of the most scenic drives	Not many activities offered for kids/small children
Hermanus has an international profile as the Whale Capital	Staff working within tourism industry do not have necessary skills/training
Outdoor and adventure-based activities: shark cage diving, mountain-biking, quad-biking, diving	Not sufficient road signage to attractions or places of interest
Within close proximity of Cape Town	
OPPORTUNITIES	THREATS
Excellent development and packaging possibilities with special interest markets, including eco-tourists, hikers, bird watchers, golfers, space enthusiasts	Seasonality: high summer period puts strain on municipality services (water, congested parking)
To improve service delivery	Safety & security of visitors. The closing of shops during riots, accumulation of uncollected refuse.
Growing demand for domestic tourism	Recent economic meltdown, volatility in fuel prices and inflation might have an impact on guests visiting patterns. Affordability of attractions for locals.
To improve visitors' service experience by offering training opportunities to the hospitality industry	Competition of other nearby towns/regions within close proximity of Cape Town which offer better value for money.
Development of festivals and events as additional attractions	Overstrand Municipality's capacity limitations
Infrastructure for business tourism should be developed (more affordable venues, conference facilities)	Perception that the Overstrand is too far away from Cape Town.
Opportunities for a major interpretive centre related to marine life.	Ignorance regarding operating standards and regulations on part of operators (unlicensed vehicles and illegal guides);
Unlocking of value for residential and subsequent community upliftment.	Probability of a toll road on the N2-road

## 10.TARGET MARKETS & MARKET SEGMENTATION

According to Wesgro's statistics, the Cape Whale Coast received most of its domestic visitors from the Western Cape and Gauteng. The biggest percentage of domestic visitors originates from the Western Cape.

From July to September 2016 the Cape Whale Coast received the highest proportion of visitors from the international market. The top three source markets were the traditional markets such as the United Kingdom, Germany and the Netherlands. The United States source market has increased substantially over the past year.

Overseas and domestic visitors to the Cape Whale Coast prefer to travel in groups of pairs or in groups of four. Domestic visitors prefer to travel alone (39.7%) mostly as business tourists due to the high growth of single travellers.

Overseas and domestic visitors prefer to stay one to two nights.

Overstrand Municipality's international marketing strategy is closely aligned to the marketing efforts of SA Tourism who has the primary responsibility for marketing South Africa internationally. To this extent Overstrand Municipality will ensure that its marketing efforts are focused on the core markets and market segments identified by SA Tourism. The organisation will strive to gain maximum leverage for the area in these core markets. This will be done through continued collaboration with SA Tourism offices worldwide, partner organisations and SA Embassies in all important markets. Penetration of the European, UK, Indian and Chinese markets will attempt to secure brand awareness internationally.

Market Segmentation recognises that people differ in their tastes, needs, attitudes, lifestyles, family size, and composition, etc... "It is a deliberate policy of maximising demand by directing marketing efforts at significant sub-groups of customers of consumers" (Chisnall, 1985: 264). 'Segmentation involves viewing a heterogeneous market as a number of smaller, more homogeneous markets' (Smith, 1956). 'These smaller markets can be distinguished by different consumer needs, characteristics, or behaviour. For segmentation to be managerially useful, each segment needs to be accessible, measurable, and substantial' (Kotler, 1980).

Why segment a destination?

- It identifies the destinations' potential customers
- It enables Cape Whale Coast Tourism to focus marketing on the customers who will be most likely to buy the services that are on offer.

- Enhanced profits for business.
- Helps improve customer service.
- Kick-starts competition in specific parts of the market.

Cape Whale Coast has an obligation to foster a sustainable tourism industry and provide a more inclusive base of tourism participation.

## 1. Demographic

Understanding demographics is vital to service/product development and segmentation, especially with regard to understanding trends in the market place. Demography includes the study of age, sex, education, family status, life cycle etc., which acts as an excellent tool to attract more tourists and travellers to our region.

### 1.1 Lifecycle:

#### 1.1.1. The Youth Market:

They have lower than average incomes, high energy approach to travel; they are more likely to undertake “backpacker tourism, adventure sports, and other activities on offer that generate high adrenaline.

