



**UNIVERSITY OF TM
KWAZULU-NATAL**

**INYUVESI
YAKWAZULU-NATALI**

The Impact of Events on Sustainable Tourism Development in Durban:

An Evidence-Based Enquiry

By

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DECLARATION

I declare that research reported in this thesis is my original research. This thesis does not contain other persons' data unless specifically acknowledged as being sourced from other persons. All borrowed ideas, citations and references have been duly acknowledged. The thesis is being submitted to the School of Social Sciences, College of Humanities, University of KwaZulu-Natal for the degree of PhD in Cultural and Heritage Tourism. I confirm that none of the work has been submitted previously for any degree or examination in any other university.

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DEDICATION

I dedicate this thesis to my beloved father

Sgt Peter Oshaleke Mejabi

(1929—1986)

Rest on Dad... I love you, but God loved you more

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All honour, power and majesty belong to God Almighty for the journey so far. Thank you Lord for giving me the grace and enablement to start this research and complete it successfully. My profound gratitude goes to the following individuals, without whom this study would not have been possible.

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ABSTRACT

Sustainability has become one of the key elements of development for most tourist destinations. Some cities have adopted a sustainable development strategy as a long-term solution in improving socio-economic, cultural, and environmental practices. Traditionally, destinations have used events to achieve community enrichment, protect the natural environment, and create or maintain national pride. The aim of this research was to analyse the impact of events on sustainable tourism development in Durban. This research focused on the event tourism sector and its impact on the economy, environment, politics and the socio-cultural being of the host community. The objectives were to discuss the role of events in profiling a destination and the extent to which they could serve as catalyst for repeat visitation; the study sought to analyse the perceptions of key stakeholders regarding the contribution of events to socio-economic growth of the City. In carrying out the research, a mixed method approach was used. A total of 400 questionnaires were researcher administered and 25 in-depth interviews were conducted. The results show that there are economic spin offs resulting from visitor spending during major events in the City. Furthermore, the study shows that although events can be used as a tool for sustainable tourism development, the challenge is the unbalanced racial structure within the industry, poor state of the economy, and limited access to business start-up capital for SMMEs. The study concludes that events play a vital role in socio-economic growth and development of the tourism sector in Durban and recommends multi-stakeholder collaboration and partnerships to ensure sustained tourism growth.

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LIST OF ACRONYMS

CBA	Cost Benefit Analysis
CTO.....	Community Tourism Organisation
DCCI.....	Durban Chambers of Commerce and Industry
DEC.....	Durban Events Corporation
DMAI.....	Destination Marketing Association International
DMO	Destination Marketing Organisation
DTO	Durban Tourism Organisation
DWCTO.....	Durban West Community Tourism Organisation
EPAM	Event Pentagon Assessment Model
FIFA	Federation of International Football Associations
GCE.....	Computable General Equilibrium
GDP.....	Gross Domestic Product
GNP.....	Gross National Product
I O	Input-Output
ICC.....	International Convention Centre
IDP	Integrated Development Plan
IPAP2.....	Industrial Policy Action Plan
KZNDTEA.....	KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs
TKZN.....	KwaZulu-Natal Tourism Authority
KZNTMP	KwaZulu-Natal Tourism Master Plan
LED.....	Local Economic Development
MICE.....	Meetings, Incentives, Conference & Exhibitions/Events
NTSS.....	National Tourism Sector Strategy
SANDP	South African National Development Plan
SAPS.....	South Africa Police Service
SAT.....	South African Tourism
SEIM.....	Sport Event Impact Model
SEM	Sustainable Event Management
SME	Sporting Mega Events
STATSSA	Statistics South Africa
STBT.....	Sustainable Tourism Benchmarking Tool

STD..... Sustainable Tourism Development
STEAM..... Sport Tourism Economic Assessment Model
TBL..... Triple Bottom Line
TDR..... Tourist Destinations Region
TGR..... Tourist Generating Regions (TGR)
TKZN..... Tourism KwaZulu-Natal
TR Transit Routes
UNEP United Nations Environmental Programme
UNWTO..... United Nations World Tourism Organisation
WCED..... World Commission on Environment and Development
WTTC World Travel and Tourism Council

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CHAPTER ONE

BACKGROUND AND INTRODUCTION

1.1 Introduction and Context

Tourism is one of the world's largest and fastest growing industries and a major economic, environmental and socio-cultural dynamic force (George, 2007). Tourism is an important economic sector to many countries of the world, a sector behind as many as one in eleven jobs worldwide. It is a valuable source of livelihood for millions of people. There were 1,184 million tourists travelling the world in 2015, generating 10% of global Gross Domestic Product (GDP) and 6% of the world's total exports (World Tourism Organisation (UNWTO), 2015). These numbers represent more than just economic strength, but reflect the huge potential and capacity of tourism to address some of the world's most pressing challenges. Hence, many countries see tourism as a vital sector in their quest for socio-economic growth, inclusive sustainable development and environmental preservation.

South Africa has identified tourism as one of the key drivers of her economy. Rogerson and Visser (2004) describe it as the new gold mine in the country. South Africa, has enjoyed significant increase in tourist numbers over the past few years. According to the 2014 annual tourism report, tourist arrivals to South Africa grew by 6.6% (587,671) in 2014 to reach 9,546,236 million tourists, which is above the global average of 4.7% increase in tourist arrivals in the same year under review. In the preceding year 2013, tourism's direct contribution in Rand to the GDP stood at R103.6 billion representing 2.9%. This created a total of 655,609 direct employments, which is 4.4% share of the total employment in the same year 2013 (STATSSA, 2014). The country remains a competitive global player in the tourism sector and the national government recognised the importance of tourism's contribution to the economy. The South African government has therefore, prioritised tourism as a key economic sector and a driver of her economic growth and development. It is one of the five priority sectors in its growth plan in 2010 and has been reviewing tourism legislation to streamline it further (Giampiccoli, Lee & Nauright, 2015). Other policies and action plans, such as New Growth Path, Industrial Policy Action Plan (IPAP2), and the National Tourism Sector Strategy, all point to that vision.

Within this context, and in response to the national government's efforts to prioritise the tourism sector, the province of KwaZulu-Natal has mapped out various strategies to position

themselves as a globally renowned tourist destination. This is reflected in the provincial White Paper on the development and promotion of tourism in KwaZulu-Natal, which set the agenda for the KwaZulu-Natal Tourism Master Plan (KZNTMP) of 2012. The KZNTMP sets out the key strategic objectives of providing future direction for the development, growth, management and monitoring of tourism in the province. Tourism has thus become part of local economic development strategy in KZN, hence all efforts are geared towards ensuring its steady growth and development.

As part of that tourism growth path, events have become one of the fastest growing sectors of the tourism industry. Events comprise a key element in the tourism system, both at the origin area, (i.e. events as catalysts for attracting visitors), as well as within the destination area by profiling and positioning it in the market (Getz & Page, 2015). Events contribute significantly towards increasing tourist traffic (Getz, 2008). Hall (1992) believes it enhances destination image, while Jago and Dwyer (2006) affirmed its ability to enhance the economic development in a region. Getz and Page (2015) postulated further that events are both animators of destination attractiveness, but more importantly, they are key marketing propositions in the promotion of places given the increasing global competition to attract visitor spending. Cities use it to redefine their global status and socio-political composition. Therefore, bidding for, organising and hosting events have now become an integral component of the tourism product of many cities (Turco, Swart, Bob & Moodley, 2003).

The city of Durban occupies a prominent position in the province of KwaZulu-Natal and in South Africa. It is the third largest economic centre of South Africa, contributing 16.5% to the country's GDP. The city ranks second only to Johannesburg as the most important manufacturing hub in the country (StatsSA, 2014). Durban is a physical location with natural features that include beautiful beaches, good climate, natural vegetation and diverse population. These are complemented by good infrastructure which makes it an attractive destination of choice (Bob & Potgieter, 2013). Therefore, the Tourism KwaZulu-Natal 2013-2018 Strategic Plan is to make Durban the place to holiday in South Africa. While the strategic objective and target of the Province Tourism Master plan of 2012, is to grow the events and Meeting, Incentives, Conference and Exhibition sector ("MICE") as a key and important marketing area for the province. To this end, a series of international, national and local events have been hosted in the city of Durban in recent years, hence the need to assess their (events) impacts on tourism sustainability in the city.

Events could be defined as a planned cultural, sporting fiesta, political gathering and business occasion. They range from mega events like the Olympic and Federation of International Football Associations (FIFA) World Cup to community cultural festivals; from events at parks and beaches to visits by Heads of state and intergovernmental assemblies; from small meetings and parties to large conventions, conferences and competitions. Getz and Page (2015) state that this typology of events is based on functionality, which is the degree to which certain economic, tourism or political goals can be met through hosting and marketing them. Albeit many planned events are produced with little or no thought given to their tourism appeal or potential, nevertheless, all planned events have tourism potential (Getz, 2008). A destination such as Durban must therefore decide what it wants from events (the benefits), and how it will measure their value.

Often, the planning, promotion and bidding for major events have been premised upon their socio-economic benefits towards sustainable development of the host city. Other impacts are socio-cultural, psychological, environmental and political, which would determine how the events potentially affect the quality of life for locals. More so, the economic outcomes, socio-cultural issues and environmental effects of events influence the perceptions and overall reaction of the residents to an event. The city of Durban attracts different kinds of events. These include mega sporting events, such as the FIFA World Cup, the African Nations Cup, iconic hallmark events such as the Comrades Marathon, Durban July, Amashova, and other cultural festivals. As different types of MICE events take place at the ICC and other venues across the city, research interest into the impacts of these events on the sustainable tourism economy of the city becomes inevitable.

Getz (2008) claims that events can lengthen tourist seasons, extend peak seasons or introduce a new season into the life of a community, a view shared by Jago and Dwyer (2006) and Mair (2015) that events influence both day trips and overnight visitations, thereby contributing substantially to local economies. During hosting of events (any form of events) in Durban, participants and visitors are expected to spend money on food, drinks, shops, pay for hotels (for overnight visitors) and most likely visit surrounding tourist attractions (i.e. the beaches, Ushaka Marine etc). All these are a huge impetus to sustainable tourism and the economic development of the city. The interrogation of this scenario in relation to the Durban socio-economic fabric, planning strategies of events planners, perceptions and attitudes of both the locals and visitors, is what this study sets out to unpack.

1.2 Statement of the Problems

Durban, like other major cities in the world, is confronted by two major urban-related challenges. Firstly, there is increased competition and globalisation in the world economy, which gives rise to the need for the city to successfully compete in the global competitive economy. Secondly, there are huge developmental challenges of poverty and inequality among the populace. Ackermann (2011) concurs that, although many cities are the so-called 'engine of development', the inequality within cities is growing and urban areas are predominantly becoming locations for poverty, hence, the need to eliminate poverty and address inequality issues among city dwellers. Consequently, the city strives to find the right policy that will promote sustainable economic development and simultaneously reduce poverty and strengthen global competitiveness. Thus, special events have been targeted as a major driver to create jobs and contribute to the city's competitiveness, as highlighted in the strategic objectives and targets of both the National Tourism Sector Strategy (NTSS) of 2011 and KZNTMP of 2012.

Getz (2007) opines that events serve as a catalyst for urban infrastructure development, and micro-economic development, a popular means for cities to reach their goals. Using Leiper's analogy of the tourism system, Getz and Page (2015) postulate that events have become core elements of the destination system where the various tourism elements are developed to enhance the destination offer, thereby expanding the tourism potential and capacity of destinations beyond the narrow focus of leisure-based tourism (e.g. holidays).

It is on this premise that the government and the various tourism agencies in the city of Durban (i.e. Tourism KwaZulu-Natal, Durban Tourism, eThekweni Municipality) have incorporated the staging and promotion of special events as their core destination marketing and development strategies, since such events have the potential to attract visitors to the city, gain media exposure, build Durban's brand and leverage the economic benefits accruable through them. In view of this, many studies on events in Durban have been conducted by scholars. However, most of them have either focused on the economic impact evaluation of events in the city (see the works of Turco et al., 2003; Maharajh, 2009; Jago & Dwyer, 2006), or on mega and sporting events (as evident in the efforts of Bass, 2009; Chunderduth, 2013; Fourie & Santana-Gallego, 2011). Few (if any) empirical studies have been conducted to interrogate the impacts of all kinds of events on tourism sustainability in Durban. It has been argued by Getz (2007) that all types of planned events have tourism potential, even the smallest wedding and reunion. Consequently, it becomes imperative to expand the research focus from the narrow

economic impact of mega or sporting events of the previous studies to all forms of planned events, and to also incorporate the triple bottom-line assessment of such events in relation to the sustainable tourism sector in Durban. In addition, examining the structural relationships among event tourism stakeholders in the city, the perception of the event participants and the attitudes of the locals towards events, remains a challenging research issue that this study aims to unpack.

Support for major events has often been predominantly justified by government and tourism agencies in terms of the narrow perspective of their economic contribution towards the sustainable development of the city. However, another school of thought may argue from the socio-psychological context and challenges that events could bring, such as displacement and disruption of community life (Ackermann, 2011; Jago & Dwyer, 2006), crime and crowding effect. For instance, staging a major event during the peak leisure season in Durban may simply supplant rather than supplement the regular tourist economy of the city. Nevertheless, sustainable development provides an integrative framework to assess the diverse impacts of events and their relationship with tourism development (Bramwell, 1997). Consequently, the objectives of sustainable development are: optimising socio-cultural impacts; minimising environmental impacts and maximising economic impacts (Smith-Christensen, 2009). Thus, events should be assessed from the outset in relation to the concept of sustainable development, with key indicators of sustainability being identified and then monitored over a period (Bramwell, 1997).

Therefore, a review of reports of the previous events in the city of Durban would enable one to know the rate of employment opportunities generated because of the events. Knowing the extent to which previous events increased tourist arrivals to the city is also important. The perceptions of the events' visitors about the city, and the state of the city's tourism economy before, during and after the events are also imperative to the understanding of the events' contributions to sustainable tourism development of Durban.

Hence, given that most research carried out on events in the city have mainly focused on economic evaluation and on mega/sporting events, this study is therefore focused on the socio-cultural and economic context of different types of planned events, in relation to sustainable tourism development in the city of Durban.

1.3 Research Questions

Recent research (Connell, Page & Meyer, 2015) demonstrates the critical relationship that exists between events as a bridge between the market for visitor attractions created by tourists and the use of events to fill the gap left in the off-peak season by a seasonal drop in tourism demand, as residents and visitors provide a substitutable form of demand stimulated by events. If events are to contribute to the social, economic and environmental development that is sustainable in the city of Durban, they must incorporate best practices (socially, economically and environmentally) that satisfy not only the visitors' expectations, but also enhance the quality of life of the local people in the city.

This study explores the interplay of the socio-cultural and economic contexts of events and sustainable tourism development in Durban. Particularly the following research questions will be addressed in the study.

- What are tourists' perceptions and experiences while attending events in the city?
- What are the contributions of events to the growth needs of the locals and the socio-cultural fabric of Durban?
- What are the links between events and sustainable tourism in the city of Durban?
- What are the challenges being experienced by stakeholders in the events tourism sector of the city?
- What are the lessons that stakeholders (private establishments and government agencies) can learn from the hosting of events in the city to derive optimum benefits from them?
- What are the events development strategies to be adopted that will enhance tourism promotion for sustainable socio-economic development of Durban?

1.4 Motivation for the Study

The government of South Africa has introduced different strategies and plans towards reducing poverty and decreasing the unemployment rate. Tourism has been identified as a key sector to assist in achieving these objectives (Tifflin, 2013). Moreover, the city of Durban has rich tourism potential, with its 80km stretch of beautiful warm beaches, good climate, natural vegetation and diverse local population (Turco et al., 2003) making it a prime tourist destination in sub-Saharan Africa. In addition, the city is fast transforming into an events

destination of high repute on the African continent, owing to a series of international, national and local events being staged in the city. Since events have been recognised as a useful tool in attracting tourists – a strong component of tourism that draws people from different places – it thus becomes imperative to know the extent to which events can increase tourists' arrivals to the city to enhance the already existing natural and cultural tourism endowments of the city of Durban.

Most research carried out on events in the city of Durban seem to be focused either on economic evaluation or on mega/sporting events. Thereby, leaving a huge vacuum in academic discourse on issues relating to other forms of events being hosted in the city and how those events could influence tourism promotion in the city. Hence, this calls for an evidence-based research enquiry into this area of study.

1.5 Aim and Objectives of the Study

1.5.1 Aim

The aim of this study is to assess the systemic impact of events on sustainable tourism and the socio-economic development of the city of Durban.

1.5.2 Objectives

The objectives of this study are:

- To examine visitors' perceptions and experiences of events and the city of Durban;
- To examine the views of the locals about the contributions of events to their growth needs and the socio-economic fabric of Durban;
- To establish the links between events and sustainable tourism development in the city of Durban;
- To establish how stakeholders (private enterprises and government agencies) can strategically optimise the benefits of events in the city;
- To investigate the organisation and challenges confronting stakeholders in the events tourism sector of the city of Durban;
- To articulate effective event development strategies towards the promotion of tourism and the sustainable economic development of Durban.

1.6 Theoretical Framework of the study

This study adopts four major theories to direct its empirical investigation. These are: Leiper's system theory, stakeholders' theory, sustainability theory and the magic pentagon of sustainable model. These theories help to pigeonhole the data obtained towards addressing the various issues observed in the study. Leiper's tourism system model provided the structure and elements within the event tourism system in the city of Durban and how they must interrelate to make the visitors' experience worthwhile. The stakeholders' theory identified the stakeholders within the event tourism sector in the city and their needs, interests and responsibilities towards the sustainability of the event tourism industry in Durban. The sustainability theory, on the other hand, provided the lens upon which the study can view the impacts of event tourism in juxtaposition to the concept of sustainability and sustainable development of Durban's socio-economic fabric. The magic pentagon of sustainable tourism model showcases the new paradigm in sustainable tourism thinking. It also provided the template to X-ray the tripartite relationship between the three theories discussed earlier.

1.7 Research Design

Research design refers to the overall strategy that one chooses to integrate the different components of the study in a coherent and logical way (Anam, 2014), to ensure that the research problem under investigation is well addressed. This study has used the qualitative as well as quantitative approaches of data collection and analysis. The qualitative approach has an inductive, holistic, subjective and process-oriented world-view, whilst the quantitative approach has a positivistic, hypothetical-deductive, objective, outcome-oriented and rational world-view (Chamber, 1985). Based on the research question and aim of the study, the key underpinning of this study is the use of a humanist approach recognising that events tourism is often centred on the experiences and perceptions of participants and other stakeholders within the events purview. It is necessary for this purpose to use a combination of both the qualitative as well as quantitative approaches.

A mixed method (sequential embedded design) approach occurs when the researcher collects and analyses both qualitative and quantitative data with a traditional qualitative or quantitative design (Creswell, Plano Clark, Gutmann & Hanson, 2003). The rationale for this approach is to compensate for and supplement the limitations of one or other method. Hence, the supportive quantitative data was embedded in the qualitative strand to address the primary questions and

objectives of the study. The study used formal survey methods such as questionnaires as well as in-depth interviews with key informants and stakeholders. These were supplemented using secondary research of qualitative and quantitative data from commissioned reports and research surveys conducted by the relevant organisations. In addition, desktop research on events tourism in Durban assisted in contextualising the study.

The use of the mixed method approach has enabled triangulation to be undertaken in the study. The research questions have enabled a clearer understanding of the problems and challenges, and assisted the study in the construction of recommendations to address the identified problems. Detail of the methodology and design approach of this study is given in Chapter five.

1.8 Delimitation of the Study

In the delimitation of the study, the research specifies the boundaries within which the research was conducted.

Durban is the most important city in the eThekweni Municipality and the province of KwaZulu-Natal in general. The city is also one of the major cities in South Africa and a prime tourist destination. Located within a tropical climate with a warm to hot summer, and warm to mild winters, the city's main tourist assets include its beautiful beaches, good climate, natural vegetation and diverse population complemented by adequate infrastructure (Turco et al., 2003). Durban also has a diversified economy, centred on three major sectors; transport/logistics, manufacturing and tourism. The city ranks the second most important manufacturing hub in South Africa after Johannesburg (STATSSA, 2014).

The study will be based at the Durban metro, and the research participants were drawn from the organisations listed below, and limited to visitors and locals sited at selected events' venues.

1. Tourism KwaZulu-Natal organisation;
2. Durban Tourism Organisation;
3. Durban Chamber of Commerce and Industry;
4. International Convention Centre (ICC), Durban ;
5. eThekweni Municipality Events Management Office;
6. Moses Mabhida Stadium;
7. Ushaka Marine World.

1.9 Structure of the Thesis

Chapter One introduces the background and context of the study, providing a brief overview of the tourism industry in global economies as well as the South African context. It outlines the aim and objectives of the study and poses the research questions. Furthermore, the motivation for the study is also presented as well as the research design and delimitation of the study. Chapter One also introduces the concepts that are relevant to the study; these terminologies are defined and contextualised. This chapter is important because it projects how the study is going to be conducted, the relevance of the study and possible outcomes.

Chapter Two provides a comprehensive literature review of events as a sector of the tourism industry. Analysis of what scholars and researchers in events tourism have written in relation to events, tourism and sustainable development, will be undertaken. Chapter Two provides conceptual ideas for the study. It looks at existing literature and other investigations on events, tourism and sustainable development and relates it to the socio-economic fabric of the city of Durban.

Chapter Three draws from the conceptual literature of Chapter Two to put the assessment of events impacts and the various models used in context.

Chapter Four will essentially draw from the literature review and introduce theoretical approaches to direct the empirical investigation of the study. The chapter will advance appropriate theoretical constructs, which form the basis for the approach of the study.

Chapter Five relates to the physical setting of the research study. It provides the actual map location of the study area which is the city of Durban. Geographical features and climatic conditions, will be highlighted and discussed in this chapter. Furthermore, Chapter Five will present the basis for the research methodology and describe the methods and techniques of data collection and analysis used in the study.

Chapter Six will provide the data analysis and description of primary data for the primary research undertaken as part of this study. Descriptive statistics derived from the survey around the views, perceptions and experiences of the events' tourists in Durban will be presented.

Chapter Seven presents the analysis and interpretation of the empirical results of the stakeholders' groups in the socio-structural fabric of the city of Durban, in relation to their

views and roles in events' staging in the city. The data will be discussed and contextually analysed using the survey instrument developed and the stakeholder model to articulate it.

Chapter Eight will synthesise the empirical data, theoretical constructs and understanding to report the results examining the challenges in the sectors, and strategies to be adopted towards sustainable development of the eventing industry and the socio-economic fabric of the city of Durban. The chapter will also present the proposed model tested in the study.

Chapter Nine discusses the findings of the study and summarises the thesis; implications and conclusions of the research are delineated, contributions and new knowledge developed from the study will be identified, and recommendations and suggestions generated. Finally, future research direction based on the study will be presented.

1.10 Conclusion

This chapter has laid the foundations for the study. It introduced the research problem and research issues. Motivation for the research was provided, the method was briefly described and justified, the report was outlined, and delimitations stated. The next chapter discusses the emergence of events as panacea to sustainable tourism development, with reference to how this has impacted on the socio-cultural fabric of the city of Durban.

CHAPTER TWO

EVENTS AS A PERCEIVED PANACEA FOR SUSTAINABLE TOURISM DEVELOPMENT

2.1 Introduction

Within the growth dynamics of the tourism sector of the world economy, events act as catalysts for attracting visitors and image-makers, creating profile as well as positioning destinations in the market, thereby providing competitive advantages for such destinations. The significance of events to the tourism industry prompted a new segment in the tourism sector known as event tourism. Getz (2007) describes event tourism as the systematic planning, development and marketing of events as tourist attractions, catalyst for other development such as infrastructure, and as image builders for destination areas.

This chapter therefore, provides a comprehensive review of literature relating to events, tourism and sustainable development. First, a review of relevant concepts, such as tourism in destination South Africa, tourism and local economic development, is provided. Then the next review analyses the context of events and destination development, types of events, impacts of events on destination and finally, the linkage between events, tourism and sustainable development in cities such as Durban. The basis of this theoretical background is to provide a sound contextual framework for the study.

2.2 The Role of Events in Sustainable Tourism Development

Tourism is defined 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 not related to the exercise of an activity remunerated from within the place visited” (UNWTO, 2014). The tourism industry is considered one of the potential star industries in the 21st Century as well as the most vital service industry in the world (Kumar & Hussain, 2014). It has long been recognised that tourism can have an impact on economic activity; the income from international tourism is a valuable source of earning for all countries, particularly in terms of development (Rogers, 2003; Mistilis & Dwyer, 1999). Tourist spending generates income for both public and private sectors, besides generating wages and employment opportunities. Hence, Bob and Potgieter (2013) assert that tourism has multiple linkages to a wide variety of other industries, with the potential for a high multiplier effect on income. In addition, it has a

diversifying effect on the economy which is particularly important in developing contexts. Scott (2011) thus postulates that governments are interested in tourism due to the magnitude of its economic, social and environmental impacts, as tourism is generally considered to provide around 10% of the world's economy, with consequent effects on the communities and natural environments with which it interacts.

Within the tourism industry is event tourism, which has become one of the fastest growing sectors of the industry. Events comprise a key element in the tourism system, both at the origin area, (i.e. events as catalysts for attracting visitors), as well as within the destination area (creating destination profile and positioning destination in the market) (Getz & Page, 2015). Hence, the link between events and tourism leads to the term 'event tourism', described by Getz (1997) as "the systematic planning, development and marketing of events as tourist attractions to maximize the number of tourists participating in events as either primary or secondary attractions". An international trend of utilising major events and festivals as tourism generators (Getz, 1997; Gnoth & Anwar, 2000) continues to attract interest in event tourism. Often, destinations host a mix of events, either through competitive bidding (especially mega sport events), or those created for tourism and various grassroots community cultural festivals. Governments of most countries or cities have established institutional structures (such as the South African National Convention Bureau, the Durban Events Corporation, the International Convention Centre Durban) to foster this phenomenon. With significant public expenditure injected to promote events, there is an expectation that strategies are put in place to ensure optimum benefits, where jobs are created, and resources are protected. Dwyer (2002), however, opines that "we have to consider the leakage phenomenon consisting in the fact that not all the expenditures related to an event remain within the host destination". Moreover, since event tourism is mostly driven by the goal of economic benefits, we must therefore examine outcomes and impacts at the personal and societal levels, and in terms of cultural and environmental change (Getz, 2007).

Sustainability must be the guiding principle for event tourism. Sustainability, according to Ahmed and Pretorius (2010), is borne from the desire for the future maintenance of human well-being, and is linked to reconciling and balancing social, economic and environmental concerns, through both the wise use and management of resources, commonly referred to as the triple bottom-line. The organising principle for sustainability is sustainable development, which includes the four interconnected domains; ecology, economy, politics, and culture.

Sustainability theory emphasises responsible proactive decision-making and innovation that minimises negative impact and maintains a balance between ecological resilience, economic prosperity, political justice and cultural vibrancy to ensure a desirable planet for all species now and in the future. Sustainable events therefore, are designed, organised and implemented in a way that minimises potential negative impact and leaves a beneficial legacy for the host community and all involved (Getz, 2007). Event tourism should be viewed in a holistic perspective, which identifies inputs (what it takes to make events happen, including the costs of bidding, facility development and marketing), and outcomes (desired and undesired impacts, including externalities). Depending on one's perspective, outcomes and change processes might be interpreted as a positive or negative impact.

2.3 Tourism Performance in South Africa

Tourism is one of the world largest industries, estimated by the World Travel and Tourism Council (WTTC) to generate some 12% of world GDP (Pedersen, 2002). With studies predicting its continued growth, tourism is an increasingly important factor in the growth and development of many cities of the world. According to the UNWTO World Tourism Barometer, international tourist arrivals grew by 4.4% in 2015 to reach record 1,184 million arrivals. Despite the decline in long-haul travel because of the cautionary economic recovery, UNWTO is optimistic that long-haul travel will grow faster at 5.4% per annum – compared to the predicted 3.8% growth of inter-regional travel. However, intra-regional (short-haul) will account for 75% of the total international arrivals in absolute terms (i.e. 1,2 billion). East Asia and the Pacific, the Middle East and Africa, are forecast to grow at over 5% (i.e. at 6.5%, 6.7% and 5.5% respectively), compared to the world average of 4.1%.

South Africa has unique features, physical location with diverse cultures, and a variety of ecosystems and natural environments that makes it an attractive destination for different markets. According to the SA Tourism Annual Report (2015), the country's tourism performance in 2015 was relatively subdued with total revenue (from both international and domestic tourism) growing from R91.0 billion in 2014 to 91.8 billion in 2015, a mere +0.8% increase. The report indicates that; revenue from domestic tourism declined by -11.9% due to fewer domestic trips undertaken in the year under review. Revenue from international tourism grew by +6.2% driven by increased spend (in nominal terms) from Africa-air markets, the Americas and Europe. The Report further highlighted that domestic trips declined by -12.5%

in 2015 despite a 3.3% increase in the number of tourists taking trips in 2015. The declines were driven by tourists taking fewer trips led by a decline in VFR trips. On average, 2 trips were taken in 2015 compared to the average of 2.3 in 2014. Based on the Report, South Africa lost a share of the international tourist arrivals market in 2015, compared to other sub-Saharan African markets (which remained stable) and compared to the rest of the world. Arrivals to South Africa decreased by -6.8% (contracted for the first time since 2009) while global arrivals increased by 4.4%. The decline in international tourist arrivals to South Africa was driven by a decline from the Africa-land markets.

On the length of stay the 2015 SA Tourism Report indicated that both domestic and international tourists stayed longer in 2015; domestic tourists stayed longer on average, with length of stay growing from 4 nights in 2014 to 4.2 nights in 2015. However, with the -12.5% decline in the number of trips, total bed nights declined by -9.4%, while international tourists on average stayed 9.5 nights in 2015, about 1 night more than 2014. Bed nights also increased, largely driven by strong growth from Africa-air markets. Provincial spread improved in 2015 with 13.0% of international tourists visiting more than one province compared to 2014. There was also an improvement in seasonality of international tourist arrivals. The seasonality index went from 1.60% in 2014 to 1.36% in 2016. This was largely due to the declines in arrivals during peak periods recorded in the year compared to 2014. Therefore, there was a smaller variance in tourist arrivals month-to-month (SAT, 2015).

Tourism is perceived as an important job creator, because it is labour intensive, and service orientated, diversifies the economy of a country and brings in foreign revenue. It is therefore well positioned to advance economic development in developing countries, like South Africa. According to Okpoko (2006) tourism contributes to the creation of direct jobs. Hence, in line with the aspirations of the South African National Development Plan (SANDP), tourism in turn contributes positively to economic growth of the country. It can also significantly induce other sectors (that is, can encourage other sectors to develop such as the craft industry) and indirect impacts (that is, relies on supplier industries such as food, marketing, transportation, communication and construction) that spread economic benefits and opportunities. Tourism in South Africa is aimed at increasing market share and enhancing the contribution that this sector makes to the country's economic development and enables economic and social empowerment and advancement.

2.4 Tourism and Local Economic Development

Local economic development has become a global issue. The concept involves different themes and actors, and there is not a single definition which may help to understand, in synthesis, what local economic development is (Pedrana, 2013). For a nation, a chance of development on a global scale starts from the local one. The discourse on development is complex terrain, conceptually; development does not easily lend itself to a universally-acceptable definition. Okpoko (2006) notes that many of the definitions of development have ideological undertones, thus there is, *inter alia*, economic development, political development, technological development and local development. He further asserts that what all disciplines or areas of study have in common is the agreement that development must do with growth, progress and advancement. However, Trainer (2002) argues that the main problem with ‘development’ arises when it is simply equated to growth – which assumes trickle-down benefits to the poor (to achieve ‘development’ through growth).

Economists, for example, see development in terms of the overall status and performance of the economy, whether it is a mono-economy or diversified, whether it is an agricultural economy or industrialised, and whether the Gross National Product (GNP), the Gross Domestic Product (GDP) and the per capita income are low or high. Where these indicators are experiencing ‘growth’, the result is said to be ‘development’. The economic approach to the issue of development is still high on the agenda of governments all over the world. However, the limitations of the economic approach to development led to the emergence of the social development approach. This approach was introduced by sociologists whose emphasis is on the welfare of the people in society striving for development. Foster-Carter (1986) states that the major thrust of the approach is on the provision of the basic needs of the people – food, shelter and clothing – as well as other essential services, including potable drinking water, sanitation, health, education, transport and job opportunities. Apart from economic and social development, other areas of development include political and cultural development. Cultural development, for instance, involves the modernisation of the way of life of a society. In the same vein, tourism development can be viewed as improvement in tourism products and services and their exploitation for the social, economic and ecological well-being of society (Okpoko, 2006).

Within the National Framework for Sustainable Development in South Africa, development is “a process that results in the qualitative improvement in human wellbeing, which, in turn, is

achieved via access to infrastructure and services, education and enhanced skills, empowerment via secure livelihoods and cultural development, decent health care and welfare support” (NTSS, 2012). Tourism is a major economic sector internationally, in South Africa, and more specifically in Durban, which has become a strong driver of local economic development. Although estimates of its contribution to GDP and employment are often based on many assumptions, it is nevertheless certain that tourism can and does make a serious contribution to local economic development. According to Rogerson (2006) responsible tourism development can create many jobs and other spin-offs in the local community, including supplier development and demand for other tourism products in the destination. Tourism can also help ‘brand’ an area and improve its uniqueness, to attract tourists, investors and the like. When tourists visit a destination, they spend money not only on restaurants, accommodation and activities, but in shops and petrol stations and in other service industries (such as banks, transport services, etc.). With an increased local rates base brought by tourism enterprise growth and its effects, demands are increasingly placed on local government to respond to service delivery. This can have the effect of speeding up service delivery for the poor. Hence, tourism’s potential to uplift spaces is significant.

Tourism is first and foremost an economic activity which helps local areas to develop towards a tourism destination. The positive effects of tourism are, for example, the enhancement of well-being and the growth of local economies. Local firms influenced by tourism are not only the direct ones, but also the induced economies which obtain new customers, although indirectly. Other effects concern the environment and the socio-cultural context which may be affected by the arrival of new cultures and lifestyles, but also an overcrowding in the local area, leading to pollution and disruption of the territory and the local natural environment (Pedrana, 2013). In the case of tourism, territories which have tourism potential compete on the attraction of new tourists towards such areas, although the strategies may be different, i.e. from promotion to new attractions.

However, for a destination to be successful in terms of tourism as a driver for local economic development, certain preconditions need to be met. There is a fundamental requirement for localities to develop a total tourism product or portfolio of products, which will attract visitors; this is the tourism asset base. The competitive position of any tourism destination is determined by the diversity and quality of its resources and services. Considerable emphasis must be given to the importance of quality of assets as a factor in impacting upon the competitiveness of

tourism spaces. Moreover, the assets can be natural beauty (mountains, beaches), heritage resources, unique wildlife etc. and socio-cultural resources (including festivals and other forms of events). Overall, the attractiveness of tourism spaces arises from its blend of resources and services.

2.5 The Context of Events in Destination Development

In the context of globalisation and a new direction in the world political economies, cities are now forced to compete to attract those activities that will enhance their economic growth. Cities planners and managers no longer rely on the traditional industrial activity as the major engine of urban economic growth, but now focused on service oriented economic development such as event tourism for both urban and national development policy (Duminy & Luckett, 2012). The policy of reinventing events as a catalyst of urban development is fast gaining momentum, resulting from the growing awareness of the potential of events to positively contribute to the development and marketing plans of most destinations. Getz and Page (2015) thus postulate that events are both animators of destination attractiveness and, more fundamentally, as key marketing propositions in the promotion of places given the increasing global competitiveness to attract visitor spending. In the same vein, Mair (2015) also asserts that events represent an opportunity to promote a destination, and make it appealing to prospective visitors.

It is difficult to establish a universal, standardised definition of events (Getz, 2007). Scholars within and outside the tourism discipline have been examining events from a variety of disciplinary angles, including their (events') roles within the precinct of tourism. For instance, Brent Ritchie (1984) explicitly emphasises this role by defining events as major one-time or recurring occasions of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short or long term. This definition is taken to embrace different categories of events, including community festivals, sporting events, political gatherings, private ceremonies, and business occasions. Great strides have been made in recent times to define the nature and extent of events within the context of tourism development of a destination.

It is widely agreed that events have a meaningful potential to be partly responsible for the positive improvement of the destination that hosts them (Getz & Page, 2015). From a tourism point of view, events clearly require audience; Quinn (2009) then argues that the destination development engendered by an event is largely driven by the attendance it is expected to attract.

As such, events have become a strong component of tourism and a popular method used to attract visitors to a region (Getz, 2007; Gammon & Robinson, 2003; Penot, 2003; Sofield, 2003; Zauhar, 2004). Getz and Page (2015) further opine that, within the context of tourism systems, events are key elements both at the origin area (motivating visitors) as well as within the destination area (development and marketing plans of destination).

With the capacity to serve as catalyst for destination infrastructure development and micro-economic development, events are becoming a popular means for cities to reach their strategic goals. Evidently, such developmental goals could be achieved with events contributing towards increasing tourist traffic (Getz, 2007), and by way of profiling and branding the destination as an attractive tourism place to visit (Jago & Dwyer, 2006; Van der Wagen & White, 2010). Destinations use events to redefine their global status and socio-political composition (Turco et al, 2003; Cornelissen, 2008). Hosting of major events is one way that cities can create an image internationally and attract investment with the aim of promoting long-term growth. Therefore, events have a tremendous effect on the growth and development of cities and regions. These effects include job creation, enhancement of community cultural development, which prompted many destinations to bid for, organise and host events.

Within the Leiper's analogy of tourism system, Getz and Page (2015) assert that events have become a core element of the destination system, where accommodation, attractions, transport and ancillary services have been utilised or specifically developed (e.g. the provision of infrastructure for events) to enhance the destination offering thereby expanding the tourism potential and capacity of destinations beyond a narrow focus on leisure-based tourism (e.g. holidays). Since events do not necessarily have to be financially successful, they certainly have definite impact on the economic development of the host destination in terms of generating tourism and infrastructural improvements.

However, evidence suggests that, like any other type of tourism development, events generate costs for a destination. These include increases in prices of goods and services, increased levels of crowding in shops and streets, crime, traffic congestion and parking problems, displacement and disruption of normal community lifestyles, litter and noise pollution (Ackermann, 2011; Duminy & Luckett, 2012; Jago & Dwyer, 2006; Turco et al., 2003). Destinations must therefore decide what they want from events (the benefits), and how they will measure their value (Getz, 2007). Within the destination context of events, economic values have always been paramount,

and this preoccupation might very well constitute a limitation on the sustainability of events. Stakeholders, encompassing the organisations that produce events, the community at large, and the beneficiaries of event tourism in the service sector, are likely to stress different aims and concerns. Nevertheless, the strategic planning and management of events should be constructed based on sustainability, which is important to the success of such event.

2.6 Types of Events

In the context of event tourism, the term ‘event’ is used to describe the different categories of events ranging from mega-events to small events. Jago and Dwyer (2006) argue that there are many types of events and it is quite difficult to find an all-embracing definition. For instance, events can be classified according to their size and scale, which Getz (2007) refers to as the portfolio model or approach to events classification. This classification takes the shape of a pyramid that comprises of ‘mega events’ at the zenith of the pyramid, followed by ‘hallmark events’, ‘regional events’ and local events occupying the base levels of the portfolio pyramid.

2.6.1 Mega-events

Within this portfolio model are mega-events, which is the term used to describe events of large magnitude, such as the Olympic Games and the Football World Cup. These kinds of events are of fixed-term duration and on a short-term basis. The event has a high profile and there is worldwide interest linked to the event, which could result in sustainable and quantifiable economic outcomes. According to Getz (2007) mega-events are typically global in their orientation and require a competitive bid to ‘win’ them as a one-time event for a place. Mega-events are very large events with crowded audiences and a good management team behind its organisation. Allen, O’Toole, McDonnell & Harri, (2002:34) define mega-events as “those that are so large they affect whole economies and reverberate in the global media. They include Olympic Games, FIFA World cup and World Fairs.” Mega-events require many years of organisation and they target tourists as well as the host population organising the event. Mega-events consider every aspect of life at the destination during the event; *inter alia*, transport, medical services in case of injuries, retail outlets. Getz (1997:7) argues that “Mega events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for a host destination.” Mega-events can help improve the image of the host city that, in many cases, could result in a great benefit. Roche (2002) states that creation of mega-events is today regarded as an opportunity to regenerate

cities. Mega-events can enhance the status of smaller states, as in the Seoul Summer Olympic Games, as well as Barcelona and Los Angeles through the Olympic Games (Bull & Lovell, 2007).

Mega-events offer an accelerated means for growth, leveraging powerful national and international partnerships of a both public and private nature. With the involvement of stakeholders, the development of non-conventional partnerships, and the convergence of innovative ideas and international resources, mega-events bring new tools for the transformation of cities, with an impact on city life that extends well beyond the location and the duration of the event. Mega-events engage all sectors of a city's life and administration, thus bringing benefits across all sectors: infrastructure, services, culture, environment, education, and economy, among others (Ritchie & Smith, 1991). Mega-events also offer huge promotional opportunities as they are a world stage where organisers and participants can display their achievements. Hence, they present a communication platform that a city can exploit to support a branding campaign and launch itself to the international market.

2.6.2 Hallmark events

Another notable term in the portfolio approach to events classification is the hallmark event. The term hallmark event refers to “a recurring event that possesses such significance, in terms of tradition, attractiveness, image, or publicity, that the event provides the host venue, a community, or destination with a competitive advantage” (Getz, 1997). Those events that become so identified with the spirit or ethos of a town, city or region, become synonymous with the name of the place, and gain widespread recognition and awareness (Allen et al. 2002). It was Brent Ritchie (1984) who first defined hallmark events as “major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination”. Within this form are events such as, world fairs/expositions (i.e. the Tourism Indaba, Durban), unique carnivals and festivals, iconic/major sporting events (i.e. the Comrades Marathon, Durban), significant cultural and religious events and major political events. Hall (1989) sees events in the form of “major fairs, expositions, cultural and sporting events of international status which are held on either a regular or a one-off basis”, which provide the host community with an opportunity to secure high prominence in the tourism marketplace. Hallmark events are not on such a huge scale but take place repeatedly in the same destination. The benefits of such hallmark events are the

creation of new facilities, improvement to the infrastructure, and an increase in tourism revenues. Hence, they are one way that cities can create an image internationally and attract internal investment with the aim of promoting long-term growth.

2.6.3 Regional and local events

Regional and local events occupy the base levels of the portfolio pyramid. The events that fall under this category include community cultural celebrations, in the form of festivals, carnivals, religious events and the arts and entertainment. Some of these events are difficult propositions from a tourism perspective, albeit that some of them have tourism potential that can be developed with the necessary investment, while some are not interested in tourism, and perhaps even feel threatened by it (Getz, 2008). If local events are primarily community based or culturally oriented, there is a great deal of argument for such events not to be exploited. In this case (Getz & Page, 2015) the issue of preserving cultural authenticity and local control emerges whenever tourism goals are attached to local and regional events. Hence, in terms of economic value, most of these events attract low tourism demand and low value. However, since they rely on locally-sourced audiences, the economic impact may not be much, but the prospect of huge social impact in the form of community cohesion and social integration is high, and this is key to sustainable tourism development. Apart from the above classification which is based on size and scale of the event using the portfolio approach, events can also be classified according to their purpose and the motivation for holding them, as indicated in the figure below:

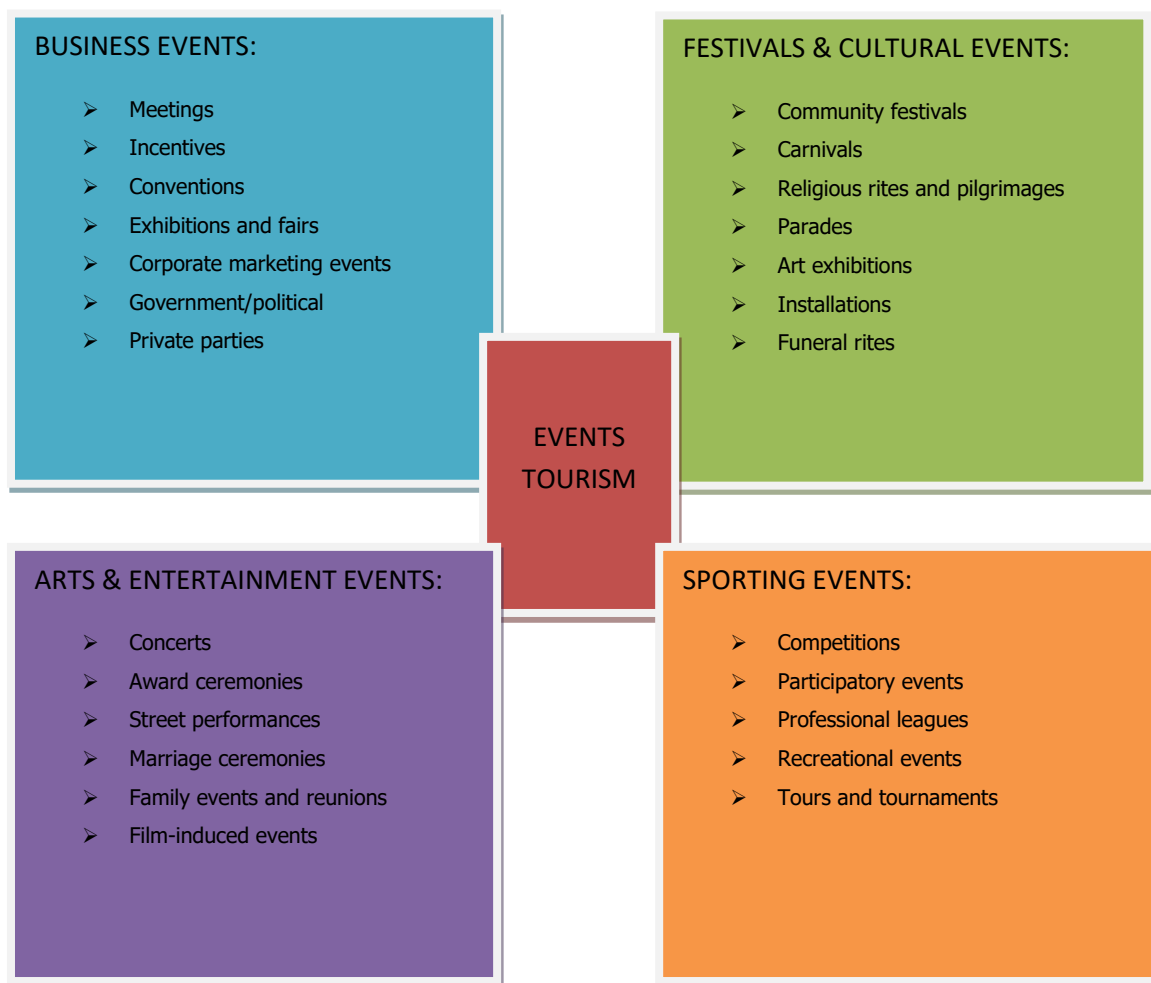


Figure 2.1: Types of events. Source – Getz and Page (2015, p.594)

Events in tourism are created for a purpose, and what was once the realm of individual and community initiatives has largely become the realm of professionals and entrepreneurs (Getz & Page, 2015). Figure 2.1 provides a typology of the four main categories of planned events within an event tourism context, each with certain requirements. Although the categories indicate differences in the form and nature of listed events, however, tourism appears to be the main common link in all the categories. For example, some events may aim to foster civic pride and cohesion, while others are planned for purposes of competition, fun, entertainment, business or socialising (Getz, 2007). Event tourism is generally recognised as being inclusive of all planned events in an integrated approach to development and marketing (Getz, 2007). In organising and executing such events, different facilities may be required. For instance, business events (or the MICE sector) require convention and exhibition centres (such as the Albert Luthuli International Convention Centre, Durban), including numerous, smaller private

parties and functions held in restaurants, hotels or resorts. Sporting events also require special-purpose facilities, including athletic parks, arenas and stadia. Festivals and other cultural celebrations are less dependent on facilities and can use parks, streets, theatres, concert halls and any other public or private venues. Entertainment events, such as concerts, are generally provided by the private sector and utilise many types of venue.

2.6.4 Business events

This form of event tourism is one of the fastest growing segments in the tourism industry. The MICE industry is known as a service industry that combines trade, transportation, travel and finance. It is also known as business tourism, where people come to attend conferences, for example. MICE tourism attracts invaluable business to a region and in return brings high returns to local economies in the sense that business tourists spend more, not only on hotels and restaurants but even on leisure activities such as visits to retailers and local attractions such as museums and theatres (Clark, 2006). Hence, it is the blue chip of the event tourism industry. Attendees of MICE activities are known as 'high spend' travellers that meet the needs of yield-driven tourism strategies. For instance, a business dinner is one of the most traditional business events. They can be held for a range of reasons, from celebrating milestones to simply getting together with employees and clients. Meetings are structured events which bring people collectively to argue a topic of common interest, may be commercial or non-commercial, may be attended by six or more people, and may last a few hours or a week. What makes a meeting qualify as part of the tourism business is that it engages some of the services of the tourism industry, and is generally held away from the location of the organisation running it (Davidson & Rogers, 2006). Incentive travel, on the other hand, is a universal management instrument that uses an outstanding travel experience to encourage and/or recognise participants for improved levels of performance in support of the organisational goals (Davidson, 2003). The defining factor in the business event is the dominance of extrinsic motivators in explaining travel.

Conferences are participatory meetings that are designed mainly for discussions, to explore a subject, to solve problems and for consultation. Conferences are usually on a smaller scale and the flow of information is less complex. They are usually limited in time and have specific objectives. The Meetings Industry Association defines a conference as: "An event involving ten or more people for a minimum of four hours for one day or more, frequently held outside

the company's own premises." Exhibitions bring suppliers of goods and services together with buyers, usually within an industry sector (Allen et al 2002:350). Major cities now possess impressive convention and exhibition facilities, along with agencies devoted to selling the space and bidding on events; the ICC in Durban is a clear example.

2.6.5 Festival and cultural events

The word festival is derived from feast and implies a unique time for celebration. Cultural celebrations include festivals, carnivals and religious events, and the arts and entertainment in general. Festivals connect landscape to lifestyle and complex ways by introducing the human dimension. Those events entertain locals and offer recreational activity in and out of season for visitors. Media coverage generated by events helps destinations build assurance and a positive image in the tourism marketplace. Festivals are particularly attractive to communities striving to tackle issues of civic design, local pride and identity, heritage, urban renewal, employment opportunities and economic growth. The more an event is seen by its host community as emerging from within rather than imposing on them, the greater that community's approval of the event will be. Festivals and events generally represent the host community's sense of itself and sense of place. Janiskee (1980:100) is of the view that festival events are "formal periods or programs of pleasurable activities, entertainment, or events having a festive character and publicly celebrating some concept, happening or fact". Quinn (2009:5) noted that the festive and public celebratory characteristics contained in this definition and argues that they are important because festivals and events have long existed as significant cultural practices devised as forms of public display, collective celebration and civic ritual. According to Turner (1982:16) people in all cultures recognise the need to set aside certain times and spaces for communal creativity and celebration. These practices date back centuries.