1.1.1a. Nature is the most appealing experience to youth travellers with high appeal in all markets. The Cape Whale Coast's fynbos, its scenic beauty acts as a perfect getaway and holiday destination for youth of this generation. There is a lot offered like sea, sand, sun, surf, zip lining, kitesurfing, etc., which attract youth's and also see to it that they are connected to nature and still maintain the ecology.

1.1.1b. Coastal Lifestyle experience is also very appealing to youth traveller. It portrays a very classic outdoor lifestyle and provides a whole lot of fun and thrill at the same time. Travellers get to meet new people, mix and learn the lifestyle of the locals and enjoy the fun environment the destination has to offer.

1.1.1c. Culture is of moderate appeal to youth traveller. Not many are interested in undertaking this segment of tourism. It calls for less interaction and very minimal socialising, whereas youth prefer the opposite.

1.1.1d. Food & Wine are less appealing to youth travellers and are not currently perceived as being unique. While the outdoor, relaxed nature of this experience has appeal, in general it is seen as an expected element of a holiday. There is an opportunity to promote accessible and affordable quality food & wine experiences to the youth market. There are opportunities to reposition these experiences for the youth market to make them more relevant to this segment.

#### 1.1.2. The Family Market:

The family market constitutes of the above average education and income, most affluent of the other lifecycles and one that dominates the Cape Whale Coast market segment. They tend to be shorter-haul travellers because of their busy lifestyles work and also are mostly accompanied with children. Most of the travellers falling under this category of the market focus on soothing vacation holidays, so that they are rejuvenated after a hectic schedule of work and life and are ready to get going till the next vacations.

#### 1.1.3. The Mature Market:

Mature-aged travellers are defined as either domestic or international visitors aged 55 years and over. They are well educated and affluent and more likely to seek out exploratory vacation activities. Most travellers in this segment of lifecycle segmentation are more likely to visit destinations and other attractions for either exploratory or research work.

#### 1.1.4 The Senior Market:

The senior market consists of travellers are likely of all the above segments to seek out exploratory vacation experiences, much less likely to view vacations as opportunities for relaxation. Above average participation in natural sightseeing, they will be less active in outdoor activities. They rely more on printed material and television for travel opportunities and information. One of the most prominent holidays that travellers in this market look out to is "Cruise holiday". Although the might be the smallest segment, special attention should be paid to the seniors market, as its members look for exploratory experiences and prefer value-added components such as guided services.

Limitations of Family/ Lifecycle approach:

This approach gives little or no explanation for differences in consumption patterns as compared to psychographic or lifestyles, demographics says nothing regarding motivations and the value structures which guide the travellers or visitors' behaviour. (Moutinho, 2002)

## 2. Psychographic

This type of segmentation divides the market into groups according to customers' lifestyles. It considers a number of potential influences on buying behaviour, including the attitudes, expectations and activities of consumers. The main types of psychographic segmentation are: lifestyle (different lifestyle patterns), Activities, Interests and Opinions (AIO).

Purpose of visit classification enables identification of the nature of the visitor base and to plan activities accordingly. It also enables the identification of geographical/seasonal variations in tourism by purpose.

The following are the various sub-segments and niche markets classified:

### 2.1 Interests (Trip Segmentation or Activity Segmentation)

### 2.1.1. Backpacker Tourism:

'International backpacker visitation has continued to increase by approximately 3% per year since 2000 to reach 566,000 visitors. There were 500,000 domestic backpackers in 2007'.  
(Backpacker Snapshot, 2009)

'Spending more time in South Africa, these travellers tend to explore considerably more of the country. Many backpackers participate in working holidays enabling them to stay longer in the country.

### 2.1.2. Education Tourism:

An education tourism visitor can be associated as an international traveller whose main reason for visiting is education and length of stay is less than twelve months.

This is a very attractive segment that was put forward in collaboration with tourism boards of other territories in the country, since South Africa is one amongst the leading education grounds for many international students especially marine and wild life students.

### 2.1.3 Taste and Try:

Travellers coming as "learners" are inexperienced travellers attracted to "trendy" well known destinations in and around the Cape Whale Coast, like Cape Town and Franschhoek. They highly depend on recommendations from experienced travellers, usually visit destinations with numerous attractions; they look out for sun, sea, sand and nightlife. The top travellers of destination motivation for the Taste & Try segment include: friends who have visited and also to visit family who live at the destination.

In 2006 the International and National Visitor Surveys undertook a survey specifically for Food and Wine Visitors.

Food and wine visitors are defined as any holiday or leisure traveller who stated that one of their reasons for taking the trip was to experience South Africa's food or wine.

### 2.1.4: Roots- Exploring the heritage

Travellers under this segment travel to places that they feel a connection to, through heritage. Travelling may include with or to visit friends and family. Most travellers under this segment show keen interest in to learn the local languages and are very concerned about various threats that the particular destination or country as a whole faces.

### 2.1.5: Adventure Tourism:



The sub- segment of Adventure Tourism has helped to grasp a whole lot of travellers to come to the region and indulge in the various adventure sports and activities, which bring significant gains to regional and national economies.

#### 2.1.6 Business Tourism:

Business tourists spend more money per night than holiday visitors. Their main mode of transport is air and car hire resulting in high-yield for the car hire industry and the airlines. These visitors provide improved business communication, and help to promote products and services overseas. This in turn generates additional income and employment within the region.

Research stated that business tourism is a very important high yield sector of the tourism industry.

#### 2.1.7 Indigenous Tourism:

Indigenous tourism is defined as participating in an activity that gives Indigenous people the chance to tell their story, in their way, sharing cultural insights, traditional practices and contemporary concerns with non-indigenous South African and international visitors.

The rise in the number of visitors looking for indigenous/community tourism is because of the appropriate segmentation and the marketing the specific program to the right target markets.

#### 2.1.10 Cruise Tourism:

Larry Dwyer and Peter Forsyth state that Cruise Tourism is one of the major growth areas of world tourism (Dwyer and Forsyth, cited in Peisley, 1992; Hobson, 1993; Cruise Lines International Association, 1995). The Cape Whale Coast does not include cruise tourism in its market segment as we have no cruise liners stopping at our small harbours.

Limitations of segmenting the tourist market according to interests are that participation in a specific activity is a sound basis for defining a segment. It could simply be one of the several activities that constitute the overall destination experience. For example; the fact that 80% of tourists say they engaged in surfing at a destination does not mean that they see themselves as a special interest group of 'surfers'.

The Cape Whale Coast uses geographical- focuses on domestic tourists and visitors as well as international tourists and visitors. Cape Whale Coast should run special marketing programmes that focus entirely on domestic tourism, which can be interpreted as to how TA has segmented its market in and out of the country.

The best and most efficient segment that Cape Whale Coast Tourism derived and uses it to its fullest is the Psychographic segmentation, with dedicated significance on visitor's interest. Various segments like, ecotourism, backpacker tourism, cruise tourism, spa and wellness tourism, wedding/romance tourism, beach tourism, golf tourism, adventure tourism and other such sub

segments and types of tourism were created keeping in mind the previous year's data and facts. On the basis of research and results, these segments were derived at which proved to be beneficial in terms of monetary benefits as well as benefits to the visitor, where in they can easily identify their preferred segment.

Many other segments will receive promotion like, special tour packages for Boxing Day, Christmas and New Year's and other special celebrations as Mandela's centenary.

## **11. STRATEGIC RELATIONS**

Partnerships and collaboration is essential to ensure that opportunities and resources are maximised. Strategic partners include:

- Regional and Local Tourism Organisations
- SA Tourism (and their country offices worldwide)
- Wesgro (Western Cape Destination Marketing, Investment and Trade Promotion Agency)
- Western Cape Department of Economic Development and Tourism (DEDAT)
- SA embassies
- Sporting/Service Clubs & community organisations
- Training institutions
- Business Chambers
- Event/Festival organisers
- Property developers, investors
- Media

## **12. INDUSTRY STRUCTURE**

Wesgro, the provincial Destination Marketing, Investment and Trade Promotion Agency, is responsible for marketing the regions of Western Cape internationally. The Overberg is one of the six tourism regions – the others are West Coast, Winelands, Garden Route/Klein Karoo, Central Karoo and Cape Town.

Within the Overberg region, Overberg District Municipality is divided into the local municipalities of Swellendam, L'Agulhas, Theewaterskloof and Overstrand. Even though Overberg District Municipality's tourism function is to promote local tourism for the whole area, although minimum funding is available to do tourism marketing for the Overberg as region.