Festivals serve an important function for society, providing communities with the opportunity to assert their identities and to share rituals and celebrations with each other. Festival events stem from cultural and historical values, and have played a major role in ensuring that a dull daily existence was enlivened, and that people were entertained. Most festivals are local events and are hence categorised as small events with low tourist demand, unlike mega sporting events. Nevertheless, Matheson (2005), Getz (1999) and Bull and Lovell (2007) have stressed their advantages compared with mega-events. Small events may induce visitor spending without the cost of displacement at the host region. It often relies on locally-sourced audiences

or nearby visitors, they require small-scale promotion, and involve zero opportunity costs (Matheson, 2005). Many communities host short-term festivals with resultant positive impacts and some communities use festivals as a boost to tourism in the off-season (Goldblatt, 2007). When the unique attractions of communities meet tourists' satisfaction, a festival simultaneously gets the most effective profit from the festival itself as well as tourists. Festivals permit residents to experience local culture, whilst simultaneously giving tourists an opportunity to experience different cultures between themselves and a tourism destination.

2.6.6 Sporting events

Sport events tourism is growing enormously around the world with an increasing number of events at all levels being held in increasingly diverse locations. Billions of dollars are spent annually on media rights, stadium construction, associated infrastructure, among others, for high-end events, while smaller scale events also require local support (Giampiccoli et al., 2015). According to Fourie and Santana-Gallego (2011:1364) "tourism is one of the leading growth sectors in international services trade, while many factors influence tourism growth, obviously one of the more perceptible contributions comes from global sporting events". Sport events tourism is a form of tourism activity whose main purpose of the travel is to take part in an organised sporting activity, either as a spectator, participant or official (Turco et al., 2003). Sporting events tourism is viewed as a growing niche market which ranges from mega sporting events, such as the Olympic Games and FIFA World Cup, to hallmark sporting events, such as the Comrades Marathon and small-scale sporting events. But, much of the existing literature on event sport tourism has focused on mega or hallmark events (Gibson, Willming & Holdnak, 2003); a view shared by Getz (2008), that much attention has been focused on the Olympics and other mega sporting events by researchers and theorists. Their magnitude, political and economic importance, prominence in the media and other issues surrounding the organisers and the Games, make them popular subjects.

In recent years large-scale, high-profile sporting events have been increasingly critically positioned in the marketing, decision-making and strategic development of tourism destinations (Gibson, 1998). Specifically, mega sport events, such as the FIFA World Cup and the Olympic Games, draw significant numbers of domestic and international tourists, attract television and corporate sponsorship and showcase the host location (Lee & Taylor, 2004). The opportunity to leverage business opportunities in export and new investments, advertise

products to a global audience, enhance the tourist industry of the host country, and boost citizen morale and pride, are factors which motivate both corporate involvement and public support for such events. There has been growing recognition of event sport tourism as both a popular leisure experience and an important economic activity (Ritchie & Adair, 2002). Suffice it to say, therefore, that the economic value accruing to the host is commonly used as the basis for gathering public backing for such events, and to justify the initial expenditure of public funds in the bid process and the subsequent operational costs (Chalip, Green & Hill, 2003). Hence, hosting of mega sport events is made to appeal to many stakeholders in the city.

South Africa for instance has increasingly used sport tourism to promote herself as a major sport event destination in addition to her unique environmental and leisure-based tourism attractions. The country's hosting of the Rugby, Cricket and prestigious FIFA World Cups since the 1994 democratic elections attest to this fact. Bob and Potgieter (2013) assert that utilising large-scale sport events (including mega-events such as the 2010 FIFA World Cup) has become a significant tourism strategy in South Africa. The country's successful bid and hosting of the 2010 FIFA World Cup was viewed directly at leveraging economic benefits that included attracting tourists during the event and profiling the country as a tourist destination. This view was shared by Ntloko and Swart (2008:79) who stated that, "prior to 2010 world cup, the hosting of major events such as the 1995 Rugby World Cup, 2003 Cricket World Cup and the upcoming 2010 FIFA World cup have contributed to the growth of a niche market in South Africa". With the increasing reliance on the staging of events as an ingredient of tourist destination development and promotion, their impacts within the host community have become an issue for consideration.

Albeit mega sporting events are generally thought to help position a host city as an international tourist destination and facilitate touristic activity in the years following the event (Hall, 1992; Brent Ritchie, 1984), some scholars have pointed out the downside associated with these events (Hall & Hodges, 1996; Orams & Brons, 1999; Ritchie, 1999). Roche (1994: 5) argued that mega-events tend to be short lived but have long-term consequences for a community that may not always be positive. Other scholars (Roberts & McLeod, 1989; Whitson & Macintosh, 1993) argue that mega sporting events frequently result in huge debts for host communities and frequently lead to the displacement of residents because of the need for new infrastructural improvements (Hall & Hodges, 1996; Jago & Dwyer, 2006). Given the challenges associated with mega sport events, Higham (1999:85) suggests that small-scale sports events might result

in more positive effects for host communities. He defines small-scale sports events as regular season sporting competitions (ice hockey, basketball, soccer, and rugby leagues), international sporting fixtures, domestic competitions, masters or disabled sports, and the like. Furthermore, Higham (1999:86) explains that small-scale sports events are usually staged within existing infrastructure, require minimal investment of public funds, are more manageable in terms of crowding and congestion compared to mega events, and seem to minimise the effects of seasonality. Small sporting events are often repetitive and have close connections to local contexts and opportunities; they are not, like sport mega-events, a once-off event (Giampiccoli et al., 2015). These events rely on existing local infrastructure, are repetitive and connect to the local socio-structural fabric and needs of the host region. While sport mega-event strategies originate and are managed within specific international frameworks and standards to assist large-scale political, economic and cultural interests, small sporting events hold out the possibility of greater local control. As with mega sport events, the economic impact and local benefits of small-scale sporting events are usually a paramount factor in determining their value. Therefore, it becomes imperative to recognise the need to attract or develop sporting events that complement the scale, infrastructure and resource capabilities of the host city.

2.6.7 Arts and entertainment events

Entertainment is a form of activity that holds the attention and interest of an audience, or gives pleasure and delight. It can be an idea or a task, but is more likely to be one of the activities or events that have developed over several years specifically for keeping an audience's attention. Although people's attention is held by different things, because individuals have different preferences in entertainment, most forms are recognisable and familiar. Storytelling, music, drama, dance, and different kinds of performances exist in all cultures; the process has been accelerated in modern times by an entertainment industry which records and sells entertainment products. Entertainment evolves and can be adapted to suit any scale, ranging from: an individual who chooses private entertainment from an enormous array of pre-recorded products; to a banquet adapted for two; to any size or type of party, with appropriate music and dance; to performances intended for thousands; and even for a global audience. Entertainment can be public or private, involving formal, scripted performance, as in the case of theatre or concerts; or unscripted and spontaneous, as in the case of children's games. Most forms of entertainment have persisted over many centuries, evolving due to changes in culture, technology and fashion. Films and video games, for example, although they use newer media,

continue to tell stories, present drama, and play music. Festivals devoted to music, film or dance allow audiences to be entertained over a few consecutive days.

In contemporary city life, arts and entertainment now play major roles in attracting audiences and visitors to the cities. Various forms of arts and entertainment, such as music concerts, comedy shows, live performances, dances, cinema and film premieres, take place across cities and at any period of the year. For instance, there is evidence that the power of films (film-induced tourism) to motivate travellers, create new images, alter negative images, strengthen weak images, and create and place icons, is recognised by many as a major factor in tourism promotion (Beeton, 2006). Hence, many Destination Marketing Organisations (DMOs) have used the success entertainment to promote their regions to visitors. Many music festivals have been hosted in the city of Durban, and Durban Tourism has leveraged on the stage performances of rappers like Cassper Nyovest and DJ Black Coffee, as well as local performing groups like Maskandi, to promote the city of Durban. The Inaugural Essence Festival hosted in Durban from the 7th to 13th November 2016 is a classic example of the strength of entertainment events in destination marketing.

2.7 Events in Local Economy and Tourism Development in Durban, South Africa

Since the end of the apartheid regime and the first democratic elections in 1994, South Africa has experienced a dramatic increase in tourism, due to a large extent to hosting many major events, especially sporting events (Turco et al., 2003). The eThekweni Economic Development and Planning Cluster Report of 2013 indicated that the city of Durban strategically positions itself as an 'Events City' within South Africa and Africa, with the key focus of its event strategy to use events as a marketing, economic development, poverty reduction and job creation tool for the city towards achieving the Municipality's five-year Integrated Development Plan. More so, at provincial level, one of the strategic objectives and thrust of the KwaZulu-Natal Tourism Master Plan is to grow the events and MICE sector as a key and important market area for the province. As the main city and the gateway to the province of KwaZulu-Natal, Durban plays a major role in positioning the province as a renowned destination in Africa. Hence, major events have become a hallmark of Durban. Turco et al. (2003:225) posit that event tourism has gained prominence in recent years, and has begun to play a major role in profiling the city of Durban.

Analysis of major events that have taken place in South Africa and in Durban indicates the vital role events play in tourism development, and local economic development generally. For

instance, in the review of the South African Tourism Impact of the 2010 FIFA World Cup, the South African Tourism (SAT, 2010) reveals that a total of 309,554 foreign tourists arrived in South Africa for the primary purpose of attending the 2010 FIFA World Cup. The African-land market accounted for 32% of total foreign tourists, followed by Europe with 24% and Central and South America with 13% on tourist volume within the period under review. On tourist spend, the report reveals the total expenditure in South Africa by tourists who came specifically for the 2010 FIFA World Cup to be R3,64 billion, with a further breakdown showing Europeans spending the most in South Africa during this period, with most tourists spending their money on shopping, followed by accommodation, food and drink. On the length of stay of tourists, the report (SAT, 2010) shows an average length of stay by tourists to be 10.3 nights, and tourists from Australia and North America stayed in South Africa for the longest duration. While the report of the geographic spread of tourists during the event shows that Gauteng, Western Cape and KwaZulu-Natal were the most visited provinces, with more than 80,000 tourists visiting each of these provinces. Finally, the report shows the brand awareness of the country as a leisure destination to have increased by 9% following the event, and the intention to visit South Africa in the short term increased by 35% following the event.

Focusing on the recent major event in Durban, the Comrades Marathon 2016, Top Line Summary Report compiled by Wylie and Kohler (2016) for Tourism KwaZulu-Natal, indicated that there were 1,701 international participants in 2016, while total entrants of participants stood at 19,814. The report further indicates that 57% of the visitors in 2016 stayed overnight thereby contributing to Durban's economy, while only 11% were day visitors, and the average length of stay of the overnight visitors standing at 3.5. On the choice of accommodation types, the report shows that 18%, 26%, 17%, 18%, and 17%, of the overnight visitors stayed in B&B guest houses, family hotels, friends and family, luxury hotels and self-catering accommodation respectively. Based on the estimated economic impact of the event on the city of Durban, the report indicates that the total average spends of the participants stood at R5,605, the total spends stood at least R329,018,192 and as much as R685,950,380. Finally, the report highlighted that 81% of all participants and spectators indicated their intention to return to the event next year, while 59% of the visitors indicated that they would return to KZN for a holiday within the next 12 months.

Aside the economic impacts of these events, there is also the socio-cultural factor that connects with the events. For instance, prior to the 2010 FIFA World Cup, the international perception

of the country was that of a crime prone destination (Du Plessis and Maennig 2010:356). However, the positive media coverage and visual documentation of an incidence-free 2010 World Cup gave South Africa a chance to reintroduce herself to the rest of the world. Hence the depressing stories about crime, HIV, and racial tensions have been displaced by a positive new image. Du Plessis and Maennig (2010:363) add that a poll conducted among 400 South Africans after the 2010 World Cup shows that 85% of South Africans now have more hope for a positive future for all South Africans than they did before the tournament. Although it can be argued that the sense of identity and nationhood was based on a common feeling experience during an event that only lasted a few weeks. Hence, Kersting (2007:284) believes that the state of euphoria and the feeling of *communitas* created during mega events is temporal and does not necessarily represent a long-term impact on the host residents. Albeit the main issues relating to proper management of events remain major challenges, however, it is imperative that the major stakeholders in the event tourism service delivery process be coordinated efficiently to enhance event tourism and Durban as a renowned tourist and event destination in Africa.

2.8 Sustainable Event Tourism Management and Stakeholder Involvement

Throsby (2009:17) asserts that the ideal of sustainability in ecological terms always invokes concerns about intergenerational resource allocation, the precautionary principle, maintenance of biodiversity and recognition of the interdependency between natural ecosystems and the real economy. In the field of tourism, the various sustainability concepts have come together in the form of criteria for ‘sustainable tourism’, presently a well-established paradigm for tourism management strategies that seek to avoid short-term exploitative practices in favour of long-term solutions that maintain and enhance the economic, socio-cultural, and environmental capacities of a city, region or destination. Hence, the concept of sustainable development as it has been applied to tourism refers to tourism that is developed and carried out in line with principles of sustainable development (Okpoko, 2006). Sustainable Tourism Development (STD) is reliant upon three conditions. Firstly, the resources of the environment must be protected, and the local communities must benefit both economically and in terms of quality of life, while the visitors must receive a quality experience. Throsby (2009:17) notes that in the particular case of tourist destinations where environmental assets are the main attraction, the principles of sustainable tourism have been seen as a means of reconciling the possibly conflicting objectives of tourism developers (who seek economic gain) and conservationists

(who seek environmental preservation); they conclude that the policy mix in this case can be described as enabling ‘win-win’ outcomes where what is good for tourism operators is also good for society. Therefore, Sustainable Tourism Development means planning attractions in a manner that allows tourists to enjoy them while also having minimal impacts on the host city and culture. Sustainable development can only occur when the quality of the environment and community life can be preserved continually. Hence, towards achieving this goal, the local community must be included in all stages of development. Tourism development will only achieve long-term success if careful planning and management are undertaken to deliver a successful tourism product. Timur and Getz (2009:225) assert that for an STD approach to be workable, partners from the tourism industry, government and community, and other stakeholders with divergent interests, goals, values and perspectives, need to be drawn into the process of tourism planning and development. Tourism is a socio-cultural and economic phenomenon with broad economic, social, cultural and environmental consequences, and its development will only achieve long-term success if careful planning and management are undertaken to deliver a successful tourism product.

Long (1997:241) notes that “to achieve sustainable tourism requires support of numerous and diverse parties involved: the tourism industry, and a wide range of interest groups from public sector agencies to community groups in the destination”. The UNWTO identifies three significant partners for STD, namely, the tourism industry, environmental supporters and communities/local authorities (UNWTO, 2015). The tourism industry provides tourism facilities and services that create business opportunities, jobs, income and foreign exchange by providing an array of tourism services (Timur & Getz, 2008). The industry wants long-term growth, profitability and new business opportunities. The second partner is the basis for natural, cultural and built (man-made) resources that the industry is dependent upon for attracting tourists. These stakeholders focus their efforts on balancing the type and extent of tourism activity against the capacity of the resources available. Community refers to residents, property owners (who may or may not be residents) and local government authorities. Government, which is the public-sector tourism development agent, is concerned with the optimum use of resources where jobs are created, and resources are protected. The public sector has economic, social and ecological responsibilities in developing tourism at all levels (UNWTO, 2015).

In relation to event tourism, the United Nations Environmental Programme (UNEP) 2012:1 Guide, defines sustainable events as “events designed, organised and implemented in a way

that minimises potential negative impacts and leaves a beneficial legacy for the host community and all involved”. Events tourism that exclude sustainability will surely affects the natural, social and cultural fabrics of the host cities. Any gathering of many people portends potential negative impact on the air, soil, water, resources and people. This is not only limited to the location where the event takes place but also far beyond – event participants may consume natural resources such as materials, energy and water, generate waste, create local air and water pollution, and contribute to climate change through greenhouse gas emissions. Hence, UNEP (2012:2) emphasised that by taking sustainability planning into consideration, event organisers can not only minimise the potential negative impacts but can also, given the large number of stakeholders involved, concretely influence change by leaving a positive legacy and hopefully inspiring those involved to live more sustainably.

Sustainable event balances environmental, social and economic responsibility. These include environmental responsibilities, such as low-emission transport and mobility, waste reduction, re-use and recycling, water and energy efficiency, exclusion of dangerous and hazardous substances and material, climate targets, etc., while economic responsibilities include issues, such as savings through increased efficiency, avoidance of corruption, sensible and transparent public procurement, quality of goods, boosting innovation, job creation, profitability, responsible accounting, sustainable growth, etc. Social responsibilities, such as fair use of human resources, a safe and healthy workplace for all involved, respecting human rights, complying with international labour rights standards, inclusion of minorities, respecting diversity, attention to equal opportunities, sensitivity to cultural or religious groups, encouraging involvement of the local community, ensuring accessibility to the event, tracking product supply chains to ensure ethical production and fair trade agreements, sourcing goods and services locally and employing local people, among others are ways of ensuring sustainable events.

The framework for stakeholders’ involvement in Sustainable Event Management (SEM) not only shows three major partners of the STD. The event tourism industry is composed of sub-sectors such as transportation, accommodation, shopping facilities, cultural or sports events, festivals, entertainment etc., food and beverage, retail shops and travel trade (Goeldner, Ritchie & McIntosh, 2000). Additionally, this group includes the city’s destination management organisation (DMO), such as Durban Tourism or Tourism KwaZulu-Natal, which is responsible for destination marketing, promotion, planning and development. The second key

stakeholder group involves the major elements in the host environment of the destination, which is composed of both the local community and the resource base of the host destination (i.e. the urban environment). The local community refers to residents, community groups, local business organisations, and local educational, financial or other institutions. The host city environment has built natural and cultural dimensions that play a major role in facilitating the event visitors to the destinations. UNWTO (2015) emphasises the importance of involving the host community in the decision-making on planning, organising and managing tourism activities, including events: the quality of life of the host community can be influenced by event tourism development, and as such the events operations influence the natural, built or socio-cultural resources of the host environment. The final stakeholder group are local authorities. The involvement of government agencies at all levels in Sustainable Event Management (SEM) is especially crucial because they have the responsibility for implementing policies and plans, enforcing regulations and monitoring events activities and development.

Stakeholder engagement and management in developing sustainable policies are critical elements within sustainable event tourism (Getz, 2009). It is therefore argued that sustainable tourism needs to emphasise local action involving many stakeholders. Empowerment of various groups in the community, cooperation between local authorities and many organisations is therefore very essential.

2.9 Conclusion

The theoretical views and opinions highlighted in this chapter suggest that events could be a panacea to sustainable tourism development in cities like Durban. This chapter has provided a comprehensive review of literature and has aggregated the opinions of scholars on tourism, events and local economic development, as well as stakeholder involvement in all issues regarding the planning, organising and management of event tourism in Durban. The chapter has attempted to provide a clear understanding of the major issues around event tourism and sustainable economy of Durban.

CHAPTER THREE

ASSESSMENT OF IMPACTS OF EVENTS: AN OVERVIEW OF INTERNATIONAL BEST PRACTICES

3.1 Introduction

The broader concept of sustainability is the idea that sustainable development encompasses three dimensions – economic, social and environmental, commonly called the triple bottom line (Gibson, Kaplanidou & Kang, 2012). In event tourism, sustainable development concept provides a holistic framework to assess the diverse impacts of events on a given destination. An assessment of the organisation, quality and outcomes of an event is a key issue in the planned-events sector. It therefore important to ensure success from the multiple perspectives of owners, producers, customers and other stakeholders (Brown, Getz, Pettersson & Wallstam, 2015). Often, impact assessment of an event is at the heart of its sustainability, as without it organisations cannot learn and improve, nor can they be held accountable for costs and benefits.

Brown et al. (2015:138) assert that event evaluation, or in this case impact assessment, continues to evolve, expand and become more complex as the discourse on events and event tourism evolves. The basic applications remain intact, including placing a value on events and their sub-elements through visitor satisfaction or return on investment (ROI) measures, Brown et al. (2015) further elucidate that the usual methods remain important, such as visitor satisfaction or economic impact assessment. Nevertheless, event evaluation must now meet much broader objectives including sustainability, encompassing questions of social responsibility, cultural and environmental benefits. The concept of long-term sustainable legacies now accompanies every major event and should form part of event portfolio management.

There is an increasingly high level of expectation from major planned events, such as fostering urban development, renewal, design and positioning strategies, all of which have imposed new considerations on assessment criteria. Therefore, different models and methods have been formulated to analyse the impact of events on the host region, which form the fulcrum of this chapter.

3.2 Impacts of Event on Host Community

Figure 3.1 below explains the range of an event's impact/implications on a given destination.

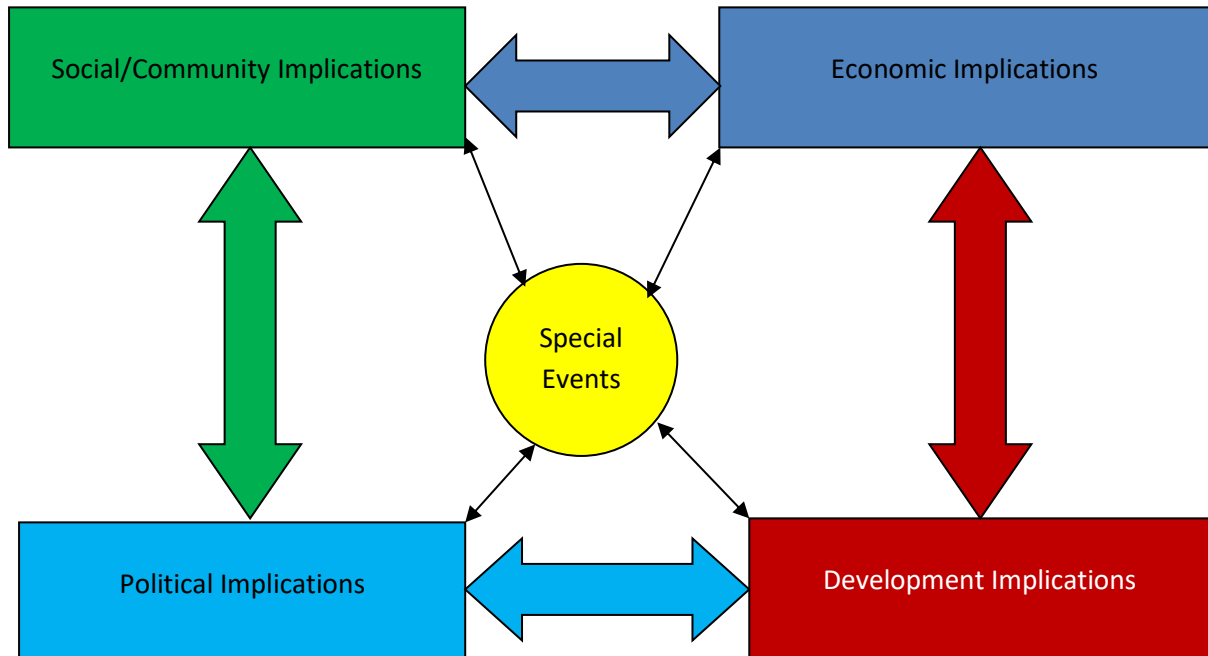


Figure 3.1: Event implications. Source – Shone and Parry (2004, p.4) in Jones, Pilgrim, Thompson and Macgregor (2008, p.3)

As discussed earlier, major planned events (also referred to as special events) encompass a wide range of public events that are sometimes referred to as ‘mega-events’ or ‘hallmark events’ when large in scale. Major sporting events, such as the Olympic Games and the Football World Cup, are typical mega-events. However, even small-scale events, such as community festivals of various kinds, can also be classified as ‘special events’ (Fredline & Faulkner, 2002; Gursoy, Kim & Uysal, 2004). Entertainment such as music concerts and arts festivals, even some weddings, birthdays and anniversaries, could qualify as special events, all of which have a variety of impacts on the hosting region. According to Getz (1997), the range of potential activities associated with events is enormous, which is accompanied by various impacts on the hosting destination. The hosting of events in each destination generates both benefits and costs for different groups and stakeholders within the destination. Events can therefore be termed a mixed blessing since, although they may bring the promise of numerous economic benefits and the hope of uplifting the host nation in many ways, these events also tend to be the source of

much controversy, and if not carefully planned, can lead to enormous financial losses. Undoubtedly, the main justification to host major events is the economic benefit; however, there are other impacts which are manifest because of hosting of events in an area; some of which are discussed below.

3.2.1 Physical/environmental impacts

Today, the motivation to host major events (especially mega or hallmark events) is based on many factors, including global exposure, prestige and legitimacy which a successful hosting offers to the host city and the entire country. Secondly, there is the promise of an economic windfall in addition to a substantial urban makeover that accompanies the event. However, numerous environmental impacts can emerge because of such hosting of events. Events are a pivotal way to showcase the unique features of host environments. In the interest of sustainability, cost-effectiveness, sound strategic management and maximising sponsorship/funding, it becomes important to consider environmental impacts of events. Today's business environment increasingly emphasises eco-friendly products. Hence, events market the environment in which they are held. Hall (1989) states that "selling the image of an event comprises of the marketing of intrinsic properties of the destination". The impacts will be visible for events that are held in suitable purpose-built venues, e.g., stadia, sports grounds or conference and exhibition centres. The impacts will be much higher if the event is to be held in public areas not ordinarily reserved for event purposes. A mega-event requires an environmental impact assessment before permission is given by government authorities to proceed with the event.

Events have numerous positive effects on the natural and physical environments. The infrastructure at the destination is re-organised, proper road network is ensured, lighting and other facilities are set up to accommodate events. There is an improved transport and communication facility in the region. For example, leading up to the FIFA 2010 World Cup in South Africa, basic infrastructure was enhanced across the major cities in the country. Major investment was directed at road construction, airport refurbishing, hotel and other accommodation upgrades, water and electricity improvement to meet the standard required of such a mega-event. As a result, it became obvious that with this infrastructural improvement in the country, the quality of life of the average South African citizenry was enhanced. This view was corroborated by Ackermann (2011), who stated that in South Africa the investment

in transport infrastructure linked to the World Cup left a very strong legacy for the host cities. Hence, the experience from South Africa suggests that the most significant contributions of events to urban sustainable development are related to infrastructure investments, which are part of the events preparation. This view was re-echoed by Bob and Potgieter (2013), that in addition to other advantages, the hosting of mega-events, particularly in developing countries such as South Africa, are deemed to increase infrastructural development and investments, and profile the destination at a level that normal tourism marketing cannot achieve.

However, negative environmental and physical impacts of events occur when the level of visitor use is higher than the carrying capacity of the region. Major issues such as crowd movement and control, noise levels, access and parking are crucial elements. Other important aspects include wear and tear of the physical and natural environment, heritage protection and disruption of the local community. Events pose potential threats to natural and built areas. This puts enormous pressure on the area and leads to impacts such as land degradation (erosion), since event visitors generate waste and pollution (air, water, solid waste, noise and visual). The increased pollution and discharges into the soil could result in loss of the natural habitat. It often puts a strain on water resources and in the long run can force locals to compete for the use of critical resources. The different forms of travel used by delegates, attendees, performers and organisers of events impact on traffic congestion. Nevertheless, careful and sustainable management, effective communication and consultation with communities and local authorities can help resolve these issues.

3.2.2 Economic impacts

The economic impact is gauged according to all the cash inflows and outflows that accrued because of the event (Jago & Dwyer, 2006). Lee and Taylor (2005:599) raise a few issues, one of which being the economic value accruing to the host that is commonly used as the basis for gathering public backing for events. Hence, the economic benefits that events bring to host destinations are diverse. Events bring an increase in employment and high income among the community, increased tax receipts and infrastructure. Hosting events requires work force, the host city's population therefore benefits from temporary as well as permanent jobs. For instance, Ackermann (2011:15) reported that the 2010 FIFA World Cup in South Africa created new jobs in the informal sector of the country, where small business and informal traders benefited from local trade in the non-FIFA controlled fan thoroughfares and public viewing

areas. Both tourists and locals attend events to spend; for example, they purchase tickets to attend sporting or entertainment shows, they buy food and beverages, and so on. Turco et al. (2003:232), key findings of the socio-economic studies conducted on selected events held in Durban during 2000–2001, indicated that the overall tourist spending generated during the seven events stood at R116,911,175 on Durban's economy. Money spent by the tourist during an event is injected into the local economy. Hence, events enhance the quality of life of people since the positive changes brought to the locality will remain even after the event has been held. Jago and Dwyer (2006:39) stated that the first stage in the economic evaluation of an event is the identification of the direct cash flows into and out of the region that are directly attributable to the event. They further attributed the total new expenditure that occurs because of an event as the 'in scope expenditure'. This is used as the input to an economic model to determine the total flow-on consequences (indirect and induced) of this new direct expenditure.

All forms of events have economic impacts on the host city. For instance, mega-events like the FIFA World Cup are touted for the economic benefits they can bring to a country. International Sport Mega Events (SMEs) or hallmark events enhance the host location's position as a destination for international tourism before, during and after the event (Giampiccoli et al., 2015). Gibson, Willming and Holdnak (2003:186) point to the fact that events can raise revenue and create a sense of community spirit, while growing travellers' awareness of the host city as a destination. They further argue that events such as SMEs may generate more positive effects for host communities, as their control remains localised and any economic benefits often stay within host communities. However, the significance of the economic success of smaller scale, regular events should not be overlooked. Many studies (Gibson et al., 2003; Giampiccoli et al., 2015) into small-scale events, including sporting events, show that such events bring benefits to host communities, who might not otherwise have attracted visitors. A growing body of research illustrates that regular small-scale events have great economic potential for the host site. For instance, in their study on three sporting events in Durban, Giampiccoli et al. (2015:245) conclude that the events are more sustainable, less expensive and have much greater economic impact within the region in the long term, than when compared with mega-sporting events. A good example of a small-scale event, like the Essence Festival in Durban or the Durban July, requires no infrastructure investment thus reducing investment costs related to the hosting of the event and helps to attract tourists to Durban when the tourism season is coming to an end. It thus seems that regular and smaller events have a greater economic impact

on localities. Small events can attract more visitor spending without the cost of displacement, because they require only local management, rely on small-scale promotion, and involve zero opportunity costs (Burgan & Mules, 2001; Matheson, 2005). Moreover, Bull and Lovell (2007) argue that compared with the high visibility and exposure of the mega-events, the small ones have a little long-term PR, less visibility, and marketing and PR costs are quickly dissipated, while Gibson, Kaplanidou and Kang (2012:163) affirm that hosting small-scale tourism events tends to provide economic value to the community with most expenditure deriving from accommodation and food. They conclude that the economic benefits of small-scale events outweigh the costs, due primarily to the fact that these events use existing facilities, bring people to the community who would not otherwise have visited at that point in time (or ever), provide income for hotels and restaurants, and benefit other businesses, such as petrol stations and retail outlets.

Miller (2007:10) notes that accurate estimates of the direct impacts of an event are pivotal to providing an accurate estimate of the total impact of that event. He argues that an event evaluation may produce more than one direct impact. There is the direct impact of the facilities preparation, the direct impact of participant spending and the direct impact of vendors and exhibitors. A complete impact assessment will account for all direct impacts. However, existing data on economic impact of events, especially mega-events, do not permit accurate determination of income and employment, and researchers must develop theoretical frameworks to estimate the economic impact. Jago and Dwyer (2006:15) observe that most of the economic evaluations of major events are economic impact studies rather than evaluation exercises, as they do not consider the opportunity cost of resources used in staging the event. An evaluation exercise, such as a cost-benefit study, would consider the displacement of output and employment from an alternative use of resources deployed in the construction and operation phases of major events. Such displacement effects will be greater when the economy is operating near capacity and/or the event takes place in an area of rapid economic growth and development. There are two key models that are used in the economic evaluation of special events, namely, Input-Output (I-O) and Computable General Equilibrium (CGE). According to Dwyer et al. (2005; a), the I-O models evaluate the overall impact of injected new money, as they float across different sectors of the economy. Various multipliers (coefficients) are used to gain the event's endowment to destination output, value added, and employment. However, CGE models are well suited to modelling crowding-out effects and structural change in the

economy, including labour markets, at all levels of the host region. These two models and a few others are fully discussed in the latter part of this chapter.

Some of the costs associated with the economic impacts of events are the exploitation of resources, inflated prices and opportunity costs. Sellers choose to augment their prices, making more profit to the detriment of the local population. Participants at events can make inefficient use of the resources or infrastructure, for example, in a sporting event, in a moment of excitement some facilities may be damaged, and once the infrastructure is damaged it results in extra cost on the local economy. For a local economy that depends entirely on hosting events, its economy suffers. Dwyer (2002:30) points out that we must consider the leakage phenomenon consisting in the fact that not all expenditure related to an event remains within the host destination. For example, this occurs when a host destination must import goods and services from abroad, because it is unable to produce it themselves or such are not present within the local area. This is often the case of developing nations.

3.2.3 Socio-cultural impacts

In addition to economic consequences, Hall (1992:24) points out that all events have direct socio-cultural impacts on participants as well as the host community. Events increase pride of its residents, which results from some community events, national day celebrations, and the validation of specific groups in the regions. Some events leave a legacy of greater awareness and involvement in sporting and cultural activities. Others widen people's cultural horizons and uncover them to new and challenging people, traditions and values. Events can revive the cultural and social life of the local people, build community pride, provide a sense of identity, or enhance the image of a destination (Pasanen, Taskinen, and Mikkonen, 2009). It has been suggested that socio-cultural impacts occur because of the unique interaction between tourists and a destination area with its population. Small, Edwards and Sheridan (2005:67) posit that the "whole destination becomes visible as an event takes place, and since host community dissatisfaction can threaten the long-term success of an event, thus the acceptance by the locals is vital for the continuity of the event". Getz (1997:24) maintains that festivals and events provide an opportunity for community cultural development, while Fredline, Jago and Deery (2003:27) affirm that events bring a sense of belonging and sharing to the community, excitement, spectacle and self-esteem brought about by being the focus of international attention.

For example, Walker, Kaplanidou, Gibson, Thapa, Geldenhuys and Coetzee (2012:2) in their assessment of the 2010 FIFA World Cup in South Africa, state that hosting the World Cup yields a variety of impacts on both the host region and FIFA as the event owner. They highlight that the 'Win in Africa, with Africa' programme initiated by FIFA for the World Cup provided tools and skills for South Africa (and the African Continent) to continue its own development. They argue further that through this programme, FIFA greatly improved the conditions for football in all of Africa by providing specialised football turf for 52 African nations prior to the start of the 2010 tournament. In addition, FIFA also created programmes that use football for human and social development, health promotion, and the promotion of peace by supporting local organisations around South Africa and the African continent. These programmes, coupled with FIFA's additional commitments to the African continent (and world), helped showcase their socially responsible mission that aligns with their core product of football. The examination of events organisers' social responsibility is important since events (particularly football) have the capacity to serve as a meaningful vehicle to promote and deliver socially beneficial programmes (Smith & Westerbeek, 2007). Fredline et al. (2003) argue that unlike economic impacts, social impacts of events can be difficult to measure objectively since many of them cannot be measured, and they often affect various members of the community differently. Nevertheless, even though the measure of socio-cultural impacts may face some challenges, some systems and scales have been developed to assess them.

Shone and Parry (2001:17) identify the negative socio-cultural impacts to include a range of anti-social behaviours, crime, congestion, crowding, prostitution, disruption of community life, community alienation and displacement. For instance, mega sporting events draw attention of large numbers of spectators and there is a great possibility of anti-social behaviour emergence. Davidson and Rogers (2006:56) and Getz (2005:15) all raised the issue that some events could adversely affect local business or cause private damages. In fact, about displacement effect caused by mega-events, Getz (2005:16) points out that some activities associated with mega-events, such as traffic congestion, closed roads, higher security or restricted access to some public areas in the city, could seriously detract from normal business activities (non-touristic). Yet, displacement effects could lead residents (runaways or changers) to avoid the area or even leave the town.

3.3 Different Approaches to Events Impacts Evaluation

The last decades have witnessed a substantial increase in the range of events worldwide, varying from single day exhibitions and fairs to major sporting and cultural festivals, through to World Expos (Jago & Dwyer, 2006), with duration ranging from a single day up to a month in the case of World Expos, Olympics or Football World Cup. During the 1990s, there was a massive increase in the number and type of special events. Jago and Dwyer (2006:31) assert that this growth was largely due to the emphasis being placed on regional economic development and destination marketing by many governments and tourism marketing organisations. Most of these events can produce a wide range of benefits socially and economically for communities and regions, which helps to explain why they have been so eagerly embraced by communities.

Jago and Dwyer (2006:32) further opine that the surge in events, and event-organising agencies, has resulted in the need for the performance of events to be evaluated more stringently. Brown et al. (2015:136) define event evaluation as “the holistic assessment of an event through the utilization of a broad range of measures and approaches to determine its value and impacts in an agreed or prescribed context”. Event organisers and planners are often mandated to prepare comprehensive post-event evaluations with detailed accounts of the impacts of the event. Since most of the special events require financial assistance from governments and corporate organisations to be staged, it becomes expedient for them to demand post-event evaluations to assess the value of their investments. Event organisers also require evaluation to justify their activities to a diverse set of stakeholders, which includes sponsors, funding agencies, inter-governmental economic and tourism development agencies, special interest groups, and the host community.

Hence, Brown et al. (2015:136) postulate that “evaluation of organizations, event quality, and event outcomes is a key issue in the planned-events sector”. In their view, it is of critical importance to ensure success from the multiple perspectives of owners, producers, customers, and other stakeholders. On this note, different models have been developed in recent years to measure impacts of events on a specific ground, such as sporting events, mega-events or hallmark events. The various objectives in this assessment could be to determine the impact of the event on the host community (Ntloko & Swart, 2008), environmental impacts (Jones, Pilgrim, Thompson & Macgregor, 2008), social impacts (Kim, Jun, Walker & Drane, 2014),

or visitors' perceptions of the event (Bob & Potgieter, 2013; Werner, Dickson & Hyde, 2015). However, economic impacts dominate the literature (Della Lucia, 2013; Maharajh, 2009; Jago & Dwyer, 2006; Lee & Taylor, 2005; Turco et al., 2003). Events are said to bring 'new' money into regions, to induce economic development and to showcase cities to potential visitors. Because of these economic imperatives, Sherwood (2007:87) argues that the evaluation of events has predominantly been undertaken from a narrow economic perspective. In Getz's (2008:420) opinion "economic impacts were the first theme to be thoroughly studied" in event discourse. Jago and Dwyer (2006:35) also agree with the view that the economic performance of events has been the key area of interest in evaluations over the past couple of decades, but noted however, that there has been so much variation in the methods used to undertake such analyses that it is almost impossible to make useful comparisons regarding the relative economic contributions of different events. They assert further that "the techniques chosen to assess the economic impact of events more often have been grossly overstating the impact by including expenditure that would have occurred irrespective of the event taking place, while excessive multipliers have also been used in many studies to further inflate the overall results."

3.3.1 Models for assessing the economic impact of events

Studies show that a lot of effort has been expended on the economic impact of events over the years (Getz & Page, 2015). But according to Tifflin (2013:5) "researchers often differ on which methods and models to use when conducting an economic impact assessment". For instance, Della Lucia (2013:92) is of the view that economic impact studies have extended and adapted to event methodologies originally developed in regional, environmental and tourism economics, because of the progressive specialisation of these disciplines. She argues that the main assumption in the studies is that the demand for goods and services from visitors to events and event organisers has a multiplicative effect on sales, production, income, added value and employment through the interdependence of the different sectors of the economic system. Hence, there are different categories of effects of events, ranging from direct effect, to indirect and finally induced effects of events on the host economy. Della Lucia (2013:95) further stresses that the total economic impact is an estimate of the sum of these effects on the region's economic system. For instance, the direct effects are spending on goods and services by visitors to events (e.g. overnight stays, meals, shopping, tickets) and event organiser's expenditure on the procurement of items like furniture, equipment, advertisement, renting, and fees. Tifflin (2013:6) feels that "measuring visitors spend at an event is important in determining the

economic impact of such event”; while the expenditure of the sponsors should be included. Della Lucia (2013:95) further states that the indirect effects are related to the cost involved in supplying the input needed to provide the goods and services required (e.g. hotel, restaurant, shops, and transport).

According to Jago and Dwyer (2006:7) “The economic impact of an event on a region is the net sum of the economic consequences of all of the cash inflows and outflows that occur because of the event.” Most of the procedures in assessment economic impacts of events do not take into consideration the opportunity cost of resources used in staging the event, therefore, the economic evaluations of those events are economic impact studies rather than evaluation exercises (Brown et al., 2015). The major types of economic models that are used for this purpose are Input-Output (I-O) and CGE, which are briefly discussed below.

3.3.1.1 Input-Output analysis

Crompton (1999) is of the view that the multipliers used to estimate impacts on output, income, and employment is invariably based on I-O models. Wagner (1997:598) argues that the structure of a regional economy can be described by its production, income distribution, consumption of goods/services, savings and investments, and trade, from an economic perspective. Therefore, one technique for estimating such regional economic impacts of tourism is by using an I-O model. The model is used to explain the relationship between different industries in the economic sector (Kumar & Hussain, 2014). The I-O model sets out the relationships between inputs per unit of output for each sector of the economy (Jago & Dwyer, 2006). There are different I-O models which Jago and Dwyer (2006) classify its multipliers effect analysis to either be, production-induced and consumption-induced effects of the initial stimulus.

I-O model has dedicated software which can be applied when assessing the impact of events from an economic perspective in a region, based on four commonly used multiplier domains. However, each of these multiplier domains has its challenges in the final analysis. The employment multiplier, for instance, derived from an I-O analysis measures the direct, indirect and induced effect of an extra unit of visitor expenditure on employment at the destination (Jago & Dwyer, 2006). But Crompton (1999:13) argues that care must be exercised in the use of employment multipliers from I-O models due to its tendency to exaggerate the amount of employment generated. Due to the short-term nature of events, any employment effects, if there

are any, may be small and are likely to be short lived (Faulkner, 1993). Such events are not likely to generate lasting employment effects because of their ‘one off’ or short-term nature and thus the use of employment multipliers based on input-output tables is problematic (Jago & Dwyer, 2006). Against this background, Fernando, Bandara, Smith and Pham (2015:6) argue that despite the adoption of the I-O technique to capture the effects of tourism on an economy, it has some well-known limitations. For example, it is entirely demand driven, does not recognise supply constraints, and ignores price effects and substitutability between primary inputs, such as land, labour and capital. The need to overcome these limitations motivates some researchers to adopt a more sophisticated analytical tool known as the CGE model (Dwyer & Pham, 2013).

3.3.1.2 Computable general equilibrium (CGE) model

A CGE model is a large-scale numerical model that simulates the core economic interactions in the economy. It uses data on the structure of the economy along with a set of equations based on economic theory to estimate the effects of fiscal policies on the economy (HMRC, 2013). The underlying data is linked together through a set of equations that governs how the economy evolves over time in response to a policy change. These equations, which are based on the economic theory of general equilibrium, ensure supply and demand for goods, services and factors of production in the economy are balanced. They determine how firms and households respond to changes in incentives. According to Kumar and Hussain (2014:362): “In broad sense GGE models has [*sic*] sufficient conventions to overcome all other models mentioned earlier, most of the outputs are theoretically induced by the multiplier effects.” The models capture the inter-dependencies between the different product markets, and public and private sectors in the economy, enabling analysis of how a policy change targeted in one part of the economy will affect the rest thereof. Hence, this is a useful tool for analysis as policies can often have indirect effects that are difficult to quantify. CGE models have increasingly been used, especially in Australia, the UK, the US and Canada, to simulate the economic impacts of a variety of changes, across several sectors (Dwyer, Forsyth, Spurr & Ho, 2005).

Jago and Dwyer (2006:34) assert that the development of CGE modelling has provided economists with an alternative approach to analysing the impact of tourism and one which has the same ability as I-O analysis to highlight the inter-sectoral linkages without being restricted to fixed prices and wages. They further argue that CGE tourism models are particularly helpful

to policy-makers, who can use them to provide guidance about a wide variety of questions, arising from a wide range of domestic or international shocks or policy scenarios that could be considered. GCE provides some level of accuracy in impact estimation and enhances understanding of the nature of the impact experienced in an economy. Against this backdrop Bohlmann and van Heerden (2005) adopted a CGE model developed specifically for the South African economy, to assess the impact of the pre-event phase of the 2010 FIFA World Cup to be hosted in the country on the local economy. Their findings showed a positive impact on most macro-economic variables, including GDP and employment, particularly in the unskilled labour segment.

CGE models provide a highly useful and flexible framework to examine the impacts of increased visitor expenditure associated with a special event (Jago & Dwyer, 2006). Unlike the I-O models, CGE models estimate both the negative and positive effects of injected expenditure in a region. It therefore represents world best practice in assessing the economic impacts of changes in event tourism expenditure (Dwyer et al., 2005; a). It is believed that in economic policy discussion generally, the CGE technique has almost completely supplanted I-O analysis. Nevertheless, Jago and Dwyer (2006:39) are of the view that in event evaluation, tourism researchers and consultants still adopt I-O based multiplier models for evaluation and policy advice purposes.

Despite the overwhelming claims that the CGE approach to economic impact estimation is conceptually superior to the I-O model, several drawbacks have been identified in the use of CGE modelling in the events domain. Some of the major criticisms are that CGE models are only useful for very large events. Mules (1999:2) argues that CGE modelling is suitable for calculating the impacts of large events, that it is not appropriate for calculating the impacts of small events and that I-O can be used in this context. It is also claimed that CGE models are not necessary for events held in peripheral regional areas. It is believed that the focal point of the model is the core region, the central economy base where the event happens (Dwyer, Forsyth & Spurr, 2005). Whereas I-O models can be used to estimate the impacts of events in areas that are separate from the main centre of the economy, such as in rural towns and cities. CGE models also require too many assumptions (Hunn & Mangan, 1999), which makes them too complex to use, costlier and are often not available in various regions.

Nevertheless, Jago and Dwyer (2006:40) are of the view that CGE models be used for the economic evaluation of special events rather than I-O analysis. They argue that: “CGE model is more advanced and will produce results that are more reflective of the true impact of an event, including the possible situation where an event has an overall negative impact on the economy because the negative impacts of the event on other sectors exceed the positive impact on the tourism industry.”

3.3.1.3 DMAI event impact calculator

This is one of the latest innovations for the event impact assessment. This model was introduced in 2011. It was developed by Tourism Economics (an Oxford economics company) specifically for Destination Marketing Association International (DMAI). The calculator provides the DMOs with a dynamic and credible industry standard to quantify an event’s full economic value in terms of direct expenditures, taxes, employment, wages and total return on investment. “Return on investment metrics are crucial to understanding and communicating the value of particular events and continuing to form a broad case for destination marketing,” said Michael D. Gehrisch (2016), President and CEO of DMAI. “Armed with this information, DMOs and their communities can better articulate and understand the substantial impacts events have on the economic development of their destinations.” By knowing the value of events sold by the DMO, industry stakeholders are then empowered to make a strong case for continued destination marketing.

According to Gehrisch (2016) the calculator provides a foundational set of information to make the case for DMO funding using metrics which matter most to city government-jobs and taxes and provides a comprehensive assessment of the broad economic benefits of events. The calculator can be used to evaluate concessions and other incentives for events in comparison to their benefits. Through the calculator, events can also be compared to one another to identify the highest yielding opportunities. Upon payment of licence fee, the DMO is assigned a unique username and password which provides access to the model for their city. Creating an event impact, the DMO needs to provide many event characteristics, such as type of event, date of event, room rates, and attendance, among others. The calculator then creates a report which summarises the economic impact of the event and its return on investment based on DMO inputs that drive a model built from eight different sources.

Some of the noted drawbacks of this model are that the spread and adoption is still limited to the advanced cities in the USA, UK and Canada. Most African cities have not keyed into this innovation and the reason could be due to paucity of data and the level of technological advancement. For instance, if the DMO doesn't have all the data to input into the calculator, the model then uses industry average which is scaled to specific city costs of doing business for an event of the stipulated size and type. Of course, this would not be an accurate analysis considering the peculiar nature of events which make it difficult to generalise. Also, the initial version of the event impact calculator still focuses on business, meetings, conventions, trade shows and now sports, leaving out festivals, carnivals and other entertainment events. Hence, the model is still limited in scope. Nevertheless, this model is a major innovation in the impact assessment approach of events.

3.3.1.4 Cost-benefit analysis

Cost-benefit analysis (CBA) is an evaluation technique based on economic concepts of 'scarce resources' and 'opportunity cost'. It is based on the premise of welfare economics; it sorts out what the net benefits for the local population are by indicating which of the money flows into the economy, and which activities are costs and which are benefits (Barget & Gouguet, 2010; Késenne, 2005). The model was developed because of the need to look 'economy-wide' for the range of economic, social and environmental impacts of an event (Dwyer & Forsyth, 1993). For instance, resources are scarce and there are compelling needs for them; it now becomes imperative to make a choice on the alternative uses of the limited resources. A DMO with limited funds must decide either to sponsor an iconic special event or marketing promotion programme. If it chooses the 'Special Events' programme, then the cost of giving up the 'Marketing Promotion' programme is an opportunity cost, which could include reduced visitation and associated expenditure to the destination in the future (Dwyer, Forsyth & Spurr, 2005). CBA identifies these opportunity costs and helps decision-makers choose one option in preference to another. The opportunity cost of allocating funds to one programme is the most valuable alternative foregone.

A CBA looks at the broader question of what society gains and losses because of staging an event (Taks, Kesenne, Chalip & Green, 2011). There are benefits, and costs occasioned by the staging of an event. For instance, a special event may leave a legacy of facilities, such as improved roads or sports arenas, which will be of value in the future. The value of these need

not show up in increased measured economic activity. The same resources could as well be channelled in the more productive sector of the economy. Taks et al. (2011) further postulate that a CBA needs to infuse all costs and benefits to determine whether there are any net benefits. They emphasised that the cost side, the opportunity cost, and not the actual financial cost, must be considered. On the benefit side, the increase in value of consumption of residents, including the public good value of the event and the consumer surplus, needs to be considered. One way to measure benefits is through willingness to pay valuation techniques (e.g., Barget & Gouguet, 2010; Mules & Dwyer, 2005). The standard approach, according to Jago and Dwyer (2006:41), is to identify costs and benefits that are directly attributable to a project, quantify costs and benefits, analyse the appropriate discount rate to future cash flows to calculate net present value, conduct sensitivity tests for uncertainty, and then consider equity issues and intangibles. Cost-benefit analysis attempts to measure all major costs and benefits associated with an event tourism project. This approach is more encompassing than methodologies confined to measuring net economic benefits.

CBA is a useful tool for measuring and comparing the benefits of a special event with the costs related to that event; a major reason for undertaking a CBA is to ensure a consistent approach to evaluation that enables comparison of different options. A CBA should measure all effects, costs and benefits of an event (Mules & Dwyer, 2005; Késenne, 2005; Jago & Dwyer, 2006; Taks et al., 2011). An event is termed successful if the sum of its benefits exceeds the sum of its costs to the region. The CBA framework, identify and value the costs and benefits accruable because of the event, as comprehensively as is feasible. Mules and Dwyer (2005:345) identify some of these benefits and costs which can be measured directly to include benefits to patrons, and the environmental costs of staging the event (such as noise and traffic congestion). If intangible objectives, such as 'publicising the region' or 'promoting community pride' are considered important to the project, then a means of assessing their 'worth' should be determined and the best way to pursue them should be carefully considered. They (Mules & Dwyer, 2005) also assert that in considering intangibles, attention should be given to the impact on the community (such as who is affected and how) and the likelihood of the full impact being realised.

However, CBA has not been widely used because it is more difficult to employ than simpler and more narrowly based economic assessments (Jago & Dwyer, 2006), due to some flaws identified in the model. Taks et al. (2011:198) opine that all short-term and long-term costs and

benefits should be included in a CBA. For instance, Taks et al. (2011:199) in a research conducted on an IAAF sporting event hosted in Windsor in 2005, affirm that “reliable data on long-term costs and benefits are usually not available when a CBA is performed shortly after the event”; they reveal that the final assessment underestimates the benefits and thus overestimates the costs and vice versa (by not including components such as positive publicity, increased experience of volunteers, or the potential to recruit new students or hosting future events), for example, crowding out effects of volunteers and/or sponsorship or the free use of university employees were underestimated.