Overstrand Municipality provides funding, in the form of a grant, to four local tourism bureaus located in the Overstrand. These are: Hangklip-Kleinmond, Hermanus, Stanford and Gansbaai

Tourism Bureaux, which play an information and visitor services role in the various towns. As a result, the four Tourism Bureaux will be invited to participate in destination marketing activities and tactical campaigns on a project basis. Tourism bureaus operate autonomously under the direction from Overstrand Municipality. The Overstrand Municipality promotes the Cape Whale Coast/Overstrand area as a region. Marketing activities of local tourism bureaus are to be undertaken in collaboration and conjunction with the Cape Whale Coast as their budgets are limited. Tourism bureaus currently generate income through membership fees, commissions received on all bookings, sponsorships and the municipal grants.

Giving consideration to the aforementioned, the industry structure will look as follow:

Local: Gansbaai, Hangklip-Kleinmond, Stanford and Hermanus Tourism Bureaux

Sub region: Cape Whale Coast/ Overstrand Municipality

Regional: Overberg

Provincial: Wesgro

National: SA Tourism

### **13.INSTITUTIONAL ARRANGEMENTS**

It is necessary for Overstrand Municipality to prioritise the recruitment of adequate and competent staff to drive tourism as well as consistent tourism planning coupled with adequate budget.

The marketing plan will illustrate that a staff component of at least three persons will be required to operate and provide services to promote the Cape Whale Coast optimally:

- 1 Cape Whale Coast Tourism Manager
- 2 x Tourism officers: one focusing predominantly on procurement and communication, the other on tourism development.
- 4 x Tourism Marketing Officers: responsible for each of the 4 major towns

There should also be opportunities created for volunteers or interns to undergo practical experience, although the successful operation of the Tourism Department will not rely solely on volunteer support.

A Tourism Manager will be required to drive and facilitate the effective implementation of the marketing strategy. This person will manage partnerships and engage with the trade and other key stakeholders and ensure that marketing activities are successfully implemented.

Management of communication, data collection, research and marketing projects will be the responsibility of the Tourism Manager.

Ideally two Tourism Officers and four Tourism Marketers will be required. Their duties to cover Marketing, Development, Responsible Tourism, Training, Film in addition to the town specific marketing, promotion and development aspects.

## **KEY STRATEGIES**

### **13.1 KEY STRATEGY AREA 1: Optimise and Enhance the Destination Brand**

The PricewaterHouseCoopers Tourism Barometer-report (published in 2011) objectively indicated that the industry is comfortable with this region to be branded as '*Cape Whale Coast*'. Discussions with individual tourism office managers also indicated a positive response towards the naming of this region as '*Cape Whale Coast*'. One should keep in mind that to establish a brand it will take a considerable amount of time - on average three to five years. There will be significant future costs involved should the name of this region need to be changed, as road signage, marketing collateral, etc needs to be changed. When it comes to marketing this region at international platforms, the English word "*Cape Whale Coast*" is more easily understood and descriptive of one of the main and unique attractions, whale watching, which can be enjoyed in this area.

The Cape Whale Coast brand has been designed to incorporate the names of the four towns (Hermanus, Hangklip-Kleinmond, Gansbaai and Stanford) in the logo design. By naming the towns within the region, it gives it a sense of place. It will be important to also establish partnerships with other well established brands/properties (such as CapeNature, Arabella, Grootbos) and the industry in general to better promote this area. The Cape Whale Coast should in no terms compete against the Hermanus or Gansbaai-brands as these are established brands, but it should be seen as an umbrella brand endorsing the sub-brands.

Our logo is a visual statement about Cape Whale Coast's identity which communicates our philosophy.

This is an enduring symbol of how we view our destination. Our icon represents a whale tail as our area is known for its many whale watching opportunities, the red represent our wine

valleys (pinot noir) while the green represents all our fynbos, nature reserves and botanical gardens.

The correct colours and design of the Cape Whale Coast brand and artwork should be applied appropriately on all promotional items, advertisements and publications.



Red – pantone C16, Green C60 and Blue C100

### **13.2 KEY STRATEGY AREA 2: Improve visitor information services and visitor experience**

Two critical factors are necessary to improve information services and enhance visitor experience: firstly, proper institutional arrangements are vital to ensure a well-coordinated value chain in terms of properly manned visitor information offices. On the other hand, the participation of tourism stakeholders in providing products and services is important. Regular tourism awareness programmes, in close collaboration with national, provincial, district and local tourism partners, will be fundamental to improving service standards and developing a tourist friendly culture. It will be vital to strengthen our relationship with members and build partnerships with private and public enterprises.

Collateral material should be developed for the region (maps, brochures, DVDs), packaging of different interactions to enhance the visitor's experience and knowledge about the area. By linking towns and their information, visitors' choices will be expanded, as will, hopefully, their stay and spend in the area. Enhance visitor experiences by the training and upliftment of the local community to ensure that service levels are addressed.

We should look beyond our own boundaries and link products across other regions (such as Stellenbosch, Franschhoek) in order to build collective strength and a sustainable product. These types of linkages with other towns and regions would enable us to capitalise on the growing trend of tourists travelling into hinterland areas, and crossing borders, whilst seeking more diverse and unique experiences.

### **13.3 KEY STRATEGY AREA 3: Destination marketing activities targeting specific markets**

A dynamic website will build credibility and could be used as a very important information marketing tool. Visitors to the site should be able to interact and navigate to find all relative tourist information on a website. Seeing that Cape Whale Coast do not have members, the website should drive more traffic to the tourism bureaus' websites for bookings. High quality images, footage, press releases and informative content such as the publication of research reports, should be used. Targeted e-marketing campaigns can be considered to drive more traffic to the website or social media pages. The tourism website and our social media platforms (Facebook, Twitter and possibly Instagram) could act as key mechanisms for the distribution of tourism information.

Identify strategic joint marketing partnerships with local and international partners in order to increase the number of visitors to the Western Cape. Cape Whale Coast will participate at strategically selected consumer and trade marketing platforms to target our core markets and host media or trade groups to our area. Marketing collateral will be developed to target specific markets, for example an Outdoor Activity map, birding map, etc.

Develop a marketing campaign to address seasonality, and use events as a spin-off for campaigns during off-season times. Collaborate and work with SA Tourism, WESGRO and other regional tourism offices to disseminate destination collateral cost effectively.

### **13.4 KEY STRATEGY AREA 4: Research and analysis**

There needs to be an urgent prioritisation of tourism data collection which will assist Overstrand Municipality in better planning and policy making. For this effort to succeed tourism role players there needs to be committed to share and participate in studies conducted by the Municipality and or tourism bureaus.

Continue to produce the Tourism Barometer, or alternatively consolidate visitor numbers/statistics of tourism bureaus, attractions and tourism businesses. Mechanisms need to be developed which can monitor performance of marketing activities. Tourism bureaus need to collate information on visitor figures or occupancies from their members and submit to both Overstrand Municipality and WESGRO.

Identify new research opportunities, for example events impact assessment, occupancy studies, etc.

### **13.5 KEY STRATEGY AREA 5: Position Overstrand as Events and Conference destination**

Utilise Events and Festivals as catalysts to generate publicity for the destination, drive economic spin-off and establish the Overstrand as a competent event destination. Overstrand Municipality will review events that support seasonality and transformation, optimise tourism volumes and yield. The economic impact of Events & Festivals should be measured by the income generated to the destination.

The Overstrand Municipality's Events Policy will provide information to event organizers on the processes that should be followed in order to receive approval for the Event/Festival to be held in the Overstrand. This policy will also touch on aspects such as disaster management to ensure the wellbeing of visitors and locals.

Overstrand Municipality should develop business tourism as the MICE sector (Meetings, Incentives, Conferences and Events) can create a year-round distribution of visitors to our area.

It will be Overstrand Municipality's role to attract more meetings, exhibitors, conferences and incentives to the area, encourage delegates to extend their visit or to do return visits. A database of existing infrastructure should be compiled in order to be able to cater after the requirements of business delegates.

### **13.6 KEY STRATEGY AREA 6: Development of new product offerings**

Identify new development opportunities or tourism routes for this area, develop and package these which can create economic opportunities in areas of population. There is an opportunity to create niche tourism markets (bird watching, golfers, mountain bikers, conference venues, etc.) and new tourism routes, for example an art or eco-route. The development of new attractions, products and events are key mechanisms in providing opportunities for disadvantaged communities. The following are suggested tourism attractions for development in the Overstrand:

- Route development – food/art/wine/book routes
- Fresh food and flower market at the Old Harbour
- Hiking trails
- Bird watching trail
- New conference facilities
- Maritime museum
- Cultural centres

- More mountain biking trails

Education and training programmes that support inclusion of local residents in the tourism industry will have to be developed. It is important for government to foster agreements/relationships and engage with the private sector to drive the development of newly identified tourism products (such as transport services, restaurants, accommodation providers). Because of the Overstrand's location next to the ocean, aquaculture is an important industry with huge potential to be developed as an additional tourist attraction for this region.