3.3.1.5 Triple bottom line evaluation

According to Sherwood (2007:67) an increasing number of researchers over the years have called for a broader approach to evaluate the impact of events; while Jago and Dwyer (2006:38) are of the view that to establish the long-term success of an event in a destination, the stakeholders must adopt a holistic approach to its impact evaluation across the three pillars of impacts assessment (economic, environmental and social). The concept of the triple bottom line is believed to be embedded in the sustainable development thinking. As such scholars and researchers with interest in sustainability frameworks have applied this approach in their studies. In simple terms, the triple bottom line is an accounting concept that incorporates three dimensions of performance; financial (economic), social and environmental, what Slaper and Hall (2000:7) termed the three Ps: people, planet and profit. Savitz and Weber (2006:15) postulate that the triple bottom line “capture the essence of sustainability concept by way of measuring the impact of an organisation’s activities on the world about its profitability and shareholders values in relations to its social, human, and environmental capital”. The main fulcrum of the definitions ascribed to triple bottom line approach is the emphasis on sustainable development in a three-pronged approach. People are the focus of the developmental process; any development that is not centred on people is not development in the real sense of the word. The people’s (stakeholders’) perceptions of an activity, the impact of such activity on the environment and the economic benefits or costs of such activity, are issues within the domain of triple bottom line.

Evidence of the holistic appeal of the TBL approach to sustainability can be seen in the Brundtland Report of the World Commission on Environment and Development (WCED) and Agenda 21 of the United Nations Conference on Environment and Development. All the

principles underlying Agenda 21 promote the centrality of social equity, and environmental protection to development for current and future generations (Dodds, Schneeberger & Ullah, 2012). The conceptual framework of the triple bottom line is the interdependence and interrelatedness of the three elements. A position shared by Rogers and Ryan (2001:284) that the nucleus of the TBL is the fact that each of the bottom lines is related and interlocking in which the performance and growth across each of them should be maximised simultaneously.

The triple bottom line is an accounting framework that incorporates three dimensions of performance: social, environmental and financial, though different from the traditional reporting framework since it includes ecological and social measures difficult to appropriate a means of measurement (Slaper & Hall, 2011). The concept is rooted in a business and corporate setting. Hence, businesses must strive to be responsive to the challenges and concerns of environmental and social equity by consumers. Therefore, a TBL was factored into events evaluation to broaden the evaluation criteria for events and bring the events industry in line with the wider business community (Sherwood, 2007). An assessment of event impacts with the application of the triple bottom line framework, addresses the three pillars of sustainability of: environmental measures that provide a clearer picture of the environmental footprint of an event and align events with broader destination tourism strategies, such as the ecological sustainability. Social evaluation measures the impact of the events on the quality of life of the host community. While economic evaluation measures the benefits and costs of the event on the host economy in terms of flow of money, income and expenditures, taxes, employment, among others. Sherwood (2007:62) argues further that TBL evaluation will enable a comparison to be made of a range of different events and their impacts which will aid tourism organisations and event stakeholders in the decision-making process about which events merit support.

Events vary in form and pattern, thereby attracting different types of tourists who may undertake varying patterns of activities in the host city, which would result into different types and levels of impact. Fredline et al. (2005:7) explain that “some impacts can be measured with substantial precision, while others cannot be measured directly, and indicators must be used to give an indication of their level”. They further highlight that, the critical success factor in holistic event evaluation is in developing indicators that are simple to measure yet provide a valid and reliable indication of the impacts under consideration. The broad-based evaluation of the triple bottom line approach adopts the economic indicators, such as; benefit/cost ratio (in

terms of net visitor expenditure, net event expenditure, net additional public-sector investment grants and net private sector investment), average visitor trip expenditure, average domestic overnight trip expenditure, and net benefit per head of local population. On the environmental indicator, the objective would be to compare the average consumption/generation/recycling figures within the event precinct to establish whether the event has a lesser or greater than average impact on the environment (Fredline et al., 2005). The social indicator, on the other hand, deals with host community perceptions of the event. Resident perceptions of impacts on quality of life, percentage of locals who attend the event, crime reported associated with the event, displacement and crowd management incidents, are some of the overall index indicators.

There are challenges that are still noticeable in the adoption of the TBL approach to event evaluation. For instance, finding a universal standard unit of measurement about the social and ecological/environmental impacts is still subject to debate by many researchers. However, some scholars see this as a strength since it allows a user to adapt the framework to the peculiar needs of the environment being evaluated (Slaper & Hall, 2011). Also, the challenges of finding applicable data, such as getting event stakeholders to respond promptly or getting the precise data from stakeholders, is still a major concern. The triple bottom line approach does not necessarily provide a completely holistic evaluation of all the impacts of events.

3.3.2 The need for a more holistic event assessment framework: Calling for a new approach to address the study under review

It is instructive to state that events have impacts that extend well beyond the identified dimensions of economics, social and environmental, which calls for the need to evaluate the impact of special events in a more holistic fashion (Fredline et al., 2005).

This study is not focused on the impacts of events in general terms, but rather on how an event induced tourism growth and development in a sustainable manner. Suffice it to say that the level at which events promote tourism remains the fulcrum of this study. Aside the various approaches to events evaluation identified by this study, there are other models of events impact assessment, such as, *inter alia*, the Sport Tourism Economic Assessment Model (STEAM), and the Sport Event Impact Model (SEIM). However, a substantial gap still exists in the assessment of events as catalysts for tourism development. A model that can effectively assess this event impact on tourism, must take a multi-dimensional approach than what the triple bottom line model offers. To effectively assess the level at which an event helps in the

development of sustained tourism in a community, requires more data from other intangible indices in the system. Dwyer, Mellor, Mistilis and Mules (2000), in a study undertaken for Tourism New South Wales, revealed that one of the significant benefits an event brings to a region is media coverage. They argue that the favourable publicity received due to the staging of the event, brings with it huge benefits that can enhance the tourism image of a destination, which ultimately can have long-term positive effects on tourism and tourism investment.

This study therefore proposes a new framework in assessing the impact of events on sustainable tourism development. This proposed model is conceptualised on the premise of sustainable tourism development paradigm. The model takes cognisance of the roles of stakeholders in event tourism to adopt the different dimensions in assessing event impact on tourism. These are: (i) ‘economic impact’ – the assessment based on this dimension will look at the usual economic benefits that an event brings, which often motivate the government to support the hosting of such event. Other criteria, like inflow of income, direct expenditure, job creation, are part of the indicators on the economic angle; (ii) ‘visitors’ perceptions and experiences’ – this dimension is critical in the assessment of an event as a panacea to sustainable tourism. Repeat visits by tourists are fundamental to the sustainable growth of tourism, and for this to happen the tourist must have had a satisfactory experience during the initial visit. The assessment of the visitors’ perceptions and their experiences will be used to gauge their level of satisfaction which, if positive, can lead to their willingness to make a return visit; (iii) the other variable is the ‘social impact’ (well-being of locals) – it is believed that total absence of friction and resentment of the locals towards the visitor ultimately enhances visitors’ satisfactory experiences at the destination. The comfort of the locals needs to be assessed; (iv) ‘environmental impact’ – is another variable in the proposed model. An assessment of how events impact on both the physical and biophysical ecosystem of the host community needs to be undertaken; for an event to induce tourism growth and development such an event must be eco-friendly.

This broad-based assessment model hopes to articulate the critical impact of events towards the promotion and development of sustainable tourism in a community. The study provides the template and modalities of the model in the latter part of this thesis.

3.4 Conclusion

It is believed that staging major events can be beneficial for the host region with positive impacts that often include the stimulation of tourism growth leading to the development of the local economy. However, it is also clear that there are outcomes associated with staging an event that adversely affect the host destination, which call for a holistic impact assessment, although these negative impacts are often ignored in some event evaluation research (Fredline et al., 2005). This chapter has shed more light on the major approaches and models that have gained prominence in events impacts assessment over the years. Considering the peculiar nature of this study, whose focus is mainly on events as inducers of tourism development in the city of Durban, a new approach that is broad and encompassing is being proposed to fill the existing gaps.

4.2 Tourism System Theory

For tourism research, several systematic approaches have been unearthed to understand tourism components, their functions and the level of their interrelationship. For instance, in the general system theory, a system is said to be a set of objects or elements interacting to achieve a specific goal, or a complex interaction of components that permits the identification of a boundary maintaining entity or process towards producing a desired result (Hodder, 1992; Laszlo & Krippner, 1998; Okpoko, 2006). Bertalanffy (1972, in Hodder, 1992:16) defines a system “as a set of elements standing in the interrelationship among themselves and their environment”. Hodder (1992:16) further asserts that the behaviour of one system can be understood and predicted from the functional links to others. Hence, as one part of the system changes, the other regulates to regain homeostasis. Laszlo and Krippner (1998:53) opine that, the systems approach attempts to view the world in terms of irreducibly integrated systems. It focuses attention overall, as well as on the complex interrelationships among its constituent parts.

The systems paradigm is a scientific approach that consists of a set of principles and tools to deal with ambiguity, complexity, and mental models underlying our present social, economic, ecological, and political challenges (Bosch, Maani & Smith, 2007). The main ideas behind this approach are: (i) to focus on the whole system and the constituent parts as well as their interactions; (ii) to provide a framework for managing change and complexity through the understanding of dynamic feedback embedded in complex systems; (iii) to allow decision-makers to anticipate the long-term consequences of their decisions and actions, and the unintended consequences of policies and strategies; and (iv) to provide a common language for diverse stakeholders for deep dialogue and consensus building. Hall (2000:15) points out that systems thinking promotes the analysis of connectivity between elements. Systems theory distinguishes between open and closed systems.

The system approach has proved to be an effective and powerful tool to explain the undercurrents and complexities of the tourism industry. Tourism is not just an industry or a sector, but rather an open, dynamic and complex system, which consists of many interacting components and involves different stakeholders (Gunn, 1994; Leiper, 1990; Mill & Morrison, 1998). The system model helped to clarify, simplify and integrate all strands of problems associated with the industry; it also provides the template to follow in the decision-making process to achieve desirable results.

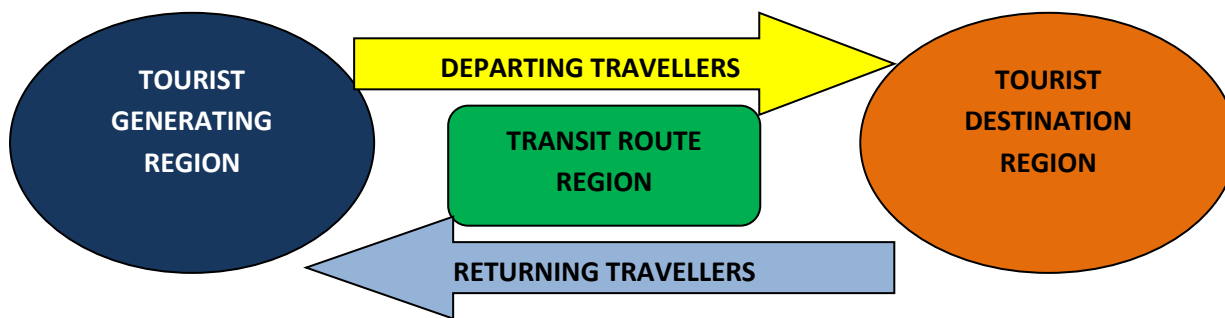


Figure 4.2: Leiper's tourism system model. Source – Adapted from Leiper (1990)

According to Lamont (2008:8) Leiper's model of whole tourism systems is a commonly cited conceptualisation of tourism underpinned by system theory. Leiper (2004:49) offers real-world examples, based on his experience in Australia and the Asia-Pacific, demonstrating an in-depth awareness of the ways that modern tourism and associated industry trends have affected the role of tourism management in Australia and overseas. He reinforces a perspective that is becoming increasingly apparent to tourism researchers and practitioners alike. Tourism management is not simply confined to administration within the tourism and hospitality setting, but is closely involved with all the major functions, processes and procedures that are practised and performed by the various areas associated with the tourism system. According to Steck (1999:15)

“Tourism takes place on several physical levels, ranging from the place or country of origin to the destination. This means that training a few local guides, building lodgings and printing information brochures will not suffice on its own. The entire service chain of a journey, which often crosses national boundaries, must function to develop tourism in a particular area.”

Generally, the fundamental framework for understanding tourism systems, is taking from the geographical point of view starting from the analysis of tourist movement and flows, as well as the interactions of components within the system (Leiper, 1979). The origin-destination tourism system consists of two types of region: an origin, which is related to the region or country generating the tourists; and a destination, which is related to locations visited by tourists, including all those activities that are designed to entertain the visitors (Gunn, 1994). Leiper's model (1979) looks at a whole tourist journey from the homes of tourists to the attractions they are going to visit. This system incorporates five basic components: (i) Tourists; (ii) Tourist Generating Regions (TGR), where tourists originate; (iii) Tourist Destinations

Regions (TDR), which incorporate certain activities, features and services that attract tourists; (iv) Transit Routes (TR), which allow tourists to ‘flow’ through the system; and (v) Tourism Industry, comprising the variety of businesses and organisations supplying the tourist product.

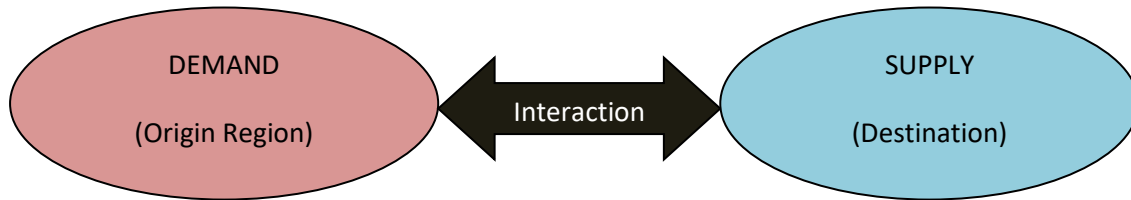


Figure 4.3: Demand and supply balance. Source – Gunn (1994)

The tourism system is structured between the supply and demand sides. Hence, the model shows how demand and supply interact to increase regional tourism development. Usually, the origin refers to the source of tourism demand, while the destination represents the tourism supply side. Gunn (1994:54) argues that the supply side is represented by the five interdependent components of attractions, transportation, information, promotion, and services; therefore, a change in one component will influence other components of the system. He further posits that the functioning level of each component largely depends on many external factors, including natural and cultural resources, organisation, leadership, finance, labour, entrepreneurship, the community, competition, and government policies. Most of the marketing functions in tourism are conducted in the tourists’ generating region, while tourism planning and development are performed in the destination region, and transportation services take place within the transit route.

4.2.1 The basic elements of Leiper’s system approach; implication for event tourism in Durban

Leiper through his model highlights the major elements within the tourism system that deal with the planning, management, organisation, coordination and control of different forms of tourism activities. Lamont (2008:8) posits that Leiper’s model conceptualises tourism as an open system consisting of five interrelated elements: one human element (tourists), one industrial/organisational element (tourist industries), and three geographic elements (traveller-generating region, transit route, tourist destination region). He argues that these five elements are subject to influence by external environments (legal, economic, political environments). These five elements as they relate to event tourism are discussed below.

4.2.1.1 Tourist (event participant/visitor/attendee) element

The tourist is the key player and a major stakeholder in this system. Tourist is the human element in the system which attracts the target of other elements. The UNWTO (2015) defines a ‘visitor’ as any person visiting a place other than that in which he has his usual place of residence, for any reason other than following an occupation remunerated from within the country visited. This definition covers: (i) tourists, i.e. temporary visitors staying at least twenty-four hours in the country visited and the purpose of whose journey can be classified under one of the following headings: (a) leisure (recreation, holiday, health, study, religion, and sport), (b) family, events: business, mission, meeting; (ii) excursionists, i.e. temporary visitors staying less than twenty-four hours in the country visited (including travellers on cruise ships). The UNWTO (2015) further classified the tourist as a visitor whose purpose of visit may be classified under one of the following three groups:

- * Leisure and holidays;
- * Other tourism purposes – including studying and health reasons;
- * Business and professional (a trip undertaken with the purpose of attending a conference, exhibition, event or as part of an incentive trip).

Cohen (1974, in Wall and Mathieson, 2006:13) defines the tourist as: “a voluntary, temporary, traveller, travelling in the expectation of pleasure from the novelty and change experienced on a relatively long non-recurrent round trip.” Tourism remains the study of man (tourist) away from his usual habitat, the industry which responds to his needs and the impacts that both he and the industry have on the host socio-cultural economic and physical environments; therefore, the main concept relating to tourism in the system thinking is the fact that the tourist remains the focal element in the tourism system. There are two components within this element – the j o u r n e y element (travel), and a static element (stay) (Burkhart & Medlik, 1981). The second concept defining tourists is that they are net consumers of economic resources within the regions visited. The final concept is that their trips are circuits, returning to the points of origin. From the circular pattern of their behaviour it is possible to isolate the geographical elements fundamental to the system.

Meanwhile, event tourists are those visitors who visit a destination for the primary purpose of participating in or viewing an event (Turco, Riley & Swart, 2002). The event tourist is one who

makes a journey for the purpose and intent of participating in a planned event or indulges in an event-related activity at a destination visited. In every event conceived to be hosted in an area, the event attendees remain the core factor to its success or otherwise. In recent years event tourism has grown in volume and diversity and the consequences on the host are becoming increasingly complex. The growth of events of different types with the concomitant impacts has prompted perceptive observers to raise many questions concerning the social and environmental desirability of encouraging further promotion. These questions centred on the event tourists and their impact level on the social, economic and environmental fabric of the host destination. Understanding where the event participants come from (origin), the types of events desired and their motivations to attend the events, their expenditure at the event venue, and the mode of transport used to and from the event destination, and their likelihood of return visits, are some of the key concerns to unpack every facet of issues around event tourism, and sustainable development nexus in each destination such as the city of Durban.

4.2.1.2 Organisational element (event tourism industries)

Based on Leiper's tourism system analogy, using event tourism as a product, the system is structured to distinguish between the supply and demand sides as represented in Figure 2. The model shows the interaction of demand (event tourists) and supply (industry or organisation). The demand is represented by tourists who attend the event, while the supply on the other hand is represented by five interdependent components of attractions (event itself), transportation, information, promotion, and services (Gunn, 1994). Each of these components works independently but aims toward the same goal, and failure or ineffectiveness of one of the components will influence other components of the system. The industrial element consists of organisations, firms and facilities intended to serve the needs and wants of tourists. This element is divided into the following six functional sectors:

- * Marketing organisations such as: travel agencies, tour operators, destination marketing organisations and travel writers/publishers;
- * Tourist carriers which include: airlines, railway, sea cruise and road transport;
- * Tourist accommodation establishments such as: hotels, motels, bed and breakfast, resorts, lodges and guest houses;

- * Tourist attractions providers which include: heritage sites, events organisations, museums, leisure/resort centres, amusement parks, among others;
- * Miscellaneous tourist services such as: souvenir shops, travel insurance agents, bureau de change, banks, gas stations, and courier services etc;
- * Tourism regulations such as: government agencies, professional bodies and associations, trade unions and other non-governmental organisations.

These tourist industry elements are responsible for carrying out their respective obligations of either drawing the attention of tourists to the products, conveying tourists to the products' locations, supplying the specific products to tourists or regulating the tourists' system itself to enhance standardisation. The tourist organisation elements are spread within the three geographical spheres of the tourism system *viz.*, TGR, TR and TDR. For instance, the Travel Retail business, such as tour operators and travel agents, are mostly set up in the Tourist Generating Region; the attractions and the hospitality business are situated in the Tourist Destination Region; while the Transport Industry which connects the two regions is largely in the transit route region.

It suffices to say that the event tourism system includes many interacting components as earlier indicated and involves diverse stakeholders, each of whom holds different management objectives. Hence, it will be difficult to manage the system towards sustainability, except where their individual objectives are geared towards the sustainable development of the whole system, in this case, the city of Durban. Mill and Morrison (1998:43) therefore argue that, to achieve sustainable development of tourism in a system, such system must not be studied based on each of its separate components, but rather a holistic approach, on how each of the components contributes to the health and sustainability of the whole, must be adopted.

The industry is a key element in the event tourism system. The stakeholders within each component come from commercial private enterprises, non-profit organisations and the public sector. Therefore, planning, development, promotion and delivery of the event are done by the various organisations within the event industry. Since events are often seen as bringing huge benefits to the people within the industry and the destination in general, considerable investments are made by these organisations in the staging of such events. The functioning level of each component in the industry largely depends on many factors, including

organisation, finance, government policies, leadership, labour, entrepreneurship, the community, competition (Gunn, 1994). For instance, there are various organisations within the event tourism industry in Durban with a mandate to plan, promote and stage events in the city. Hence, understanding their level of efficiencies will provide clues on the success or otherwise of events being hosted in the city. Since finance is a major factor in the successful hosting of events, it becomes imperative to understand the source of funding of major public events in the city, while knowledge of the level of return on investments for the privately-funded events is also desirable. What are the government policies about event tourism in the local economic development of the city of Durban? Since one of the major tasks of economic development of the city is to find gainful employment for all those needing work, it is very important to understand the ability of event tourism to create jobs.

The SAT 2005 Report indicated that:

“There are over 1,200 convention centres providing employment to more than 60,000, with revenues of close on R3 billion a year in South Africa. The number of conferences held in South Africa has more than quadrupled since the 90s and the country now ranks among the world’s 50 most preferred international conferences venues.”

The report further highlights that “some 80,000 meetings and gatherings were held, though these are small events with an average of fewer than 50 participants”. Therefore, to manage the development of event tourism in the city of Durban toward sustainability, it is necessary to understand its structure and the environments in which it operates, as well as the concomitant operational mechanisms of the various events’ industry players in the city.

4.2.1.3 Geographic elements

Tourism (including event tourism) is not simply defined as an ‘industry’ but also as a ‘system’ (Gunn, 1994; Leiper, 1990). Hence, a system has a structure and an environment and, as highlighted above, the structure of the tourism system has been contextualised from different perspectives. According to Leiper’s model (1979) a whole tourist journey starts from the homes of the tourists right up to the attractions they are going to visit, which encompasses the total experience gained from the time the tourist departs from his/her home and arrives back to the point of origin. This system incorporates the geographical elements which comprises of three intimate components as highlighted in Figure 1: (i) the Tourist Generating Region (TGR) is

where tourists originate from, (ii) the TDR which hosts the attraction, the industries that provide services to the tourists and other distinct features, and (iii) the TR which allow tourists to 'flow' through the system from the point of origin to the destination and back to the starting point.

Leiper (1979:394) defines the TGR "as the permanent residential bases of tourists, the place where tours begin and end, and those features of the region which incidentally cause or stimulate temporary outflow". TGR exemplifies the markets' source for tourism, and practically acts as the 'push' force to motivate and stimulate the desire to travel. It is this region where the tourist tries to seek information, makes reservations and eventually departs from. The region basically relates to the demand aspect of travel and tourism.

In the event tourism system of the city of Durban, understanding the basic geographical setting where most of the events attendees to the city usually emanate from, including the necessary behavioural factors pertaining to their motivation, is very important. A better understanding of travel behaviour of tourists could assist in the marketing of trips (Flognfeldt Jr, 2005). Since the generating region is the basic market source of the event tourism sector, therefore, an understanding of the 'push factor' is sacrosanct to the effective planning, organisation, marketing and promotion of events by the various stakeholders in the city. Being the source of potential demand, the major marketing functions of the event industry are focused on: promotion, advertising, wholesaling, and retailing. Underlying this marketing function is understanding the reason why certain regions exhibit a tourist exodus, an issue with the socio-economic dynamics of such region. Hence, Leiper (2004:96) raised the question as to "know the economic, social, and cultural effects in a community when a significant number of its members depart for tours into other regions".

Numerous research has been undertaken to establish where the major breeding markets for events in South Africa are situated. For instance, the South African Tourism Report of December 2010 on the FIFA World Cup held in the country same year, indicated that 38% of the 309,554 foreign tourists who came for the event were from African countries, while 24%, 13% and 11% were from Europe, Central/South America, and North America respectively. Also, the Comrades Marathon 2015 Report (Tifflin & Kohler, 2015) indicated that 23% of the South African non-resident spectators were from Gauteng province. Thus, it is imperative to know the source of event market and the motivation of the event participants, as this will

influence the planning, marketing and promotion drive of the industry players at the destination.

A Transit Route (TR) is the second component in the geographical element of the tourism system. Lamont (2008:5) describes routes as the conduit linking the traveller between their home (the traveller-generating region) and the destination. Flognfeldt Jr (2005:2) also affirms “TR as paths linking tourist generating regions with tourist destination regions, along with tourists’ travel”, including stopover points that might be used for convenience or because of the existence of attractions. TRs are the location of the main transport component of the tourist industry (Leiper, 1979). This suggests that all tourists are travellers but not all travellers are tourists. However, when travellers reach the end of a transit route and arrive at their destination (Lamont, 2008) they cease being travellers and become tourists. The TR typifies not only the in-between places which may be visited along the way to the destination, but also the short period of travel to get to the destination. According to Leiper (1979:395) “there is always an interval in a trip when the travellers feel they have left their home region yet to arrive the destination”. The functioning level of each component including the connectivity of the TGR and the destination depends largely on many external factors, such as organisation, leadership, and government policies (Gunn, 1994).

According to the South African Tourism Report of December 2010 on the FIFA World Cup, the OR Tambo International Airport was the major entry point of foreign visitors into the country, which is complemented by the Cape Town International Airport and King Shaka International Airport. Since transit routes are a vital element in the system (Flognfeldt Jr, 2005), their nature and efficiency influence the quality of access to given destinations and accordingly they influence the size and direction of tourist flows. Hence, it is important to understand the level of connectivity of the city of Durban with the outside world. It becomes imperative also to know the most accessible means of transport to the city of Durban by events visitors as well as government policies towards promoting an effective and efficient transport system in the city. Are there any intervening opportunities or stopovers along the routes as tourists’ journey to the city for events? These are some of the issues that need to be put into perspective.

The third component of the geographical element of the tourism system is Tourist Destination Region (TDR). Leiper (2004:128) defines a tourist destination as, “places where travellers choose to stay awhile for leisure experiences, related to one or more features or characteristics

of the place – a perceived attraction of some sort”. As such, tourist destinations are places in the whole tourism systems where tourists remain temporarily static. Flognfeldt Jr (2005:2), also defines TDR as locations which attract tourists to stay temporarily and those features which inherently contribute to that attraction. The TDR is where the most significant aspects of tourism system activities take place. It is also where the main attraction and most of the tourists’ business needs – accommodation establishments, services, entertainment and recreational facilities – are located. According to Leiper (1979:401) “it is at the destination where the most noticeable and dramatic consequences of the system occur”. The pull force of the destination region activates the whole tourism system leading to demand for travel by the potential tourist in the traveller generating region. Since it is the destination where the greatest impact of tourism is felt, planning and management strategies are implemented in this region.

Events are planned, organised, and marketing strategies are put in place to promote them at the destination region. It is imperative to understand why such events are being organised, and for what purpose. The impact of events in the socio-economic structure of the city, and the roles of the various stakeholders, are major issues to be addressed.

4.3 Stakeholder Theory

Tourism as an economic sector within the systems discourse, requires a special approach due to the interlinking of all the stakeholders involved in its activities. Tourist companies and organisations are becoming increasingly important players in the economic development drive within the system in which they operate, due to the number of jobs that they create, and various other factors within the local environment which they influence, or which influence them. In view of this, the stakeholder theory is applied to identify the responsibilities that tourist companies have towards society, the natural environment and other elements within the local environment of their field of operation. A Stakeholder is defined as a person or a group of people who benefits from, or who is harmed by, and whose rights are violated or respected by, the action of a corporation or entity (Freeman 1984:24). Different stakeholder definitions have been proposed over the years, and scholars define the concept from different perspectives, but the guiding principle of all points of view concerning the theory, to a greater or lesser extent, is that a company (system) should take into consideration the needs, interests and influences of people and groups, who either impact on or may be impacted upon by its policies and operation. A host of scholars see a stakeholder as any person or group with interests, rights, a claim or

ownership in an organisation (Clarkson, 1995; Weiner, 1996; Jefkins, 1997). Freeman (1984:25) refers to the term 'stakeholder' as key players that can affect or be affected by a company's activities. Post, Preston and Sachs (2002:32) define stakeholders as individuals or groups which add value to the wealth creation of an organisation and are also its potential beneficiaries. Clarkson (1995:98) sees it as all entities which become either willingly or unwillingly exposed to any activity of the organisation which poses a risk to them in some way or another. This means that shareholders, debt holders and employees are all stakeholders (Blair, 2005). However, the consistent thread that underlines these views is that stakeholders are those individuals and groups that have a claim or an interest in an organisation and its endeavours and possess the ability to influence those activities in some way (Savage, Nix, Whitehead & Blair, 1991).

According to Bronn and Bronn (2003:294), Freeman was the first scholar to articulate the stakeholder perspective in the book *Strategic Management: A Stakeholder Approach*. He identifies and models the groups which are 'stakeholders' of a 'corporation', and describes and recommends methods by which management can give due regard to the interests of those groups. Freeman (1994:27) focuses on searching for proactive ways to change the way in which the world of business operates in relation to its surroundings. He (Freeman, 1994:27) believes that a firm will only be successful if it considers the interests of all the stakeholders involved. The earlier theories focused mainly on creating value for the shareholders by maximising returns. This is, however, not sustainable and, thus, it is important to understand all the stakeholders related to a business, be they employees, suppliers, customers, the community or the banks who lend money. The idea of stakeholder management, or a stakeholder approach to strategic management, suggests that managers and planners must formulate and implement processes which ultimately satisfy not only shareholders (characteristic for 'classical' corporate approach) but also other groups related to the business. The central task in this process is to manage and integrate the relationships and interests of all the identified stakeholders in a way that ensures the long-term success of the firm (Peric, Durkin & Lamot, 2014).

The bottom line of the stakeholder approach and the different postulations by scholars is that a business organisation's obligations are not limited to its owners or operators but extend to a wider group, or all those that benefit or are affected by the business based on its operations. In this case, the local population too has a major role to play as one of the key players that affects a company's development. In the traditional view of a company, only the owners or

shareholders of the company are important, and the company has a binding obligation to put their needs first, and the benefits accruable to them. However, stakeholder theory argues instead that there are other parties involved, including, *inter alia*, customers, employees, suppliers, financiers, communities, governmental bodies, political groups, and trade unions. Even competitors are sometimes counted as stakeholders – their status being derived from their capacity to affect the firm and its shareholders; nonetheless, the discourse on what constitutes a stakeholder is highly contested one (Miles, 2012). Stakeholder theory is therefore premised on the relationship between an organisation (a system) and others in its internal and external environment, and how these connections influence the conduct of the organisation's business (Clarkson, 1995). Friedman and Miles (2002) in their exploration of the implications of contentious relationships between stakeholders and organisations, introduced the compatible/incompatible interests and necessary/contingent connections as additional attributes with which to examine the configuration of these relationships. Robert and Freeman (2003) distinguish between normatively legitimate stakeholders (those to whom an organisation holds a moral obligation) and derivatively legitimate stakeholders (those whose stakeholder status is derived from their ability to affect the organisation or its normatively legitimate stakeholders).

Clarkson (1995:99) classifies the stakeholder concept according to three fundamental factors: (1) the organisation; (2) the other actors; and (3) the nature of the organisation-actors' relationship. While Freeman (1994:25) classifies them as primary stakeholders and secondary stakeholders, the criterion for selection into each category is the extent to which stakeholders are affected by the organisation's policies and strategies. Mitchell, Agle & Wood (1997:871) opine that stakeholders are players (whether internal or external) that affect or are affected by an organisation's objectives or results to a varying extent, depending on the level to which they have one of three basic attributes: power, legitimacy and urgency. Distinction was made by scholars between primary and secondary stakeholders. Primary stakeholders are those groups which have a formal, official or contractual relationship with an organisation, and without which the company could not survive (Clarkson, 1995; Freeman, 1984). This group includes shareholders or owners, managers, investors, employees, clients and suppliers (Savage et al., 1991; Hill & Jones, 1992). All other groups which do not fall under this classification of primary stakeholders belong to the secondary stakeholder group (Carroll, 1993). The latter

includes non-governmental organisations, activists, communities, the media and public administrations, among others (Garriga & Mele, 2004).

According to Andersson and Getz (2008:202) stakeholder theorists have also considered the evolutionary perspective. Hence, Clarkson (1995:98) argued that success and survival depends on an organisation's ability to provide wealth, value, or satisfaction for all its primary stakeholders. Jawahar and McLaughlin (2001:402) proposed that at certain stages in an organisation's life cycle ('formation, growth, maturity, and decline or revival'), different stakeholders will be more important, based on their ability to meet organisational needs. Some stakeholders may be favoured, especially in the formation or decline/revival stages, because of resource dependency (Andersson & Getz, 2008); accordingly, different strategies might be required for stakeholders at one point of time and over time.

4.3.1 Stakeholder theory and stakeholders in the sustainable tourism development

According to Peric, Durkin and Lamot (2014:275): "Tourism as a complex phenomenon and powerful economic force has been the subject of extensive multidisciplinary research. Hence, the stakeholder theory also being a multidisciplinary character, since it resonates well with sociological, economical as well as psychological issues can be applied to unpack the phenomenon in the sector". The UNWTO (2015) identified stakeholders in tourism destinations as tourism professionals, public authorities, as well as the press and other media. In addition, other interest groups and individuals and residents and indigenous groups, also need proper recognition as stakeholders (Macbeth, Burns, Chandler, Revitt, & Veitch, 2002). While Aas, C., Ladkin, A., & Fletcher, J. (2005:36) see 'tourism stakeholders as those individuals or groups involved, interested in, or affected (positively or negatively) by tourism', therefore effective stakeholder engagement must be applied to reduce potential conflicts between the tourists and host community by involving the latter in shaping the way in which tourism develops."

In the tourism sustainability context, the categories of stakeholders deemed important for the planning, implementation and holding influences in the benefits accruable from tourism, include residents, tourists, employees, government, local business, competitors, activist groups, among others. From the stakeholder theory perspective, a very important viewpoint on sustainable tourism is the functional approach in which tourism is observed as a proactive force which, if developed appropriately, seeks to maximise positive returns to a community's overall

growth while minimising the costs to the environment and culture (Peric, Durkin & Lamot, 2014). Towards STD Swarbrooke (2001) divides tourism stakeholders into five main categories: governments, tourists, host communities, tourism business and other sectors. Each group of stakeholders is a critical component of the tourism destination since the initiatives and thoughts of stakeholders are external to the strategic planning and management processes. Robson and Robson (1996) are of the view that the involvement of stakeholders in tourism has “the potential to provide a framework within which sustainable tourism development can be delivered”. However, perceptions of sustainable tourism development must be considered on a case-by-case basis, given that what constitutes sustainable tourism development may well depend on the values of the stakeholders concerned. A functional approach also suggests that all parties or stakeholders interested in, or affected by, this business within a market or community should collectively manage the tourism system. For the planning and development of an effective tourist product, collaboration between the different stakeholders in a tourism system becomes imperative.

4.3.2 Stakeholder approach in sustainable event tourism development

Getz (2007:92) defines event stakeholders as “those persons or groups who can influence the organisation of event, or are influenced by the event”. But earlier he (Getz, 1991:15) had applied the general definition of stakeholders to events to mean: “those people and groups with a stake in the event and its outcomes, including all groups participating in the event production, sponsors and grant-givers, community representatives and everyone impacted by the event.” The stakeholder approach in event tourism relates to the extent to which events can function as sustainable attractions, or as inducers of tourism while still fulfilling their primary roles to the organisers. In this context, the sustainability of the events will often depend upon the tangible support of key stakeholders. Presenza and Iocca (2012) are of the same view that events can be important drivers for local economic development, only if such events are undertaken within a paradigm that emphasises the importance of complex interactions between the event’s organisers and their stakeholders.

Event stakeholders are not all equal, so it is imperative for the event planner to prioritise them and focus their efforts accordingly (Presenza & Iocca, 2012). According to Reid and Arcodia (2002:) events are linked to primary and secondary stakeholders; their conceptual model defines ‘event primary stakeholders’ as those on whom the event is dependent (such as

organisers, employees, volunteers, sponsors, suppliers, spectators, and attendees); ‘event secondary stakeholders’ on the other hand include the host community, essential services, government, tourist organisations, media and businesses. Getz, Andersson and Larson (2006) classify event stakeholders into ‘facilitator’ (providers of resources and support), ‘regulator’ (government agencies), ‘co-producer’ (other organisations and persons involved in the event), ‘allies and collaborators’ (professional associations, NGOs), and those impacted (mainly the audience and the community). Among the stakeholders in the event tourism sector of the city of Durban are:

- Durban Chamber of Commerce and Industry (DCCI);
- Tourism KwaZulu-Natal Organisation;
- Durban Tourism Organisation;
- Durban Events Corporation;
- eThekweni Municipality Council;
- Albert Luthuli International Convention Centre (ICC) ;
- Local event tourism agencies in Durban;
- Non-government organisations and associations;
- Hotels and other hospitality establishments in Durban;
- Eateries and restaurants;
- Craft and souvenir shops;
- Other tourism business providers in the city;
- Durban city residents;
- Event participants, visitors, and tourists;
- Non-governmental organisations.

Organising an event is therefore executed by a coalition of various stakeholders, either private or public organisations, depending on the type of event. For example, Essence Festival Durban involves collaborative efforts between the organisers and sponsors, artists and exhibitors, government authorities (such as the eThekweni municipality, Durban Tourism, Durban Events Corporation), the local community (Durban residents), security (police), and visitors. The value creation of the festival is premised on the interaction between stakeholders, which ultimately leads to the building of the festival’s image that is expected to attract more visitors and participants in future.

The approach of stakeholder management or stakeholder inclusion in strategic management of events, suggests that events' organisers and planners must formulate and implement the event processes which ultimately satisfy not only the organisers, but also other groups related to the event. The main task in this process is to manage and integrate the relationships and interests of all the identified stakeholders in a way that ensures the long-term success that will ultimately lead to the sustainability of such event. Stakeholder approach emphasises active management of the relationships between varying groups, and the promotion of their shared interests in the event tourism environment. An important part of the stakeholder approach is oriented toward the well-being of stakeholders rather than treating them as a "means to a corporate end" (Peric et al., 2014). It is therefore imperative in the event tourism context that the relationships between, and interests of, the generic categories of stakeholders important for the planning and implementation of event projects – including the organisers, residents, event visitors, employees, government agencies, local business, and interest groups – as well as the necessary processes, need to be managed to ensure the long-term sustainability of the event. Sustainable stakeholder perspective emphasises the functional approach in which event tourism is managed as a proactive force, which seeks to maximise positive returns to both the primary and secondary stakeholders, whilst maintaining the host community's overall growth and minimising the costs to the environment. Peric et al. (2014:275) argue that functional approach suggests that all parties or stakeholders interested in, or affected by, the outcome of tourism activities within a market or community should collectively manage the tourism system optimally. Bramwell and Sharman (1999:405) identified three benefits derivable from consensus-based collaboration among stakeholders in event tourism planning: (i) it may avoid the costs of solving conflicts among stakeholders; (ii) it may legitimise collective actions if stakeholders are involved in the decision-making processes which affect their activities; and (iii) the willingness to collaborate may enhance the coordination of policies and related activities.

For events to play pivotal roles in the enhancement and promotion of sustainable tourism development in the city, the various groups and individuals with divergent interests, goals, values and perspectives in the system, need to be drawn into the process of its planning and development. According to Timur and Getz (2009:226): "The vital importance of stakeholders and stakeholder management within sustainable event tourism policy development has been well recognised within the framework of Sustainable Development." It has been emphasised

that a bottom-up approach is necessary, involving capacity-building and a road-map for stakeholders through empowerment and partnership (MacLeod & Todnem By, 2007; Welford, Ytterhus & Eligh, 1999). Decision-makers must not ignore the various stakeholder concerns; they must therefore adopt a more participatory approach. Timur and Getz (2009:229) suggested a sustainability network which entails interactions of multiple and various stakeholders with different goals and varying degrees of interest and power in the sustainable event tourism development. This interconnectivity of diverse stakeholders on sustainability dimensions can improve the process of sustainable event towards sustainable tourism development in the city of Durban.

4.4 Sustainability Theory

Literally, sustainability means a capacity to maintain some entity, outcome, or process over time. A human activity is deemed sustainable, when it does not exhaust the material resources on which it depends. At all levels (both local and global) sustainability directs practical attention to the complex mutuality of human and ecological systems. Economic health, ecological integrity, social justice, and responsibility to the future must be integrated to address multiple global problems within a coherent, durable, and moral social vision. The all-inclusive scopes and perspectives vision makes sustainability ideologically popular, since it is often used to argue for and against climate treaties, free markets, social spending, and for and against environmental preservation. However, finding a standard definition for sustainability seems elusive (Jenkins, 2010). It is a word that is defined, interpreted and imagined differently between individuals, organisations and social groups. For instance, Mowforth and Munt (1998:24) consider sustainability as a contested concept that is socially and politically constructed which reflects the interests and values of those involved. Jenkins (2010) on the other hand asserts that sustainability concepts confront societies with a new kind of moral question: What must be sustained? What goods may be imperilled by the dramatic expansion of human systems? Which goods must be protected? Which goals must be pursued? And what is the shared foundation for doing so?

Sustainability is perceived and described as an essential part of the ideology of the New World Order and all the trends and tendencies that are associated with it. These tendencies include a 'new' consumerism, whose semantic ally is sustainability (Mowforth & Munt, 1998). Sustainability is an inclusive and ambiguous concept precisely because it brings society's

ecological dependency into moral relation with its economic and political systems. Sustainability theory emphasises responsible proactive decision-making and innovation that minimises negative impact and maintains a balance between ecological resilience, economic prosperity, political justice and cultural vibrancy to ensure a desirable planet for all species, now and in the future.

4.4.1 Sustainability and sustainable development nexus

According to Jenkins (2010:15) “the idea of sustainability came to public attention after a 1972 report, ‘Limits to Growth’, issued by the international think tank Club of Rome”. In 1980 the World Conservation Strategy developed by the International Union for Conservation of Nature, in collaboration with the U.N. Environment Programme and World Wildlife Foundation, worked to make sustainability a benchmark of international action. Sustainability needs to be made the basis of a new understanding of human aspiration and achievement. The relevant metric of sustainability is “the production of human wellbeing (not necessarily material goods) per unit of extraction from or imposition upon nature” (Adams, 2006).

The organising principle for sustainability is ‘sustainable development’, which includes the four interconnecting domains; ecology, economy, politics, and culture. Sustainability and sustainable development are effectively ethical concepts, expressing desirable outcomes ranging from environmental, to economic and social decisions. According to Elliott (2006:11) sustainable development is fundamentally about reconciling development and the environmental resources on which society depends. The sustainable development concept achieved international prominence through the 1987 report of the World Commission on Environment and Development, ‘Our Common Future’, often called the “Brundtland Report” named after its chair, Gro Harlem Brundtland. The report used the term ‘sustainable development’ widely and defined it as ‘Development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (Elliott, 2006). Although Lele (1991:611) argues that this definition is vague, nevertheless, he (Lele, 1991:614) agreed that “it cleverly captured two fundamental issues, which are the problem of the environmental degradation that so commonly accompanies economic growth and the need for such growth to alleviate poverty”. By 1992, the United Nations Conference on Environment and Development, the ‘Earth Summit’, took place in Rio de Janeiro, Brazil. The central aim of the summit was to identify the principles of an agenda for action towards sustainable

development in the future (Elliott, 2006). Agenda 21 was the major output of the Rio Summit. It sets out the priorities for sustainable development into the 21st Century. Agenda 21 addresses the pressing problems of today and aims to prepare the world for the challenges of the next century. It reflects a global consensus and political commitment at the highest level on development and environment cooperation (United Nations, 1992). The highlights of the Rio Conference were re-echoed in the Johannesburg Summit of 2002; the essential aim being to make commitments to decisive actions that will promote a better standard of living in a better global environment (Crossroads, 2002 in Okpoko, 2006). What the Rio de Janeiro and Johannesburg summits did was to popularise the concept of sustainability, and secondly, to adopt pragmatic action plans aimed at improving global development initiatives.

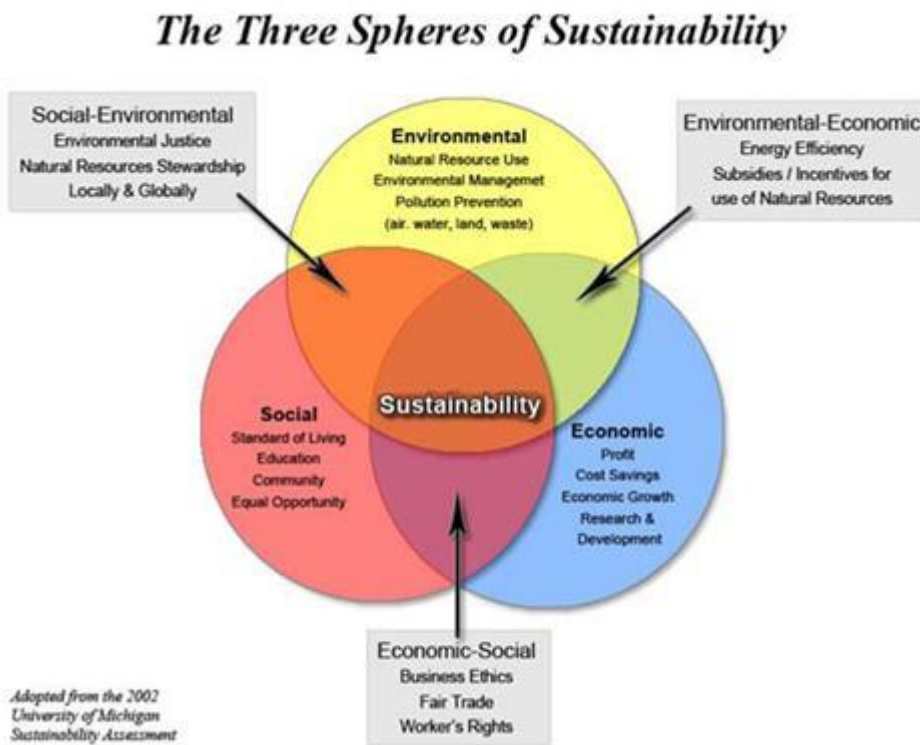


Figure 4.4: The three dimensions of sustainable development. Source – UNWTO (2014)

Over the past decades, the definition of sustainable development has evolved around the three sustainability dimensions of environmental, social and economic sustainability.

Ackermann (2011:15) posits that “the important components linked to sustainable development as depicted in Figures 3 and 4 – include social, economic, environmental, social equity (social and economic), green economy (economic and environmental), ecological society (environmental and social), and sustainable development (social, economic and

environmental)”. Sustainable development continues to be the key idea around which environment, socio-economic systems and development are structured (Elliott, 2006). The main goal of sustainable development is to maximise the benefits of development across all three systems as illustrated by the intersection of the three circles. Critically, the model encompasses the understanding that the three objectives need to be better integrated with actions to redress the balance dimensions of sustainability.

4.4.2 Sustainability concept of tourism

Tourism is a phenomenon with broad economic, socio-cultural and environmental consequences. Hence, the growth of tourism in each destination presents various challenges, such as protection of the environment, conservation of heritage, preservation of social fabric and cultural values, and maintenance of a desired quality of life for residents (Timur & Getz, 2008). Being an activity that involves many stakeholders, Steck (1999:2) argues that “tourism consists of a highly complex system of activities and services with numerous regional to global interrelationships into other economic and social areas”. Since tourism as an activity touches upon many different sectors it is therefore in this context that sustainability principle becomes imperative in the sector.

The World Tourism Organisation (1993:5) defines sustainable tourism development as:

“Tourism development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.”

Sustainable tourism development encourages the development of tourism products while helping to sustain their characters through appropriate use and conservation of resources, respect for local culture and traditions and equitable spending, to provide continuing business for the destination. Sustainable tourism products however, have been defined as “products which are operated in harmony with local environment, community and cultures, so that these become the permanent beneficiaries and not the victims of tourism development” (WTTC WTO, 1995). Emerging trends in sustainable development context indicates that any destination that is considering sustainable development of its tourism sector should carefully

evaluate its tourism products and resources. Tourism products are essentially the main factors that motivate tourists in choosing a destination. Tourism assets need therefore to be carefully evaluated before deciding whether there is any potential for developing or expanding tourism in each area and, if so, what type of tourism activities should be developed (Cernat & Gourdon, 2007).

Dredge, Macbeth, Carson, Beaumont, Northcote and Richards (2006:3) suggest that “sustainable development should be an underlying principle on which tourism is developed and managed”. They define ST as a set of ideas about the nature, characteristics and style of tourism development that is considered appropriate in a certain destination. It is a socio-political and cultural construct and a significant part of its meaning relies upon the social, cultural, environmental and economic context in which development and resource use issues are discussed. That is, what is sustainable in one location may not necessarily be sustainable in another location. STD is a shifting concept (Dredge et al., 2006).

For STD approach to be workable, the stakeholders in the tourism system – which include the players in the tourism industry, government and local community, in other words groups and individuals with divergent interests, goals, values and perspectives – need to be drawn into the process of tourism planning and development (WTO, 1993; Long, 1997). Evidence has shown that an integrated approach to tourism planning and management is now required to achieve sustainable tourism. It is on this note that Walter and Noble (2000) suggested the following important principles for sustainable tourism development in each destination:

- “Tourism should be initiated through broad-based community-inputs and the community should maintain control of tourism development.
- Tourism should provide quality employment for community residents as well as establish linkages between local businesses and tourism.
- Establish a code of practice for tourism at all levels – national, regional, and local, based on internationally accepted standards. There should be guidelines for tourism operations, impact assessment, monitoring of cumulative impacts, and limits to acceptable change.
- Introduce education and training programmes to improve and manage heritage and natural resources” (Walter & Noble, 2000).

Timur and Getz (2008:456) point out that the WTO in 1993 identified three significant partners for sustainable tourism development, namely, the tourism industry, environment supporters and community/local authority; they postulate further that the tourism industry provides the facilities and services that create business opportunities, jobs, income and foreign exchange by providing an array of tourism services. The industry wants long-term growth, profitability and new business opportunities. The second partner on the other hand is the basis for natural, cultural and built (man-made) resources that the industry is dependent upon for attracting tourists. These stakeholders focus their efforts on balancing the type and extent of tourism activity against the capacity of the resources available. The third partner, which is the local community, refers to residents, property owners (who may or may not be residents) and local government authorities. Government, which is the public-sector tourism development agent, is concerned with the optimum use of the resources where jobs are created, and resources are protected. The public sector has economic, social and ecological responsibilities in developing tourism at all levels (Timur & Getz, 2008; Holden, 2000; Page, 1995). Although each group of stakeholders has different goals and interests regarding sustainable tourism development, there are some goals of sustainability that they share. For instance, community and the tourism industry share the common goal of economic and socio-cultural sustainability; economic and resource sustainability goals are shared between tourism industry and environment supporters, and residents, government bodies and environmental supporters share sustainable resource use and protection goals (WTO, 1993).

It is instructive to note that tourism impact assessment is paramount to the determination of the presence or otherwise of sustainable development in the sector. In view of this, Cernat and Gourdon (2007) developed a Sustainable Tourism Benchmarking Tool (STBT) which was tested on three Asian developing countries: Indonesia, Malaysia and Thailand. They identified seven key dimensions in the study, namely:

- Tourism assets;
- Tourism activity;
- Tourism-related linkages;
- Tourism-related leakages;
- Environmental and social sustainability;
- Overall infrastructure;
- Attractiveness of the area.

Cernat & Gourdon, (2007:7) STBT framework was based on several dimensions (assets, activity, linkages, leakages, sustainability and infrastructure) and the complex interaction between these interactions. The key interconnected issues addressed in the study using the STBT are:

A: Assets-activity: Is the destination able to increase the value of tourism? The link between assets and activity relates to a destination's ability to exploit its tourism asset.

B: Activity-linkages: How are linkages with the whole economy? This connection assesses the capacity of the tourism sector to contribute to the activity of other economic sectors. It could also indicate if the action needs to be taken to promote increased positive spill-over effects to other domestic economic sectors.

C: Linkages-leakages: Could tourism be more beneficial to the local economy? By examining the interaction between linkages and leakages, the STBT could detect ways in which developing countries could not only identify leakages in tourism activity, which are generated by tour operators, hotel owners, other foreign economic actors, and/or imported goods, but also ways to transform them into linkages with the local economies.

D: Activity-sustainability: Are tourism activities sustainable? As mentioned above, this issue is related to the social and environmental capacity to develop tourism activity. For the environmental issue there are two aspects: the current state of the environment and the environmental impact of tourism activity. The social aspect captures the impact of tourism activity on employment, job quality and tax revenues for local communities.

E: Activity-infrastructure: Is the infrastructure sufficiently developed to support tourism development? This issue is related to the ability of the existing infrastructure to respond to tourism demand. It concerns tourism-related infrastructure (i.e. hotels, restaurants, etc.), transport and communication infrastructure, as well as other basic infrastructure.

F: Attractiveness-activity: Is the country sufficiently attractive to enhance tourism activity? Attractiveness of tourism destinations is a key factor in choosing a destination by tourists. Therefore, a higher attractiveness index would have a positive impact on tourism activity. (Adapted from Cernat and Gourdon, 2007, pp.15–6.)

STD is a holistic issue that cuts across all the strata in each socio-political system; however, effective planning is fundamental to the attainment of sustainability in the industry. A critical aspect of sustainable tourism planning is to identify and understand the major stakeholders, and to understand their point of view, goals, and motivations. One major stakeholder within the tourism system are the residents; tourism not only has an economic impact but also touches their personal lives. Tourism affects their livelihood, lifestyles, traditions, and cultures (Eileen, Lamoureux, Matus & Sebunya, 2005). Unlike other players in the tourism industry, local communities are obliged to deal with tourism. For instance, some rural communities that once lived a peaceful and quiet life now find themselves invaded by international tourists, whose activities and conduct often negates the basic tenets of the cultures and customs of residents. Residents have mixed reactions to the intrusion; some want nothing to do with the tourists; others are intrigued by the idiosyncrasy of the visitors. Whatever their initial reactions, residents are sometimes unprepared for tourism's demands (Eileen et al., 2005). In addition, even if they are not directly involved in the tourist industry, they play many indirect roles that affect the success of any sustainable tourism enterprise. Residents' informal interactions with tourists play a large role in making the tourists' experience a positive or a negative one.

Furthermore, in his own contribution, Neto (2003) drew attention to the Johannesburg Summit of 2002 which recommends, *inter alia*, that the government should promote sustainable development to ensure that local communities benefit from tourism resources within their domains. The summit notes that such development initiatives should aim to maintain the cultural and environmental integrity of host communities while at the same time "enhancing the protection of ecologically sensitive areas and natural heritage" (United Nations, 1992).

By and large, a sizeable number of scholars have questioned the use of sustainable tourism and sustainable development of tourism, due to the way tourism planning and management are being implemented. Moscardo and Murphy (2014: 2538) assert that management of tourism impacts and the relationship between tourism and sustainability have been paid considerable attention by tourism academics, there is little evidence of any significant change in tourism practice. ST is typically translated into sets of guidelines and rules for practice that focus exclusively on immediate, local, environmental impacts. Hence, scholars such as (Macbeth, 2005; McCool, 2002; Moscardo, 2009) identified five main issues regard to ST-it is tourism or tourist-centric, it is focused on the destination space and ignores the larger global system that tourism is part of, it highlights environmental concerns and often ignores other dimensions of

sustainability. While it is important to address immediate local environmental impacts of tourism, a failure to consider the wider, cumulative, long-term and other impacts of tourism means that it may be possible to label an activity as ST even if it fails to address the bulk of the issues identified in the wider sustainability literature. Jamal, Camargo, & Wilson, (2013) argue that traditional formal approaches to tourism planning are typically focused on the destination level and generated by groups external to the destination community. Therefore, there are calls to devise new approaches to tourism planning (Moscardo and Murphy, 2014). In recognition of the need for a new approach in tourism planning for ST, Moscardo (2011) proposes a Quality of Life (QoL) framework for considering tourism impacts. The argument here is that assessment of tourism impacts must not be limited to the destination level. The new approach also suggested that if tourism is to contribute to sustainability at all levels then tourism planning would need to respond to the challenges of effective governance and public participation, giving a stronger voice to destination residents and involving a wider range of stakeholders than those directly involved in tourism. If tourism is to move towards a greater contribution to sustainability there is a need to reconsider the relationships between tourism and sustainability and to find, apply and test new planning approaches.

It must be stressed also that sustainable tourism development is usually accompanied by a considerable investment in infrastructure. Facilities like airports, roads, water, sewage facilities, telecommunication and other public utilities, etc, which are incidental to tourism development, are often improved upon and/or supplied to enhance tourists' demands for a given destination. The improvement of such infrastructure generates benefits to the tourism industry, enhances tourists' enjoyment of destination and improves the living conditions of the host populations. Additionally, the establishment of valuable infrastructures in conjunction with the improvement in social life can help to attract other industries thereby acting as a stimulus for regional economic development (Neto, 2003). To ensure successful implementation of sustainable development principles in the tourism industry, it is important to secure the commitment of all stakeholders on the concept of sustainability. This should be followed by the development of an acceptable tourism development plan (Okpoko, 2006). Such a plan should aim, not only at realising economic benefits, but also at incorporating environmental, economic, social and cultural considerations in tourism development at the destination. The issue may not be adequately addressed within the narrow confines of a single

administrative organ; therefore, an integrated or cross-sectional approach to the implementation becomes necessary.

4.4.3 Sustainable event tourism management in the city of Durban

As discussed previously, events play pivotal roles in the growth and development of tourism. Hence, emerging trends in the tourism sector indicate that event tourism has become a popular and fast-growing niche sector in international tourism (Getz, 1989). A great number of people now travel and spend a lot of money to attend different types of events and festivals around the world. Getz (2003) explains that among the various reasons why many destinations now focus their attention on the development of event tourism segment of their economy is the fact that events and festivals are now being adopted as tourism promotion tools to help increase the demand for their local tourism. Some iconic events and festivals are also being used to recreate an image for a destination and promote the destination to the rest of the world. Interestingly, conversely, some destinations want to host events principally because they do not have any unique nature-based tourism resources or iconic/heritage monuments to attract tourists to visit their cities – hence, they see events as their major tourist attraction – while others may use events to augment the off-season syndrome usually experienced in nature-based tourist destinations. Whichever way an event is being adopted in a region, the sustainable management approach towards its planning and execution is sacrosanct to its success.

The contributions of events to tourism development have been recorded by scholars of different colorations and interest (Cornelissen, 2008; Getz, 2007; Gammon & Robinson, 2003; Penot, 2003; Turco et al., 2003; Zauhar, 2004). However, events are highly resource-intensive, and can have negative environmental consequences for the host city and population (www.olympic.org, 2017) Nevertheless, most tourism stakeholders are aware of the need to protect the resources upon which tourism activities taking place in their domains are based; it is imperative, therefore, when contemplating generic event development strategies, that planners and promoters of such event infuse sustainability principles in its planning, management and execution that will preserve and enhance the local culture, and natural environment of the host community.

Sustainable event management (also known as event greening) is the process used to stage an event with concern for environmental, economic and social issues (Ackermann, 2011). Sustainability in event management incorporates socially and environmentally responsible

decision-making into the planning, organisation and implementation of, and participation in an event. This process involves sustainable development principles and practices in all levels of event organisation, which are aimed at ensuring that an event is hosted responsibly. It represents the total package of interventions at an event, and needs to be done in an integrated manner (Bos, 1994; Bramwell, 1997; Jago & Dwyer, 2006). Event greening should start at the planning stage of the event, and should involve all the key stakeholders, such as clients, organisers, venues, subcontractors and suppliers. Ackermann (2011) argues that “the hosting of a mega-event for instance, puts severe pressure on the host city’s infrastructure and services related to transportation, water consumption or waste treatment and can have significant consequences”. He further stressed that “infrastructure projects and the presence of high number of tourists and spectators can cause a significant increase in greenhouse gas emissions during the event”. It therefore becomes expedient to map out strategic mitigation actions for these possible negative consequences to guarantee the sustainability of the event. The following sustainability practices are suggested when planning or implementing an event:

- Eco-procurement or green purchasing – The materials, supplies, and products used to produce an event should be eco-friendly and one that will not impact negatively on the host environment. These include sustainably produced foods, products made from sustainable and recyclable materials etc;
- Waste minimisation and management – The 3Rs: reduce, re-use, and recycle of waste approach at event precinct should be adopted;
- Energy efficiency – This can be achieved by reducing the amount of energy needed to produce an event or by providing energy through renewable or zero emissions sources;
- Water conservation – Reducing the amount of water used at events also reduces the amount of sewage water generated which is important to sustainability in event management;
- Emissions reduction – The carbon footprint of an event is relative to the total amount of CO₂s emitted due to the consumption of fossil fuels. People travel far and near to an event’s venue both on public and private vehicles. Reduction of the impact of attendees’ transport to and from an event can be achieved through public transport use and filling-up all the seats in the bus, and coming on foot or by bicycle, where appropriate, should be encouraged;

- Biodiversity conservation – It is important to protect the natural environment hosting the event; both flora and fauna and the ecosystems around the event precinct must be key aspects of the environmental management of event production;
- Social and economic development – Sustainable event management is not only about the environment. The social and economic benefits to the host community should be considered as well. Sustainable event should support poverty alleviation by stimulating the local economy and social development within the host region. This can be achieved by purchasing local products, through skills training and job creation for residents.
(Adapted from: www.eventmanagement.org, 2016.)

Thus, for events to contribute to sustainable tourism development in the city of Durban, it must be planned and managed responsibly so that its socio-economic benefits are spread as widely as possible throughout the city. Steck (1999) asserts that “community-based tourism projects are important means for spreading the benefits of tourism to residents”. Sustainable event tourism should be promoted as a way of maximising the benefits in a manner that is acceptable to the greatest number of people. Okpoko (2001) opines that sustainable tourism encourages the development of cultural and community-based tourism to sustain local culture, traditional lifestyle and industries, and seeks to utilise resources and the environment in a sustainable way. Hence, it suffices to say that sustainable event tourism in the city of Durban should aim to generate local economy by providing opportunities for employment and economic development of the city, recognising the needs of the people, and respecting and appreciating the culture and the city’s environment.

Table 1.1 below outlines the three main conditions that will enable the event tourism industry in the city of Durban to function in a sustainable manner.

Table 1.1: A framework for sustainable event tourism in Durban

<p>Fundamental conditions / framework</p> <ul style="list-style-type: none"> • Presence of basic infrastructure (accommodation, efficient transport system, water supply). • Simple and stress-free immigration regulations (visa issuance made less cumbersome to encourage foreign attendees at events being held in the city). • Personal safety for the tourists / event participants, and general peace and stability in the city (protection from crime, extortion and xenophobic attacks). • Relative absence of health risks (existence of basic medical services, no epidemics). • Protection of tourist sites, and other events' iconic buildings in the city against destruction or dilapidation (legal regulations and their strict implementation).
<p>Economic policy framework</p> <ul style="list-style-type: none"> • Strengthening of existing economic policies relating to event tourism in the city / municipality. • Access to information and capacity building opportunities for small entrepreneurs in the event tourism industry. • Access to financing or promotional / marketing options for event product development and marketing (especially regarding organised private sector events initiatives). • Existence of training opportunities for events tourism personnel (event tourism curricular in schools and vocational training centres). • Involvement of stakeholders in the formulation and implementation of policies relating to event tourism in the city.
<p>Framework for ecological and bio-physical environment</p> <ul style="list-style-type: none"> • Strengthening of the existing legislations on the city's environment, and solid legal position for conservation areas. • Standardisation and regulations to ensure best practices by event organisers. • Existence of economic and fiscal policies that basically permit income from tourism to be directed into nature conservation or local communities.

Source – Adapted from Steck (1999:17)

Sustainable event tourism is almost impossible without certain frameworks being put in place. Instructively, Steck (1999:45) asserts further that to secure or create an important tourism framework and to promote and regulate tourism, government agencies, private sector operators, community development associations and other interest groups must work in synergy. Therefore, to achieve a sustainable event tourism sector in Durban, a bottom-up approach must be deployed, to encourage the co-operation and inputs of all major stakeholders – government, promoters, investors, and host communities – both at the level of planning and final implementation (Okpoko, 2001). It would also promote a balance between event tourism planning, and development, environmental conservation and enhancement of its benefits on the socio-economic fabric of the city of Durban.

4.5 Magic Pentagon of Sustainable Tourism Model

Emerging trends in the global system show that the concept of sustainability is perceived and described as an essential part of the ideology of the New World Order (Mowforth & Munt, 1998). This model sheds light on the new issues arising from sustainable development thinking. As discussed earlier, the core issues of sustainability paradigm rest purely on the three dimensions of environmental, social and economic sustainability. It suffices to assert here that the idea of sustainability in tourism is all about sustainable tourism development with the core objective of implementing all areas of sustainable development (ecology, economy, social issues, and cultural issues) in tourism. According to Wall and Mathieson (2006:15) sustainable development is a holistic concept, which should refer to the sustainability of an entire system in an ideal situation. It is instructive that sustainability in tourism should take a holistic approach too; hence, Baumgartner (2008:5) argues that tourism policies that unilaterally focus on one area, such as the environment, cannot claim to be ‘sustainable’. Wall and Mathieson (2006:17) argue further that “when a single-sector approach is adopted, such as sustainable tourism or sustainable agriculture, it is conceivable that that system may be sustained but at the expense of other systems to which it is connected”. Tourism, for instance, is linked to many other systems – water, agriculture, energy, transportation, culture – with each system competing for the scarce resources of land, labour, and capital that are insufficient to go around. Hence, it is possible for tourism to thrive, but at the same time threatening the sustainability of other systems. The cardinal principle of sustainable tourism is that tourism development should be broad based and all-encompassing in outlook.

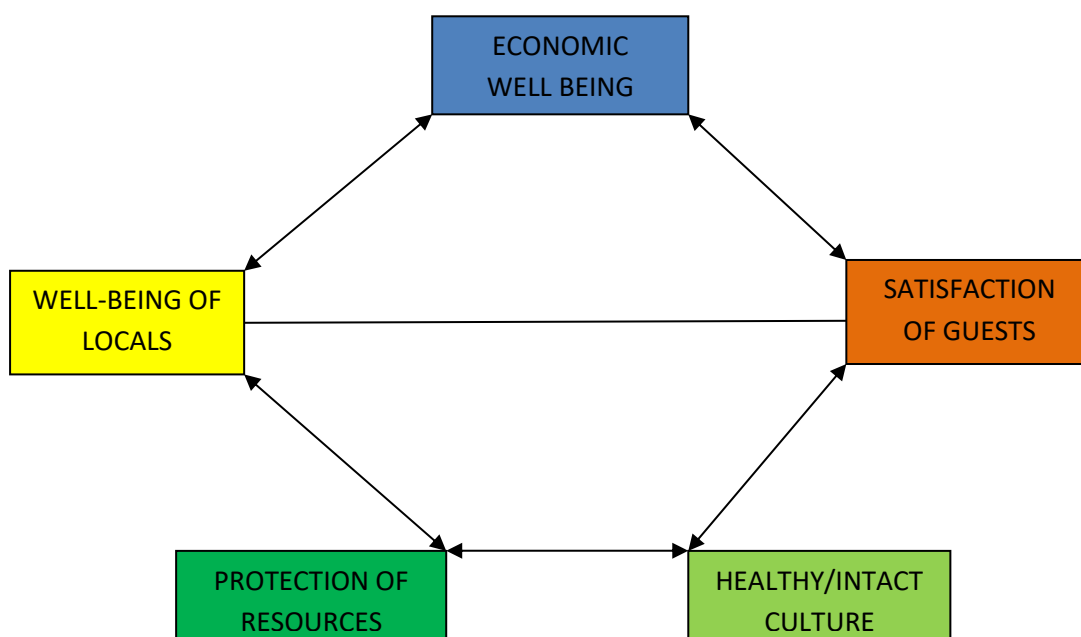


Figure 4.5: Magic Pentagon of Sustainable Tourism. Source – Adapted from Donyadide (2010:427)

It is on this premise that Hansruedi Müller introduced the magic pentagon as a conceptual framework for sustainable tourism development. As depicted in Figure 4.5, sustainable tourism is shown in a pentagon pyramid, consisting of the following five angles: economic health, well-being of locals and employees, optimum satisfaction of visitors, functioning environment/protection of resources, and healthy culture of the destination area. According to Baumgartner (2008:5) Müller’s magic pentagon model asserts that sustainability in tourism can be depicted as pentagon pyramid, in which the satisfaction of the guests is understood as being interdependent with the well-being of the locals and the employees, which, in turn, permits the conservation and proliferation of local culture. Also, measures to protect nature and the environment are not strategies that prevent economic gain, but forward-looking approaches for image building that can even lead to economic growth.

Sustainable tourism is multidimensional and cuts across different strata within a society. The idea of the framework is that to maintain sustainable tourism development, the five connecting angles must be balanced, with absolute harmony among them, enhancing their positive relationship. This magic pentagon seeks to establish the highest balance between tourism and social-ecological features of the touristic regions (Donyadide, 2010). For instance, most tourism plans set goals in terms of the number of visitors, means of attracting them and the

infrastructure required for the destination to host them. There are assumptions that the more the tourist visits, the more the benefits accruable to the local people. However, there are many cases that have proven this not to be the case. This calls for more attention to be given to types of tourism, types of tourists, and the ways in which the involvement of local people in tourism can be enhanced (Wall & Mathieson, 2006). The involvement of locals can be facilitated through education and training programmes, encouragement of local entrepreneurs, making capital loans more readily available, among others. Therefore, the interests of residents should be a central component of tourism plans.

As earlier outlined, the ever-growing demand for event tourism with its concomitant consequences on the host region, calls for a holistic approach in the strategic plans and management of such event. Mega-events are mass tourism in all its forms which could leave negative footprints on the socio-cultural and environmental assets of the destination. Therefore, deriving from the pentagon model, Mowforth and Munt (1998:11) propose a list of tools for achieving sustainable (event) tourism in each destination. The tools are:

- Area protection (environmental conservation);
- Industry regulation (setting standard, ethics and codes of conduct);
- Visitor management techniques;
- Environmental impact assessment;
- Carrying capacity;
- Consultation and participation techniques (stakeholder involvement).

The main idea of the model is that, to develop a sustainable event tourism sector in the city of Durban, key economic and environmental costs should be considered, ultimately espousing the fact that economic growth should be achieved in the sector in a more environmentally and socially sound manner, leaving an enduring legacy of mutual benefits to all the stakeholders involved in the industry.

4.6 Conclusion

Theory has been defined “as a basis for research practice and application; which serves as both a tool and as a goal” (Igbo & Okpoko, 2006 in Okpoko, 2006). This chapter has articulated the theories that direct the empirical investigation of this study; these are: Leiper’s system theory, stakeholders’ theory, sustainability theory and the magic pentagon of sustainable model. These

theories help to pigeonhole the data obtained towards addressing the various issues observed in the study. Leiper's tourism system model provided the structure and elements within the event tourism system in the city of Durban and how they must interrelate to make the visitors' experience worthwhile. The stakeholders' theory identified the stakeholders within the event tourism sector in the city and their needs, interests and responsibilities towards the sustainability of the event tourism industry in Durban. The sustainability theory, on the other hand, provided the lens upon which the study can view the impacts of event tourism in juxtaposition to the concept of sustainability and sustainable development of Durban's socio-economic fabric. The magic pentagon of sustainable tourism model showcases the new paradigm in sustainable tourism thinking. It also provided the template to X-ray the tripartite relationship between the three theories discussed earlier.

CHAPTER FIVE

BACKGROUND INFORMATION OF THE STUDY AREA AND METHODOLOGY

5.1 Introduction

McGivern (2006:4) asserts that “research is about enquiry; it is about a systematic investigation to find things out; it is the process by which we produce evidence or knowledge.” While Elias (1986:20) defines research in terms of its aims thus:

“The aim, as far I can see, is the same in all sciences. Put simply and cursorily, the aim is to make known something previously unknown to human beings, it is to advance human knowledge, to make it more certain or better fitting ... the aim is ... discovery.”

Every research is a holistic endeavour, which involves the application of several methods and techniques to obtain scientific knowledge (Welman & Kruger, 1999), and each stage in the research process is linked to another. The research design is, therefore, the overall strategy that one chooses to integrate the different components of the study in a coherent and logical way (Anam, 2014). Creswell (2009:35) defines research designs as “procedures for collecting, analysing, interpreting, and reporting data in research studies”. Research designs are useful, because they help guide the methods’ decisions that researchers must make during their studies and set the logic by which they make interpretations at the end of their studies. However, the research design is dependent on the research problem, the research objectives and cost and time considerations (Sekaran & Bougie, 2009). This Chapter therefore bring to the fore the key information of the study area, the research design, and the steps in the data collection and analysis stages of the research.

5.2 The Study Setting

Durban, formerly Port Natal, is the most important and the largest city in the eThekweni Municipality and the province of KwaZulu-Natal in general. The Durban metropolitan municipality has a population of 3442,361 (StatsSA, 2011) and ranks third among the most populous urban areas in South Africa, after Johannesburg and Cape Town. It also came second after Johannesburg as the most important manufacturing hub in South Africa. The city is one of the major cities in South Africa and a prime tourist destination. Located within a tropical climate with a warm to hot summer, and warm to mild winters, the city’s main tourist assets include its beautiful beaches, good climate, natural vegetation and diverse population (Turco

5.2.2 Climate

Durban has a humid subtropical climate, with hot, humid and wet summers and pleasantly warm and dry winters, which are snow- and frost-free. Durban has an annual rainfall of 1,009 millimetres (39.7in). The average temperature in summer ranges around 24°C (75°F), while in winter the average temperature is 17°C (63°F). Sunrise in Durban in the summer solstice occurs at 04:45 and sunset at 19:00; in the winter solstice, sunrise is at 06:30 and sunset at 17:20. The rainy season is in summer which begins in November, ending in mid-April. Summers are sunny, hot and humid during the day, but are relieved by afternoon or evening thunderstorms. The city is also occasionally affected by tropical storms and cyclones during the cyclone season, which is from 15 November to 30 April. Winters, which are from June to August, are generally warm and sunny.



Figure 5.2: Map of KwaZulu-Natal Province showing the strategic location of Durban.
Source – Southafrica-travel.net (n.d.:1)

5.2.3 Socio-cultural and demographic make-up

Durban is ethnically diverse, with a cultural richness of mixed beliefs and traditions, which adds vibrancy to the experience of visiting or living in the city (www.durban.gov.za/durban). Zulus form the largest single ethnic group in the city, with many people of British descent. In addition, the city has the most Indians of any city outside India (Mukherjil, 2011). The diversity in Durban's socio-cultural fabric makes for a unique cultural experience for visitors (Turco et al., 2003). The influence of Indians in Durban has been significant, bringing with them a variety of cuisine, cultures and religions. The social cohesion in South Africa's third largest city is very strong. Durban and its surrounding areas have a population of 3.5 million people (www.statssa.gov.za), while the population of the metro, with reference to Census 2011, is 3,442,361 which ranked it the third largest by population size after the cities of Johannesburg and Cape Town. Following the end of the Apartheid regime, Durban experienced a population explosion as many Africans moved into the city. The population growth was 2.34% between 1996 and 2001. This led to a mushrooming of shanty towns which were often demolished. Between 2001 and 2011 the population growth slowed down to 1.08% per year and shanty towns have become less common as the government builds low-income housing (www.statssa.gov.za). The demographic breakdown of the population of Durban was black Africans 68%, Asians 20%, Whites 9%, and Coloureds 3%. The city's demographics indicates that 68% of the population are of working age, and 38% of the people in Durban are under the age of 19 years (www.durban.gov.za).

5.2.4 Economy

Durban is the largest economy on the east coast of Africa, the third richest city in South Africa, and home to Africa's premier and busiest port. The city has a large and diversified economy with strong manufacturing, tourism, transportation/logistics, finance and real estate sectors. Its coastal location and large port give it comparative advantage over many other centres in South Africa for export-related industry. Durban has several informal and semi-formal street vendors. The Warwick Junction Precinct is home to many street markets, with vendors selling goods from traditional medicine, to clothing and spices (Skinner, 2009).

5.2.5 Notable visitors' attractions

Durban is a mix of East, West and African which attracts visitors across the globe mainly for its beaches, all year-round sunshine, complemented by iconic landmarks across the city. Some of the major attractions in the city include the following:

- i. The Golden Mile;
- ii. Ushaka Marine World;
- iii. Inkosi Albert Luthuli International Convention Centre ;
- iv. Moses Mabhida Stadium;
- v. Suncoast Casino and Entertainment World;
- vi. Pavilion Shopping Centre;
- vii. The Jumma Musjid;
- viii. Galleria on the Durban South Coast;
- ix. La Lucia Mall in La Lucia, Durban North;
- x. The Durban Botanic Gardens;
- xi. Umhlanga Coast Nature Reserve;
- xii. Pigeon Valley Nature Reserve;
- xiii. Umgeni River Bird Park;
- xiv. The Sapphire Coast, Amanzimtoti;
- xv. The Valley of 1000 Hills; and other township-based attractions.

5.3 Research Methodology

Research methodology is a process used to select the types of methods that are used to systematically solve the research problem. It describes the theoretical concepts that inform the choice of methods applied and determines how data were collected and analysed (Anam, 2014). This section, therefore, examines the research design, data collection procedures and data analysis techniques used in this study.

5.3.1 Research aim

The aim of this study was to establish the links between events and sustainable tourism development in the city of Durban. Hence, the study will examine the views of the local event attendees, and other role players about event tourism contributions to their growth needs and visitors' perceptions and experiences while in the city. The approach adopted in this study was

chosen to address the research questions which emanate from the aims and objectives of the research presented in the first chapter.

5.4 Research Design

Research design refers to the plan of action that links the philosophical assumptions to specific methods (Creswell, 2003). The function of a research design is to ensure that the evidence obtained enables the researcher to effectively address the research problem logically and as unambiguously as possible (Creswell, Goodchild & Turner, 1996). This study has used a mixed method approach which, according to Creswell (1999:5):

“focuses on collecting, analysing, and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone.”

Mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research. The qualitative approach has an inductive, holistic, subjective and process-oriented world-view, whilst the quantitative approach has a positivistic, hypothetical-deductive, objective, outcome-oriented and rational world-view (Chamber, 1985). Based on the research question and aim of the study, the key underpinning of this study is the use of a humanist approach recognising that event tourism often is centred on the experiences and perceptions of the participants and other stakeholders within the events purview. It is necessary for this purpose to use a combination of both the qualitative as well as quantitative approaches.

The rationale for this approach is to compensate for, and supplement the limitations of, one or other method. According to Creswell (2009:9):

“The argument goes that quantitative research is weak in understanding the context or setting in which people talk. Also, the voices of participants are not directly heard in quantitative research. Further, quantitative researchers are in the background, and their own personal biases and interpretations are seldom discussed.”

Qualitative research makes up for these weaknesses. On the other hand, qualitative research is deficient because of the personal interpretations made by the researcher, the ensuing bias created by this, and the difficulty in generalising findings to a large group because of the limited

number of participants studied (Creswell, 2009; Bryman, 2012). Quantitative research, it is argued, does not have these weaknesses.

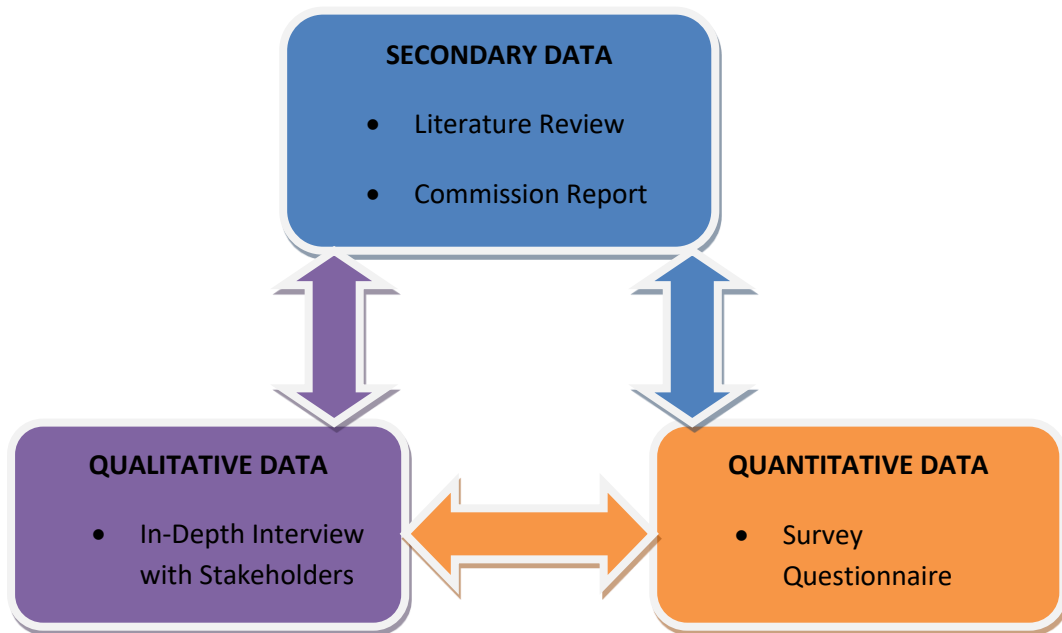


Figure 5.3: Multiple sources of information. Source – Adapted from Sucheran (2013)

The mixed method approach for this study entailed the triangulation of qualitative data, quantitative data and secondary data. The study qualitative data was obtained through in-depth interviews with the tourism industry stakeholders. Quantitative data was obtained from event participants, and residents through survey questionnaires, which was embedded in the qualitative strand to address the research questions and objectives. The justification of this approach is to address the challenges of getting the views of event participants and the locals within the event precincts that may be averse to in-depth interview due to time constraints. A review of relevant literature, commission reports, policy documents and research surveys conducted by relevant agencies formed the source of secondary data for the study. The use of the mixed method approach has enabled triangulation to be undertaken in the study. According to Maree and van der Westhuizen (2011): “Triangulation enables the researcher to examine whether inferences based on qualitative data are supported by a quantitative view, and vice versa.” This approach is significant because it enhanced a clearer understanding of the research problem and assisted in the construction of recommendations to address it.

5.5 Study Population

Veal (2006) refers to the population as the total category of subjects which is the focus of attention in a research project. It is an aggregate or totality of all the objects, subjects or member that conform to a set of specifications (Polit & Hungler, 1999, p.37). Since the fulcrum of this research is to unpack the impact of events on sustainable tourism in Durban, the major locations within the city that normally host major events and organisations directly involved in event tourism automatically become areas of focus for the study. In view of this, research participants for the study, which comprise the major stakeholders in the industry, residents and event attendees, were drawn from the following organisations and locations:

5.5.1 Tourism KwaZulu-Natal Authority

The KwaZulu-Natal Tourism Authority, otherwise known as Tourism KwaZulu-Natal (TKZN), is a destination marketing organisation established in terms of the KwaZulu-Natal Tourism Act 1996, as amended by Act No. 2 of 2002. The organisation is responsible to the KZN provincial government's Department of Economic Development, Tourism and Environmental Affairs. It has the responsibility of ensuring the development, promotion and marketing of tourism into and within the province of KwaZulu-Natal, South Africa. The management and staff of this organisation are involved in the planning and promotion of some of the major events hosted in the city of Durban, and hence, form part of the major population targeted in this study.

5.5.2 Durban Tourism Organisation

This is the official marketing organisation of the city of Durban. The core mandate of the organisation is to drive tourism in the city of Durban and make it a key contributor to the local economy. Some of the key functions of Durban Tourism, are to market the city of Durban to domestic and international markets; to establish and create a demand for destination Durban; and to develop Durban's visitor marketing strategy. Stakeholder management function is among other key functions of the organisation. Towards the effective marketing of Durban as a tourist destination, the organisation liaises and coordinates the activities of different stakeholders within the tourism system in the city of Durban. These stakeholders, which include its management and staff, the community tourism organisations in the city, and other

role players in the event tourism industry in the city, formed the population targeted in this study.

5.5.3 Durban Chamber of Commerce and Industry

The Durban Chamber was established in 1856 (DCCI, 2013). The Chamber is a key association in the economic fabric of Durban, with a membership of over 3,500 businesses in the city. Among its goals is to increase investment in the city's economy through support for the private sector and in collaboration with the public sector. The Chamber also aims to enhance positive change towards growing an inclusive and sustainable economy in the city. The Chamber draws its membership from both the public and private sectors of Durban's economy. The members of the Chamber, which include captains of industry in the tourism and hospitality sub-sector, are the target population of this study.

5.5.4 eThekweni Municipality Events Management Office

The city's Events Management Office was established to manage all aspects of eventing in the city of Durban (Durban Tourism, n.d) It serves as the central depository for event applications, which it evaluates and gives approval for, according to the city's approval criteria. Part of its mandate is to initiate workshops to all city departments and the private sector, to provide guidance and insight in terms of the city's requirements and criteria in providing financial support for events. The management and staff of this organisation are directly involved in the eventing industry in the city of Durban, hence, fall within the criteria to be selected as key informants in the study.

5.5.5 International Convention Centre (ICC) Durban

This centre was opened in 1997 by former president Nelson Mandela. Durban ICC is South Africa's first international convention centre and offers the largest flat-floor, column-free multi-purpose event space in Africa. The complex, incorporating the Durban ICC arena and Durban Exhibition Centre, offers 122,000 metres of flexible exhibition and meeting space (www.icc.co.za). The centre has played a pioneering role in attracting major international events, thereby drawing thousands of visitors to the city of Durban. Stakeholders in this Centre were targeted to provide the data that helped unpack this study.

5.5.6 Moses Mabhida Stadium

The stadium was named after Moses Mabhida, a former General Secretary of the South African Communist Party (SACP). It is a multi-use stadium with a capacity of 62,760. This iconic stadium is one of the legacies that event hosting bequeathed to the city of Durban, being one of the hosting venues of the 2010 FIFA World Cup. Apart from hosting major sporting and other outdoor events, the stadium offers a variety of experiences and attractions for visitors. Activities include a Sky Car ride or visitors can make the 550-step Adventure Walk to the top of the arch and enjoy panoramic views of the Indian Ocean and the city of Durban. Management and staff of this stadium are knowledgeable about hosting major events in the city and were, therefore, part of the target population for the study.

5.5.7 Ushaka Marine World

Ushaka Marine World is a theme park covering 16 hectares of land, making it Africa's largest marine theme park and one of the world's largest aquariums (www.ushakamarineworld.co.za). The park was opened in 2004 and is located at the end of Durban City's famous "Golden Mile". It comprises five sections, namely: Ushaka Sea World, Ushaka Wet 'n Wild, Ushaka Beach Village Walk, and Ushaka Kids World. The park offers dining experiences at restaurants on the ocean's edge, dolphin shows, and a shopping experience at Ushaka Village Walk, among others. It remains a major attraction in the city of Durban, drawing visitors across the globe, including event attendees in Durban. As a major attraction to events attendees in the city of Durban, stakeholders in the organisation, which include its management and staff, are intricately involved in event tourism in the city. This informed the reason why they were targeted to provide the primary data for this study.

Some major events from which participants (visitors and locals) were selected are:

1. Essence Festival;
2. Tourism Indaba;
3. Comrades Marathon;
4. Vodacom Durban July.

In line with the research objectives, these events were carefully selected to ensure diversity in geographic scale, distribution and timing. In addition, the events were spread across a range of activities, embracing sport and recreation, music and entertainment, conferencing and

exhibition. Attendees of these events were targeted as research participants to be surveyed for this study.

5.6 Sampling Methods

In most survey research it becomes imperative to sample mainly because it is not usually possible to gather data from all the people, organisations or other entities which are the focus of the research (Veal, 2006). A sample is selected from the population through a sampling technique. Hence, McGivern (2006:274) defines sampling as a process of selecting, without bias and with as much precision as resources allow, the elements from which or from whom data is collected. It is important, however, that the sample characteristics are as close as possible to the population.

5.6.1 Sample size and technique used

The appropriate sampling method to be used will depend on the research objectives, time and cost (Page & Meyer, 2000; Richie et al., 2014). For a qualitative research, there is no ideal number of cases that should be investigated, however, the precision and rigour of the sample is defined by its ability to represent salient characteristics of the population (Richie et al., 2014). This informed the view of Patton (1990:184) that “sample size depends on what you want to know, the purpose of the enquiry, what will be useful, credible, and what can be done with available time and resources”. Flick (1998) also argues that the “appropriateness of the selected sample can be assessed in terms of the degree of possible generalization”.

Hence, for the qualitative data collection of this study, respondents were selected by non-probability, purposive sampling. Richie (2014:113) explains that “in a non-probability sample, units are deliberately selected to reflect particular features of, or groups within, the sampled population, and the sample is not intended to be statistically representative”. While Bryman (2012) describes purposive sampling process in the sense that the sample units are chosen because they have features which will enable detailed exploration and understanding of the central themes and questions which the researcher wishes to study. Therefore, 25 stakeholders were purposively selected as respondents for in-depth interviews from the organisations and locations posited in subheading 5.5. This provided the qualitative data of the study. It was a criterion-based approach and the stakeholders were chosen with a purpose because of the positions they occupy in their respective organisations.

For the quantitative data of the study: convenience sampling was used to target a total number of 400 participants across the range of events indicated in subheading 5.5. A total of 400 semi-structured questionnaires were administered, which was made up of 200 event visitors and 200 resident participants at the events. Convenience sampling is a type of non-probability sampling whose selection of guests is based purely on the fact that they were easily and conveniently available (Creswell, 2013; Patton, 2002; Sekaran & Bougie, 2009; Welman & Kruger, 1999). This approach was considered appropriate, hence adopted, because random sampling is difficult within the context of an event, due to the peculiarity and itinerant nature of event attendees. For instance, rather than approaching a given number of persons to pass a point, it was more convenient and practicable for researchers to move about a dispersed crowd and select a target that appeared approachable and ready to be surveyed.

5.7 Method of Data Collection

There is no doubting the fact that selecting the most suitable data collection method is often a dilemma for researchers. The decisions about methods flow from the research questions, but they may also be influenced by the context, structure, and timing of the research (Richie et al., 2014:52). Silverman (2011:166) notes, when selecting a research method “everything depends upon your research topic. Methods in themselves have no intrinsic value.” Thus, there are many choices to be made about the nature of the data that will best answer the research questions and that can reasonably be collected within the limit of the research – the resources and time available, the participants that need to be engaged, and the skills of researchers (Richie et al., 2014:53). Primary and secondary sources of data were employed in the study. Primary data is information that is acquired first-hand by the researcher while the secondary data refers to information from sources that already exist (Babbie, 2013). Sources of primary data for the study were obtained through survey questionnaires and interviews.

5.7.1 Secondary data

Research covers all kinds of studies designed to find responses to worthwhile questions by means of a systematic and scientific approach. It is a systematic inquiry to describe, explain, predict and control the observed phenomenon (Anam, 2014). Many research questions are sourced from previously conducted studies (Black, 2002). All good research is guided by a review of the relevant literature. According to Anam (2014) “the literature review is the mechanism by which research is viewed as a cumulative process”. That makes it an integral

component of the scientific process. Veal (2006) further asserts that reviewing previous research or writing on a topic is a vital step in the research process. Hence, the first stage was to conduct a preliminary literature review to source the research problem and the research topic. Thereafter, an extensive and in-depth literature review was conducted throughout the research process through relevant books and journals, internet sources as well as commissioned reports and survey reports conducted by the relevant tourism agencies. This enabled the researcher to identify ‘gaps’ in the literature and determine the originality of the research problem which helped determine the scope and context of the study. Secondary data sources included a review of existing data based upon survey carried out by TKZN, Durban Tourism, official statistics from Stats SA, and policy documents from DCC, KZN Department of Economic Development, Tourism and Environmental Affairs, and the eThekweni Municipality.

5.7.2 Primary data

Primary data are new data specifically collected in a research project – the researcher is the primary user of such data (Veal, 2006). Empirical research was undertaken to obtain primary data that formed the key source of data in this study. This was obtained through survey questionnaires and key informant interviews.

5.7.2.1 Survey questionnaire

Veal (2006, p.231) describes a questionnaire as a survey instrument consisting of a series of questions and other prompts for gathering information from individuals. It is a popular instrument used in quantitative methodology and in many modes of observation in social research; an excellent tool for measuring attitudes and orientations of a population (Babbie & Mouton, 2003; Babbie, 2013). Survey questionnaires rely on information from respondents. The accuracy of what respondents say depends on their own powers of recall, on their honesty and, fundamentally, on the format of the questions included in the questionnaire (Anam, 2014; Veal, 2006). There are basically three types of questionnaires that can be used for data collection in surveys: the mail or self-completion questionnaire, the telephone survey and the face-to-face interview schedule (May 2001). While Veal (2006:235) argues that “questionnaire surveys in the leisure and tourism field can be divided into six types—household survey, street survey, telephone survey, mail survey, E-survey, Visitor/on-site survey and captive group survey”. In this study, self-administered questionnaires were used to collect the quantitative data through visitor/on-site survey. The structured questionnaire contained close-ended

questions. As Babbie (2013:237) noted “the format of a questionnaire is just as important as the nature and wording of the questions asked”. The questionnaires were designed for the respondents and structured in such a way that adequate information would be elicited on the research questions and objectives of the study.

The close-ended questions were in the form of attitude scales. Welman and Kruger (1999:155), describe attitude scales as “different assumptions about the relationship between individuals; attitudes and their responses to items”. The questionnaire was based on the five-point Likert scale. The matrix questions or Likert scale is the most commonly used type of scale in social science research as it offers several advantages over other formats (Welman & Kruger, 1999; Babbie, 2013). Some of the advantages of this approach is that the responses can be quantified (Veal, 2006). The respondents will also find it faster to complete than with other types of surveys (Babbie, 1999). It also allows for comparability of the strength of the respondents’ agreement with their earlier responses in the set answers (May 2001; Babbie, 2013).

Two sets of self-administered questionnaires were designed to target event participants/tourists (Appendix 1) and residents (Appendix 2). Due to the nature of the study, the questions for the event visitors range from their demographic and socio-economic data to their perceptions of the city of Durban and experiences at the events. Their spending pattern, types of accommodation used, and number of nights spent were also enclosed in the questionnaire to unpack their impacts on the economic fabric of the city. For the residents, the fulcrum of the questions was focused mainly on their perceptions of the events’ impacts on the socio-economic and environmental elements of the city.

5.7.2.2 Semi-structured/key informant interviews

Interviews are popular among researchers in the social and behavioural sciences. According to Okpoko and Ezeh (2005:67), “In-depth interviews entail the collection of semi-structured or unstructured data through interviewer-interviewee verbal interactions or conversations.” It is a powerful method for generating description and interpretation of the people’s social worlds, and as such is a core qualitative research method (Yeo, Legard, Keegan, Ward, Nicholls & Lewis, in Ritchie, Lewis, Nicholls, & Ormston (Eds.), 2013). Qualitative data for the study was obtained through in-depth, semi-structured interviews (Appendix 3) with key stakeholders from relevant government agencies and departments, industry associations, Community Tourism Organisations (CTOs), and private business organisations.

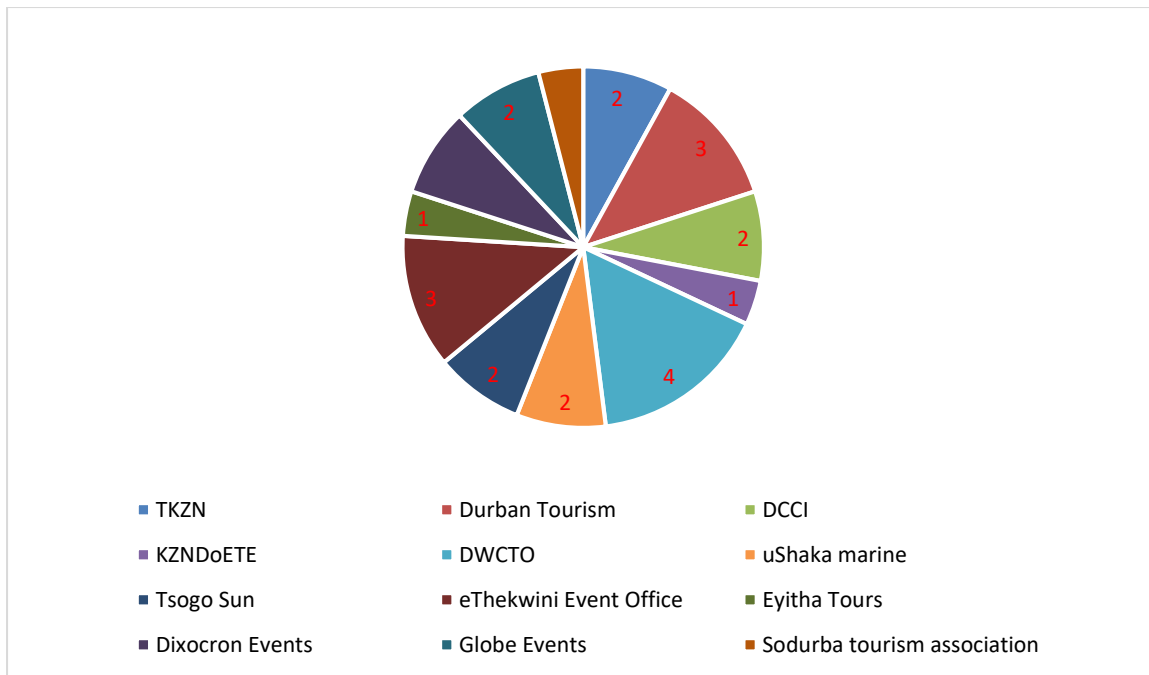


Figure 5.4: Study Key Informants and their Organisations.

Figure 5.3 above shows the number of informants recruited in each of the organisations. May (2001) argues that there are four types of interviews used in social research: the structured interview, the semi-structured interview, the unstructured interview and the focus group interview. Semi-structured interviews were used in the study as they are more systematic than the unstructured interviews (Okpoko & Ezech, 2005), and present a versatile way of collecting information (Welman & Kruger, 1999). Semi-structured interviews involve a conscious effort to guide and steer the discussion towards the interests of the researcher by way of memorised prompts or planned interview guides (Okpoko & Ezech, 2005). This is an appropriate tool because it allows the researcher to probe and delve in-depth into the major issues underlying the study. It also enables the researcher to “corroborate data emerging from other data sources” (Nieuwenhuis, 2011:87). An interview schedule was used to guide the line of enquiry. The interview schedule (Appendix 3) includes “a list of topics and aspects which have a bearing on the given theme and which the interviewer should bring up during the interview” (Welman & Kruger, 1999:167). The interview is like the process of mapping an uncharted island that is the interviewee’s world or their experience of the research phenomenon (Yeo et al., 2013), and allows the researcher to “see the world through the eyes of the participant” (Nieuwenhuis, 2011). The interviews elicited information on perceptions of these stakeholders pertaining to the position of Durban in South African tourism and the impacts of events towards that. It also

probed into the policies and strategies in place to promote event tourism, the impacts and the challenges confronting them in the sector. Data obtained was therefore rich in quality and face-to-face interviews resulted in higher response rates.

5.8 Method of Data Analysis

The purpose of analysis is to turn data from its raw form into an intelligible and interpretable form. Every researcher therefore strives to lay out analysis paradigms or models which would show whether the data analysed will answer the research questions. The quantitative analysis is the numerical representation and manipulation of data for describing and explaining the phenomena that the data reflect (Babbie, 2013). The data collected from the survey questionnaires was edited, coded and processed using the Statistical Package for Social Scientists (SPSS Statistics 24). According to Babbie (1990:239) “the heart of survey analysis lies in the twin goals of description and explanation”. Tables, graphs and descriptive statistics were generated using the above-mentioned software. Data was analysed through descriptive analysis to organise and summarise the data in a meaningful way (Black, 2002; Pieterse & Maree, 2011). The presentation was done in written statements, tables, chart and graphs. The advantage of graphical presentation of data is that the main characteristics of the distribution can easily be observed. Furthermore, graphs can make the material in reports more interesting, easier to understand and convey quickly a lot of detailed, even complex data (McGivern, 2006). This process essentially transformed the data into a meaningful form for clearer understanding.

Qualitative data for the study included in-depth interviews of the stakeholders. The first stage of the analysis was the full transcription of the recorded interviews. This was followed by the process known as data reduction which entailed the process of “selecting, coding and categorizing the data” (Sekaran & Bougie, 2009:370). As argued by Okpoko and Ezech (2005): “In all forms of qualitative research, the analysis of data from in-depth interview starts with the grouping and re-grouping of the extracted information.” Data was further analysed by way of inductive analysis whereby “research findings emerge from the frequent, dominant or significant themes inherent in the raw data (Nieuwenhuis, 2011) and scanning the content for recurrent themes/concepts” (Page & Meyer, 2000:129). The data was eventually sorted and coded according to thematic ideas or thematic analysis (Gomm, 2008). The synthesised views of the respondents in descriptive summary form were finally inserted into the existing theories adopted to unpack the impact of events in tourism development, which revealed corroboration

with existing knowledge, as well as new understanding and emerging trends to the body of knowledge.

5.9 Ethical Considerations, Reliability, Validity, Dependability and Credibility of the Study

Research involves collecting data from people, analysing the data and coming out with findings based on the information gathered. There are standard conducts which every researcher must conform to from the beginning of the research process till the end. Anyone involved in social science research, needs to be aware of the general agreements shared by researchers about what is proper and improper in the conduct of scientific inquiry (Babbie, 2013).

5.9.1 Ethical issues

Social research of this nature could inadvertently intrude into people's lives; research often requires that people reveal personal information about themselves, which requires that such information may be revealed to strangers (Babbie, 2013). Hence, ethical behaviour is paramount in research, as in any other field of human activity (Veal, 2006). Researchers need to protect their research participants; develop a trust with them; promote the integrity of research and guard against misconduct and impropriety that might reflect on their institutions (Creswell, 2007). In view of the increased attention that ethical issues command today, the researcher sought for and obtained ethical clearance certificate from the research ethics committee of the university, before embarking on data collection. All the approved research protocol in the ethical clearance was strictly adhered to. During the research survey, the researcher and the research assistants approached the participants and formal introductions were conducted as well as explanations of the research purpose, and only after obtaining the requisite informed consent were the questionnaires administered. Babbie (2013:15) asserts that "the clearest concern in the protection of the subjects' interest and well-being is the protection of their identity in survey research". On this premise the questionnaires were structured in such manner that anonymity and confidentiality of the respondents was ensured.

For the in-depth interview, contacts were established with the respondents to book appointments for the interview. All the stakeholders that were approached were willing to be interviewed. At the scheduled date for the interviews, the researcher initially obtained informed consent from the respondents and assured them of their anonymity and the confidentiality of

information given and that the information would be used strictly for academic purpose. Once all the above issues were clarified and consent obtained, the interview commenced.