#### 14. MARKETING ACTION PLAN

The projects listed below comprise strategic activities targeted to improve tourism in the Overstrand and are to be achieved over a year period, commencing 2016. This plan will be communicated to media, business chambers and tourism stakeholders.

Actions	Who	By When	Performance Targets
<p><b>Development of marketing strategy:</b> Workshop-sessions to be held with stakeholders/industry role players to get buy-in and feedback regarding development of marketing strategy, profiling and positioning of the Overstrand-region.</p>	Facilitator & SG, LTO's with Committees and industry stakeholders	2017	One joint marketing and brand aligned strategy which incorporates all Overstrand towns.
<p><b>Implementation of brand awareness and communication campaigns: ensuring all year round presence:</b></p> <ul style="list-style-type: none"> <li>• Domestic marketing campaign for winter and summer season</li> <li>• Print advertisement</li> <li>• Below-the-line</li> <li>• CWC Newsletter</li> <li>• Ambassadors</li> </ul>	O.M	<p>Twice a year</p> <p>On-going</p> <p>Quarterly</p>	<ul style="list-style-type: none"> <li>- Implementation of a winter and summer campaign.</li> <li>- Improved packaging of experiences and products to appeal to targeted niche markets</li> <li>- Identify an event to coincide with campaign (for example: Thompsons Holiday travel packages offered in conjunction with the Kalfiefees).</li> <li>- Report on number of packages sold.</li> <li>- Number of CWC advertisements placed.</li> <li>- One quarterly trade newsletter to be published in support of marketing activities</li> <li>- Identify and utilize a celebrity to act as an Ambassador for the region.</li> </ul>



Actions	Who	By When	Performance Targets
<p><b>Maintenance of the Cape Whale Coast website, maintaining web-based information:</b></p> <ul style="list-style-type: none"> <li>• Content and re-design/further development of website is needed.</li> <li>• Develop other marketing requirements (this could entail social media platforms, Instagram, blogs)</li> </ul>	O.M	On-going	<p>- A consumer-driven website to be developed to ensure online communication. Towns' information to be integrated.</p> <p>- Number of monthly visitors to the site.</p> <p>CRM tool to be implemented: Launch social media campaigns to increase the traffic to social media pages and website. Database to be acquired from competition entries.</p>
<p><b>Profile the destination at international &amp; domestic marketing platforms:</b></p> <p>Have presence at key international and national exhibitions and road shows.</p> <p>Create opportunity for local product partners to participate at these platforms at a reduced rate.</p> <p>Guest relations programme to profile the destination to international and local media and trade. Exposure for the destination through:</p> <ul style="list-style-type: none"> <li>• Educational trips</li> <li>• Celebrities</li> <li>• Tourism stakeholders</li> </ul>	O.M with assistance of LTB's	Annually	<p>Participate at:</p> <ul style="list-style-type: none"> <li>• World Travel Market</li> <li>• Cape Argus Expo</li> <li>• Indaba –Durban</li> <li>• Cape Getaway Show</li> <li>• JHB Getaway Show</li> <li>• Beeld Holiday Show</li> </ul> <p>Distribution of collateral (with WESGRO) to the following exhibitions/workshops:</p> <ul style="list-style-type: none"> <li>○ ITB, Germany</li> <li>○ Sud -Afrika Tage Germany</li> <li>○ Arabian Travel Market</li> <li>○ World Travel Market</li> </ul> <p>Report on the number of contacts made.</p> <p>Liaise with SATourism / WESGRO to assist, arrange and host media trips. Host:</p> <ul style="list-style-type: none"> <li>• No. of Media visitors</li> <li>• No. of Trade visitors</li> </ul>
<p><b>Develop and print destination marketing material:</b></p> <ul style="list-style-type: none"> <li>• Design and produce marketing collateral for the region.</li> </ul>	O.M, with the assistance of LTB's	On-going, throughout year.	<p>Report on the development of the following marketing material:</p> <ul style="list-style-type: none"> <li>• Generic Destination map with Events Calendar-section</li> <li>• Branded bags, key rings, etc.</li> <li>• DVD's</li> <li>• Translation of maps</li> </ul>