5.9.2 Validity and reliability of the study

Reliability and validity are central issues in the research process and in any discussion of generalisation. This is because they are concerned with the robustness and credibility of the original research evidence (Richie et al., 2013). In conventional usage, validity is the extent to which the information collected by researchers, or an empirical measure, adequately reflects the real meaning of the concept under consideration (Babbie, 2013; Veal, 2006). Reliability, on the other hand, is the extent to which research findings would be the same if the research were to be repeated at later date or with a different sample of subjects (Veal, 2006:41). Although these two concepts have been the subject of intense debate in tourism research (Veal, 2006; Okpoko & Ezeh, 2005), mainly because empirical research is largely concerned with people's behaviour and their attitudes, and for information on these the researcher is, in the main, reliant on people's own report in the form of responses to questionnaire-based interviews and other forms of interview. These instruments are subject to many imperfections (Veal, 2006). However, since validity means that we are measuring what we say we are measuring (Babbie, 2013), and it is concerned with the truth or falsity of an observation with respect to an external reality (Okpoko & Ezeh, 2005), effort has been made in this study to ensure that the validity criteria are met. To this end, the reliability and validity of the questionnaire was tested and re-tested through a pilot survey. This exercise ensured that proper flow existed and that the questions were understandable to the participants. The comments of the participants assisted the researcher to rephrase certain questions and remove ambiguous statements. The pre-testing also provided the opportunity to analyse the items for redundancy, and evaluation of the data collection technique. The pilot study helped to improve the final list of questions for the questionnaire.

For the qualitative strand of the study through the in-depth interview of the stakeholders, effort was made to enhance the soundness of the research by ensuring its credibility, transferability, dependability and replicability of the study. There has been a long-drawn debate on the reliability or otherwise of qualitative data analysis (Okpoko & Ezeh, 2005). The concepts of reliability and validity were developed in the natural sciences and then extended to quantitative social science (Richie et al., 2014). And given the different epistemological bases of qualitative

research from the natural sciences and quantitative social sciences, there is much debate about whether these same concepts have any value in determining the quality or credibility of qualitative research data and investigation. Certainly, statistical tests or measure of reliability and validity are wholly inappropriate for qualitative investigation and would cause considerable confusion if applied (Richie et al., 2014). Nevertheless, Spencer, Richie, O'Connor, Morrel and Ormston (in Richie et al., 2014) argue that reliability should not be alien concepts in qualitative research. They (Spencer et al., 2014) further assert that in qualitative research it is the need to be reassured about the sturdiness of a finding, beyond just the study sample, that links questions about reliability to those surrounding generalisations. A qualitative research is adjudged valid and reliable if the data is representative of the various segments of the research subject; if the interviewee, asked the same questions by different researchers, would repeat the same answers; and if the data is applicable beyond the bounds of a given report (Okpoko & Ezeh, 2005). Hence, the four criteria for judging the soundness of qualitative research are credibility, transferability, dependability and replicability.

In view of the foregoing, adequate measures were taken to ensure that stakeholders selected for interviews were knowledgeable and were the actual repository of information being sought. As noted by Okpoko and Ezeh (2005) "selecting appropriate interviewees is of paramount importance when conducting qualitative research". Hence, the data was meticulously collected, analysed and evaluated in such manner as to establish its credibility, adequacy, appropriateness, dependability, consistency and applicability to the research questions and objectives. Care was taken during the data organisation and analysis to ensure that the essence of the responses is reflected in an accurate and comprehensive manner. This will enable other researchers to conduct data audit on it, examine the data collection and analyse the procedures to confirm the reliability of the research or its potential for bias or distortion.

5.10 Conclusion

Research methodology is a critical aspect of any study, since it is that aspect of the research process that discusses the links between philosophical approaches, methods of data collection and techniques used. In this chapter therefore, presentation and discussion of the various research methods and techniques used in obtaining information to address the research questions and objectives, was outlined. The empirical investigation to unpack the underlying meaning and process of the perceptions, experiences and concerns of both the event visitors,

residents and stakeholders in the event tourism sector of the city of Durban, was conducted using a mixed method approach. The collection and analysis of the secondary data was majorly a desk-top exercise. The questionnaire survey conducted on both event participants and residents was structured on a 5-point Likert scale close-ended questions. Semi-structured interviews were held with stakeholders from various organisations, associations and agencies within the tourism industry of the city to ascertain their viewpoints about the investigation. A rigorous validation process in the form of continuous checking, questioning and theoretical interpretation of findings was undertaken by the researcher. Descriptive statistics and content analysis procedures were applied in the data analysis and interpretation phase to ensure the soundness of the research.

CHAPTER SIX

PERCEPTIONS OF VISITORS AND LOCAL ATTENDEES AT EVENTS IN DURBAN

6.1 Introduction

Information about the study setting and methodology process of the study was presented in the previous chapter. This chapter presents the analysis and discussion of the data gathered from visitors and local attendees within the events precinct under review. The chapter presents the respondents' profiles, their perceptions of the city and the events, purpose of the visit, type of accommodation and their spending patterns while in the city. The data is presented thematically, and the analysis is theoretically undertaken to address some of the research questions and objectives of the study stated in Chapter one.

6.2 Demographic and Socio-Economic Characteristics of the Visitors

Understanding the demographic and socio-economic characteristics of the sampled population is an important component of any research survey. An understanding of the socio-demographic variables of the respondents will assist in the subsequent analysis of their behavioural traits in comparison with their status. The respondents in this case are the event attendees, made up of visitors – defined by Turco, Riley and Swart (2002: 30) as “those visitors who visit a destination for the primary purpose of participating in or viewing an event” – and the residents.

6.2.1 Gender and age of respondents

Table 6.1 indicates that the male respondents were 45.5% and 39.5% for visitors and residents respectively, while the female respondents were made up of 54.5% visitors and 60.5% residents. The predominance of female respondents was contrary to studies by Turco et al. (2003) and Moodley (2013), but found positive relationship with a study by Haydon (2007). The contradiction in the gender balance of these studies can be attributed to the nature of the events. For instance, spectators at sporting events are highly gendered (Turco et al., 2003) in favour of male gender. Nevertheless, the main reason for female domination of the respondents of this study might reflect the gender of the respondents rather than an indication of the gender profile of people who attended the events. This is because when groups were approached, most often women were more receptive to being surveyed.

Table 6.1 Gender of respondents (n=200)

Gender	Frequency		Percentage	
	Visitors	Local Attendees	Visitors	Local Attendees
Male	91	79	45.5	39.5
Female	109	121	54.5	60.5
Total	200	200	100	100

Table 6.2 Age of respondents (n=200)

Age	Frequency		Percentage	
	Visitors	Local Attendees	Visitors	Local Attendees
18–20	10	15	5.1	7.8
21–30	67	53	34.4	27.5
31–40	65	59	33.3	30.6
41–50	34	45	17.4	23.3
51–60	11	16	5.6	8.3
61–above	8	5	4.2	2.6
Total	195	193	100	100

Table 6.2 illustrates that 85.1% and 89.2% for visitors and local attendees respectively are between the ages of 18 and 50, while the respondents above the ages of 50 were made up of 9.8% for visitors and 10.9% for residents. 5 respondents (visitors) and 7 respondents (local attendees) felt their ages were confidential information and chose not to disclose them. The average age group of the combined respondents stood at 35, which is an indication that most of the respondents are in the youth age bracket and still in their productive life. The import of this age variable is that the type of event often determines the age group of its attendees; hence, the nature and characteristics of the events under study drew more attraction mostly from the highly mobile working-class age cohorts.

6.2.2 Educational status of respondents

When asked about their level of education, 8 of the visitors and 4 of the local attendees' respondents did not indicate their educational status. Figure 6.1 shows that 74% (visitors) and

40.8% (local attendees) of the respondents possessed tertiary education qualifications. 19.3% of the visitors' respondents and 41.3% of the local attendees' respondents had secondary school certificates. Those who possessed only primary school certificate comprise of 2.1% visitors and 12.8% locals. 4.7% of the visitors and 5.1% of the locals had no formal education. This result implies that most of the visitors (74%) were quite highly educated with varying university degrees, while 82% of the residents have at least secondary school certificates. The data resonates with the dominant age group presented in Table 6.2 above which shows that a clear majority of the visitors interviewed were within the working-class age group. Studies suggest that this age cohort in this modern era are comprised of people with varying university degrees and other tertiary educational qualifications.

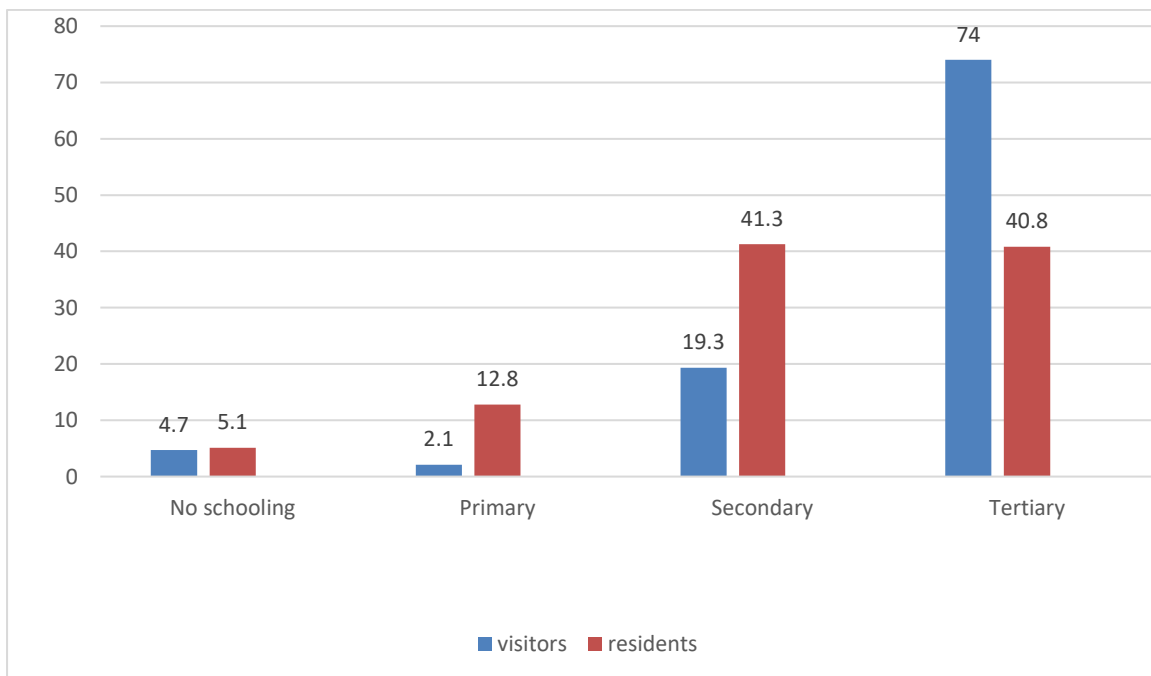


Figure 6.1 Educational status in % (n=192 Visitors; n=196 Local Attendees)

6.2.3 Origin of respondents (visitors)

Foreign respondents comprised of 33.5% of the sample population, respondents from other provinces of the country are made of up of 48.5%, while local visitors from other locations within the province of KwaZulu-Natal are 18%. This is outlined in Table 6.3.

Table 6.3 Respondents' place of origin (n=200 in %)

Respondents	Frequency	Percent
Foreign	67	33.5
Domestic (other provinces)	97	48.5
Domestic (local KZN)	36	18
Total	200	100

The fundamental framework to unpack the rate of tourism development in a destination is taken from the geographical point of view starting from the analysis of tourist movement and flows, as well as the interactions of components within the tourism system (Leiper, 1979). The origin-destination tourism system consists of two types of region: an origin, and a destination, including all those activities that are designed to entertain the visitors (Gunn, 1994). Table 6.3 illustrates that the events attracted a sizeable number of foreign visitors (33.3%). A breakdown of continents of origin of the foreign respondents of our sample population in Table 6.4 shows that 9% are from Asia, 11.9% from North America, 25.4% from Europe, 52.2% from Africa, and 1.5% from Australia. This data indicates that Africa remained the principal source market of international visitors to Durban. The proportion of foreign respondents in this study corresponds with previous surveys and researches (see, SAT Departure Survey 2010, p.9; Cornelissen, 2005; Moodley, 2013, p.65; Turco et al., 2003, p.232).

Table 6.4 Continents of foreign respondents (n=67 in %)

Continent	Frequency	Percent
Asia	6	9
N. America	8	11.9
Europe	17	25.4
Africa	35	52.2
Australia	1	1.5
Total	67	100

Table 6.3 illustrates the origin of the domestic visitors of our sampled population; the data shows that 48.5% of the sampled population are domestic visitors from other provinces of

South Africa. It is clear from Figure 6.2 that a large proportion of the respondents interviewed were from Gauteng (47.4%), Western Cape province had 10.3%, Eastern Cape 12.4%, and 9.3% were from the Free State. The balance of the remaining four provinces, excluding KwaZulu-Natal, made up 20%. Gauteng province remains the primary source of domestic inbound tourists to Durban. This corresponds with research undertaken by Tifflin and Kohler (2015) on the Comrades Marathon 2015, which indicated that 23% of the South African non-resident spectators were from Gauteng province.

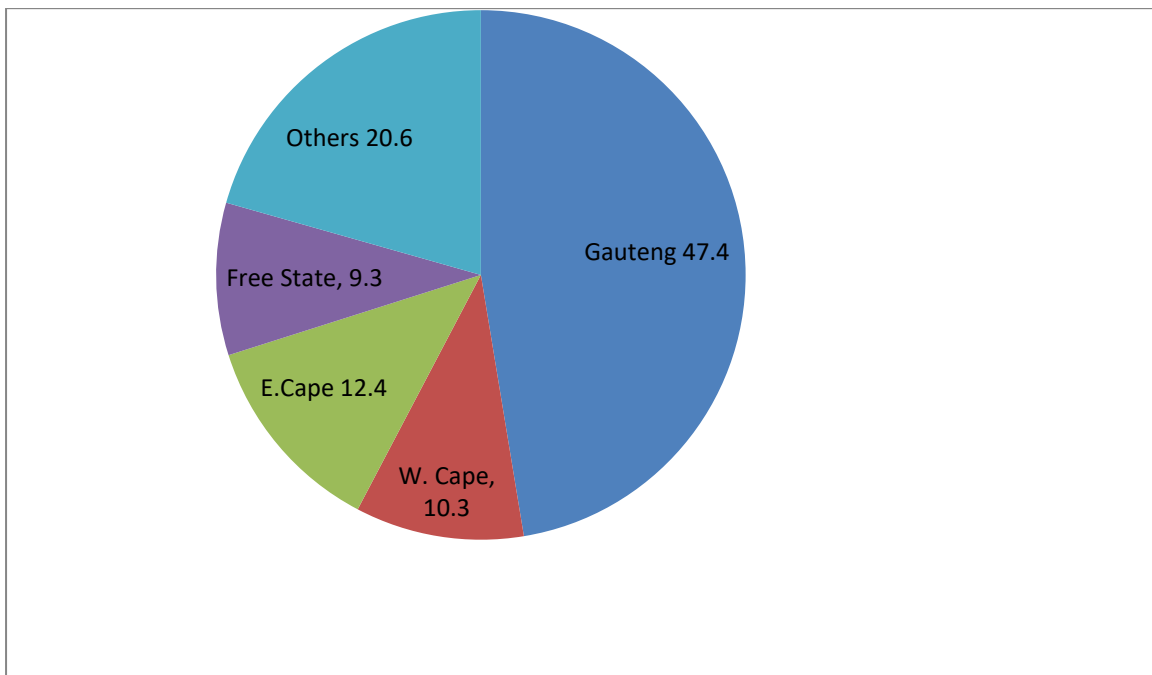


Figure 6.2: Origin of the domestic visitors (n=97 in %)

The study classified local visitors as the event attendees who reside in locations within the KwaZulu-Natal province but outside the city of Durban. Hence, 18% of the sampled population were from other locations outside eThekweni municipality (Durban) in the KwaZulu-Natal province. Figure 6.3 shows the breakdown as follows, Richard’s Bay (8.3%), Pietermaritzburg (11.1%), Newcastle (8.3%), Port Shepstone (11.1%), Ulundi (11.1%), and other locations within the province (50%).

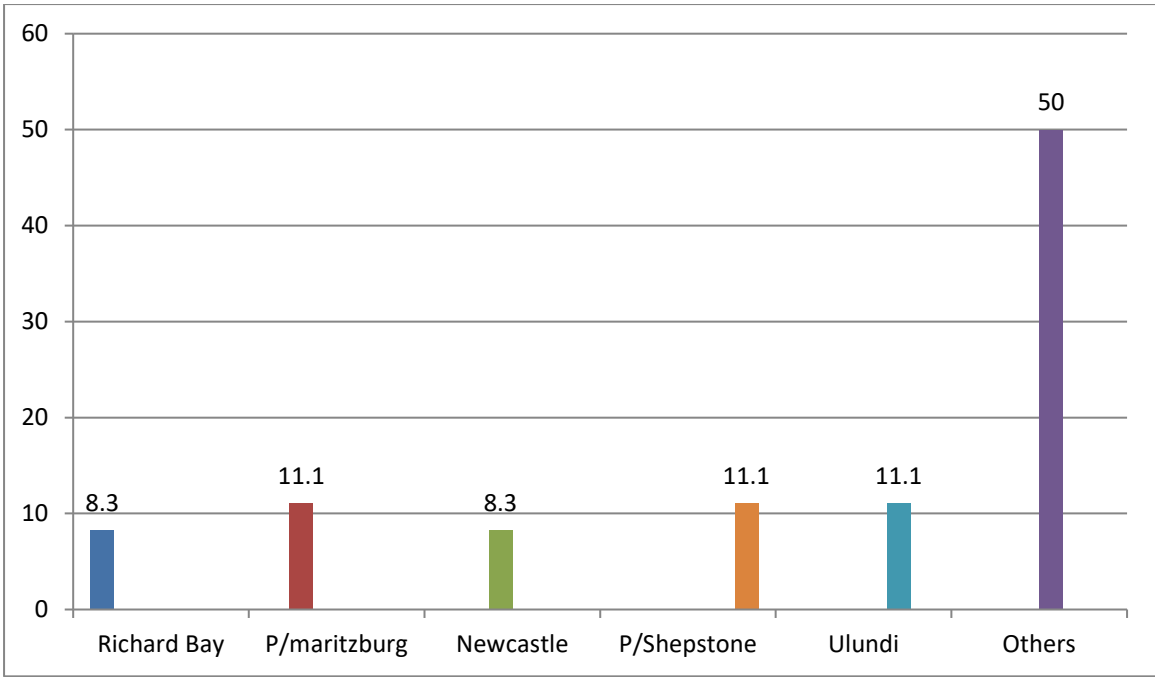


Figure 6.3: Origin of local visitors (n=36 in %)

6.2.4 Location of the local attendees’ respondents

The location of the local attendees’ respondents of this study is given in Figure 6.4. It illustrates that 34.4% of the respondents reside in the Durban metro, 5.7% in Durban North Central, 8.3% indicated that they came from South Central axis of the city, 14.1% from Durban North, 21.9% from Durban South and 15.6% were from Durban West. Majority of the respondents reside in Durban metro, which indicates that proximity to the events’ venues played a significant part in the determination of local attendees at events in the city.

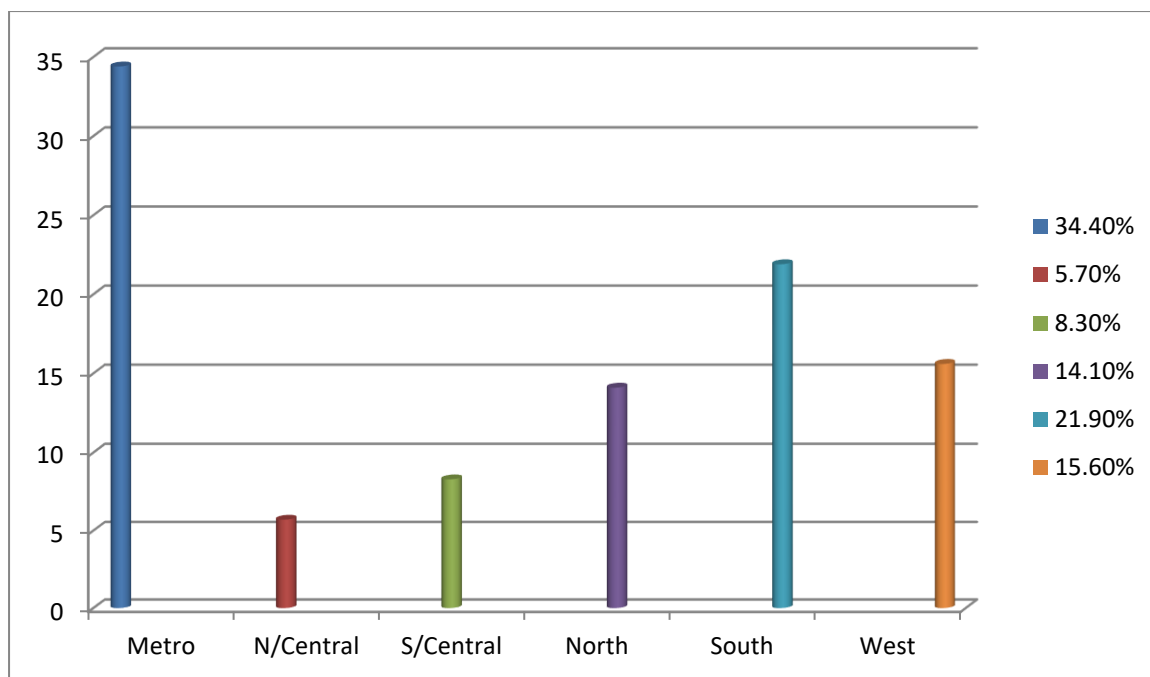


Figure 6.4: Location of local respondents in Durban (n=192 in %)

Table 6.5: Socio-economic characteristics of visitors (n=200 in %)

Construct	Variables	Frequency (n=200)	Valid percent%	Mean Rating
Accompanying Visitor (n=199)	Alone	49	24.6	2.99
	Family Group	24	12.1	
	Friends	37	18.6	
	Partner	57	28.6	
	Others	32	16.2	
Means of Transport (n=199)	Private Vehicle	45	22.6	2.79
	Rental Vehicle	5	2.5	
	Airplane	106	53.3	
	Bus/Taxi	33	16.6	
	Others	10	5.0	
Purpose of visit (n=199)	Event	144	72.4	1.74
	Leisure/ Holiday	17	8.5	
	Visiting Family & Friends	2	1.0	
	Education	17	8.5	
	Others	19	9.5	

Use of Accommodation (n=199)	Hotel	90	45.2	
	Lodge	24	12.1	
	Bed and Breakfast	23	11.6	
	Guest House	28	14.1	
	Friends & Relative	21	10.6	
	Apartment			
	Others	13	6.5	2.52
Number of nights spent (n=193)	One	8	4.1	
	Two	37	19.2	
	Three	64	33.2	
	Four	57	29.5	
	Five>	27	14.0	3.30

6.2.5 Accompanying visitors

Table 6.5 illustrates that majority (59.3%) of the visitors attended the events in the company of family groups (12.1%), friends (18.6%), or partner (28.6%). Only 24.6% of the respondents attended the event alone, while 16.2% attended the events with varying associates. Turco et al. (2003:231) in their research assert that single persons attending events are on a decline, as group attendance is becoming more noticeable at events. This view is supported by Nicolaides and Surujlal (2012:483), who state that there is high percentage of tourists visiting Durban with their spouses or partners. This was confirmed in this study as majority of the respondents were accompanied to the events. The import of this is that, the more people travel in groups to attend an event, the greater the likelihood of higher economic impact on the host destination.

6.2.6 Means of transportation to Durban

It is evident from Table 6.5 that most (53.3%) of the visitors arrived in Durban by air transport, 22.6% came to the city with private vehicles, 16.6% by bus, 2.5% rented vehicles to convey them to the city, while 5% comprise of others who came using other means of transport, such as company vehicles. This is an indication of improved air connectivity of Durban to the outside world; as Leiper (1979) highlighted, transit routes and connectivity of a destination is important to its tourism development. Flognfeldt Jr (2005:2) asserts that the nature and efficiency of the transit route in the tourism system influence the quality of access to such destinations and accordingly influence the size and direction of tourist flows. However, the

functioning level of the connectivity of the tourist generating region and the destination depends largely on many external factors, such as organisation, leadership, and government policies (Gunn, 1994). Concerted efforts have been made by the government to open the city to the outside world through more direct international air connectivity. On this note, the provincial government has prioritised a route development programme by setting up a committee to that effect. This has resulted in King Shaka International Airport now enjoying non-stop international air connectivity with no fewer than 11 international destinations. A top government official with the KZN Department of Economic Development, Tourism and Environmental Affairs stated:

“The route development programme of the government for the city is yielding positive results. Now Durban is linked to the major airline hubs of Dubai, Doha, Addis Ababa and Istanbul which gives us onward connection to more than 700 international destinations. This is a major achievement considering that when we hosted the 2010 FIFA Soccer World Cup, we had connection with only two international destinations in the form of Dubai and Mauritius.”

It is imperative to state that the present state of improvement in Durban’s air connectivity, both at domestic and international routes, is expected to drive the sustained growth and development of the tourism sector.

6.2.7 Purpose of visit

A finding of the study, as indicated in Table 6.5, shows that 72.4% of the visitors were in the city of Durban purposely because of the events. 8.5% came for leisure and holidays, 8.5% for educational purposes, 1% of the respondents were in the city purposely to visit their friends and relatives, while 9.5% were in the city for other purposes. Various scholars (Getz, 2007; Gammon & Robinson, 2003; Penot, 2003; Sofield, 2003) have recognised events as a strong component of tourism that draws people from different places to a city, and by default becoming an integral part of tourism development and marketing strategies of such city. The finding shows that events bring people into the city when least expected, for reasons that are not leisure or business related, but purely for the event. According to one of the stakeholders in the study:

“Last year Comrade Marathon attracts people from all over the world; we had the first people ever from Colombia. And Colombia is not a major market for KZN, but those people have come to see the province. They’ve seen the destination, there are chances of them getting home to tell their friends and their family that South African, KZN, Durban is the most beautiful place I’ve seen we need to go back for a holiday there.”

The finding revealed that majority of the visitors were drawn to the city because of the events.

6.2.8 Type of accommodation used

Accommodation facilities are important elements in tourism development of a destination. Interviews with the visitor attendees (Table 6.5) show that majority of them stayed in paid accommodation of various kinds, 83% in total (hotels 45.2%, lodges 12.1%, bed and breakfast 11.6%, guest houses 14.1%). The rest either stayed with family and relatives (8.5%), or other form of self-accommodation, i.e. they either camped or slept in a car. This corresponds with other research carried out in the city (Tifflin & Kohler, 2015; Bob & Potgieter, 2013; SAT, 2010) that indicated that visitors used a variety of paid accommodation facilities. This reveals that the hospitality industry is benefiting immensely from the hosting of events in the city.

6.2.9 Length of stay in nights

As shown in Table 6.5, the average length of stay in nights by the respondents is three nights, as 76.7% of the respondents stayed in the city for more than three nights, while 19.2% stayed for two nights, and 4.1% spent just one night in the city. When reflecting on the positive economic impact of tourism on a destination, two basic approaches, in which such destination increases revenues from tourism, come to mind; one must either increase the number of visitors or increase the amount that each visitor spends (expenditure). To increase visitor expenditure, Ardahaey (2011:209) posits the theory that destinations with hotels and other lodging facilities, must find a way of convincing visitors to stay overnight, as this the most effective way to increase visitor expenditure. This study finding shows that majority of the respondents stayed for at least three nights in Durban, and this is in line with findings of Wylie and Kohler (2016), which indicate that 57% of the visitors for the 2016 Comrades Marathon stayed overnight, thereby contributing to Durban's economy, while only 11% were day visitors, and the average length of stay of the overnight visitors standing at 3.5 days. Findings show that it is imperative to focus on events that are attracting people from outside the local municipality. The higher the percentage of overnight visitors is, the higher their average spend will be, which will result in significant value of the events on the local economy.

Table 6.6: Attractions visited in Durban by visitors (n=197 in%)

Attractions visited in Durban (n=197)	Frequency	Valid Percent%
Ushaka Marine World	15	7.6
Durban Beach Front	66	33.5
Durban Heritage sites	8	4.1
Have visited all	55	27.9
None	53	26.9
Mean Rating	3.32	

6.2.10 Area of attractions visited in Durban

Table 6.6 shows that 7.6% of visitor attendees said they visited Ushaka Marine World while attending events in Durban, 33.5% have been to the beach front, only 4.1% of the respondents have taken time to visit the city heritage sites, while 27.9% admitted having visited all three attractions mentioned. Meanwhile, 26.9% posited that they have not visited any of the attractions. According to Getz and Page (2015:593) events are both animators of destination attractiveness, but more fundamentally they are key marketing propositions in its promotion. The study reveals that heritage sites in the city are not being visited at a rate comparable with other attractions, since only a tiny minority of the sampled populations visited those heritage sites. There is no denying the fact that Durban is richly endowed with cultural heritage, as postulated by a stakeholder with Durban Tourism:

“Durban is richly blessed in terms of cultural heritage. You’ve got a city that has the largest Indian population within a small area outside of India. You also got one of the great cultures that are known in Africa; the Zulu. So, you can leverage off for people with cultural curiosity, with the great Indian population and their culture, the Zulu kingdom as well as that sounds that makes it very vibrant.”

The city is blessed with lots of heritage sites, which if properly linked to the events could be a big driver of the tourism industry in Durban. It is instructive therefore to say that more effort needs to be made by the city destination marketing organisations and other stakeholders to promote the diverse heritage sites in the city.

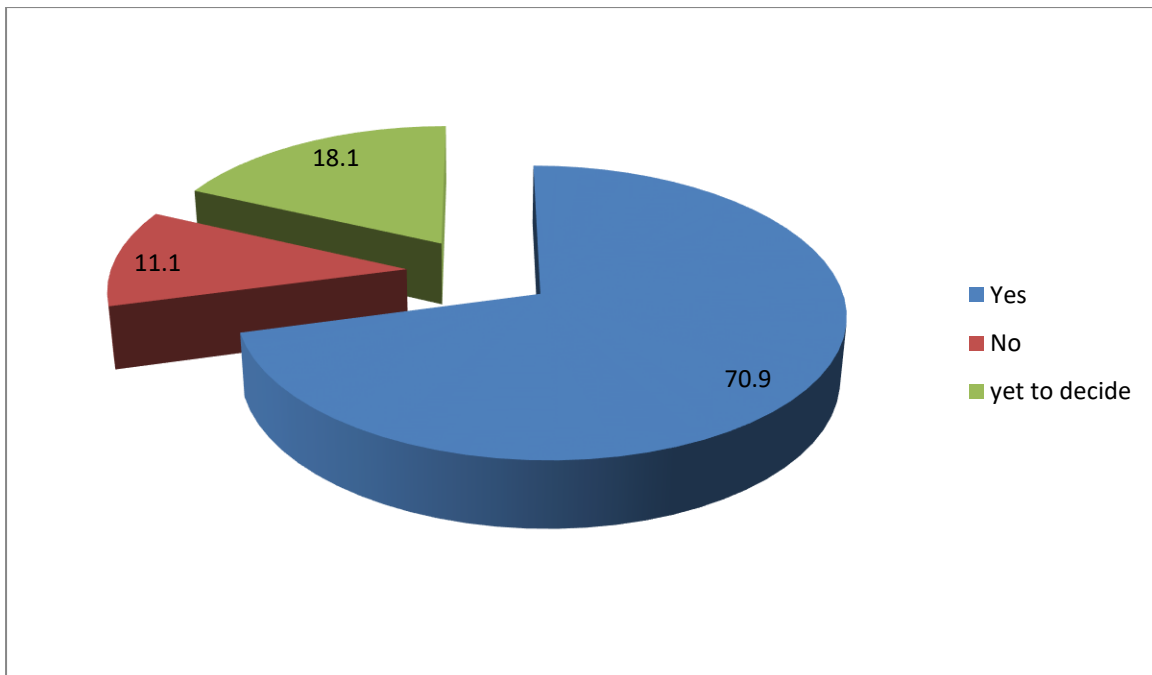


Figure 6.5: Visitors plan to visit other tourist attractions (n=199 in %)

6.2.11 Plans to visit other tourist attractions in the city

Within Leiper’s analogy of tourism system, Getz and Page (2015:593) assert that events have become a core element of the destination system, and have been utilised or specifically developed to enhance the destination offering, thereby expanding the tourism potential and capacity of destinations beyond the narrow focus of leisure-based tourism. In view of this, Figure 6.5 reveals that most of the visitors (70.9%) planned to visit other tourist attractions in Durban, 11.1% said they had no such plan, while 18.1% of the respondents hadn’t decided if they would visit any other attractions in the city or not before they departed, possibly because of their tight schedules at the events or time constraints as some of them admitted of staying less than the duration of the events. The implication of the clear majority planning to visit other tourist attractions in the city, reveals that events are a major inducement of tourism development in the city.

6.3 Visitors’ Perceptions and Experiences of Events and the City

People’s perceptions (both visitors and local attendees) are fundamental issues in the success or otherwise of any tourism-related development. Events as major catalysts for tourism development relied on the positive perception of its participants to make a meaningful impact. Suffice to say that the extent to which an event succeeds in its objectives rests partly on the

perceptions and experiences of its attendees. Visitor perceptions towards the events and the city in general to establish their experiences and concerns are one of the major objectives of this study (see Chapter 1). Therefore, visitors' views derived from the survey conducted at the events under study are presented in the tables below. A Likert scale was used in examining the perceptions and views of the respondents.

Table 6.7 Visitors' scales of views concerning events and the city of Durban (n=200 in %) (1=very poor, 2=poor, 3=average, 4=good, 5=excellent)

Construct	Element (n=200)	Response in %					Mean
		1	2	3	4	5	
Events	Standard of organisation (n=192)	1.6 (3)	4.2 (8)	17.2 (33)	47.9 (92)	29.2 (56)	3.99
	Locations (n=190)	0.5 (1)	1.1 (2)	5.3 (10)	51.6 (98)	41.6 (79)	4.33
	Package (n=183)	1.1 (2)	3.8 (7)	21.9 (40)	43.7 (80)	29.5 (54)	4.29
	Security arrangements (n=188)	1.1 (2)	3.7 (7)	11.2 (21)	40.4 (76)	43.6 (82)	4.22
	City of Durban	Overall cleanliness (n=190)	1.1 (2)	6.3 (12)	16.3 (31)	36.8 (70)	39.5 (75)
	Accessibility (n=193)	0.5 (1)	0.5 (1)	17.6 (34)	40.9 (79)	40.4 (78)	4.46
	Event facilities (n=193)	0.5 (1)	0.5 (1)	9.3 (18)	42.5 (82)	47.2 (91)	4.35
	Quality of accommodation and restaurants (n=189)	1.6 (3)	5.3 (10)	16.4 (31)	41.3 (78)	35.4 (67)	4.04
	Attitude of service staff at hotel and events (n=191)	2.5 (5)	3.7 (7)	17.3 (33)	45.0 (86)	31.4 (60)	3.99

	Local transport system (n=184)	28.3 (52)	30.4 (56)	23.4 (43)	15.2 (28)	2.7 (5)	3.77
	Local food and cuisine (n=186)	0.5 (1)	3.2 (6)	22.6 (42)	47.8 (89)	25.8 (48)	3.95
	Personal safety and security (n=195)	2.6 (5)	10.3 (20)	21.0 (41)	38.5 (75)	27.7 (54)	3.78
	Cost of goods and services (n=193)	2.6 (5)	3.6 (7)	23.3 (45)	48.7 (94)	21.8 (42)	3.99
	Level of city infrastructure (n=193)	1.0 (2)	3.1 (6)	17.1 (33)	52.3 (101)	26.4 (51)	4.00
	Hospitality of the local people (n=195)	1.0 (2)	2.1 (4)	13.3 (26)	49.7 (97)	33.8 (66)	4.39

6.3.1 Standard of organisation of events

Clarkson (1995:94) argues that the success and survival of an organisation depends on its ability to provide value and satisfaction for all its primary stakeholders. The organisation of events remains a key factor towards its success. Table 6.7 reveals the views expressed by visitors regarding the standard of organisation of the events attended. The results show that majority (77.1%) of the respondents were satisfied with the standard of organisation of the events, with 47.9 seeing the standard as good, 29.2% considered the events excellently organised, while 17.2% rated the events as average. Although very few of the respondents (5.8%) considered the events poorly organised, nevertheless, the views expressed by the overwhelming majority pointed to the fact that event organisers in the city are doing a good job.

6.3.2 Location of the events

The event location is the geographical area within the event tourism system where the main visitor's attraction takes place. Leiper (2004:128) views such location as a tourist destination where travellers choose to remain static temporarily for their tourism experience. While Flognfeldt Jr (2005:1), sees the tourist destination region as locations which attract tourists to

stay temporarily and those features which inherently contribute to that attraction. Table 6.7 illustrates that almost all the respondents (93.2%) viewed the locations of the events as either excellent or good. 5.3% rated the siting of the events venue as average, a minority of 1.5% were not satisfied with the locations. Since correct venue selection and location is a critical success factor for an event, it is instructive to say that judging by the high rating of the sampled population; the events were suitably located.

6.3.3 The events' package

In terms of rating the total package of the events, Table 6.7 showed that majority of the respondents (73.2%) expressed satisfaction with the total package of the events, 21.9% rated the package offering of the events as average, while 4.9% did not considered the events package good enough. In a study conducted, Nicolaides and Surujlal (2012) suggested that “beach tourism in Durban should be integrated with such activities as sport and cultural events for first time visitors in such manner that makes it accessible and enjoyable”. This positive perception of the respondents is expected to impact positively on the overall profiling of the city as a viable destination.

6.3.4 Security arrangements

In this context, a large proportion of the respondents (87.6%) were satisfied with the security arrangements put in place by the events planners and city officials. However, as illustrated in Table 6.7, some respondents (11.2%) felt that the security arrangements were average, while 4.8% rated the security as poor. The researcher attended all the events and could attest to the physical presence of the Metro Police and other security outfits all around the events' precincts. This must have contributed to the high rating of security arrangements by the respondents. This position is contrary to earlier research of Turco et al. (2003:236) that identified security at the events hosted in Durban as the main problem. Suffice it to say that security arrangements around planned events' precincts have tremendously improved since the successful hosting of the 2010 FIFA World Cup. Nevertheless, most of the stakeholders interviewed affirmed the significant improvement in police visibility and increased patrolling at the events' venues, however, their major concerns are about the security situation of the entire city of Durban, especially at night, which still leaves much to be desired. According to an event promoter, who was one of the stakeholders surveyed in the study:

“One of the major challenges in Durban is the crime situation, although around some major part of the city it is not that bad now, because of the huge visibility of police. But there are areas of pockets of incidence and walking in some of those places you can get mangled upon and your phone gets snatched. It is therefore very important that police must be visible in each area and make sure that people and visitors enjoy themselves freely.”

Leiper (1979) posits that one of the pull forces of the tourist destination region, which activates demand for travel by the potential tourist in the traveller generating region, includes the security system put in place to ensure their safety.

6.3.5 City’s cleanliness and hygiene

As shown in Table 6.7, a significant majority of the respondents (76.3%) believed that the city of Durban is clean, 16.3% rated it average, while 7.4% of the respondents held the view that the overall environment of the city in terms of cleanliness and hygiene needs to be revamped. A stakeholder in the study held similar views to the minority of the respondents who felt the city is still ravaged by grime. While explaining the effect of the ‘Nuisances and behaviours in public places bye law’ in the city, he expressed his view about the physical environment of the city thus:

“The bye-law takes care of the soft issues like loitering, peeing and drinking in public among others ..., so it’s about cleaning up the image of the city in the look and feel of the environment when somebody visits, by creating very beautiful places inside town, the mosque, the market, the city hall itself, workshop area; but they aren’t being kept in a proper way, there are loitering, vagrancy around these places.”

The study therefore acknowledges the position of the few respondents who called for pro-active measures on the part of the municipality’s waste management authority to rid the city of solid waste. As noted by Turco et al. (2003:237) “the need to upgrade the general appearance of major tourist destinations in Durban is noted by various stakeholders”. It must be stated that a lot has been achieved over the years by the city administration to change the narrative of Durban from ‘grime city’ to ‘clean city’, nevertheless, observations carried out by the researcher provide supporting evidence that some key areas in the inner city still need to be rejuvenated.

6.3.6 Accessibility

Table 6.7 results in terms of accessibility of Durban, indicate that a significant majority (81.3%) of the respondents believed that accessibility of the city is either excellent or good, 17.6%

thought the accessibility of Durban is still average while only 1% said it is poor or very poor. This is an indication that Durban as a destination is connected to the outside world. The fundamental framework for understanding tourism system, starts from the geographical point of view by the analysis of tourist movement and flows, as well as the interactions of components within the system (Leiper, 1979); nonetheless, the functioning level of those components, including the connectivity of the tourist generating region and the destination, depends largely on many external factors, such as organisation, leadership, and government policies (Gunn, 1994). In view of this paradigm a stakeholder in the study, who is a top-ranked government official in the province of KwaZulu-Natal, explained the effort of the government in strategically positioning Durban through international route connectivity as a viable tourist destination. According to him:

“As provincial government, we recognise that accessibility is a key feature which is critical if we are to achieve sustainable economic growth. Cognisant of this requirement, route development committee was constituted for the city through the Committee, the Province of KwaZulu-Natal has invested in and prioritised a Route Development Support Programme, which has resulted in King Shaka International Airport now enjoying non-stop international air connectivity with no fewer than 11 international destinations. This development also links us to the major airline hubs of Dubai, Doha, Addis Ababa and Istanbul which gives us onward connection to more than 700 international destinations. This is a major achievement considering that when we hosted the 2010 FIFA Soccer World Cup, we had connection with only two international destinations in the form of Dubai and Mauritius.”

Transit routes are a vital element in the tourism system (Flognfeldt Jr, 2005); their nature and efficiency influence the quality of access to a given destination and they accordingly influence the size and direction of tourist flows. One can therefore conclude that the efforts of the stakeholders in opening up the city, especially through international route connectivity, have been found to influence the respondents’ positive perceptions of the city as a highly accessible destination.

6.3.7 Event facilities

On the perception of the respondents regarding event facilities in the city, Table 6.7 illustrates that 89.7% rated the facilities in the city excellent and good, only 9.3% viewed the available facilities as average, while a mere 1% indicated that event facilities are on the poor side. One major legacy that events have bestowed on hosting cities like Durban, is in the form of infrastructural facilities. Ackermann (2011:15) stated that in South Africa, the investments in transport infrastructure linked to the 2010 FIFA World Cup left a very strong legacy for the

host cities. This view was re-echoed by Bob and Potgieter (2013:75) that, in addition to other advantages, the hosting of mega-events, particularly in developing countries such as South Africa, are deemed to increase infrastructural development. A Manager with the ICC stated:

“By hosting major international events, we attract thousands of foreign delegates to Durban each year. Apart from the positive economic impact these visitors have on the city while here, they return to their home country and spread the word about Durban as a vibrant city, and many of them return as tourists in future years with their families and friends.”

Hence, the experience from Durban suggests that the most significant contributions of events to the city’s sustainable development are related to infrastructure investments; facilities, such as the iconic Moses Mabhida Stadium, and the Durban International Convention Centre, are some of the legacies that events have bequeathed to the city.

6.3.8 Quality of accommodation and restaurants

Table 6.7 shows that 35.4% of the respondents rated the quality of accommodation and restaurants which made up the hospitality sector in the city as excellent, 41.3% rated it good, 16.4 % of the respondents viewed accommodation and restaurants as average, while a total of 6.9% of the respondents rated it either poor or very poor. Since tourism is said to be the travel and stay of non-residents, the role of the hospitality sector towards the enhancement of the stay of tourists at the destination cannot be undervalued. It then becomes imperative for the quality of the various forms of accommodation, such as hotels and guest houses, including the service offering of food and beverage outfits, to be of high quality. Enquiries into the activities of the stakeholders in the hospitality industry in Durban revealed that quality product offering remains the hallmark of the business. A guest house owner in the study stated:

“Events have been of tremendous factor in the sustenance of our business. Although the type of event would normally determine the sort of accommodation required, but by and large, the spin-offs from events have normally come to augment the off season that would have been. Therefore, every accommodation establishment strives to provide quality service that would sustain the continuous patronage of the clients. You cannot compromise quality because we operate in a competitive environment, one must continue to up his game in order not to be left behind.”

The study shows that 76.7% of the respondents have positive perceptions about the hospitality industry of the city; one can then conclude that the sector is alive in its responsibility towards the provision of high quality product and service offering to visitors.

6.3.9 Attitude of service staff at hotels and events

It is imperative to know that tourist satisfaction is heavily reliant on the behaviour of the host, which includes the service staff. An ugly experience at the hands of service staff may result in negative perceptions and attitudes towards, not only the hosts, but also the destination. According to Skipper (2009:68) “Tourists’ attitudes towards hosts are connected to the quality of the tourist experience, which is influenced by the destination’s tourism product, especially host behaviour either positive or negative.” In view of this, the study sought to know more about the perceptions of the respondents concerning the behaviour of people offering services at hotels and events. Table 6.7 reveals that 76.4% of the respondents were absolutely satisfied with the behaviour of the service staff at their hotels and at events. A few respondents (17.3%) viewed the service staff attitude average, while only 6.3% said the behaviour of staff was either poor or very poor. This indicates that, the visitors’ experiences while in Durban were further boosted in a positive way due to the conduct and efficient service delivery of the staff.

6.3.10 Local transport system

Table 6.7 illustrates the perceptions of the respondents about the local transport system in Durban. 28% of the respondents said the local transport system is very poor, 30.4% viewed it as poor, 23.4% of the respondents felt the local transport system was average, while 15.2% disagreed with the standpoint and viewed the system as good, and 2.7% of the respondents felt the local transport system was excellent. Instructively, the system paradigm views the tourism system as being structured between the supply and demand sides. Gunn (1994:58) therefore posits that the supply side is represented by the five interdependent components of attractions, transportation, information, promotion, and services. The functioning level of each component depends largely on many factors, which determine the efficiency of the whole system in the long run. As illustrated in Table 6.7, majority of the respondents (58.7%) were not satisfied with the local transport system, however, a paltry 17.9% the respondents either felt the transport system was just good or excellent, and a significant number of them (23.4%) rated the system average. Supporting this view, a tour operator, who also operates an event promotion firm, stated that:

“Durban public transport network still leaves much to be desired. As we all know that efficient public transport systems help tourism to develop. For instance, in Cities like Pretoria, and Cape Town from the airport you can buy bus card and connect easily into different places, and it is an extremely efficient system. Here in Durban we operate in

a city where public transport closes before 7.00 pm, this poses major challenges to us as small-scale tour operators, who must rely on the metered taxi to convey our clients to places at exorbitant cost. So, we are appealing to the authority to revamp the eThekweni transport for more efficiency.”

Hence, many of the surveyed respondents are of the view that much still needs to be done concerning local transport connectivity, especially during late hours of the day, if Durban wants to compete favourably with other international cities.

6.3.11 Local food and cuisine

With regards to local food and cuisine, the respondents were asked to express their perceptions which range from excellent to very poor. As shown in Table 6.7, a total of 73.6% of the respondents rated the local foods as being either excellent or good, 22.6% of the respondents felt the local foods and cuisine were just average, while a mere 3.7% of respondents expressed their dissatisfaction with the local food by rating it poor or very poor. Durban is known as the hidden jewel for tourism due to the diversity of its rich culture. This cultural diversity is obviously reflected in the variety of foods and cuisine characteristic of each of the cultures present in the city. A stakeholder with the TKZN captured this thought in his response to a question posed to him, this way:

“The richness of the city in terms of culture is also reflected in the diversity of our foods. There are a lot of places around Durban where you can buy a bunny chow for example; I think it’s only in India that you find the authentic bunny chow apart from Durban. (It was created by Indians, it’s a bread cut in half, so it’s like half bread and you take out the inside out the soft and you put your curry inside and you close it) best thing in winter ... Look for a bunny chow you can stay here for too long and not have a bunny chow, and they come with different fillings of course. So that on its own is an authentic experience in terms of cuisine (food culture).”

From the study one can conclude that the respondents were satisfied with the local food offerings of the city of Durban.

6.3.12 Cost of goods and services

The stakeholders’ paradigm is premised on the fact that the perceptions and views of each group of stakeholders is a critical component of the sustainable tourism development of such destination. Robson and Robson (1996:534) see tourism as a complex sector, in which the different roles played by different players within the sector should be geared towards meeting the varying interests of stakeholders. One major stakeholder in the event tourism system are

the event participants; to what extent, then, are their interests factored into the destination supply chain? Are the costs of goods and services within the reach of the visitors while on a visit to the city? This question was put to the respondents to get their views about the cost of goods and services in Durban. Table 6.7 shows that 70.5 % of the respondents viewed the cost of goods and services in the city as excellent and/or good, 23.3% of the respondents felt the costs were averagely okay, while 6.2% were not satisfied with the cost of food and services in the city.

A member of the Durban Chamber of Commerce and Industry stated that:

“I have travelled to many cities, but I think you get more value for your money in Durban, because there are varieties to engage you. The shopping facilities are standard and for the costs, I believe Durban is relatively cheap when comparing with other cities with the same pedigree; when you view it from the cost of hotel accommodation, and catering services.”

Another stakeholder, who is a top policy-maker in the city, expressed the efforts of government and other stakeholders towards ensuring that the city remains attractive to visitors through acceptable and affordable costs of goods and services that would benefit both the suppliers and the buyers. He stated thus:

“Durban has been positioned to be promoted as a value-for-money destination, a destination which appeals to not only domestic visitors with an appetite for travel and African leisure, but also to international visitors in the mid-market segment. It is vital therefore, that the city leaves a lasting impression on first-time travellers, specifically those from the mid-market segment, to ensure that international tourists leave our city with a firm conviction to return, whilst also spreading the good news about destination Durban and KwaZulu-Natal in general via word-of-mouth.”

While the views of the respondents are indications that the cost of goods and services in Durban are satisfactory to visitors, the other stakeholders in the supply spectrum of the device are working assiduously towards ensuring value for money for visitors.

6.3.13 City's infrastructure

Table 6.7 indicates that 78.7% of the respondents believed that the city's infrastructure is excellent and/or good, 17.1% of them termed it average, while a mere 3.2% of the respondents rated the infrastructure in the city as either poor or very poor. Despite most of the respondents expressing satisfaction with the level of infrastructure in the city, the views of the 3.2% and 17.1% who thought the infrastructure was inadequate (by their poor or average ratings),

resonates with the opinions of some stakeholders who expressed their views during the interview sessions. A stakeholder in the study, who is a top-notch political office bearer in the province of KwaZulu-Natal, expressed his view on the state of Durban's infrastructure and government efforts in addressing it as follows:

“Despite Durban boasting incomparable natural beauty, there is no denying the fact that city infrastructure requires a major overhaul. I must inform you that work has started in this regard, with eThekweni's urban renewal programme already at implementation stage. The Provincial Government recognises and acknowledges this unfortunate shortfall and we have leapt into action with several projects designed to improve tourism in the pipeline.”

The study revealed that government, in partnership with the private sector, is working towards rejuvenation of Durban. Such project is expected to lead to the development of world-class resorts and construction of internationally-branded hospitality facilities. This will ensure that Durban and its available infrastructure appeals to the mass-market traveller.

6.3.14 Hospitality of local people

The concept of tourists' perceptions towards the host is an important area in tourism that cannot be ignored. Skipper (2009:58) asserts that host-guest interactions are an inevitable occurrence in tourism; the outcome of such interaction could be either positive or negative. However, when the encounter results in negative experiences, conflicting perceptions may arise towards the local community, and may affect the marketability of the destination. It on this premise that the study sought to know the perceptions of the respondents regarding the hospitality of the local people in Durban. Table 6.7 illustrates that 33.8% of the respondents rated the hospitality level of the locals as excellent, 49.7% rated it good, 13.3% of the respondents said the people's level of hospitality is average, while a combined 3.1% of the respondents rated the locals' hospitality poorly. The underlying issues around stakeholders and sustainable development concepts rest on the interests and goals of the role players within the system. In this sense, each group of stakeholders has different goals and interests regarding sustainable tourism development, whilst there are some goals of sustainability that they share. For instance, community and the tourism industry share the common goal of economic and socio-cultural sustainability (Timur & Getz, 2008; Holden, 2000; Page, 1995). When the local people feel left out in the scheme of developmental issues, inadvertently hostility towards visitors replaces hospitality. A Director with Ushaka Marine World said this about Durban:

“Durban as a destination goes beyond beaches and heritage sites, the warm friendly people are also part of what make Durban a place to be. So, it is not just about the money here, it’s about life in general, and people and relationships.”

Hence, with a clear majority of the respondents (83.5%) holding the view that the local people in the city are hospitable, one can then conclude that people’s attitudes towards visitors play a major part in the growth and development of Durban as a destination.

6.4 Visitors’ Views about the City of Durban as a Tourist Destination

In this section the respondents were asked to give their perceptions about Durban’s attributes as a tourist destination. The questionnaires provided the various variables and their responses were expressed on a Likert scale of 1–5, where **1=strongly disagree, 2=disagree, 3=no opinion/uncertain, 4=agree, 5=strongly agree**.

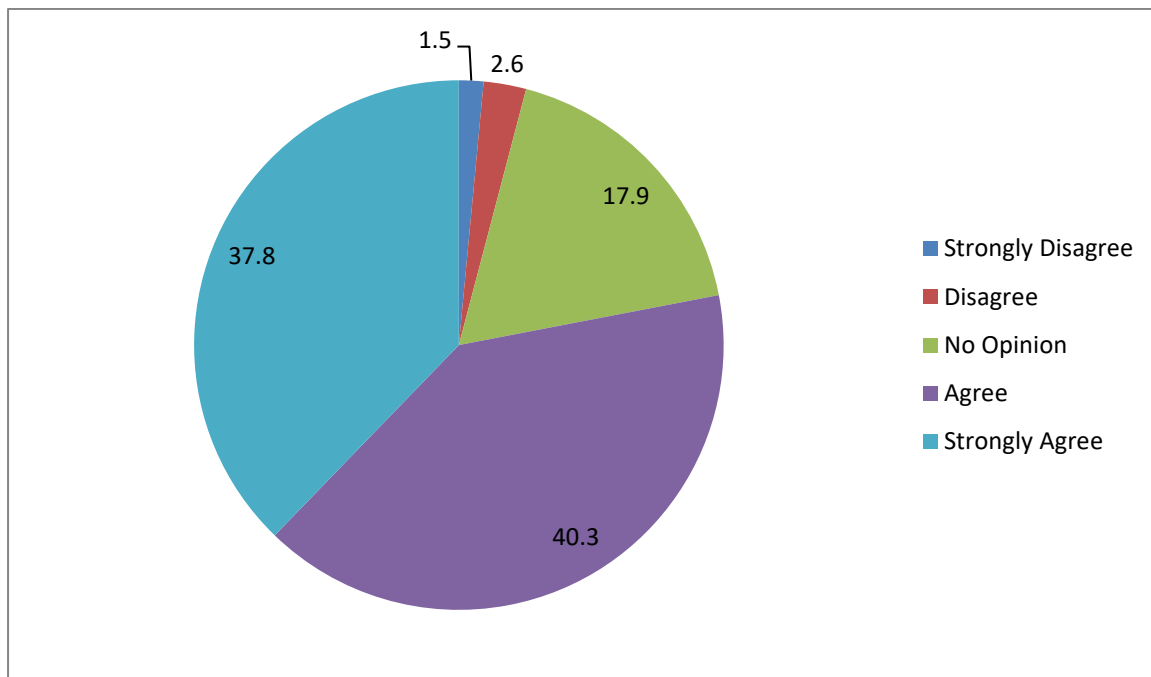


Figure 6.6: Durban has unique tourist attractions (n=196 in %)

6.4 1 Durban unique attractions

To establish the unique attribute of Durban as a tourist destination, the respondents were expected to give their views. Figure 6.6 shows the views of the respondents, in which 78.1% of them agreed that the city has unique attractions, 17.9% of the respondents were uncertain in their views, while a total of 4.1% of the respondents disagreed with the statement. Based on the Leiper (1979) analogy of the geographical element of the tourism system, the tourist

destination region must have unique attractions that can pull the tourists from the originating region to gravitate towards the destination. The pull force of the destination region activates the whole tourism system leading to demand for travel by the potential tourist in the traveller generating region (Leiper, 2004). Most of the stakeholders in the study highlighted different compelling attributes of the city of Durban that enhance its uniqueness as a destination. They all pointed to the major highlight of the city's attribute to include good climate, warm beaches, rich and diverse culture, proximity to the domestic source market (Gauteng), among others. For instance, a stakeholder at Durban Tourism expressed her view this way:

“Durban first has a unique beach. The difference between the beach here and that of Cape Town for instance is the warmth of the Indian Ocean in Durban, while that of Cape Town is a cold beach. So, the season and the weather here are always warm. We always laugh that okay Durban has only two seasons, one of them is summer and the second one is summer. Which means you can come in winter and you experience the same thing which you experienced during summer.”

The study revealed that the city is strategically located in such manner that most of the attractions in and around the city are just within a two-hour, at most a three-hour, radius to get across. The city is also geographically well placed and near its domestic source market; it takes approximately five hours for a tourist from Johannesburg to drive down for the weekend or 45-minute flight. Gauteng makes up 54% of domestic visitors to Durban.

From the perceptions of the respondents, one can conclude that the city has unique attractions that give it a competitive edge in the South African domestic tourism scenario.

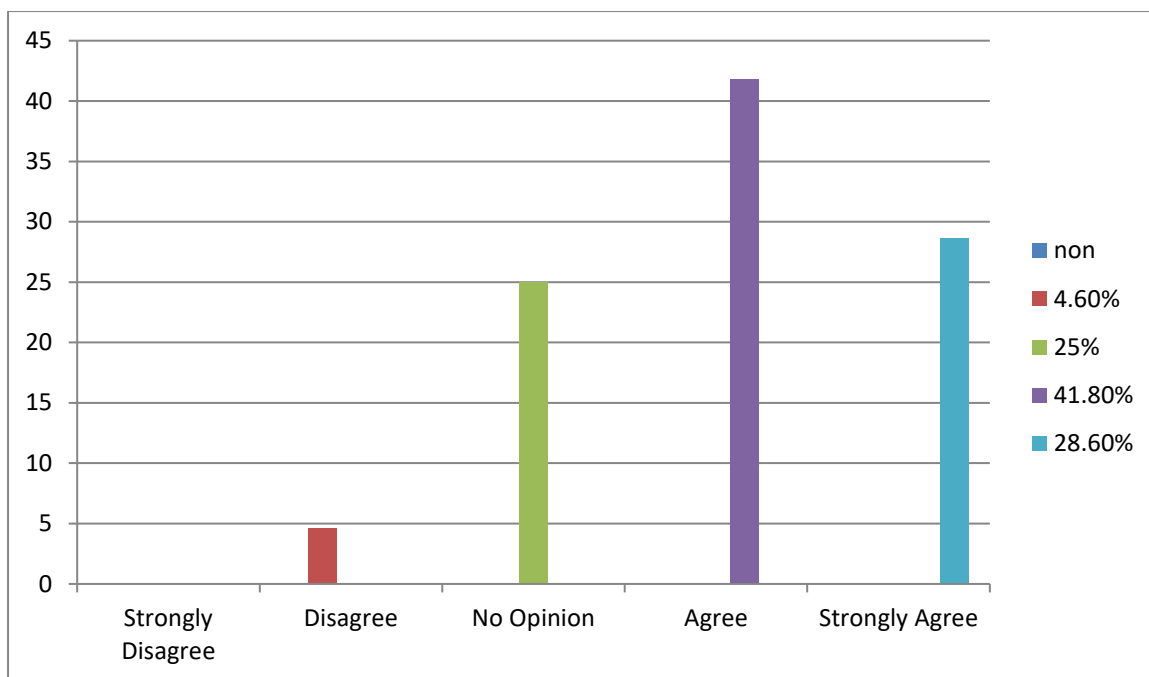


Figure 6.7: Durban is rich in historical and cultural heritage (n=196 in %)

6.4.2 Richness of Durban in historical and cultural heritage

Figure 6.7 illustrates that majority of the respondents (70.4%) agree (strongly agree and agree) with the statement that Durban is rich in historical and cultural heritage. 25% of the respondents displayed neutrality by expressing no opinion on the matter. A minority set of the respondents (4.6%) disagreed with the statement. Majority of the respondents believe Durban has a lot to offer in terms of cultural and historical heritage. A stakeholder in the study captured this view by stating that:

“In Durban we have the largest number of Indians outside India in the world. So, Durban on its own there is Indian culture, there is a rich Zulu culture obviously, and there is quite a lot of other cultures including the Xhosa culture. Also, the Durban-Inanda heritage route is one of those things that enhances the tourist experiences in the city.”

It is also important to note the high level of neutral responses from the respondents (25%). This could be attributed to low level of awareness of cultural and historical heritage resources in the city. This corresponds with the earlier position of the respondents in Table 6.6 where only 4.1% of them admitted having visited any heritage site in the city. The marketing efforts of the various destination marketing organisations in the city (Durban Tourism and Tourism

KwaZulu-Natal) are mostly concentrated on the promotion of the beaches in Durban than the areas of cultural heritage. A tour operator in the city expressed this concern:

“Durban has a lot of places of cultural significance, with lots of structures that represent the time of the apartheid; Rev. John Dube school, (first Zulu Nobel was from here). Mahatma Gandhi stayed in Durban for a while, you got Chief Albert Luthuli very close. So, a lot of icons of South African culture and history that people can connect with are here, but what have we done to link and integrate them to a sort of heritage tourism in order to enhance the tourist experience in the city, and to what extent have we promoted them?”

Hence, much still needs to be done in order to leverage on the local tourism product in Durban for a holistic tourism experience.

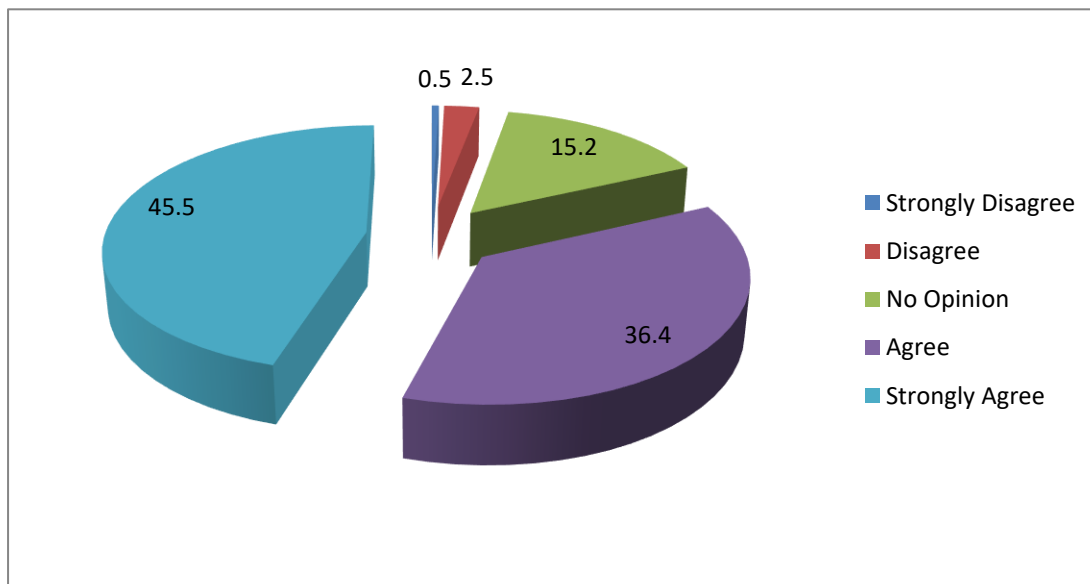


Figure 6.8: Durban is the best destination for beach tourism (n=198 in %)

6.4.3 Durban, the best destination for beaches

To unpack the competitive advantage of Durban in the South African domestic tourist market, the respondents were asked about their views of Durban having the best beaches to visit. Figure 6.8 shows that overwhelming majority (81.9%) of the respondents agreed that the beaches in Durban are the best in the country, 15.2% were uncertain, while 3% disagreed with the claim that Durban has the best beaches. Within the tourism system analogy, Leiper (2004:19) posits that the pull force of the destination region activates the whole tourism system, leading to demand for travel by the potential tourist in the traveller generating region. Baloglu and Uyal (1996) therefore identify the pull force to mean the physical resources of a destination, such as

beaches that are appealing enough to satisfy the intrinsic yearning of the tourists. Hence, in a study conducted by Nicolaidis and Surujlal (2012), the warm golden beaches were considered one of the pull factors that motivate tourists to travel to Durban. A tourist in the study affirmed this statement thus:

“To me I think the competitive advantage of Durban is the availability of the warm India Ocean. The beach is a sort of crowd puller to people coming from other provinces, like my province, Gauteng, Mpumalanga, Limpopo and other provinces where they do not have the sea. When people come outside Durban, the first thing in their minds is to say you know what when you go to Durban you want to go to the sea, you want to swim. I believe the beaches here are the best in the country.”

This finding reveal, as illustrated earlier in Table 6.7, that most of the respondents who were primarily event tourists in Durban, admitted to having taken time off from their main activities (which were the events) to visit the beachfront. This further confirms the postulation that the beaches in Durban hold a great deal of attraction to tourists.

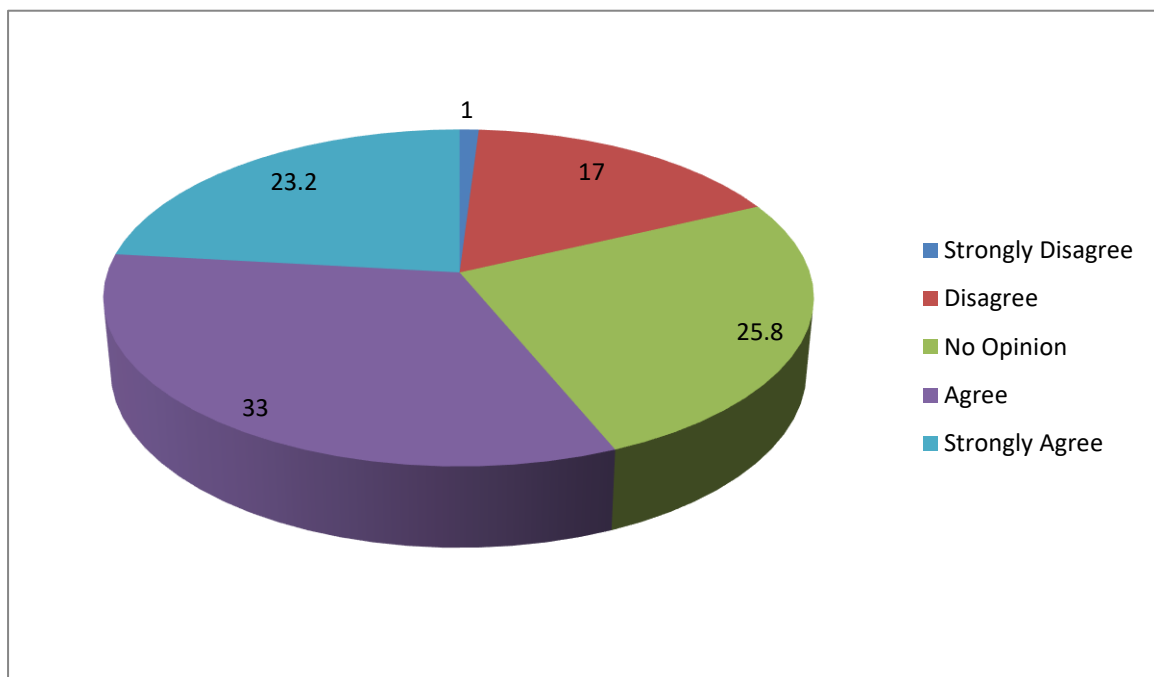


Figure 6.9: Durban is safe for travel and tourism (n=194 in %)

6.4.4 Durban is safe for travel and tourism

As shown in Figure 6.9, more than half of the respondents (56.2%) agreed with the statement that Durban is safe for travel and tourism, 25.8% refused to take any categorical position and were neutral, while 18% believed that the city is not safe enough for travel and tourism.

Although as shown earlier in subheading 6.3.4, where most of the respondents were satisfied with the security arrangements put in place at the events precincts, the general perception of Durban as a crime prone city persists, as evident in Figure 6.9, where 43.8% of the respondents either believed that the city is not safe for tourism or uncertain about the safety situation of the city. This high level of neutrality and negative perceptions about safety of tourists in Durban, remains a major issue to be addressed by the stakeholders. Safety concern by the respondents could be perceived rather than real; nevertheless, Turco et al. (2003:236) posit that the overwhelming, persistent perception of a major part of Durban as a crime hotspot, undoubtedly impacts negatively on Durban preventing it from reaching its full tourism potential.

Table 6.8: Level of agreement with statement on Durban attributes (n=200 in %) (1=Strongly Disagree, 2=Disagree, 3=No Opinion, 4=Agree, 5=Strongly Agree).

Variables (n=200)	Response in %					Mean
	1	2	3	4	5	
Durban has adequate shopping facilities (n=197)	1.0 (2)	2.5 (5)	18.8 (37)	43.7 (86)	34.0 (34)	4.36
Durban Climate is suitable for event tourism (n=197)	0 (0)	3.6 (7)	8.1 (16)	43.1 (85)	45.2 (89)	4.30
People have a positive Image about the city (n=197)	1.5 (3)	5.6 (11)	27.9 (55)	38.6 (76)	26.4 (52)	3.83
The visit to Durban is valuable and worth the money spent (n=195)	1.0 (2)	4.6 (9)	16.4 (32)	48.7 (95)	29.2 (57)	4.01
A lot of valuable experience has been gained in the city (n=196)	2.0 (4)	4.6 (9)	20.9 (41)	43.9 (86)	28.6 (56)	3.92
Consider Durban as choice of destination in the future (n=195)	1.5 (3)	2.6 (5)	14.9 (29)	48.2 (94)	32.8 (64)	4.29
Will say positive things about the city of Durban (n=195)	0 (0)	3.1 (6)	12.3 (24)	48.7 (95)	35.9 (70)	4.17
Will encourage friends and relatives to visit the city (n=198)	2.0 (4)	1.0 (2)	11.6 (23)	42.4 (84)	42.9 (85)	4.23
Will return to the city for holidays	1.6 (3)	0.5 (1)	12.6 (24)	40.8 (78)	44.5 (85)	4.26

6.4.5 Durban has adequate shopping facilities for visitors

Hornby (2010:1367) ed. defines shopping as “the act of visiting a shop or shops for making purchases or for examining the goods exposed for sales”. Shopping is highly relevant component for tourists when visiting a destination, and has become one of the tools in the promotion of destinations. Zaidan (2016), in a study, highlights the role shopping tourism played in the development of Dubai as a tourist destination. It is the realisation of the importance of this emerging trend in destination marketing and its role in the enhancement of tourists’ stay at the destination that the respondents in this study were asked about their perceptions of the shopping facilities in Durban. As shown in Table 6.8, majority of the respondents (77.7%) agreed (strongly agree and agree) that Durban has adequate shopping facilities to cater for the shopping needs of the visitors, 18.8% were uncertain, while 3.5% believed that the shopping facilities in the city are not adequate. This is an indication that Durban has adequate shopping facilities to cater for the shopping needs of the travellers in the city.

6.4.6 Durban has suitable climate for event tourism

Climate and weather are critical factors in tourists’ decision-making and influence the successful operation of tourism businesses (Becken, 2010). In view of the importance of good weather and climatic conditions in destination positioning, the study asked the respondents to express their impression of the suitability of Durban’s climate for event tourism. Table 6.8 illustrates that 88.3% of the respondents agreed (strongly agree and agree) that Durban’s climate is suitable for event tourism, 8.1% were uncertain, while only 3.6% of the respondents disagree with the statement. In an interview session, a member of the DCCI stated:

“The competitive advantage of Durban I would say is the climate; Durban is a warm city that doesn’t have a winter. You can sit at the beach during winter to enjoy sun shine, the climate is beautiful all year round which you can’t get in other major cities in the country like Cape Town or Johannesburg.”

Another stakeholder in the eThekweni Events Management Office expressed his view on Durban’s climate, in relation to hosting of events, as follows:

“Durban weather is very conducive for hosting of events, either indoor or outdoor sporting events, or whatever; it is very easy to host them. Because we don’t have the problem of saying what the weather will be, like other cities. Other cities they’ve got the problem that within 3 hours the weather has changed 4 or 5 times. Durban, once it’s

hot its hot throughout the day, so that is one of the things that made Durban very attractive.”

Hu and Ritchie (1992:29) assert that climate has been identified as a key driver for tourism and an important destination attribute. Kozak, Uysal and Birkan (2008), in their study, posit that climate is either the main tourism resource, for instance in the case of beach destinations like Durban, or it acts as a facilitator that makes tourism activities possible and enjoyable (Martín, 2005). Hence, the opinion of the respondents in the study is that Durban’s climate is very suitable for tourism activities, especially events.

6.4.7 People have a positive image about Durban

Table 6.8 shows the perceptions of the respondents about the image of Durban. The World Tourism Organisation describes destination image as individual or collective ideas about the destination. Lawson and Baud Bovy (1977) define the concept of destination image as the expression of all objective knowledge, prejudices, imagination and emotional thoughts of an individual or group about a location. As illustrated in the Table (6.8), the statement aims to understand the respondents’ perceptions about Durban’s image. Majority of the respondents (65%) agreed that Durban has a positive image in the minds of people, 27.9% were uncertain about the positive image of Durban in peoples’ minds, while 7.1% disagreed with the statement. In the stakeholder paradigm each group of stakeholders is a critical component of the tourism destination, therefore the positive perception of the destination by the tourists, who are major stakeholders in the tourism system, has the potential to provide a framework within which sustainable tourism development can be delivered in such region (Robson & Robson, 1996). Based on the majority (65%) views of the respondents, the city of Durban still enjoys a high level of positive destination image. However, the high level of neutrality (27.9%), and the minority (7.1%) that disagreed with the statement, could be based on what Turco et al. (2003:238) identified in their study as the main weakness of Durban as a tourist destination, “which is a combination of perceptions of crime, personal safety and tired product”.

6.4.8 The visit to Durban has been valuable and worth the money spent

Table 6.8 indicates that 29.2% of the respondents strongly agree that their visit to the city has been valuable and worth the money spent, 48.7% agree with the statement, while 16.4% of the respondents were uncertain, and 4.6% disagree that their visits have been of valuable experience worth every penny. A small group of 1% strongly disagree with that assertion. The

stakeholders' perspective recognises the need for all the varying expectations in the share of the value created to be met and the success and survival of the system depends on ability to provide wealth, value, or satisfaction for all its primary stakeholders within the system (Clarkson, 1995). Perceived value refers to "the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml, 1988:14). In view of this, successful destination marketing depends on the level of tourist satisfaction and perception of value for money, which ultimately influences the choice of destination and the decision to revisit the destination (Yoon & Uysal, 2005). In line with this postulation, an event attendee in the study stated:

"It has always been awesome experience coming to Durban, apart from the wonderful experience I've had at this event, the other side attractions have enriched the value more, I will be here again next year God willing."

A total of 77.9% of the respondents agreed with the fact that their visit to Durban satisfied their expectations and was worth the money spent. This validated the earlier perceptions of the respondents in Table 6.9 where majority of the respondents gave positive ratings about the standard of organisation, the package, facilities, quality of accommodation, among other variables.

6.4.9 A lot of valuable experience has been gained in the city

As shown in Table 6.8, 28.6% of the respondents strongly agree with the statement that a lot of valuable experience has been gained in Durban, 43.9% agree with the statement, 20.9% were neutral, while a total of 6.6% of the respondents disagree with the statement. Following the earlier discussion in subheading 6.4.9, *vis-à-vis* the satisfaction expressed by most of the respondents, Oliver (1980:464) asserts that satisfaction is the goal of overall subjective post-consumption evaluation based on consumer experiences. Hence, majority of the respondents (72.5%) are of the view that valuable experience has been gained on their visit to Durban. Huang, Ye and Choi (2015:13) opine that the tourism industry has made a great effort to deliver value to tourists, hoping that they will have a memorable experience, and desire to revisit and recommend the destination. The positive perceptions of valuable experience of tourists are expected to result in positive influences and a return visit to the city.

6.5 Pattern of Visitor Spending While in the City

Economic impact of any tourism activities, such as an event, is an estimate of the change in local economy activity because of tourists' influx. One of the major indices to gauge the economic impact of tourism is by understanding the pattern, volume and value of tourist spend on an economy. According to Dwyer et al. (2000:177) "the key input to economic impact assessment is the amount of expenditure by visitors, accompanying persons and others which represent an injection of new money into an area". It is on this premise that the study asked the respondents about their expenditure while in the city. Various items were indicated in the questionnaire along with the range of amount spent, in which the respondents were requested to indicate how much they expended on each item during their visits.

Table 6.9 Visitors' spending patterns (n=200 in %)

Construct	Variables (Rand)	Frequency n=200	Percent %=100	Mean Rating
Transport (n=191)	<R1000	22	11.5	3.27
	R1000–R2999	30	15.7	
	R3000–R3999	48	25.1	
	R4000–R4999	57	29.8	
	R5000>	34	17.8	
Accommodation (n=183)	<R1000	6	3.3	4.54
	R1000–R2999	7	3.8	
	R3000–R3999	17	9.3	
	R4000–4999	55	30.1	
	R5000>	98	53.6	
Food at Restaurants/Cafés (n=187)	<R1000	9	4.8	3.13
	R1000–R2999	42	22.5	
	R3000–R3999	72	38.5	
	R4000–R4999	44	23.5	
	R5000>	20	10.7	

Local Souvenir (n=171)	<R1000	64	37.4	2.19
	R1000–R2999	44	25.7	
	R3000–R3999	36	21.1	
	R4000–R4999	20	11.7	
	R5000>	7	4.1	
Drinks & Refreshments (n=181)	<R1000	28	15.5	2.50
	R1000–2999	68	37.6	
	R3000–R3999	57	31.5	
	R4000–R4999	24	13.3	
	R5000>	4	2.2	
Shopping (n=176)	<R1000	22	12.5	3.00
	R1000–R2999	36	20.5	
	R3000–R3999	54	30.7	
	R4000–R4999	47	26.7	
	R5000>	17	9.7	
Entertainment (n=161)	<R1000	32	19.9	2.45
	R1000–R2999	55	34.2	
	R3000–R3999	48	29.8	
	R4000–R4999	21	13.0	
	R5000>	5	3.1	
Other Expenses (n=120)	<R1000	25	20.8	2.76
	R1000–R2999	28	23.3	
	R3000–R3999	32	26.7	
	R4000–R4999	21	17.5	
	R5000>	14	11.7	

6.5.1 Transportation

As shown in Table 6.9 a total of 17.8% of the visitor attendees indicated that they spent well over R5,000 on transportation costs. A total of 54.9% of the respondents spent between R3,000

and R4,999, while 15.7% spent between R1,000 and R2,999 on transport. Meanwhile, 11.5% of the respondents indicated that they spent less than R1,000 on transport. This last group after further probe were among those who came in private vehicles as shown earlier in Table 6.6 and could not accurately put monetary value on the actual amount of petrol they bought for their vehicles. With majority of the respondents (75.9%), as shown in Table 6.5, indicating that their arrival to the city was either by airplane or private vehicle, one can understand why majority of them (72.7%) spent nothing less than R3,000 on transport alone. A transport operator, while interacting with the researcher, expressed his delight with the way events in the city have been of tremendous benefit to him. He concluded that financial turnover is usually high compared with other times when there are no events. Hence, he appeals to government to always bring events to the city. More so, with an average spend of R3,000 to R4,000 on transport by tourists, one can conclude therefore that events have had a great impact on the local economy of Durban.

6.5.2 Spend on accommodation

As indicated earlier in Table 6.5.1, an overwhelming majority of the respondents (83%) used a variety of paid accommodation types. Table 6.9 therefore shows that 53.6% of the respondents indicated that they spent well over R5,000 on accommodation while in the city; 30.1% spent between R4,000 and R4,999; a total of 13.1% of the respondents spent between R1,000 and R2,999; and only 3.3% indicated that they spent less than R1,000 on accommodation. In essence, (83.7%) of the respondents indicated that they spent R4,000 and above on accommodation. When juxtaposed with the data presented in Table 6.5, where the average night stayed by the visitors stood at three nights and above with a total of 83% of the respondents staying in paid accommodation, one can understand why the spending power of the visitors on accommodation was relatively high. This then reveals that, as expected, the accommodation sector of the city benefits considerably from events.

6.5.3 Food at restaurants/cafés

Across the world and specifically in South Africa, restaurants and other food outlets play an important role as one of the mainstays of the economy. Meanwhile, the food and beverage sector has over the years always leveraged on the influx of tourists into a destination. Table 6.9 illustrates that a total of 72.7% of the respondents spent R3,000 and above on food at restaurants and cafés, 22.5% spent between R1,000 and R2,999, while 4.8% spent less than R1,000. This later group must have been part of the 10.6% respondents in Table 6.6 that stayed with friends

and relatives. In African context of hospitality, visitors who stayed with relatives and friends are often catered for with food and hence hardly eat out. Apart from the number of visitors that bought their own food, the events' organisers also made provision for food to be served in some of the events, thereby patronising food and beverage establishments. A restaurant manager in the study stated:

“You know, an event brings people to the city, it brings people outside the main school holidays, it brings people outside of the major public holidays or long weekend. So naturally event helps to argument what would have been a low sales period. As people attend the events they come to eat here. I would say events have helped in bringing more guests to us thereby sustaining our business.”

This is an indication that the food and beverage industry is a major beneficiary of events in the city.

6.5.4 Local souvenir

Table 6.9 illustrates that 37.4% of the respondents indicated that they spent less than R1,000 to purchase local souvenirs such as arts and crafts, 25.7% spent less than R3,000, while a total of 32.8% spent between R3,000 and R4,999 on souvenirs. Only 4.1% indicated that they spent more than R5,000 on souvenirs. When compared with the pending pattern of the visitors on other items, one can deduce that the respondents spent less on souvenirs as a total of 63.1% spent less than R3,000 on souvenirs. Several factors may have contributed to this. Firstly, the fact that souvenir is not a necessity makes it possible for visitors to ignore it. Some of the respondents attributed this to paucity of discretionary income that made it necessary for everyone to prioritise this spending pattern. Nevertheless, a significant proportion of the respondents (36.9%) still spent a sizeable amount of R3,000 and above to patronise local arts and crafts shops in the city.

6.5.5 Local drinks and refreshments

Naturally, tourists are fun seekers who spend quite a lot on drinks and refreshments. Table 6.9 illustrates that 69.1% of the respondents spent between R1,000 and R3,999 on drinks and refreshments, 15.5% spent R4,000 and above, while 15.5% of the respondents indicated that they spent less than R1,000. This implies that a total of 84.6% spent well over R2,500 on drinks. Local bars and pubs are hotspots during events in the city. A visit by the researcher to one of the local pubs in the city centre during one of the events, revealed a high patronage of event

attendees there. A local bar operator affirmed that he normally experiences high customer turnover during events at ICC or Moses Mabhida Stadium. This is an indication that events bring life and excitement to the city and helps sustain local businesses.

6.5.6 Shopping

As indicated earlier in subheading 6.4.5, over 77.7% respondents agreed that Durban has adequate shopping facilities to cater for the shopping needs of travellers. It is not surprising therefore that visitors spent an average of R3,000 on shopping while in the city. A total of 67.1% indicated that they spent over R3,000 on shopping, with 30.7%, 26.7%, and 9.7% spending more than R3,000, R4,000 and R5,000 respectively. This is in line with the SA Tourism (2010) Report on the FIFA World Cup in South Africa, which indicated that “nearly one third of money spent in South Africa by the tourists during the event was spent on shopping”. Shopping is an integral part of tourists’ activities at a destination, hence, form part of the economic contribution of tourism to the local economy.

6.5.7 Entertainment

Entertainment forms one of the core ingredients of events, as most of the events involved some form of entertainment. In fact, some events were organised purely for entertainment’s sake (i.e. music events). Research revealed that most event participants indulged in one form of entertainment or another while attending events in the Durban; clubbing and visits to discotheques are common pastimes of some event attendees. Hence, the respondents were asked to indicate how much they expended on entertainment while in Durban. The result as shown in Table 6.9 shows that a total of 16.1% of the respondents spent over R4,000 on entertainment, 29.8% spent between R3,000 and R3,999, and 34.2% of the respondents showed that they spent between R1,000 to R2,999 on entertainment. Meanwhile, 19.9% stated that they spent less than R1,000 on entertainment. Stakeholders in the study are of the view that events contribute immensely to the entertainment industry in the city of Durban. An event planner in the study stated:

“Events benefit the local artists and DJs in a great manner. Apart from the fact that the DJs get to play at the events we organised, especially the music festivals; when they performed at the night clubs, most of the patrons are still the events participants. So, I would say hosting of events in the city have been a blessing to the local entertainment industry.”

Suffice it to say that events contribute in the local economy through the positive impact they have on the major players in the entertainment industry, as enunciated by the event planner.

6.5.8 Other expenses

Table 6.9 illustrates that apart from the identified expenditure items of the respondents, there are other miscellaneous expenses which the respondents expended money on that were not captured in the questionnaire. For instance, most of the events under review were gated; hence the respondents had to pay admission fees before participating. All these items were summarised as others. On this note, 11.7% of the respondents spent R5,000 and above on other expenses, 17.5% spent between R4,000 and R4,999, 26.7% spent between R3,000 and R3,999, 23.3% of the respondents spent R1,000 and R2,999. Meanwhile, 20.8% indicated that they spent less than R1,000 on other expenses while in the city. One of the important economic features of the tourism industry is that income earned in places of residence is spent in places “visited” (Holloway & Robinson, 1995). It is therefore evident from this data, that the events have impacted on the local economy of Durban through the injection of new money through the tourist spend into the economy of the city.

6.6 Conclusion

Understanding the perceptions of event attendees are some of the major objectives of this study. Hence, this chapter provided a comprehensive analysis of visitors’ activities, experiences and perceptions of events and the city of Durban. Event attendees are among the primary stakeholders of the event tourism system in the city. It is on this premise that this chapter provided a comprehensive analysis of their views. The chapter commenced with the analysis of the socio-demographic variables of the respondents. This was necessary to establish the pattern and behavioural variables based on the objectives of the study. The analysis and discussion then progressed to examine the place of origin, means of transportation, purpose of visits, accommodation types and length of stay, attractions visited and plans to visit other attractions, all of which are vital to the understanding of the other objective of contribution of events to Durban’s socio-economic fabric. This chapter then provided a comprehensive analysis of visitors’ perceptions and experiences of the events and the city. The analysis was based on an in-depth examination of primary data obtained from surveys, key informant interviews, secondary data from relevant texts, and scholarly journals. According to the findings, events play pivotal roles *vis-à-vis* the economic activities, infrastructural, and socio-

cultural development of the city of Durban. A certain amount of scepticism has also surfaced with regards to the negative impacts of unsustainable event management on the socio-economic environment of the city. This data analysis has enabled the researcher to discuss significant findings and to put forward well-informed recommendations.

CHAPTER SEVEN

THE ROLES OF STAKEHOLDERS IN HOSTING EVENTS IN DURBAN

7.1 Introduction

Chapter six presented a comprehensive analysis and discussion of the data obtained from visitors, regarding their perceptions of the events and the city of Durban. Other issues addressed in that chapter included the visitors' activities and spending pattern. In furtherance of the data analysis and discussion of findings, this chapter will present and discuss the data acquired from the stakeholders in the event industry of the city. This group of stakeholders plays a major role in the industry. They are referred to as the 'industry element' within Leiper's system analogy (Gunn, 1994), since they can influence the organisation of the event or are influenced by the event (Getz, 2007). The chapter therefore, presents the major events being hosted in the city, and discusses the roles of stakeholders in hosting such events. It also discusses the organisation and major challenges within the sector, and the development strategies needed to promote the sector. The analysis and discussion are undertaken theoretically in view of the objectives of the study.

7.2 Durban Iconic Events

Durban has a lot of events happening with its precincts and the city is fast turning into Africa's events capital. The series of events being hosted in the city are adding value to its competitive advantage within the South African tourism market. Duminy and Luckett (2012) argue that the policy of reinventing events as a catalyst of a city's sustainable development is gaining momentum rapidly, fuelled by the growing trust in the ability of events to positively contribute to the development and marketing plans of most destinations. There was consensus among stakeholders regarding those events that have contributed to the strategic positioning of Durban as a destination of choice. Notable among these are the following:

7.2.1 The Vodacom Durban July

The Vodacom Durban July is one of the biggest horse racing events in Africa. The event is a multi-faceted show that draws heavily on horseracing but is deeply rooted with other attractions because of other events that happen concurrently. The Durban July presents a great opportunity for designers, local celebrities, and artistes to rub shoulders. There are big concerts that are scheduled at the same time as the Durban July; apart from horse racing, there are music events,

pre-events, fashion competitions, and after parties. The race course action takes place in Durban's Golden Mile area. A stakeholder in the study, who has been involved in its planning, stated:

“So far, the Vodacom July is one of the best events in the country and it has been here since 1897 I think, or around that. Now if you look at the spinoff for this year 2017 it was around four hundred and fourteen million Rand (R414,000,000) in one day. You can imagine how massive that is.”

The 2017 Durban July was the 121st edition of the event that started as long ago as 1897. Thousands of visitors flocked into the city mainly for the event. In terms of economic impacts, local restaurants and bar facilities, hotels and guest houses, and local transport operators made gainful benefits. Temporary casual staff was needed by most of these local businesses to meet the demand of the guests and visitors, leading to employment generation within the period. As an event deeply rooted in showcasing elegance fashion, its impact on the socio-cultural fabric of the city cannot be underestimated. The event showcases the ingenuity of local fashion entrepreneurs and designers in the city, whilst at the same time promoting the culture of the community. Although it may be difficult to gauge the direct effects of the event on the development of sustainable tourism in the city, the number of visitors it attracts to the city on a yearly basis attests to its impact. Most of the visitors stay in paid accommodation for an average of three nights, which is a pointer to the fact that the event helps to sustain Durban's tourism sector. In addition, a great number of attendees who visited some of the city tourist attractions during their visitation, laid credence to the fact that the Durban July induces tourism growth on a yearly basis in the city. The stakeholders believed that the event has become a major catalyst for sustainable tourism growth, not just in the city of Durban but the entire province of KwaZulu-Natal.

7.2.2 The Comrades Marathon

The Comrades Marathon is another event that attracts numerous international participants to the city of Durban. The event is an ultramarathon and is reputed to be the largest and oldest ultramarathon race in the world. The Comrades started in 1921 and, except for a break occasioned by World War II, has been run on a yearly basis. The event draws visitors in large numbers to the city (Tifflin & Kohler, 2015). It is recognised internationally for the body-sapping challenge it poses and the camaraderie it fosters among its thousands of participants, most of whom also come with support teams and family. The 90km race, run between

Pietermaritzburg and Durban, alternates annually between the “up run” from Durban and the “down run” from Pietermaritzburg, with thousands of runners and the route is lined with thousands of spectators. Quinn (2009) posits that the destination development engendered by an event is largely driven by the attendance it is expected to generate. On this note, Wyllie and Kohler (2016) in their report indicated that the event attracted a total number of 21,515 entrants in the year 2016. The Comrades portends different things to different stakeholders in the city, most of which are positive. For local businesses – such as hotels, guest houses, restaurants, and local transport operators, among others – the event presents yet another economic opportunity. To sport fans and spectators, the event presents entertainment. Reports of Tifflin and Kohler (2015) show an average length of stay of visitors to be 4½ days with most staying in paid accommodation, with 68% indicating they will return to Durban for a holiday. The economic spin-off and multiplier effect of the visitors spend on a yearly basis during this event has become one of the mainstays of the tourism industry in the city of Durban.

Regarding the contribution of the event to sustainable tourism development in the city of Durban, it is instructive to note that the event has been a major stay of the city strategy to augment the off-season period. The event is held between the months of May and June, which is outside the holiday period in South Africa. Hence, the race has become a springboard for local tourism businesses resulting in the sustainability of the sector.

7.2.3 Other notable events in the city

Other famous events that have contributed to the sustainability of the tourism sector in the city are: the Dusi Canoe Marathon, the Amashova cycle race, the Tourism Indaba, and the Essence Festival. These events have become core elements of the city of Durban as a destination in the way they consistently enhance the city’s product offering. The effect of this is the expansion of tourism potential and capacity of Durban beyond the narrow focus of leisure-based tourism. This is in consonance with the conclusion of Giampiccoli et al. (2015) in their study that the hosting of events, like the Comrades Marathon, and the Dusi Canoe Marathon, in Durban for many years, makes them sustainable and less expensive to organise, resulting in greater long-term economic impacts.

7.3 Stakeholder Partnership Toward Sustainable Event Tourism Industry in Durban

Within the event tourism system, the roles of the stakeholders cannot be underestimated. The cooperation and partnership that exist between the major stakeholders in the system provide a framework within which sustainable tourism development can be delivered. Hence, according to Presenza and Iocca (2012), the possibility of events to present as important drivers for local economic development, rests on the premise that such events emphasise the importance of partnerships amongst the stakeholders in the sector. The major stakeholders in the event industry in Durban were identified in the previous chapter of this study. They comprise both the public and the private sector players in the industry. The public-sector stakeholders in Durban are mainly government departments and agencies, tasked with the responsibilities of formulating and implementing policies and strategies for the sector. Amongst this group are the provincial department responsible for tourism affairs (KZNDETEA), and the various DMOs, such as Durban Tourism and KZN Tourism. Also included are the eThekweni Municipal Council and its events tourism agencies, including the ICC, the Moses Mabhida Stadium, Ushaka Marine World, among others. The security outfits, such as the Metro Police and SAPS, also play major roles within the public-sector stakeholder group. On the other hand, the private-sector stakeholders comprise of captains of industry in the private sector, such as hoteliers, event planners, transport operators, travel agents, small and medium scale entrepreneurs within the industry, trade associations and CTOs.

Both the public- and private-sector stakeholders view tourism as a critical sector in the socio-economic growth and development of the city. This explains why the industry is often embedded in the strategic plans of the government. Events, with their close association with tourism (Getz, 2007), have the capacity to further boost the chances of tourism towards meaningful contribution to the city's economic development. Hosting events bring benefits to the stakeholders and the host city. It however behoves of the stakeholders to work in synergy to enable them to leverage on one another. That cooperation will ultimately lead to sustainable growth in the sector.

The study shows that cooperative arrangement between the public and private sectors, known as Public-Private Partnership (PPP), has been used by government over the years in different areas of the national economy. In the tourism sector, for instance, the White Paper on the Development and Promotion of Tourism (1996) in South Africa, states that "Tourism is

government led, private sector driven and community-based”. Under this arrangement each stakeholder in the sector has a major role to play in ensuring the growth and development of the sector. Within this context, the strategic mission of the KwaZulu-Natal Tourism Master Plan (2012) was set to achieve, among others, ‘a public and private sector collaboration’. This was evident in the formation of the Durban Tourism Forum under the auspices of the Durban Chamber of Commerce and Industry. The forum is an association comprising both public- and private-sector stakeholders within the tourism industry in the city. Noticeable members of the Forum comprise captains of industry from Tsogo Sun, Hilton Hotel, Coastline Hotel, Durban Tourism, Tourism KwaZulu-Natal, Ushaka Marine, ICC and Moses Mabhida Stadium, among others.

Being a multi-stakeholder meeting, the essence of the Durban Tourism Forum within the DCCI, is to ensure partnership between the private sector and the government and its agencies towards tourism development in Durban. The Forum is more of a clearing house for tourism policy direction and strategies in the city, in that government strategies or proposals for the industry are usually brought to the Forum where businesses (private-sector players) will have the opportunity to make inputs before such strategies are finalised. This consultation enabled the private-sector stakeholders to make input and for government to get support from the private sector during the implementation stage of the proposal. For instance, findings show that in 2014, the provincial government made a proposal for a 10% tourism levy from businesses. The proposal was presented to the Tourism Forum and before accepting the levy, Forum members suggested how and what the levy should be used for. It was agreed that it be ring-fenced and not be used for anything besides tourism enhancement. Part of the agreement was that the levy be set aside as a fund for big tourism events to be hosted by the city. It was also suggested that when bidding for such an event, the private sector must be involved in all stages to ensure that such event will be one that will benefit the private sector who pays the levy.

The study reveals a clear understanding and co-operation between the public sector and the big players in the private sector of the industry in Durban. There was a thin line of difference between the big industry players of the private sector and the public sector in the city. The two are virtually involved in policy formulation and its implementation as it affects the event tourism sector in Durban. A case cited was that of Mike Jackson, the director of Tsogo Sun, who is now the director of the ICC board.

However, it was a different scenario within the ranks of the small-scale entrepreneurs of the private sector. It is instructive to note that most of the small-scale enterprises (SMMEs) feel side-lined in policy formulation and implementation. There were allegations of being excluded by the big players in the sectors. A stakeholder in the study, who operates an event management firm at SMME level, had this to say:

“We at the micro business level are not being carried along as much as we would have loved to be. Government approach is always in two dimensions; it’s either they start with consultation, and then go and formulate the strategy, or they work on the strategy then come back to consult. But most often when dealing with us, they prefer the latter. Government always feel they know what we (SMMEs) want. For instance, there was a meeting last week with the National Department of Tourism (NDT) it was a policy and strategies consultation forum. The meeting turns out as a briefing rather than consultation, because the strategies were already formulated, they just invited us (the CTOs) for briefing, though they were asking for inputs. Some of us felt there was no need for our input at that stage since the document was almost ready, whatever we say wouldn’t count at that point after all. This is not the way to go.”

Most of the small-scale stakeholders expressed discontentment, especially at the stage where crucial decisions that affect their businesses are being made. Hence, they called for more commitment from the government on the real transformation of the events tourism sector. Although they recognised government efforts through the MEC and Tourism KZN programmes towards empowering emerging black-owned tourism businesses, they believe those interventions alone will not go far in addressing true transformation in the sector. They felt that what is needed is commitment from both the public and the big players in the private sectors. Such commitment should not only focus on job creation but one that ensures active and meaningful participation of black businesses in major events and tourism transactions, as well as tourism investments made in the city and the province in general.

However, to shed more light on government efforts towards ensuring good partnerships with the private sector, especially the black SMMEs who were hitherto disadvantaged from optimising the benefits in the sector, a prominent government official with the KZNDETEA stated:

“It may interest you to know that for the 2016/2017 financial year, an incubation programme has been established for 7 Black-owned SMME programmes; that we have sponsored desks and travel expenses for two African-owned business events suppliers to attend Meetings Africa and that, importantly, one of the two African-owned Professional Conference Organisers outfits, in the form of Ikhono Communications, won the contract for running the 2016 International Society of City and Regional Planners (ISOCARP) Conference. While we are happy with the great strides made in

transforming the MICE industry, we feel there is room for improvement, considering that there are only two African women-owned Professional Conference Organisers, in the form of Ikhono Communications and PMG Events.”

The strategic mission of the DCCI is to create a conducive economic and business environment in Durban and beyond, as well as providing services specifically to small and large businesses in the region. However, a cursory observation at the structure and activities of the Chamber shows that its focus was more on the big players in the industry, while the small businesses – which are the engines of economic growth of the city – are being neglected and given little support. It suffices to conclude that both large businesses and small businesses within the industry have been working solo.

7.4 The Organisation and Challenges Within the Event Tourism Sector of Durban

The city of Durban has earned notable recognition as an event destination in Africa. To justify this assertion the stakeholders in the study highlighted the numerous impacts that staging of events has brought to the city, which was discussed in the previous chapter. Nevertheless, there are growing concerns about the daunting challenges facing the industry. Stakeholders in the study identified some of these challenges which have constrained the sector from impacting meaningfully on their socio-economic well-being.

7.4.1 Systemic structure of the industry

The stakeholders identified the unbalanced racial structure within the industry as one of the major challenges confronting the industry. The concern raised was that the eventing industry is still dominated by whites, placing black entrepreneurs at a disadvantage. The dichotomy between the large businesses owned by whites and small black-owned businesses, is evident within the industry. Hence, the large businesses owned majorly by whites, control the industry with relative access to corporate sponsorship of their events, while the numerous small businesses predominantly owned by blacks, suffer from absence of cohesive and integrated corporate support to advance their cause. A small-scale event management consultant in the study stated:

“If we look at the established event companies in the city they happen to be predominantly white companies, they already have very strong relationships with corporate companies, and so sponsorship is not an issue for them. Whereas for the predominantly black owned businesses, when they come through; it is not the issue of, do they have alternative sponsor? But rather it is they don't even have a sponsor. So,

you find that the small business has a good business plan concerning the event they want to promote, but no support coming from any quarter.”

A cursory look at the eventing industry in Durban shows that the small black-owned business is generally weak, with little access to sponsorship, which makes it less capable of creating jobs and expanding. The prospects and opportunities available to small businesses is a determinant of the sector's ability to make meaningful contribution to Durban's economic growth. The current situation shows a great barrier to entry into the industry by young black entrepreneurs, mostly due to capital outlay and lack of requisite knowledge of the market. Moreover, the industry needs more people at the micro level, especially disadvantaged blacks, for the sector to move forward.

7.4.2 Types of events to be staged in the city

The striving opinion among stakeholders is that Durban is not leveraging enough on events. The kinds of events being staged are becoming mundane. Events should be used as catalysts to provide businesses to township product owners and black small businesses that ensure those businesses form part of mainstream tourism. Instructively, the key reasons for cities such as Durban investing in hosting events, as identified by Getz (2005), is to attract visitors into the city outside the main tourist season, to encourage repeat visits of such tourists and to grow niche markets. Nevertheless, Bob and Potgieter (2013:76) argue that tourist arrivals during the event is not the focus; instead, destination profiling and marketing, that leverage benefits after the event, are issues that the city must strive to achieve.

The general views in the study are that Durban is not staging enough events that uplift or add value to the local economy. There are lots of music events being promoted that add little value to local businesses and the city's economy. Such music events may benefit some of the local DJs, but the overall spin-offs from such musical concerts are insignificant because they only attract residents. For instance, when few visitors attend such events, they don't stay long enough to impact positively on the local tourism industry, because most of the people come through in the evening and party through the night, only to return home the next day; hence, there is no spin-off, and possibly only minor economic impacts on the city. The study reveals that Durban Tourism spent a lot to promote music concerts by bringing renowned musicians to the city to perform. However, this strategy has not yielded the much-anticipated dividend in terms of economic benefits to the city. This strategy of Durban Tourism of promoting music concerts is at variance with that of TKZN.

7.4.3 Economic climate

The present poor state of the economy in South Africa is a major challenge to the sector. The study shows that the global and national economic recession leading to cash crunch is having an adverse effect on the eventing industry. Since travel is a luxury, which is dependent on the tourists' disposable cash, reduction in the discretionary income in the hands of tourists is reducing the scale of demand for travel. The data of the Domestic Tourism Survey 2015 released by Stats SA (2017), indicated that the number of domestic trips taken by South Africans is on the decline. The report shows that the number of day trips has decreased from 54,4 million in 2013 to 48 million in 2014 and decreased further to 44,3 million in 2015. Overnight trips also declined from 50,8 million in 2013 to 47,3 million in 2014 and 45,4 million in 2015. This has also impacted negatively on the events segment of the tourism sector. Studies of the impact assessment reports (Tifflin & Kohler, 2015; Wyllie & Kohler, 2016) show a drastic decline in the number of people attending events in Durban in recent years, with a concomitant decrease in total spend.