Actions	Who	By When	Performance Targets
<ul style="list-style-type: none"> <li>Develop branded display material</li> <li>Develop and compile an image library for Cape Whale Coast.</li> </ul>		2017	(German/Spanish) Develop branded display material: <ul style="list-style-type: none"> <li>Portable branded exhibition stand/system</li> <li>Pop up banners</li> <li>Feather banners</li> </ul> Acquire images for Cape Whale Coast
<b>Development of tourism in Overstrand region</b> <ul style="list-style-type: none"> <li>Training/information sessions offered to inform participants</li> <li>Mentorship / placement of trainees in tourism industry</li> <li>Small business support</li> <li>Development of themed routes</li> </ul>	O.M, with the assistance of the LTB's	Ongoing	Report on: <ul style="list-style-type: none"> <li>Number of SMME supported</li> <li>Number of training sessions held for SMME's</li> <li>Number of courses offered and educational visitors organized for LTB/Tourism staff.</li> </ul>
<b>Local Tourism Bureaus</b> <ul style="list-style-type: none"> <li>Sign SLA's with four Overstrand tourism bureaus to provide an information service to tourists and implement marketing projects</li> </ul>	O.M with four LTB's	Annually	Monthly reports to be submitted by the LTB's to Overstrand Municipality, together with financials and visitor statistics.
<b>Events &amp; Festivals</b>  Sign MoA's with event organizers with relation to sponsorship. <ul style="list-style-type: none"> <li>Compile an Annual Calendar of Events</li> <li>Compile a conference guide/map</li> </ul>	O.M with event organisers	Annually  Throughout the year	<ul style="list-style-type: none"> <li>Advertise annual in all local newspapers for a Call for Proposals: Events &amp; Festivals</li> <li>Report on the number of Events/Festivals supported.</li> <li>Receive festival reports a month after the Event/Festival has taken place.</li> </ul>

## 15.EVALUTION AND MONITORING

The following factors are fundamental in order for this marketing plan to succeed:

- Support and buy in of Council and top management is essential
- Sufficient budget allocation coupled with proper planning

- Adequate human resources to drive tourism development in the Cape Whale Coast.
- Full participation of all stakeholders in the tourism development process
- The marketing plan must be consistently implemented over the stipulated timeframes and according to the SDBIP if it is to achieve the desired outcomes

## **16.CONCLUSION**

This marketing plan serves as a working document which should be consistently implemented over a four year period, effective from 2018. Each suggested strategic objective can be revised and needs to be considered in detail pending budget allocations from Overstrand Municipality.

Collectively these strategic actions present a road map of how Overstrand Municipality can further grow tourism, create opportunities for SMME's to be part of the industry and increase economic activity to our area. Stakeholder involvement and improved planning and budgeting for tourism development will be critical to the successful implementation of this plan. The protection and conservation of the natural and cultural heritage is fundamental to all future tourism development and marketing initiatives.

# Cape Overberg Visitor Trends

Annual 2017

**%**

share of overseas visitors	<b>59%</b>
share of domestic visitors	<b>41%</b>
share of overnight visitors	<b>92%</b>
share of day visitors	<b>8%</b>

**Top 3**

## international markets

United Kingdom	(25%)
Germany	(29%)
USA	(8%)

**Top 3**

## domestic markets

Gauteng	(17%)
Western Cape	(58%)
Eastern Cape	(5%)

## Main purpose of visit

Holiday/Leisure	97%
Business	3%



**Travel group size**

Pairs	36%
5&more	29%

**Age group**

36-50	(27%)
21-35	(44%)

## Length of stay

1 night	<b>81%</b>
2 nights	<b>7%</b>
3 nights	<b>5%</b>



**Transport**

Rented car	62%
Own vehicle	38%

## Top information sources

Internet/Websites	53%
Word of mouth	34%

**Average daily spend**  
R201 – R500 (31%)



**Average spend on accommodation**  
R501 – R1000 (42%)



**Top 3 activities in the Cape Overberg**



## Top accommodation

B&B's	22%
Self-catering	23%



Gourmet Restaurants	(42%)	Culture	(46%)	Mice	(8%)
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