Some stakeholders indicated that it is becoming extremely difficult to find sponsors for events in the city. One thing is certain, without the sponsor the event cannot happen. Therefore, lack of sponsors is a major challenge confronting the stakeholders, especially the SMMEs in the industry. A stakeholder with the eThekweni Events Management Office stated:

“But a lot of big events are losing sponsors because they are losing numbers and therefore losing funding and, so in my opinion those are the challenges facing the events.”

Another stakeholder in the study, who is a major event promoter in the city, corroborated the above view, by stating that:

“The Durban July and Comrades Marathon are the biggest recurring events in the city, if you ask the marketing teams how hard they've got to work to convince sponsors to be part of these events, because of the economic climate; they will tell you it's being difficult to get sponsorships. So, you have a situation where it was difficult to get into the industry, now it is even more difficult for those in the industry to remain in business.”

Therefore, the present economic climate is posing numerous difficulties, even for the big recurring events in the city. The marketing departments of events firms are under serious pressure from corporate companies to report on how their support of events has created mileage for them (the companies). In view of the foregoing, event organisers are sitting in a very

precarious position, having to convince sponsors that events they are being asked to sponsor are adding value to their organisation.

In view of the tough economic climate, the small businesses in the eventing industry are finding it harder to access funds for their projects. Cornelissen (2005) points out that the niche markets of the South Africa tourism economy are the domain of SMMEs. However, this domain has been elusive to most of the small entrepreneurs in the country. Eventing is a niche market within the tourism sector but, due to financial constraints, a lot of small businesses coming up in the industry are finding it difficult to survive. According to Rogerson (2008:152), “at business start-up in South Africa the most common source of funding is from the entrepreneurs’ own capital”. But with limited access to capital in the form of a bank loan facility or government funding, starting up the business on a strong footing becomes daunting. An entrepreneur in the study narrated his experience:

“Accessing finance to start your business is very difficult in Durban. I remember when I started my business; I went to a meeting being hosted by MEC where he was saying ok if you are starting a business we will assist you with a certain amount in form of grants and all those things. But when I went to his office after the meeting as follow up to that, those people at the office feigned ignorance of that. They said they didn’t know about that and I was like what is happening here? And people were looking like no we don’t know anything about that. I went back home disappointed.”

Economic climate leading to decline in travel propensity, reduction or lack of sponsors, and paucity of funds to start a business, are the major challenges identified by the respondents.

7.4.4 Innovation and unique business plan

It is also instructive to state that, lack of innovation and strategic plans on the part of small enterprises within the sector remains one of the major factors limiting their chances to access corporate sponsors or government support. A financial expert in the study reveals that an event SMME seeking support from financial institutions must have a bigger vision, and such vision must be crafted around the current needs in the event tourism industry. He further highlighted that the event package must be unique within the subculture of the environment about Zulu culture and the township experience, among others. The study reveals that this is absolutely lacking among the event SMMEs in the city. Most of them are not innovative enough with the kind of events they are promoting. The corporate world and government often find it difficult to buy into the kind of events most of the events promoters are putting forward for sponsorship, hence decline their support.

7.4.5 Institutional framework

Another major challenge identified by the respondents is the institutional framework that guides eventing industry in the city of Durban. It was noted that there is no clear-cut policy adopted by the council for the events sector in Durban. Policy is very important because it sets out the procedures for the industry and guidelines for the stakeholders. The policy will also speak through the enabling laws, the bye-laws, and the regulations. What is obtainable presently are legal regulatory mechanisms via the Safety at Sport and Recreation Event Act No. 2 of 2010 (SSRE Act, 2010). The Act's focus is to ensure safety and security at events. The city established the events office for the city (eThekweni Events Management office). In establishing this events office, the city was aiming towards having a well-structured event industry. However, some of the respondents stated that internal politics within the system have not allowed much to be achieved in this direction. Although one of the strategic objectives and thrusts of the KZNTMP 2012 is to grow the events, meetings, incentives and exhibitions sector (MICE) as a key and important market area for the province, the lack of a well-structured framework with a clear-cut policy is posing major challenges to the achievement of that objective. A distinct events policy will set out the template on funding of events, support for investors and players, especially the SMMEs in the industry, and regulate operations and set standards. Such policy would set a modality for having a signature event for the city of Durban, like the Rio Carnival in Brazil, and the Edinburgh Festival in Scotland.

The uncoordinated approach of Durban Tourism and Tourism KwaZulu-Natal is another issue identified by the stakeholders. More than 90% of the stakeholders interviewed held the opinions that the strategies of the two organisations are not aligned towards the same purpose. Hence, the two organisations seem to be working in opposite directions. The organisations have different agenda on the kind of events to support in the city, thereby putting private-sector players in the industry in a precarious situation. The contradictory strategies of the principal destination marketing organisations in the city are posing an obstacle to the growth of the sector. A stakeholder in the study stated:

“One of the main issues affecting the industry is that Durban Tourism and Tourism KZN are working in silos [*sic*]. Durban tourism is trying to pursue an agenda, Tourism KZN is pursuing a different agenda, this is not ideal and we all know it, even both know it.”

The study reveals that Durban Tourism has an agenda or strategy that focuses on once-off events. This strategy promotes musical concerts which bring the likes of Chris Brown, Rihanna, Eminem, Beyoncé, and Black Coffee, among others, to the city. The average cost of bringing some of these artists to perform stands at R10 million. A musical concert of such magnitude is a single-day event that is not sustainable, with no economic impacts to the city and the local business within. Hence, Durban Tourism does not have a concerted strategy geared towards bringing benefits to the local stakeholders.

Stakeholders also highlighted government policies that have impacted negatively on the sector, such as the new immigration policy. This relates to changes made by the government concerning unabridged birth certificates for minors. The new immigration law impacts negatively on tourism in general and more significantly on events in the country. It has made it cumbersome for people travelling with children to attend events or any sort of tourism activities in the city.

7.4.6 Crime and Grime

The security situation at most of the events' precincts is good, but the crime situation in the entire city of Durban remains a major concern among the stakeholders in the tourism sector. The stakeholders expressed discontentment regarding the high rate of crime in Durban. Reported cases of *inter alia*, murder, car hijackings, and rape in the city, remain a major source of concern for the stakeholders. Although event attendees in the study survey rated the security situation in the city positively; nevertheless, it must be noted that the high police and security presence at all the events must have influenced their views. Most event planners in the study explained the extra lengths they must go to ensure the adequate security being witnessed at events. The social cost of crime on event tourism is much higher than one might assume. Businesses in the sector were losing high percentages of their turnover due to crime, as some respondents stated that they were hesitant to push further in some of their proposed events due to the threat of crime, which is increasing at an alarming rate in the city. Although the primary responsibilities of prevention and prosecution of crime rest with the SAPS, the Metro Police play a critical role in implementing the city bye-laws and traffic rules. But the obvious weak and ineffectual enforcement of rules and the low rate of crime prevention are adversely affecting the tourism sector in the city, especially with regards to eventing.

The issue of grime is yet another noticeable challenge identified. The image of the city in the look and feel sense of it is an area that the stakeholders have highlighted. There are pockets of untidy environments within the inner city, and along the beaches; stakeholders cited instances of litter and filth both in the water and on the shore due to inadequate management of the beachfront precincts. Although, there are two bye-laws in place – the first is the ‘Nuisances and Behaviours in Public Places Bye-law, 2015’, which takes care of the soft issues like loitering, urinating in public, drinking in public, noise and similar nuisances; the second one is the ‘Problem Building Bye-law, 2015’ – enforcement of these laws remained the major disconcerting issue in the minds of stakeholders, as loitering, vagrancy, alcoholic consumption in public places is still common in the city. This is still a major challenge to the family-friendly event environment desired for a sustainable event tourism sector in Durban.

7.5 Strategies for Event Tourism Growth and Development in Durban

Considering the role of events as engines for sustainable tourism growth, the city of Durban has justifiably considered staging major events as a way of profiling the city as an exceptional destination to visit, thereby stimulating the local economy. Both the government and the private sector in the city have recognised event tourism as an important segment of the tourism sector. However, this has not been reflected in policy, budgets and action plans across the government levels in the municipality. The eventing industry is complex and influenced by multiple factors. In view of the challenges identified by the stakeholders, the study therefore deemed it crucial that a holistic development strategy is put in place to ensure the steady growth and development of the industry; hence the following:

7.5.1 Effective policy and strategic plan

The city of Durban has experienced the benefits of hosting events, both large and small, over the years, and the infrastructure created for staging events in the city has positioned the city favourably to continue to attract more events. However, there is currently no coordinated effort in the form of clear-cut policy and strategy to attract more international events, and extract the maximum benefits from events. The mandates of the city’s Events Management Office must expand beyond the current roles of giving authorisation to event applications, issuance of letters of consent for an event to occur, and monitoring safety and health regulations. In addition to the aforementioned, the events office must be legally empowered to formulate and coordinate strategic plans for events in the city, identify viable international events and, in conjunction

with stakeholders, initiate bids for events. The office must also develop and roll out plans for a signature event that will incorporate the unique attributes and diversity of the city of Durban, like the Rio Carnival, and the Edinburg Festival.

As expressed earlier by the stakeholders, the city's events are losing numbers and sponsors. The policy framework should empower the events office to consult more with stakeholders, leverage on the existing events and develop a workable template that will enhance their promotion and viability.

The city should establish an event-bidding fund that may be used to support bids for events of economic importance. Control, governance and modality of the fund on which event to support should be in conjunction with the private sector. This strategy will enable the formalisation of the eventing industry in Durban.

7.5.2 Stakeholder alignment

Another strategy for an effective event development in the city is through a multi-stakeholder approach. As stated earlier, stakeholders promoting events currently in the city operate in isolation. There is no coordination at municipal level to ensure alignment between destination marketing organisations and private sector operators. The DMOs often have different agenda and strategies on events, and often lose sight of the fact that working in synergy can yield better results and enhanced benefits to the city's economy. Governments at provincial level, down to municipal and city levels, must ensure coordination of the DMOs to have a common purpose for the betterment of the city. Cooperation and partnership among the private sector is fundamental for the growth and development of the sector. Different associations within the sector, such as the Durban Chamber, the Durban Tourism Forum and CTOs, must engage one another and develop mechanisms to support small businesses in their fields, exchange ideas, and develop training programmes to improve efficiency of members on new trends and innovations in the industry.

The small businesses must be brought to the table, through stakeholder alignment in the form of strategic partnerships which are formalised with all strategic partners in the industry. The Durban Chamber of Commerce and Industry, being an umbrella body of the stakeholders, must facilitate and promote partnership between the government, big businesses and small businesses. The Chamber should provide opportunities for small businesses to interact with

their large counterparts in a way that will add value to them. Information is key; hence, current and relevant business information should be provided timeously to the stakeholders in the industry.

7.5.3 Creating a signature event for Durban

The study indicates that to optimise the full potential of events to yield benefits to the stakeholders, the city must move away from music concerts that only attract residents, and introduce more world class internationally recognised events within the sporting or MICE segment of events. The likes of the Comrades Marathon, the Amashova, the Durban July, the International AIDS conference, the World Economic Summit top in the list of top-notch events is what the stakeholders want more of. An event promoter in the study stated:

“I think there must be a co-creation process where the private sector also gets a say into the type of events that they want to be seeing in the city. A departure from the one-off events that is so common in the city now. We want more of Comrades Marathon, Durban July or any international conference in Durban. For example, with the Comrades Marathon; marathon people will come a few days before and leave a few days after, with Amashova cycling race, a few days before, a few days after. These bring benefits to the people and they are sustainable because they are recurring year in year out. That’s one of the key strategies we must pursue to optimise events gains.”

It is incumbent therefore on the city to support and promote events that are well received by the stakeholders. Apart from the sporting events, other crucial events that need to be focused on, as suggested by the stakeholders, are business events, conferences, congresses, workshops and diplomatic meetings, all in the MICE segment of the eventing sector. Business tourists, naturally, are high spenders and the likelihood of most of them returning after the event to the same destination for holidays is high. Business and recurring sporting events have very high socio-economic impacts, in terms of revenue and sustainability of the city, and benefits for communities as well, especially when opportunities are provided for local small businesses to participate. The stakeholders agreed that Durban enjoys a comparative advantage of warm beaches with mild winters and lots of sunshine throughout the year, which makes the enjoyment of beaches possible. However, their concern is that the beachfront lacks fun, as it fails to offer a variety of entertainment options that appeal to tourists. It therefore, calls for events that are linked to the beach. Variety of events that link to Durban beaches should be packaged and be promoted, to enhance the tourism growth in the city. In view of the foregoing, a stakeholder in the study stated:

“The city, public and private sectors together, must create and sustain a major signature event that the city of Durban will be known across the globe, and such an event should be linked with the beach and inevitably incorporate broader elements of the proximate townships and other parts of the city.”

A top government official in the study, while explaining the new strategy in place within the city administration to reposition the event tourism sector, stated:

“It is pleasing to say that we are making progress in our quest to reposition the eventing in Durban using the Meetings, Incentives, Conferences, and Exhibition (MICE) segment. As we implement this bold approach, we will also seek out other forms of events which attempt to transform the tourism sector through investment in African-owned enterprises and, through which, historically disadvantaged groups seeking to enter the tourism sector in the promotion of youth and women empowerment are afforded the chance to spread the benefits of tourism-related businesses to rural and township areas.”

The policy of reinventing events as a catalyst of socio-economic development is gaining momentum increasingly, due to the growing awareness of the potential of events to positively contribute to the development and marketing plans of most destinations (Duminy & Lockett, 2012). It becomes imperative for all stakeholders within the sector to work in tandem towards achieving the optimum benefits that come with it.

7.5.4 Improve system of entrepreneurial support for SMMEs

One of the major challenges of the industry identified by the stakeholders is the lack of adequate support for the small enterprises, especially the black-owned small entrepreneurs. As noted earlier, many black disadvantaged people in Durban want to start small event tourism businesses. However, many factors come into play when starting tourism businesses; most often, lack of access to funds to finance the business is blamed as the main reason why such business could not succeed. But the other issues that are often ignored but are very important are; the quality of business concepts and innovation, lack of proper planning and business feasibility, lack of business experience of the entrepreneur, and insufficient personal equity to fund the business, are some of the major issues confronting the small entrepreneur from starting on a strong footing.

It therefore behoves of the government and other major stakeholders in the eventing industry to work towards promoting growth of SMMEs in the sector through mentorship, enterprise development and business skills training in event management. Strategic business partnerships between SMMEs themselves is another important way of maximising the gains that events or

any tourism activities bring to the city. Co-operation and working in synergy will assist the businesses in complementing one another towards enriching the total package that will ultimately enhance the tourists' experience.

The Small Enterprises Development Agency (SEDA) must be more visible and proactive in the eventing industry, through the provision of business development and support services for small enterprises in the industry. In addition, the city must improve the system of entrepreneurial support for new events tourism businesses in the city, through the establishment of event funding systems to help develop the events sector of the city. The government must also review and investigate the activities of the agencies responsible for funding and supporting events promotion in the city. The government must also engage the various financial institutions in the city to improve small event tourism business access to finance.

7.5.5 Systemic transformation of the industry

Without transformation of the current structure of the event tourism system in the city of Durban, growth and development of the industry may be elusive. As noted by the stakeholders, there are few black entrants in the industry, and the very few are being constrained by lack of support. However, the big businesses are dominated by white people. Most of the stakeholders were of the views that efforts should be made to transform the sector into an all-inclusive one that would allow for more black-owned businesses to be established. One suggested that the Broad-Based Black Economic Empowerment (BBBEE Act No. 46, 2013) code scorecard should be applied to promote transformation of the industry. An enforceable strategy must be developed for the event tourism businesses to be BBBEE compliant. Effective training systems must be developed to produce the requisite black skilled labour force, including management and entrepreneurial skills.

7.5.6 Community/township event initiative

The growth of the event tourism industry in Durban has not yielded much benefit for rural communities around Durban in terms of a trickle-down effect. Event programmes in the city have not been fully connected to community tourism initiatives, hence, the city could not leverage on the local township products for sustainable growth of the industry. A stakeholder in the study, who is an executive member of the Durban West Community Tourism Organisation, stated:

“Our events have not been fully connected with our township tourism development drive. I kept asking, how many organised tours have we packaged for the conference delegates at ICC, or Comrades Athletes to places like Inanda heritage route, or to the majestic Drakensberg mountains? Virtually none, and until we can link these townships offering with the events in the city, we might not be able to maximise the capacity of events to stimulate our tourism development. The linkage provides sustainability for the events, and sustainability for the tourism industry, which ultimately lead to economic sustainability for the city of Durban.”

The stakeholder quoted above was of the views that the surest ways to promote sustainable tourism development in Durban is by ensuring that communities and local businesses get the most out of tourism. Events could be used to profile community-based tourism projects and create township tourism offerings around the city of Durban. Efforts should be made by both the public and organised private sectors in the industry to develop and implement comprehensive strategies that will incorporate township and community-based tourism products in the events itineraries hosted in Durban. Many suggested that the various CTOs and other tourism associations should be fully involved in the planning and organisation of major events in the city. Itineraries for events such as the annual Comrades Marathon, the Durban July, the Amashova, and other major conferences, should incorporate organised tours to places like, Drakensberg Mountains, Inanda heritage routes, historical battlefields, Kloof Inland, Valley of a Thousand Hills, and Umhlanga ‘Reeds’ Rocks.

Most of the stakeholders concluded that the city must also develop sustainable support for CTOs and funding models for community-based tourism projects, to enhance the standard of the product offerings of these townships.

7.5.7 Understanding and awareness of events

A cursory observation reveals that many people in Durban have limited understanding of the economic benefits that events bring to the city. In many instances, some stakeholders have developed a negative perception when government is planning to bid for a major event. It is instructive to say that many people indeed benefit directly or indirectly from different types of events, but are unaware of the impact that such an event has on them or the local economy. For instance, a common funeral or wedding ceremony would attract people travelling from as far as Gauteng province, and Limpopo. These people, usually arriving over the weekend, will spend a night or two in the city paying for their accommodation, feeding themselves and other expenses. Even those that stay with friends and relatives may still spend money on fuelling

their vehicles or paying for local transport. All this expenditure translates into an injection of money into the local economy.

It is therefore important for people, whether directly involved in the event industry or not, to be aware of and understand events and the benefits they can generate if the industry expands. If residents and other stakeholders in Durban fully understand that events could lead to job creation and economic prosperity for the city, they will be compelled to support it and contribute to the enhancement of visitors' experience.

The limited understanding and awareness of events' benefits to the economy by other sectors, such as the financial services sector, further hampers event businesses' ability to obtain funding. Also, limited understanding of the industry within government often causes the industry to be neglected in terms of support and interventions.

It becomes imperative therefore, for awareness to be created among the citizenry of the benefits of events to the sustainable economic development of the city.

7.5.8 Safety, security and xenophobic issues

There is a strong perception that Durban is an unsafe destination. More so, media hype on the crime situation in Durban tends to be exaggerated. The media tends to focus on negative occurrences only, ignoring the many positive stories that may boost the city's image. Nevertheless, the occurrence of xenophobic incidents in Durban, if not well managed through effective mechanisms, will have a ripple effect on the eventing industry in the city. Any form of intolerance/phobia towards others based on ethnicity and/or origin, amongst others, will impact negatively on the industry.

Therefore, to achieve an effective events development strategy in Durban, safety and security issues must be taken seriously. To this effect, there must be improvement in the efficiency and effectiveness of the enforcement of laws and bye-laws guiding events and other economic activities in the city. The SAPS, the Metro Police and other security outfits in the city must be proactive and anticipate crime, rather than being reactive to crime or being incident-driven.

7.5.9 Durban international air connectivity

The study acknowledges the efforts of government in the improvement of direct international flights into and out of Durban through the King Shaka International Airport. But more still needs to be done in this direction, if the city really wants to capture the international event tourism market. The stakeholders in the events industry expressed their discontent about the high cost of flights to the city, compared with flying to Johannesburg. If the flights into Durban from various source markets are lacking, expensive or inconvenient for potential event attendees, it will prohibit or deter such visitors from visiting the city. Therefore, addressing the issue of international airlifts between Durban and key source markets, including neighbouring Southern African countries, is critical to achieving event development objectives. More non-stop international air connectivity is desired with the introduction of more air carriers to compete with Turkish Airlines, Ethiopian Airlines, Qatar Airways, Air Mauritius, Air Namibia, Pro-flight Zambia, and Air Seychelles currently operating the Durban route. This will reduce the current high cost of direct flights to the city, and the inconveniences occasioned by connecting through OR Tambo International Airport in Johannesburg.

7.5.10 Local transport connectivity

Event visitors to Durban rely predominantly on rented cars to travel throughout the city, as public or tourism transport is deficient or lacking. Bus and rail networks are not connected to the airports, which makes it difficult for visitors to get to the city, especially if they arrive late, unless they rent a car. This makes travelling difficult for domestic event attendees who do not own cars. The city taxi operators close for business at approximately 7pm forcing event participants, whose events run late into the night, to rely on rented cabs with their concomitant high tariffs.

Hence, safe, reliable public transport should be developed in the city to link the King Shaka International Airport all times of the day. Designated city buses should be available to link major events centres, such as ICC, Moses Mabhida Stadium, the Golden Mile and other tourism attractions and destinations in the city.

7.6 Conclusion

Expanding the growth of event tourism for sustainable tourism development in the city of Durban requires the involvement of stakeholders in all critical areas of the industry. Suffice it

to say that a conscious concerted strategy for the growth and development of the sector can only be achieved through partnership initiatives between stakeholders. This chapter has therefore identified the iconic events being hosted in Durban on a yearly basis. It also discussed the roles of all stakeholders in the event tourism industry in Durban. The internal workings and organisation of the industry were unearthed, bringing to the fore the challenges within the sector. Comprehensive analyses of measures and strategies that will enhance the growth of the event industry towards the sustainable economic development of the city were also presented. The detailed data analysis and discussion in this chapter was done in line with the objectives of the study.

CHAPTER EIGHT

IMPACT OF EVENTS ON SUSTAINABLE TOURISM DEVELOPMENT IN DURBAN

8.1 Introduction

Chapter seven presented the analysis and discussion of the data from stakeholders in the event tourism industry of Durban. In furtherance of the analysis and discussion of findings, this chapter provides an analysis and discusses the views of the stakeholders in linking the major events being hosted to promoted sustainable tourism development in the city. The chapter discusses the views of the residents about the impact of events on their growth needs and the socio-economic setting of Durban. Clarkson (1995) asserts that the success and survival of any human activity depends on its ability to provide value, and satisfaction, for all its primary stakeholders. This chapter also considers the gaps that still exist in the holistic impact assessment of events on sustainable tourism development. Hence, this chapter has proposed a model that intends to assess events' impacts on tourism in a multi-dimensional approach. The pilot testing of the model was carried out in the study and the findings are presented in the summary. The analysis and discussion in this chapter are carried out in line with the objectives of the study itemised in the previous chapter.

8.2 Stakeholders' Reactions to Socio-Economic Impacts of Events in Durban

According to Timur and Getz (2009:227) the vital importance of stakeholders and stakeholder management within sustainable tourism policy development cannot be underestimated. They further assert that "even though each stakeholder group has different goals and interests regarding STD, there are some goals of sustainability that they share". Achieving sustainable tourism therefore requires the support of the numerous and diverse parties involved (Long, 1997). The host community is a key stakeholder group in the event tourism system. This group includes the residents, community groups, local business organisations (e.g. chamber of commerce), and associations (e.g. CTOs). Hence, economic impetus that generates new employment, preservation and enhancement of the environment and cultural resources, respect for the wishes of the local community, local culture, traditional lifestyles and cultural diversity, are some of the major goals and concerns of the host community stakeholder as it relates to tourism development and activities in their area. Securing the engagement and participation of the local community in sustainable tourism planning and development is the only way of

achieving sustainable destination development (Getz, 1997; Long, 1997). In view of this, the residents' views and attitudes towards tourism activities, such as events, are critical issues of great concern. Soutar and Mcleod (1993) assert that events give rise to a variety of expectations in the local community. Table 8.1 presents a summary of the views of residents regarding the impacts of events on the socio-economic fabric of the city. The views were presented in a 5-point Likert scale.

Table 8.1: Residents' perceptions of the socio-economic impacts of events (n=200 in %) (1=Strongly Disagree, 2=Disagree, 3=No opinion/Uncertain, 4=Agree, 5=Strongly Agree)

Construct	Elements (n=200)	Response in %					Mean
		1	2	3	4	5	
Positive Impacts	The events enhanced the improvement in economic status of the residents (n=200)	2.0 (4)	7.0 (14)	13.0 (26)	50.0 (100)	28.0 (56)	3.95
	The events lead to creation of job opportunities for locals (n=200)	3.0 (6)	7.5 (15)	16.0 (32)	43.5 (87)	30.0 (60)	3.90
	The events enhanced local skills, creative and innovative work (n=200)	2.5 (5)	15.5 (31)	26.5 (53)	39.0 (78)	16.5 (33)	3.52
	The events influence the improvement of public infrastructure (n=199)	2.5 (5)	7.0 (14)	16.6 (33)	42.2 (84)	31.7 (63)	3.93
	The events enhanced positive city image (n=200)	0.5 (1)	10.0 (20)	14.5 (29)	41.0 (82)	34.0 (68)	3.98
	The events drew global attention and investment to the city (n=199)	2.0 (4)	7.0 (14)	19.1 (38)	41.2 (82)	30.7 (61)	3.91
	Improvement of the locals' attitudes towards the visitors (n=200)	6.0 (12)	17.0 (34)	37.0 (74)	27.5 (55)	12.5 (25)	3.24
	The events promote the conservation and restoration of historical sites and city's monuments (n=200)	4.0 (8)	18.5 (37)	24.0 (48)	31.0 (62)	22.5 (45)	3.50
	The events ensured improvement in positive cultural exchange between tourists and locals (n=200)	0.5 (1)	7.5 (15)	27.5 (55)	45.5 (91)	19.0 (38)	3.75
	The events helped in the promotion of Durban traditions and culture (n=200)	3.0 (6)	5.5 (11)	19.0 (38)	44.0 (88)	28.5 (57)	3.90

8.2.1 Economic impact of events on Durban

8.2.1.1 Improvement of economic status of the residents

One of the main justifications for hosting events is the economic benefits which are deemed to be important to achieve developmental and social objectives (Bob & Potgieter, 2013). Reflecting on the economic benefits that events bring to the residents in Durban, Table 8.1 illustrates that majority of the respondents (78%) were of the view that events improve the economic status of the residents, 9% disagreed, while 13% of the respondents were uncertain if events improve the economic status of the locals or not. This is an indication that events are of benefit to the residents. In line with this finding, Reid (2002) affirms that events that draw tourists can draw outside investment and financial resources into local communities, leading to positive economic benefits that may sustain the communities and the people. Within the tourism stakeholder paradigm, Van der Borg (1992) notes that the development of tourism must contribute to the well-being of both the local population and those directly interested: the local tourist industry, including the tourists. In this context, one of the stakeholders in the study, who is directly involved in the impact assessment of events in the city of Durban, explained the benefits of events to the locals and the city's economy as follows:

“The economic impact of events to both the individual within the city and the city itself is huge, and this varies from direct spend by the visitors to induced spending. For example, Durban recorded a direct spend of R1 billion in the year 2016 from events tourism and the contribution of the sector to the City's GDP stood at R2.2 billion. Events increase visitor spend, increase visitor arrivals, increase contributions towards the city's GDP and job creation. Hence, the reason why events remain a major factor in the attraction portfolio of Durban city.”

It is therefore important for event organisers and other stakeholders in the eventing sector to demonstrate the extent to which their events add value to the life of the residents in which such events are held.

8.2.1.2 Creation of job opportunities

As shown in Table 8.1 majority of the respondents (73.5%) agreed that events create job opportunities for the locals, 10.5% disagreed, while 13% of the respondents were uncertain about the statement that events create jobs. Many studies (SAT, 2010; Ntloko & Swart, 2008; Turco et al., 2003) have shown that events bring an increase in employment and result in high income to the host community. This study reveals that events create job opportunities for locals,

which is in line with Ackermann (2011) whose study on the 2010 FIFA World Cup in South Africa reported that there was a creation of new jobs in the informal sector of South Africa, where small businesses and informal traders benefited from local trade in the non-FIFA controlled fan thoroughfares and public viewing areas. A stakeholder in the study stated:

“Events not only bring an injection into the local economy through direct spend, but, a lot of the events are responsible for creating both permanent and temporary jobs. They also are allowing local businesses to benefit for example your comrade marathon you need scare folding product for the finish, you need suppliers of water sachets, you need suppliers of the potatoes for the runners, local businesses are then benefiting because the event is bringing in people from outside the region, your local restaurants, filling stations, hotels and other accommodation establishments therefore benefit.”

This indicates that as events attract visitors to the city, new jobs are created which contribute to the economic growth of the city. Getz (2007) notes that an event is likely to create many jobs, not only those directly related to the event but also for those who work in retail and construction firms when the staging requires significant infrastructural development. Nevertheless, the views of 10.5% of the respondents who disagreed that events create jobs and the 16% who were uncertain about the statement, should not be disregarded. This minority opinion was also shared by one of the stakeholders in the study who was sceptical about the job creation notion of events and the nature of the jobs created. He stated:

“People say events create job agree, but the focus should be on the quality and duration of the jobs. The service-related jobs created by events in the city of Durban are often part-time, poorly paid and short-lived. To me, temporary employment isn't employment, because it's a no added value.”

The most critical thing is for stakeholders to assiduously strike a balance between real and perceived benefits occasioned by an event. All efforts should be geared towards maximising the benefits of events, especially on job creation in the city of Durban.

8.2.1.3 Attraction of global attention and investment

Ritchie and Smith (1991:7) are of the view that a city that hosts a major event attracts global attention. While Getz and Page (2015:598) postulate that events are both animators of destination attractiveness but, more fundamentally, as key marketing propositions in the promotion of places given the increasing global competitiveness to attract visitor spending. In view of this, the respondents in the study were asked about their views on using events to attract global attention to and investment in the city of Durban. As illustrated in Table 8.1, a total of 71.9% of the respondents agreed that hosting an event can help the city attract global interest

and investment, 19.1% were uncertain, while a total of 9% disagreed with the statement. With a clear majority of the respondents in agreement that events attract global attention and investment to the city, this corresponds with the findings of Ntloko and Swart (2008) that revealed that “the event has increased media coverage of the area of study and attracts future business to the area”. One stakeholder in the study, who is a tour operator in the city, highlighted his thought on the issue this way:

“I would say one event that draws the world attention to our country and more specifically Durban was the FIFA 2010 World Cup. I remember prior to this time when you say you are coming from Durban, you find out people asking you where is Durban? But after the world cup, people realised that Durban is the place to be. One of my foreign clients told me recently that it was the world cup that showcased the beautiful attractions of Durban to him. This client has been coming to Durban on holidays with his family on yearly basis ever since the world cup.”

Chalip, Green and Hill (2003:216) argue that events can be useful beyond the period of the event itself if they are built into the destination’s marketing communication mix. Based on Getz and Page’s (2015) postulation that within the context of the tourism system, events are key elements both at the origin area (motivating visitors) as well as within the destination area (development and marketing plans of destination), the finding in this segment therefore shows that events can help in repositioning a destination like Durban in terms of global attention and investment opportunities’ inflow that can sustain local businesses.

8.2.2 Socio-cultural impact of events on Durban

8.2.2.1 Enhancement of local skills, creative and innovation work

Table 8.1 shows that 55.5% agreed or strongly agreed that events help to enhance local skills and creativity, 26.5% of the respondents were uncertain as to how events enhance local skills, while 18% disagreed or strongly disagreed that events enhance local skills. Although majority of the respondents (55.5%) indicated that events help in local skill development and enhancement of creativity and innovation, it is also important to note that the high levels of neutral responses (26.5%) in addition to those in disagreement (18%) could mean that the respondents are not aware of how events could enhance local skills. To shed more light on how event tourism enhances local skills and creative innovation, a stakeholder in the study, who is an entrepreneur and a member of the Durban Chamber of Commerce and Industry, stated:

“Events are critical for us, particularly from a Durban chamber perspective; because number one, our entrepreneurs and business people obviously make more money out

of those events by the services that they provide. In terms of creativity and innovations, I think hosting events in the city is strongly enhancing that. This is evident with our local DJs during music festivals; take the case of Durban July for example, where our local fashion entrepreneurs are showcasing their creativity and innovations through the fashion shows at the event. So, by and large I think events provide the platform for people to show their creative tendencies.”

This indicates that hosting of events impacts tremendously on the socio-cultural fabric of the city. Local entrepreneurs in the cottage industry of the city, such as *inter alia* artists, fabric makers, painters, were present at the events venues displaying their materials and artefacts for patronage. Hence, apart from the economic gains from the events, events also provided a platform for these local artists to be more creative and enabled them to showcase their talents to the visitors. Ackermann (2011) in his study on the 2010 FIFA World Cup stated that due to the world cup there are thousands of people around the country with more skills, and who are better able to contribute to the economy of South Africa than a few years ago.

Another stakeholder in the study, who operates a small-scale tour operating firm, rounded-up his thoughts in this way:

“Take the case of Durban July for instance; so many people have been employed there. Although some would say it’s a one-day event, but prior to the event, those people are being trained with new skills. I have seen many of such youth who have started their own SMMEs shortly after the events due to the new skills acquired from their engagement at the event.”

Therefore, events help with the development of new skills and enhance creativity of the locals.

8.2.2.2 Improvement of public infrastructure

Many scholars believe that hosting events enhances better infrastructure at the destination; electricity, good water system, telecommunication, proper road network, lighting and other facilities are set up to accommodate events (Ackermann, 2011; Bob & Potgieter, 2013; Getz, 1999). In this study, respondents were asked to express their views about events improving public infrastructure of the city. As shown in Table 8.1, a total of 73.9% of the respondents agreed that events improve public infrastructure, 16.6% were neutral, while a total of 9.5% of the respondents disagreed that events improve public infrastructure. Ackermann (2011:9) in a study stated that in South Africa, the investments in transport infrastructure, construction of stadia, enhancement of electricity infrastructure, among, others in preparation for the World Cup, left a very strong legacy for the host cities; the experience suggests that the most significant contributions of events to urban sustainable development are related to

infrastructural investments. This view was corroborated by one of the stakeholders in the study who stated that:

“The infrastructure improvement in South Africa because of hosting of the World Cup is so glaring for everyone to see. Apart from a mega event like the world cup, even normal events can still aid in improving the city infrastructure. Take for instance, a sleepy town like Pietermaritzburg which is very quiet and local town, but hosting the finish lap of the Comrades marathon on many occasions have led to improvement in accommodation facilities, entertainment facilities, casinos and restaurants to enhance the stay of the athletes and other visitors.”

This study, in line with other studies (Ackermann, 2011; Fourie & Santana-Gallego, 2010), agreed that events have a meaningful potential to be responsible for positive improvement of public infrastructure of the hosting city, such as Durban. However, contradict the findings of Ntloko and Swart (2008:87) that disagreed with the statement that the event promoted the development and better maintenance of public facilities. Public facilities, like the Moses Mabhida Stadium, is one of the legacies of events in Durban. The iconic ICC was purposely built to host events, thereby adding to the city’s infrastructure. Also, in preparation for the FIFA World Cup in 2010, many areas in the city received a facelift in terms of improvement and development, the Golden Mile remains a reference point in this sense.

8.2.2.3 Enhancement of positive city image

Jago, Chalip, Brown, Mules and Shameen (2003:5) assert that events have become an increasingly important part of destination branding. Table 8.1 illustrates that a total of 75% of the respondents agreed that events enhance the positive image of the city, 14.4% of the respondents were uncertain, while 10.5% disagreed that events are a positive image enhancer for the city of Durban. Ritchie and Smith (1991:5) posit that events, especially mega-events, offer huge promotional opportunities to a host city, as they are a world stage where organisers and participants can display their achievements. Hence, they present a communication platform that a city can use to support a branding campaign and launch itself into the international market. Majority of the respondents (75%) held a strong view that events help to project the positive image of Durban. This resonates with Lee (2001), who argues that increasing community visibility and enhancement of community image are all common and acceptable postulations in hosting events. The study also corresponds with the findings of Ntloko and Swart (2008) that revealed that events showcased the community in a positive light. According to Bob and Potgieter (2013), the hosting of a mega-event can have major tourism benefits in

terms of image enhancement and destination profiling. Fourie and Santana-Gallego (2010) assert that the 1995 Rugby World Cup hosted by South Africa after many years of isolation and immediately after the first democratic elections of 1994 helped to project a positive image for the country among the community of nations. Therefore, these events have enhanced the image of the city of Durban in a positive way. The more visitors come to the city for events or other forms of activities, the more they acquire personal experience of the happenings in the city, which often runs contrary to the negative information they might have received before arrival.

8.2.2.4 Improvement of locals' attitudes towards the visitors

Relating to how events improve the attitudes of locals towards visitors, it is important to note that a total of 60% of the respondents were either not certain or disagreed totally that events improve behaviour of the local's attitudes towards visitors. Only 40% either strongly agreed or agreed to the statement as illustrated in Table 8.1. The study contends that the high level of neutral responses and disagreement of the respondents reflects the current happenings in the city. Durban, of recent years, has had a history of xenophobic upheavals directed towards foreigners. Therefore, most of the respondents did not see how hosting events in the city have been able to cushion the unwarranted attack on foreigners and visitors. Stakeholder approach emphasises active management of the relationships of varying groups, and the promotion of their shared interests in the event tourism environment (Peric et al, 2014). Enlightenment of the locals and other stakeholders is critical in this sense, because events cannot strive in an atmosphere of hostility. As posited by Gursoy and Kendall (2006:615) "the need to address and resolve societal issues raised by local community groups is likely to encourage political class to develop collaborative strategies that improve mutual understanding and reduce opposition".

8.2.2.5 Conservation and restoration of historical sites and monuments

The respondents were surveyed on their views about how events affect the conservation and restoration of historical sites and monuments in Durban. Table 8.1 illustrates that 53.5% of the respondents agreed or strongly agreed that hosting of events in the city can help with the conservation and restoration efforts of the historical places in the city, 24% were not certain, while 22.5% disagreed or strongly disagreed with the statement. One of the frameworks for sustainable event tourism in Durban proposed in this study, as highlighted in Chapter five, is

protection of tourist sites, and other events' iconic buildings in the city against destruction or dilapidation through legal regulations and their strict implementation. Events are most often a form of mass tourism which could leave negative footprints on the socio-cultural and environmental assets of the destination. Hence, within their sustainability and magic pentagon of sustainable tourism paradigm, Wall and Mathieson (2006:36) suggested a holistic concept of sustainable development within the entire system, that includes protection of resources, and healthy culture of the destination area. In this sense, linking events to historical sites could be a springboard towards their conservation. More than half of the respondents (53.5%) agreed that events could assist in conservation of historical sites. A stakeholder in the study highlighted her view this way:

“Events could be a catalyst toward the conservation of our heritage sites; because the more we make those sites economically viable the more feasible it is to conserve them. For instance, how do we connect the link between the beach fronts and the ICC to Mahatma Gandhi, John Dube (Inanda routes). So that the holiday tourists at the beach fronts and the conference delegates at the ICC can be exposed to the heritage sites in the township of Inanda to enrich their experiences in Durban and which ultimately enrich our product offering too as a city.”

The study contends that the viability of the heritage sites and monuments in the city could be achieved if the destination marketing organisations in the city packaged those sites and linked them to the events package in the city. The conservation and restoration of the heritage sites, and their socio-economic viability, are mutually exclusive.

8.2.2.6 Improvement of positive cultural exchange between tourists and residents

The responses in Table 8.1 generally reveal that most of the respondents (64.5%) agreed or strongly agreed that events help in improving cultural exchange between the tourists and the residents, 27.5% were neutral, while only 8% of the respondents disagreed or strongly disagreed with the statement. While integrating the social exchange within the stakeholder model, Turner (1986) posits that those residents who view tourism projects as contributory and beneficial to their well-being, will favour the exchange and will consequently support the process. A management staff of the eThekweni Events Management Office stated that:

“I think there are mutual benefits between the tourists and the residents. If we take Durban July as an example, when people are here for Durban July they don't just stay in the city, most of them go to go Umlazi the townships, they visit KwaMashu and other townships around Durban, and the people that are selling crafts, selling cards and other cultural items in the street get patronage from these tourists. The locals get something

from the visits while the tourists go home with those crafts as souvenirs. That to me is positive cultural exchange.”

Based on the significant proportion of the respondents’ views; the study holds that events help to contribute to a positive cultural image of the city. A foreign visitor was sighted in one of the events fully dressed in Zulu cultural regalia. Upon interaction with the researcher, he expressed how fascinated he was with those costumes especially the animal skin crafts, hence he decided to buy some.

8.2.2.7 Promotion of Durban traditions

Festivals and events provide an opportunity for community cultural development (Getz, 1997). 72.5% of the respondents agreed or strongly agreed that events help in the promotion of Durban’s tradition and culture (as illustrated in Table 8.1), 19% were uncertain, while 8.5% of the respondents disagreed or strongly disagreed that events promote the city’s tradition. A stakeholder with TKZN stated:

“Here in Durban and KZN in general people are very proud of their culture, especially the Zulu people. There are many events that were being organised mainly to promote the people’s culture and tradition. We have the royal Zulu reed dance which is a real spectacle that reflects on the culture of the people. The Indian community have the Diwali festival which showcases the Indian culture in the city. We also have other smaller events like the Maskandi music festival which also makes people so proud of their culture.”

Events and festival organisers in some cases use the themes of culture and tradition to develop and prepare annual events to attract visitors. These festivals provide opportunities for local communities to share their culture and tradition, which also helps them to create and develop their own identity (Fredline et al., 2003). As indicated in the table, a clear majority of the respondents agreed that events promote culture and traditions of the people. It is important to note that apart from the events, there are also religious events in the city that attract huge numbers of visitors to the city. The ‘Shembe’ religious sect attracts a great crowd of followers to their events. The Jehovah Witness annual convention also attracts thousands of visitors who normally converge on the Moses Mabhida Stadium for their annual convention.

8.2.3 Socio-economic cost of events in Durban

8.2.3.1 Events increase prices of goods and services (inflation)

Getz (2007) posits that some of the costs associated with the economic impacts of events are the exploitation of resources, inflated prices and opportunity costs. A situation where sellers choose to increase their prices due to the high volume of people to make more profit to the detriment of the local population is a negative impact on the populace. Respondents were asked their views about how events induce inflation in the city in terms of an increase in prices of goods and services. Figure 8.1 illustrates that more than half of the respondents (51%) disagreed or strongly disagreed that events induce price increase of goods and services in the city, 28.3% of the respondents were uncertain, while 20.7% agreed or strongly agreed that events cause inflation in Durban. Following the above responses, it is important to note that with 51% of the respondents indicating their disagreement with the statement that events induce inflation, the study results show that the respondents have positive perceptions of events regarding increase in prices. This also corresponds with the findings of Ntloko and Swart (2008) that due to the relative small nature of the events, minimal costs in terms of the increase in price of goods, were recorded.

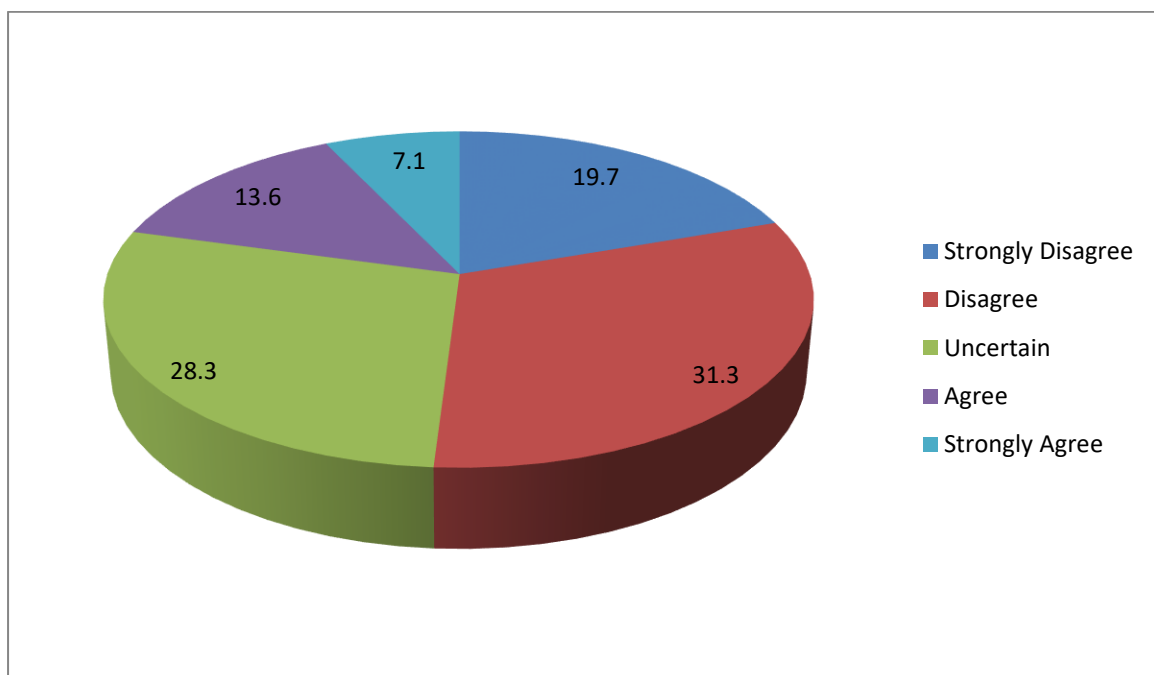


Figure 8.1: Events induce inflation (n=198 in %)

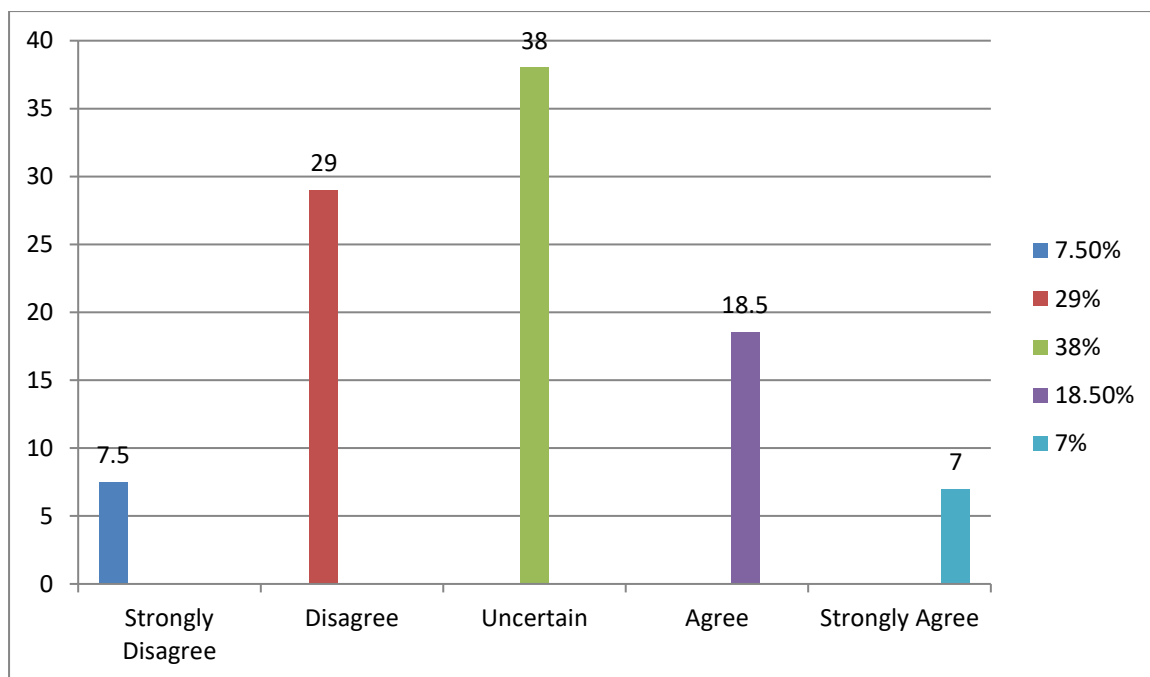


Figure 8.2: Displacement of locals (n=200 in %)

8.2.3.2 Displacement of residents

Relating to the events displacement of residents from their daily routines, and disruption in terms of traffic congestion, excessive noise, among others, the respondents were asked their views. Figure 8.2 shows that 36.5% of the respondents disagreed or strongly disagreed with the statement that events displaced residents, 38% were uncertain, while a total of 25.5% agreed or strongly agreed with the statement that events displaced residents from their daily activities and created an inconvenience. The high levels of neutrality of the respondents' views indicate that most of the respondents were not certain of how events displaced the locals, and then decided to be neutral. This is evidenced in the sense that the events under review were not in the categories of mega-events, therefore have minimal social costs in terms of residents' displacement. Small events can attract more visitor spending without the cost of displacement, because they require only local management, rely on small-scale promotion, and involve zero opportunity costs (Burgan & Mules, 2001; Matheson, 2005). On the other hand, Ackermann (2011:11) argues that mega-events can contribute to deepening social inequalities in a city and are often used by local administrators to remove informal economic activities, while Getz (2005:38) posits that mega-events bring about some activities such as traffic congestions, closed roads, higher security or restricted access to some public areas in the city which in effect could seriously disrupt normal daily activities of the residents. The events covered in the study

were mostly held at the ICC (a multi-purpose event venue), which made the planning and organisation of the events more convenient thereby reducing their social costs on the local people. Since one of the cardinal principles of the magic pentagon is the well-being of the locals, and since most of the respondents (74.5%) either disagreed, strongly disagreed or uncertain of the statement that the events disrupt the local residents of their normal lives, it could be concluded that the events posed little threat to the normal activities of the residents in the city of Durban.

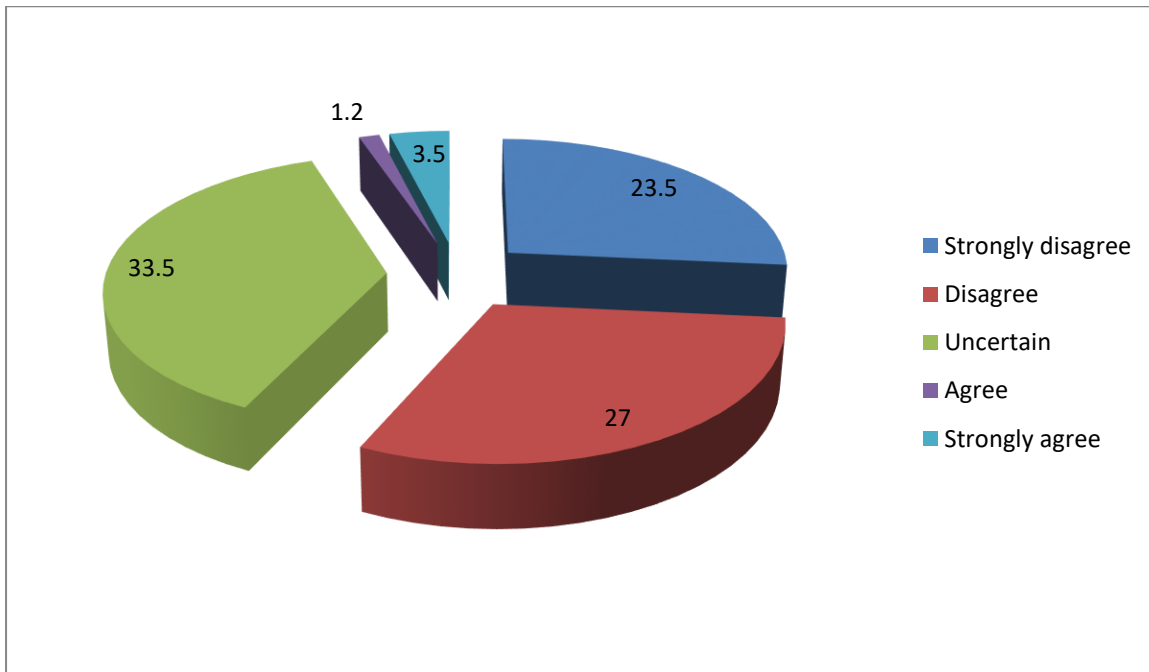


Figure 8.3: Increase in social problems, such as crime, drug use and prostitution (n=200 in %)

8.2.3.3 Increase in social problems

As part of the negative impact of events construct, respondents were asked their views about events increasing social problems, such as crime, drug use and alcoholism, *inter alia*, in the city. As illustrated in Figure 8.3, 50.5% of the respondents disagreed or strongly disagreed with the statement, a significant proportion of 33.5% of the respondents were uncertain hence remained neutral, while 16% agreed or strongly agreed that events increase social problems in the city. One of the sustainability principles in event management is to incorporate socially responsible decision-making into the planning, organisation and implementation of, and participation, in an event (Bramwell, 1997; Jago & Dwyer, 2006). Majority (50.5%) of the respondents disagreed with the statement that hosting events increases social problems in the

city. The relatively high rate of neutral responses suggests that most of the respondents could not link social issues, such as crime, alcoholism, and drug use, to the events. Though only 16% of the respondents agreed or strongly agreed that hosting events increases social problems in the city, observation revealed that without proper planning events could portend major challenges in the social structure of the city. This view was shared by one of the stakeholders in the study, who stated that:

“Statistics show that we record more road accidents in Durban during December and Easter festive periods, because of many events that we have in the city during these periods. Many people attending these events must have taking some volume of alcohol at the events, yet want to drive back home. Going back driving we have so many people died on the road because some of them may be tired, while some were drunk. We also have abuse of drugs as another challenge. Now when these kids go to events that is when they get exposed, because other people with negative tendency may use the event avenue to peddle drugs to the youths. You see our younger kids getting exposed to such things because on an event you get teenage pregnancy.”

Ackermann (2011) notes that sustainable event management is a process that involves sustainable development principles and practices in all levels of event organisation, which aims to ensure that an event is hosted responsibly. Observations carried out provide supporting evidence, as there were no visible displays of alcohol in the events covered in the study, while the physical presence of armed policemen provided a secure and crime free atmosphere in and around the events’ precincts.

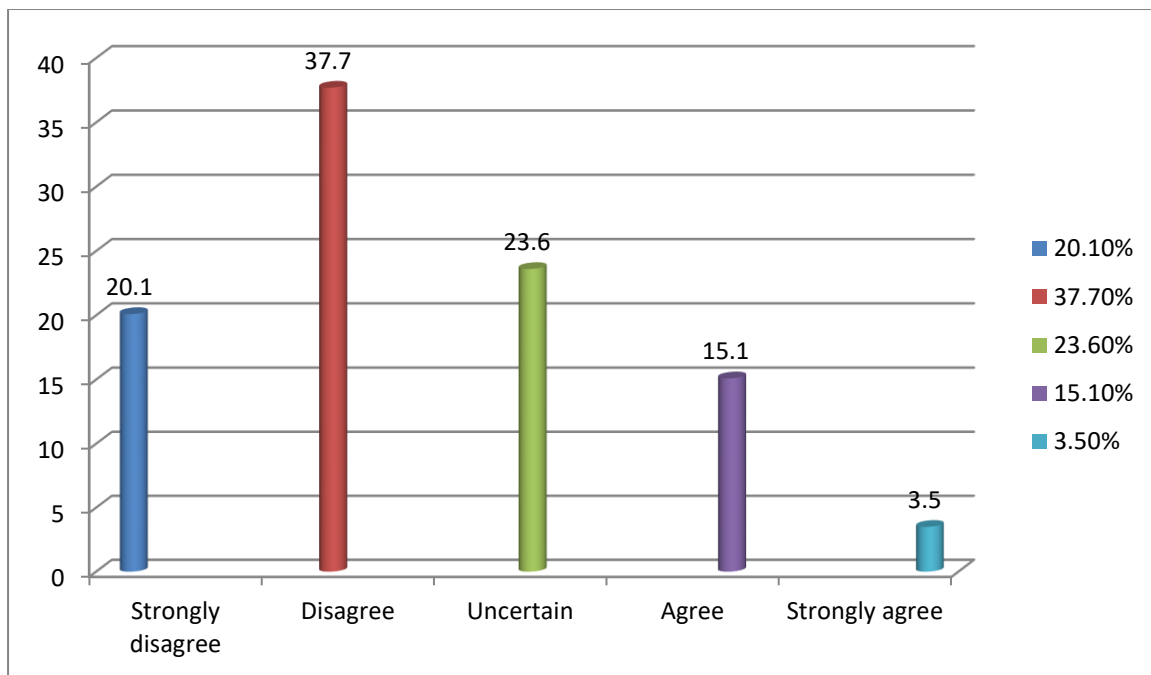


Figure 8.4: Increase in labour exploitation of the locals (n=199 in %)

8.2.3.4 Events induced labour exploitation of residents

Relating to the statement that events induced labour exploitation of the locals resulting in casual labour, Figure 8.4 shows that a total of 57.8% of the respondents disagreed or strongly disagreed that the events lead to labour exploitation of the residents, 23.6% were uncertain, while 18.6 agreed or strongly agreed that events increase the incidence of labour exploitation of the residents. However, Faulkner (1993:3) argues that due to the short-term nature of events, any employment effects, if there are any, may be small and are likely to be short lived, while, Jago and Dwyer (2006:54) assert that such events are not likely to generate lasting employment effects because of their ‘one off’ or short-term nature and thus result in casual labour. Yet most of the respondents (57.8%) disagreed with the statement that events increase labour exploitation of the residents in the city of Durban. This view was also shared by a stakeholder in the study, who stated that:

“Although people may look at the job opportunities created due to hosting of the events not from the angle of how many people were employed, but rather from the point of how much were they paid and how long is it going to last as well. If we take tourism Indaba for instance, it is a three to four days events, prior to the events most of the people employed for the event were being trained in which they get new skills, which will be useful even after the event. So, this can’t be exploitation but rather a value-added engagement.”

This again indicates that hosting events has not increased labour exploitation in Durban, but has rather impacted positively on the economic fabric of the city.

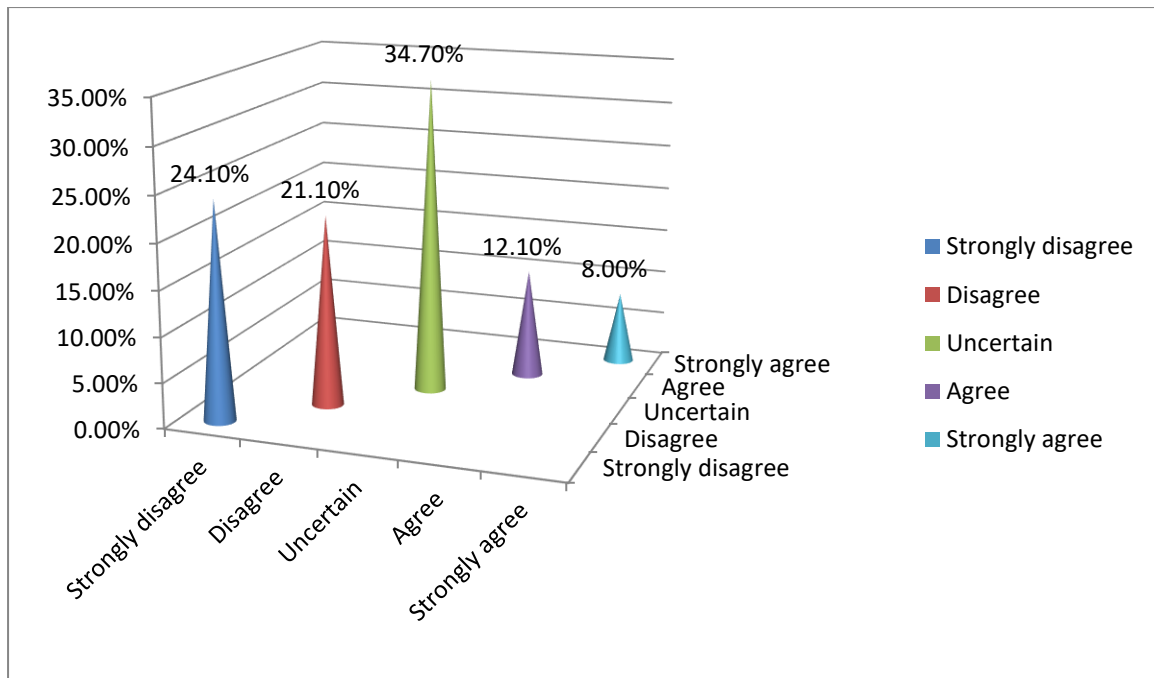


Figure 8.5: Events increase the spread of diseases (n=199 in %)

8.2.3.5 Transmission of diseases

The increased spatial mobility of people has reduced geographic barriers for microbes and heightened the potential for the spread of infectious diseases that can negatively affect the host region (Baker, 2015). It is on this premise that the respondents were asked their views about how hosting events increases the spread of diseases in the city. Figure 8.5 illustrates that a total of 45.2% of the respondents disagreed or strongly disagreed with the statement that hosting events increases the transmission of diseases in the city of Durban, 34.7% of the respondents were uncertain, while a total of 20.1% agreed or strongly agreed with the statement that events increase the chances of diseases being transmitted in the city. A cursory look at the responses of the respondents shows a close call in terms of number of respondents that disagreed, were uncertain or agreed with the question that events increase the spread of diseases. The fact that 45.2% of the respondents disagreed or strongly disagreed with the question is an indication of positive responses, which reflects that hosting events does not lead to the spread of diseases in the city. A relatively high number of neutral responses (34.7%) on the other hand reflects the level of uncertainty surrounding how events could possibly increase the spread of disease in the city. 20.1% of the respondents that agreed or strongly agreed that events increase the chances of infectious diseases spreading in the city are cognisant of the recent happening, prominent of which was the news around the Zika virus that threatened the hosting of the 2016

Rio Olympic Games. Although, human influx to an area can induce the incidence of person-to-person transmitted infections to such area as has been seen with the Ebola virus (Baker, 2015), nevertheless, the successful hosting of the Rio 2016 Olympic Games in Brazil without any reported incidence of an increase in the spread of Zika virus, despite the contrary media hype prior to the events, shows that events do not increase the spread of diseases in the host city.

8.2.4 Environmental impacts of events on Durban

Any gathering of many people portends potential impacts (either positive or negative) on the environment and the people of such area, therefore the need for sustainability planning becomes sacrosanct. The concept of sustainability in tourism refers to tourism that is developed and carried out in line with principles of sustainable development. Hence, the environmental resources must be protected, local communities must benefit both economically and in terms of quality of life, while the visitors must receive a quality experience (Okpoko, 2006; Throsby, 2009). On the other hand, sustainability in relation to event tourism indicates the level at which an event is planned, organised and showcased in a way that minimises potential negative impacts and leaves a beneficial legacy for the host community and all stakeholders involved (UNEP, 2012). It is on this premise that the respondents were asked their views about the environmental impacts of events on Durban. Table 8.2 presents the residents' views regarding the impacts of the events on the local environment of Durban. The views were presented in a 5-point Likert scale.

Table 8.2: Residents’ perceptions of the environmental impacts of events (n=200 in %) (1=Strongly Disagree, 2=Disagree, 3=No opinion/Uncertain, 4=Agree, 5=Strongly Agree)

Construct	Element (n=200)	Response in %					Mean Rating
		1	2	3	4	5	
Positive	The events lead to the protection and enhancement of the city natural and built environment (n=200)	0 (0)	1.5 (3)	14 (28)	54 (108)	30.5 (61)	4.14
	The events helped to improve the physical and aesthetic of the city (n=200)	0 (0)	4.5 (9)	18.5 (37)	56.5 (113)	20.5 (41)	3.93
	The events draw attention and create awareness of environmental preservation (n=199)	5.5 (11)	21.5 (42)	26.6 (53)	27.1 (54)	19.6 (39)	3.34
	The events induce patronage of the nature based attractions in Durban (n=199)	0 (0)	7.5 (15)	17.5 (34)	45.2 (90)	30.2 (60)	3.98
Negative	The events have negative impacts on the environment through pollution (n=200)	25.5 (51)	29 (58)	27 (54)	12 (24)	6.5 (13)	3.55
	The events caused traffic congestion and parking difficulty (n=200)	2.5 (5)	3 (6)	17 (34)	41 (82)	36.5 (73)	4.06
	The events increased pressure on local facilities (n=200)	12 (24)	29.5 (59)	27 (54)	20 (40)	11.5 (23)	3.11

8.2.4.1 Protection and enhancement of the city’s natural and built environment

As shown in Table 8.2, most of the respondents (84.5%) agreed or strongly agreed that hosting events leads to the protection and enhancement of the city’s natural and built environment. A small number of the respondents (14%) were not certain if the events lead to the protection and enhancement of the city’s natural and built environment. While a negligible number of the respondents (1.5%) disagreed with the statement. One of the major attributes of any event (especially mega-event) is the legacy it bequeaths to the host city. Preuss (2007:86) defines legacy as “all planned and unplanned, positive and negative, tangible and intangible structures established by and for an event that remain for a long time than the event itself”. Apart from

the legacy of physical infrastructures, such as the iconic Moses Mabhida Stadium, the Albert Luthuli International Convention Centre, and the upgrade of the King Shaka International airport, among others, occasioned by the hosting of events in the city of Durban, hosting events has led to the protection and enhancement of these built environment and other natural sites in the city. For instance, to host football matches, especially the CAF/FIFA organised matches, the Moses Mabhida Stadium must be maintained to meet the standard required. Another notable example was the upgrade of the Durban beachfront (Durban's Golden Mile) prior to the hosting of the 2010 FIFA World Cup. The Durban beachfront's urban renewal strategy has positioned attractions like the Ushaka Marine World to a world class resort for entertainment, excitement, fun and uniqueness (Nicolaides & Surujlal, 2012). Thus, hosting events provided the much-needed impetus for the protection, conservation and enhancement of Durban's natural and built environment.

8.2.4.2 Improvement in the physical setting and aesthetics of the city

Within the sustainability paradigm, the concept of sustainable tourism development can be viewed from tripartite classifications. Firstly, the resources of the environment must be protected, secondly, local communities must benefit both economically and in terms of quality of life, and finally, visitors must receive a quality experience at the destination. One of the ways to enhance the quality experience of the visitors, is the physical setting and aesthetic nature of the destination area environment. The attribute of the TDR is vital within the tourism system analogy. Hence Leiper (1990:41) posits that the pull force of the destination region activates the whole tourism system leading to demand for travel by the potential tourist in the traveller generating region. It is on this note that the respondents were asked their views about how events improved the physical ambience of the city of Durban. As illustrated in Table 8.2, 77% of the respondents agreed or strongly agreed that events helped to improve the beauty and physical setting of the city, 18.5% were uncertain, while a small number of 4.5% disagreed with the statement. As posited by Hall (1989) events have numerous positive effects on the natural and physical environments of the hosting area. Therefore, the study notes that the many facilities occasioned by events hosting in the city (i.e. Moses Mabhida Stadium, ICC) are added value to the aesthetic and physical ambience of the city of Durban.

Contrary to some studies that there were no facilities such as waste bins/bags and toilets at the event site or nearby (Ntloko & Swart, 2008), the study shows that the stakeholders in the

planning and management of events adhered strictly to the sustainable event management principles. The ICC, the venue used by most of the events in the study, has all the required facilities to cater for waste generated by the participants and standard toilets. While in the only outdoor event in the study (the Durban July), the study observed the provision of waste bins/bags, including disposable/portable toilet facilities provided by SANITECH throughout the event vicinity. One of the respondents in the study, who is a stakeholder in events promotion in Durban, stated:

“We have prioritised the environmental impacts of this event right from the earliest stages of our planning. For example, on environmental impacts connected to food and drink consumption; we have put in place processes that helped us to mitigate environmentally damaging consumption behaviours resulting to littering and waste. This has resulted in developing positive legacy outcomes for our events.”

The adherence of the events stakeholders to the sustainable event management precept has drastically reduced the possibility of events negatively impacting on the physical and aesthetic setting of the city.

8.2.4.3 Draw attention and create awareness of the need to preserve the environment

One of the frameworks outlined earlier in this study as the conditions that will enable the event tourism industry in the city of Durban to function in a sustainable manner, is the protection of tourist sites, and other iconic events' buildings against destruction or dilapidation. It is interesting to note that within the tourism system, each group of stakeholders has different goals and interests regarding sustainable tourism development, however, there are some goals of sustainability that they share (WTO, 1993). Suffice it to say, the protection and preservation of the tourism resource base is one goal of sustainability that almost all stakeholders shared.

Deccio and Baloglu (2002:50) argue that hosting events is likely to bring more attention to the natural environment of the area. To this end, the respondents were asked their views regarding the use of events to draw attention and create awareness of the need to preserve the environment. Table 8.2 shows that 46.7% of the respondents agreed or strongly agreed that events draw attention and create awareness of the need to preserve the environment, 26.6% were not certain how the events create awareness of environmental preservation, while a significant proportion of 27% of the respondents disagreed or strongly disagreed with the statement. Knowledge creation is the outcome of education (Moodley, 2013). It is instructive therefore to note that the events covered in the study were not environmental-related events,

which might have occasioned the responses of the respondents. These events were either social or sport events; therefore, the extent to which they draw attention or create awareness on issues relating to environmental preservation becomes difficult to unpack by 53% of the respondents who were either uncertain or disagreed with the statement. It becomes imperative for the stakeholders in the event industry in the city, to be proactive and consciously infuse environmental preservation information dissemination at all events being staged in the city. Although, Weeden (2005:183) argues that awareness creation does not necessarily result in actual behaviour by people. However, it was revealed in Lee and Moscardo's (2005) study that environmental-friendly behaviours are displayed more by those people who are more aware.

8.2.5 Environmental cost of events on Durban

8.2.5.1 Events' impact through pollution

Assessing the impact of events on the host environment is often awash with literature (Ackermann, 2011; Bob & Potgieter, 2013; Ntloko & Swart, 2008; Ritchie et al, 1991) revealing some degree of negative impacts. The main areas of focus are; crowd movement and control, noise levels, access and parking, wear and tear of the physical and natural environment, potential threats to natural and built areas, waste generation and pollution (air, water, solid waste, noise and visual). The views of the respondents regarding the negative impacts of the events on the environment through pollution as illustrated in Table 8.2, show that 54.5% disagreed or strongly disagreed that the events increased environmental pollution in the city. A significant proportion of respondents (27%) were uncertain about the statement, while a small number of the respondents (18.5%) agreed that the events pose negative impacts on the environment. The study contradicts the study of Bob and Potgieter (2013), where respondents felt there were high noise levels during the World Cup. Instructively, the size and nature of the events are a great determinant of their impact thresholds. This was affirmed by Turco et al. (2003:234) that "littering was particularly discerning at the bigger events where volumes and crowds were usually much higher". The impacts will be visible for events that are held in suitable purpose-built venues, such as stadia, sports grounds or conference and exhibition centres (Hall, 1989). This was the case with the events in this study, which make their negative impacts on the environment more manageable and negligible.

8.2.5.2 Caused traffic congestion and parking difficulties

Any event which attracts many visitors to a relatively small area over a short time period is likely to create a level of disruption through increased crowding and traffic congestion (Fredline et al., 2005). The study sought the views of the respondents on events causing traffic congestion and parking difficulties. Table 8.2 illustrates that most of the respondents (77.5%) agreed or strongly agreed with the statement, 17% were uncertain, while a small number (5.5%) of the respondents disagreed with the statement that events caused traffic congestion and parking difficulties in the city of Durban. A chartered cab operator in the study stated:

“One of the major challenges we faced is the issue of traffic congestion and parking. I would say the event planners have not done enough to address that. Imagine you as a visitor coming to this event venue for the first time and no usher to direct you where you are supposed to park your vehicle, and while trying to find a place security people will come and harass you, how would you feel? Many of our members (cab operators) while trying to drop off their passenger have got their vehicles towed away by the metro police. This wouldn't have been the case if proper planning were put in place by the organisers.”

The study observed a major challenge in traffic management at one of the events venues. There was no visible signage nor ushers to direct motorists and other events attendees, who came with their personal vehicles, where to park their vehicles. The underground parking lots at the ICC were filled up, making it extremely difficult for people to find spaces to park their vehicles. This corresponds with Turco et al. (2003), who found lack of parking, traffic and crowd control as being some of the common problems cited in their study.

The different forms of travel modes used by the participants, performers and organisers of events, impact on traffic congestion which calls for careful planning in sustainable event management (Getz, 2007; Steck, 1999). The stakeholders, including the Municipality, are expected to come up with strategies to address this trend at the ICC and other events' precincts during major events. For instance, an efficient public transport system in the city that is well organised to convey people to and from the event venues, will discourage the use of private vehicles to the event, thereby reducing traffic congestion and parking difficulties usually experienced at event venues.

8.2.5.3 Increased pressure on local facilities

Ackermann (2011:18) notes that hosting a mega-event puts enormous pressure on the host city's infrastructure and other services, resulting in significant consequences. Table 8.2 shows

that 41.5% of the respondents strongly disagreed or disagreed that hosting events puts pressure on local infrastructure. A significant proportion of 27% of the respondents were not certain about the statement, whilst a total of 31.5% agreed or strongly agreed that events put pressure on the city's facilities. The presence of large numbers of visitors at an event can be a major unsustainable influence on the infrastructure (Bramwell, 1997). Infrastructural development, such as electricity, water, waste management and sanitation and transportation, can be stretched to the limits due to the high volume of visitors attracted to events. However, the extent of this impact depends on the size and type of events. As stated earlier, events covered in this study are not in the category of mega-events, making it difficult to assess the scale at which the local facilities are being pressured. Although the strain on the local transportation system was glaring, as epitomised by traffic congestion during the events, which must have influenced the views of the 31.5% of the respondents who believed that events put pressure on local facilities, nevertheless, the responses of the 41.5% who disagreed must have been because the events were held at purpose-built event venues, which have the right capacity to host such events.

8.3 Events and Sustainable Tourism Nexus in Durban

One of the cardinal objectives of this study is to establish the link between events and sustainable tourism development in the city of Durban. As posited by Getz and Page (2015): "Events comprise a key element in the tourism system, attracting visitors at the origin area, as well as creating destination profile and market positioning within the destination area." It becomes imperative therefore to establish the link between event and sustainable tourism development in the city of Durban. As outlined in Table 6.8, in gauging the perceptions of the visitors about the city of Durban and concerning repeat visits, 81% of the respondents considered Durban as a choice of destination in the future, 84.6% agreed or strongly agreed to say positive things about Durban, 85.3% agreed or strongly agreed to encourage friends and relatives to visit the city, while 85.3% affirmed to return to the city. This corresponds with other studies (Tifflin & Kohler, 2015; Wyllie & Kohler, 2016). Putting the respondents' views into context, there seemed to be a strong reflection of Durban's attributes in the experiences that formed their decision to consider visiting the city again. Nicolaidis and Surujlal (2012:477) denote that "most tourists travel to satisfy their intrinsic yearnings and decide where to go based on the attributes of a destination that are appealing to them". Most of the respondents, during the researcher's personal interactions, expressed their satisfaction with the attributes of destination Durban. While attending the events, most of the respondents took the

opportunity during their free time to visit the city's famous attractions, such as the Golden Mile, the Ushaka Marine World, and some heritage sites across the city. The night-life activities and other entertainment put together by the events' organisers, reinforced the inherent push factor motivation for the respondents in their determination to visit the city again for leisure holidays. Chalip and McGuirly (2004:271) postulate that events can be useful beyond the period of the event itself because they are built into the destination area marketing programmes. Hence, the side attractions that the city's attributes offered the events' attendees in the form of entertainment, beach activities, and night time festivities, are enough pull factors that could be leveraged by the city's destination marketing organisations, such as Durban Tourism, and KZNT, for a more effective marketing. Nicolaidis and Surujlal (2012:478) assert in their study that "if marketers are knowledgeable concerning how push and pull factors work, they can more effectively market a destination".

8.3.1 Events alleviating tourism seasonality in Durban

As stated earlier, events have become a major component of tourism and a popular method used to attract visitors to a region, especially during the off season (Getz, 2007; Gammon & Robinson, 2003; Penot, 2003; Sofield, 2003; Zauhar, 2004). Most of the respondents agreed that events helped in augmenting the incidence of seasonality in tourism. Getz (2008:404) asserts that events can lengthen tourist seasons and extend peak seasons, or introduce a new season into the life of a destination. In the same vein, Mair (2015) argues that events can bring visitors outside the traditional peak seasons, thereby contributing to local economies. It is therefore instructive to note that the events covered in this study were held outside the holiday period when people normally travel, the only exception being the Durban July. Those events greatly contributed towards increasing tourist traffic to the city of Durban when it was least expected. A stakeholder in the study, who is a staff member in one of the city's destination marketing organisations, stated:

"Events are crucial to us as a city in several ways. From the city tourism promotion perspective; events bring people into Durban in a way they wouldn't have travelled, for example, the Comrades Marathon coming up in June, is bringing people outside the main school holidays, outside of the major public holidays or long weekend, and a lot of the people that do travel to the Comrades Marathon are here for between 3 and 4 days thereby augmenting the off season that normally pervades this period."

The study reveals that hosting events in the city helps to alleviate seasonality. Events attract people to travel or motivate people to travel at a time when it is least expected. For example,

in Durban, and KZN in general, the major travel times or holidays are Easter time, the July school holidays and the December holidays. People travel mostly during these times. But then events such as the Midmar Mile and the Dusi Canoe Marathon, that occur during February, at a time when people don't usually travel, are two major events that take place one weekend after another, which causes people to travel. The Essence Festival was held in September, the Tourism Indaba and the Comrades Marathon were held in May and June respectively, which are not the normal holiday periods. So by and large, these events, including the International Aids Conference, and the Amashova Durban Classic Cycle Race, are alleviating the seasonality in the tourism industry in the city of Durban, as such becoming catalysts for sustainable tourism development in the city of Durban.

8.3.2 Induce patronage of nature-based attractions in the city

Events contribute to a destination's range of attractions by increasing tourist traffic and promoting awareness of the destination for future visitation (Getz, 2007; Jago & Dwyer, 2006). In terms of events inducing patronage of nature-based attractions in Durban, Table 8.2 shows that an overwhelming majority (75.4%) of the respondents agreed or strongly agreed that the events induced patronage of the nature-based attractions in the city of Durban. Only a small number of the respondents (17.5%) were uncertain whilst the remaining fraction (7.5%) of the respondents disagreed. When juxtaposed with Table 6.6 of the visitors' perceptions, where a total of 73.1% of the respondents indicated that they have visited one form of attractions or the other while attending events in the city of Durban, and Figure 6.5 where 70.9% of the respondents indicated their readiness to visit other nature-based attractions in the city; it then becomes clear that events are a huge inducer of patronage of the nature-based attractions in the city. This is contrary to some studies (Moodley, 2013), that event participants were generally unlikely to engage in other touristic behaviour or visit conservation areas while attending events in Durban.

8.3.3 Events help in branding and marketing Durban as a destination

Getz and Page (2015:595) postulate that events are both animators of destination attractiveness, but more importantly are a key marketing strategy in the promotion of places given the increasing global competitiveness to attract visitor spending. Events can create awareness of a destination and induce repeat visitation by attendees (Mair, 2015). The study notes that the major events being hosted in the city, such as the Vodacom Durban July, the Amashova, the

Slime Fest, the Comrades Marathon, the Tourism Indaba and the Essence Festival, have become sought-after signature events which play critical roles in the branding and positioning of the city as a tourist destination. In view of this, a destination marketer who is a key informant in this study indicated that:

“Events help with the branding and marketing of the city of Durban. Because these events bring people into the city when we least expected that and for not purely coming to the beach, or for other form of leisure, but are coming to an event. For example, Comrade Marathon attracts people from all over the world. Last year we had the first people ever from Colombia and you know Colombia is not a major market for Durban, but they came for the marathon and were exposed to the city product offering. Haven’t seen what Durban has; chances are there that when they get home they will tell their friends and families that South African, KZN, Durban is the most beautiful place we’ve seen; we need to go back there for a holiday.”

Destinations are expected to identify attributes that will attract different segments and enhance their experiences. In branding and positioning of tourist destinations, the fundamental issue is the experience; therefore, destination management is a powerful tool for ensuring the quality of such experience (Stankovic & Petrovic, 2007). In the light of this, a stakeholder in the study, who is also a top-notch government official in the city’s administration, stated that:

“Durban has been positioned to be promoted as a value-for-money destination, a destination which appeals to not only domestic visitors with an appetite for travel and African leisure, but also as event destination to international visitors in the mid-market segment who are keen to broaden their worldly travel experience and knowledge.”

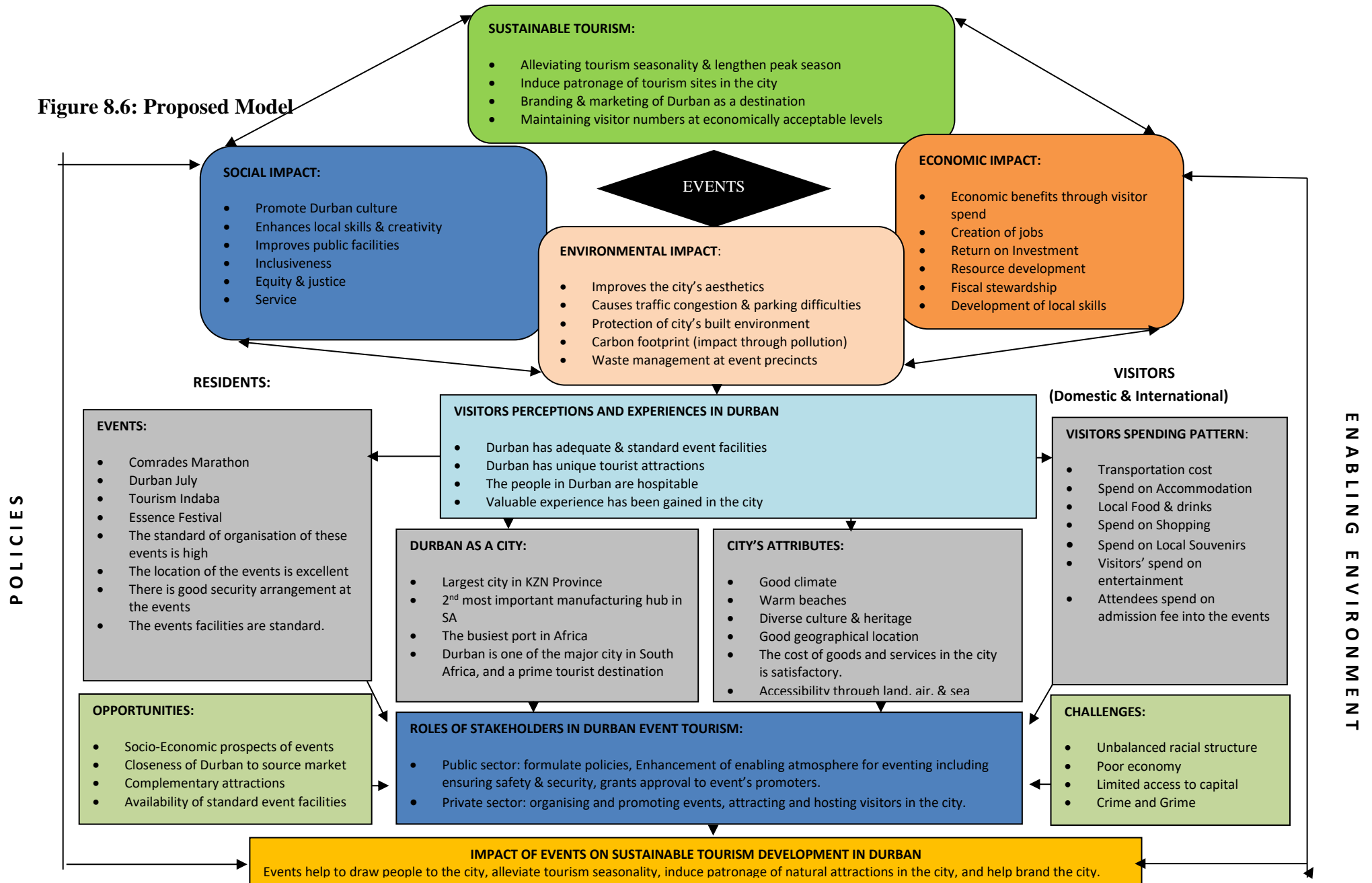
However, as discussed earlier, the hallmark events in the city have not been linked to the township offering. The Inanda Heritage route or the majestic Drakensberg Mountains that could stimulate a holistic package for attendees, have not been connected to the events in the city. To ensure sustainable tourism development, it becomes imperative that Durban leaves a lasting impression on visitors, especially first-time travellers and specifically those from the mid-market segment. This will ensure that visitors leave the city with a firm conviction to return, whilst also spreading the good news about the city via word of mouth. Referrals are vital and are often regarded as the best form of advertisement. Therefore, all stakeholders in the event tourism sector must strive to create an environment conducive to highly appealing event tourism – an environment which is constantly regarded by visitors as safe and secure. Showcasing Durban tourism attributes in relation to the proximate townships to event participants, is a strategic way of marketing and positioning the city in the competitive tourism market.

To further ensure that events contribute to the sustainability of the tourism industry in Durban, such an event must be guaranteed year after year. Hence, instead of trying to have a once-off event, stakeholders in the industry should continue to promote the existing iconic events in the city. Collaboration with international established brands by bringing a leg of famous events to Durban is important. For example, the Essence Festival domiciled in the US has a pre-existing established following in Durban; in view of this Durban entered a partnership with the organisers to host a leg of it in Durban with Durban's unique characteristics being added to it. This has contributed to increased tourist traffic to the city of Durban.

8.4 Towards a New Framework for Events Impact Assessment on Sustainable Tourism

Different approaches to events impact assessment was identified and discussed in Chapter three of this study. However, a substantial gap still exists, especially in linking events to sustainability of tourism in a destination. It has been highlighted that events enable people to better indulge with the host destination. As such, allowing the host communities to release their inherent potentials as well as opportunities to showcase their local tourism attributes. Events play an important role in promoting the city of Durban and positioning it as a preferred tourism destination as presented in the previous chapter. It therefore becomes imperative to find a common ground in addressing some of the concerns of scholars like Mair (2015) about the existing lacuna of linking events and sustainable tourism development in a destination. Towards this end, this study proposes a model for events impact on sustainability of tourism in the city of Durban.

Figure 8.6: Proposed Model



8.4.1 The proposed model

The proposed model could be employed to unpack the impact of events on sustainable tourism development in a destination. The model recognises the multi-dimensional approach to impacts beyond what the triple bottom line model and other models offer. The model proposed has its theoretical basis in sustainable tourism development paradigm and the intention is to build on the existing models. As stated earlier in Chapter three, different models exist to address specific impact of events. For instance, the I-O, GCE and CBA models specifically address the economic evaluation of events (Dwyer et al., 2005; Wagner, 1997; Kumar & Hussain, 2014; Jago & Dwyer, 2006; Taks et al., 2011). The TBL models seem to capture the sustainability concept of an event's impact (Savitz & Weber, 2006) by looking at the economic, socio-cultural and environmental impacts of events (Sherwood, 2007). Suffice it to say that these models still present different flaws. They are either focused on economic impacts or environmental impacts. The TBL, which has a holistic appeal, also has its limitations. For instance, events vary in form and pattern thereby attracting different types of attendees with varying pattern of activities. Such activities present different forms and levels of impacts which make the application of the direct measurement indicator as typified in TBL difficult in some cases. In addressing this flaw, the proposed model considers the views and perceptions of the stakeholders, including event attendees, as critical to unpack the event impact threshold across the major variables. These variables are; sustainable tourism, economic impact, socio-cultural impact, and environmental impact. The model is developed specifically to address the link between events and sustainable tourism development.

Figure 8.6 presents the model tested. The model is tested on the responses of the stakeholders including the visitors and residents' attendees of events in the city of Durban. The approach rests on the triangulation of the theoretical framework of the study. As stated, the proposed model is developed based on the following variables of perceived events' impacts:

8.4.1.1 Sustainable tourism

Sustainability is one of the key dimensions of development for a destination (Mair, 2015). It becomes critical, therefore, to understand how events provide opportunities for cities to showcase their tourism potentials. The sustainable tourism impact variable will reveal how events in the city create awareness and position the city on the global map as a preferred destination. It will also indicate whether events can induce repeat visitations by attendees. This

variable found ground in the previous researches in (Bob & Potgieter, 2013; Bramwell, 1997; Mair, 2015).

Within the model construct, the sustainable tourism involved a wide range of interest within the system (Timur & Getz, 2008; Long, 1997), hence, it takes input from economic impact of the event (Lee & Taylor, 2005); the socio-cultural impact in terms of how the communities are being preserved (Timur & Getz, 2008), and the clean environment in which the event operates (Throsby, 2009). The indication of the paradigm is that events leading to sustainable tourism can only be achieved when its economic, socio-cultural and environmental consequences are all in equilibrium.

8.4.1.2 Economic impact

The assessment is based on the economic benefits that events bring to the city. The economic benefits that events bring to the host city are diverse. The criteria here include, visitors spend and direct expenditure, job creation and improvement in economic status of the stakeholders, and these are part of the indicators on the economic variable in the model. Several studies have been undertaken on the economic impact of events of different scales and dimensions (Ackermann, 2011; Gibson et al., 2003; Giampiccoli et al., 2015; Turco et al., 2003) and have helped to put this angle of the model in context.

8.4.1.3 Socio-impact (well-being of locals)

Events are recognised as a tool for social integration, as they bring people – be they residents or visitors – together. Gursoy and Kendall (2006) posit that residents are likely to support events if they perceive that the expected benefits of development will exceed the expected costs. Hence, this angle of the model addresses the views and impression of the locals as they relate to roles of events in contributing to their well-being and the host community in general. An assessment of the extent to which an event promotes and enhances the culture of the host community is sacrosanct to its acceptability by the locals. The most serious effect of residents' reaction to events is not only on the economic value generated for the community, but also the changes to the quality of residents' life and culture (Deccio & Baloglu, 2002). Researchers such as Ntloko and Swart (2008), Turco et al. (2003) and Reid (2002), provided the supporting paradigm for this variable. For instance, a study conducted by Ntloko and Swart (2008) on Red Bull Big Wave Africa (RBBWA) event reveals that the event promotes community pride, and

as regional showcase asides the economic benefits it provides for local businesses. However, the study shows that for the local community benefits to be addressed, there is a need for community involvement. Hence it is paramount that organisers of the event get the buy-in of the residents to host a successful event.

8.4.1.4 Environment (clean and functioning environment)

Given the apparent interest on environment sustainability, the assessment of the environmental impact of events on both the physical and biophysical ecosystem of the host community is required. Gursoy and Kendall (2006:604) posit that “environmental scanning and monitoring process has become relatively common for strategic destination marketing”. Events impact on the host environment, because they attract people in large numbers, which results in noise and waste generation. Hence, for an event to induce tourism growth and development, such event must be eco-friendly.

8.4.1.5 Visitors’ perceptions and experiences

Another major variable in the model are the event attendees’ perceptions and experiences. This is also a core variable in the model, since the perceptions and experiences of the visitors are critical in linking the event to sustainability of tourism. A positive experience by visitors at the initial visit can induce repeat visits, which is fundamental to the sustainable growth of tourism. The model assesses the visitors’ perceptions of the city and their experiences. Nicolaides and Surujlal (2012:478) assert that the attributes of Durban may stimulate and reinforce the inherent push factor motivation for visitors to visit the city again. This angle unpacks the city’s attribute, and the events in relations to visitors’ satisfactions that could result in their willingness to make a return visit.

However, the model depicts that visitors (both international and domestic) and residents enhance the balance of the system. For instance, visitor satisfactory experience in the city ultimately leads to positive economic impact, through high spend, and repeat visits and referrals by the visitors. While the factors that enhance that experience in the city (Bob & Potgieter, 2013) include the enabling environment provided; in terms of clean environment, organisation and standard facilities and total absence of friction and resentment of the residents towards the visitors. These result in sustainable tourism development in the city.

8.4.1.6 Roles of stakeholders

The model also considers the roles of stakeholders in the planning, organisation and promotion of events in the city. This variable is important because without the stakeholders' involvement, events cannot happen. The model unearthed the various stakeholders within the sector, their challenges and strategies that can lead to a sustainable event tourism sector in the city. Long (1997) notes that to achieve sustainable tourism development requires the support of the major role players in the industry. Stakeholders are a key construct of the proposed model. The stakeholders are divided into two groups. First are the industry players, which comprise both the public sector and the private sector. The second are the event attendees, which comprise of visitor attendees and resident attendees. The model applied the theoretical framework of the study to articulate the perceptions and views of stakeholders. The whole idea of the model is to gauge their perceptions and views based on the model's variables. It also focuses on the roles of stakeholders in the industry. With due cognisance of their challenges and opportunities. The model viewed other exogenous variables, such as policy and enabling environment, as fundamental factors that also impact on the event industry. Formulations of right policy and creation of enabling environment for the industry are important ingredients to a sustainable event sector. An effective policy complemented by an enabling environment, leads to the enhancement of events, a clean environment, the well-being of residents and ultimately to sustainable tourism. The whole paradigm is to showcase the connections of all the constructs towards revealing whether events contribute to sustainable tourism development in the city or not.

8.5 Conclusion

This chapter provided an analysis and discussion of the contribution of events to the development of sustainable tourism in the city, using the data obtained from residents within the events' precincts, and other stakeholders in the event tourism industry in Durban. Bob, Swart and Moodley (2005:) pointed out that residents' perceptions of events (sport) have been a neglected aspect in event research. Rising to this challenge, this chapter therefore discussed the views of locals regarding the socio-economic and environmental impacts of events in relation to their growth needs. Stakeholders' views about events and sustainable tourism development in Durban were also presented and discussed. The chapter could situate the importance of events within the tourism space in the city, by looking at the roles they play in

alleviating tourism seasonality, and positioning of the city on the global map. This was aimed towards addressing some questions on whether events contribute to tourism sustainability. Considering the existing gap in the events impact on tourism sustainability's framework, this study develops and tests a structural model to assess the key factors of stakeholders' views and roles and that of the event attendees' perceptions. Hence, this chapter presented the proposed model, by highlighting its theoretical constructs. The findings of the model tested are presented in the next chapter.

CHAPTER NINE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

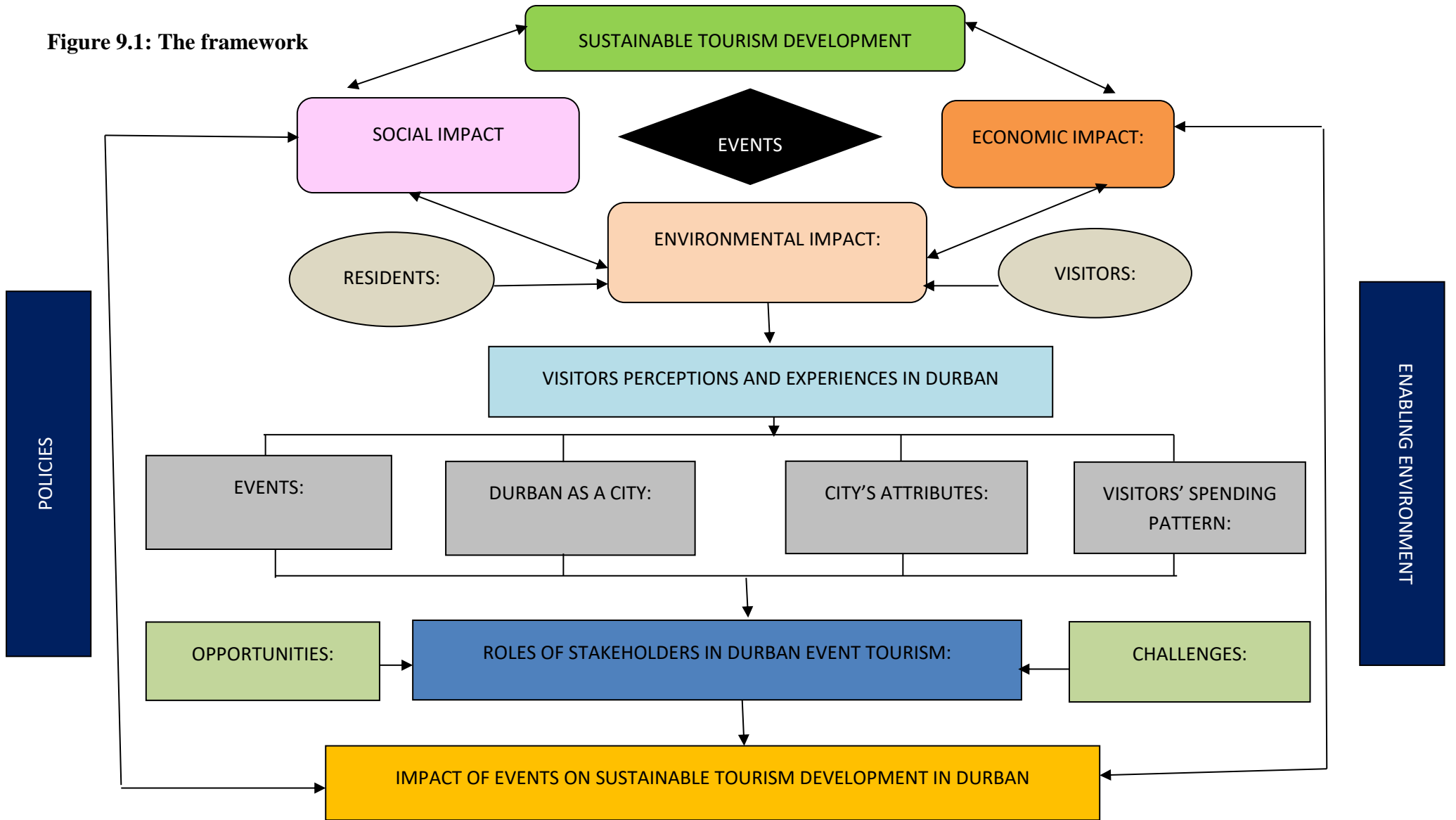
9.1 Introduction

As stated earlier, the concept of events within the context of tourism has recently been generating a high level of interest among researchers. Scholars have viewed events impact on sustainability of tourism through different lenses. In view of this, the central concern in this study was to contribute to the body of knowledge in this area by critically assessing the roles of events in the context of tourism and the socio-economic development of the city of Durban. This chapter therefore encapsulates the fundamental outcome of the study and presents the key research findings from the structural model tested and suggests recommendations in line with the theoretical structure and the conceptual framework. The study focused on an assessment of the visitors', residents' and other stakeholders' views and perceptions of events impacts on tourism sustainable development in Durban. Limitations of the study were highlighted, and an area of future research was recommended.

9.2 Summary of Major Findings

This section summarises the major findings of this study in view of the proposed model. The presentation of the findings is aligned with the study objectives highlighted in Chapter one. The purpose is to carefully address the research questions in such manner that recommendations can be deduced, leading to the ultimate accomplishment of the purpose of the study.

Figure 9.1: The framework



9.2.1 Objective one: Visitors' perceptions and experiences of the events and that of the city of Durban.

The purpose of this objective is to assess the tourists' perceptions of the city and their experiences of the events. The tourists at the events are key stakeholders, and their repeat visits are fundamental to the sustainable growth of the industry. Therefore, their perceptions and experiences in the city will form the basis towards determining their level of satisfaction that would influence their willingness to make a return visit to the city. To articulate this objective, the model was tested through the '*visitors' perceptions and experiences, 'events', 'city attribute' constructs.*

9.2.1.1 Origin and socio-economic characteristics of the visitors

Most of the foreign visitors were from the African continents, which indicates that Africa remained the principal source market of international visitors to Durban. This corresponds with the previous surveys and research on some events in the city of Durban (see Cornelissen, 2005; Moodley, 2013; SAT, 2010; Turco et al., 2003). This could be attributed to the proximity of the city to the neighbouring African countries. Gauteng province remains the primary source of domestic inbound tourists to Durban. This finding concurs with the survey report of Tifflin and Kohler (2015) that most of the domestic attendees of the Comrades' Marathon are from the Gauteng province. The likely reason for the predominance of the Gauteng visitors includes the socio-economic variables that influence the high travel propensity of people living in Gauteng. Most of the visitors were accompanied to the events by their partner or spouses. This corresponds with Turco et al. (2003) and Nicolaides and Surujlal (2012), who revealed that single persons attending events are on the decline, resulting in a high percentage of tourists visiting the city with their partners. The import of this is that, the more people travel in groups to attend an event, the more the likelihood of their high economic impact on the host destination. Majority of the visitors arrived in Durban by air transport, which is an indication of improved air connectivity between Durban and the outside world. The improvement in air connectivity of Durban, both at domestic and international routes, is expected to impact positively on the sustainable growth and development of the tourism sector.

The structure of the model on: 'events'

Finding of the study indicated that majority of the respondents were drawn to the city because of the events. Majority stayed in paid accommodation of various kinds, staying approximately three nights on average at the accommodation establishments. This also corresponded with Tifflin and Kohler (2015), Bob and Potgieter (2013) and SAT (2010), who indicated that visitors used a variety of paid accommodation facilities while visiting Durban. The implication of this is that the hospitality industry is benefiting immensely from the hosting of events in the city. Most of the visitors have taken time out to visit some famous tourist attractions in the city, with the attractions in the precinct of the 'Golden Mile' drawing most of the visitors, while most of them planned to visit other attraction sites in the city. This lay credence to the fact that events are major protagonists of tourism growth in Durban.

9.2.1.2 Impressions of the events and service quality in the city

The structure of the model on: 'visitors' perception and experiences'

The study reveals a high level of visitor satisfaction with the standard of organisation of the events in terms of the locations, package, security arrangements, events facilities, accessibility of the events venues and the overall cleanliness and hygiene situation of the events' environment. The conclusion that can be drawn from this finding is that these events are well organised in the city, which leave lasting impressions on the minds of the visitors as typified with the high level of satisfactions they expressed.

The quality of accommodation facilities in the city and the attitudes of the service staff at the hotels and even at the events were satisfactory. This testified to the fact that the hospitality industry in the city is alive in its responsibility in the provision of high quality product and service offering to visitors.

Most of the visitors expressed their discontentment with the local transport system in the city. For instance, bus and rail networks are not connected to the airports, which make it difficult for visitors to get to the city especially if they arrived late unless they rent a car. This makes travelling difficult even for the domestic event attendees without cars. The city taxi operators close for business at around 7pm forcing event participants whose events run late into the night to rely on chartered cabs like 'Uber', resulting in high cost of local transportation.

This shows a high level of satisfaction with the local food and cuisine in the city; the cultural diversity of Durban obviously reflected in the variety of foods and cuisines available to the visitors. The Indian food called ‘bunny chow’, for example, was singled out as unique in Durban. The cost of goods and services in Durban, more specifically hotel accommodation and shopping, were moderate and bearable when juxtaposed with what is obtainable in other major cities like Johannesburg and Cape Town. The import of this is that the city is being profiled as a value-for-money destination, which can motivate the visitors to consider repeat visits in the future. Regarding the city’s infrastructure, participants considered the available facilities adequate. Events facilities like the ICC and the Moses Mabhida Stadium were rated world class, while the residents were adjudged warm and friendly to visitors. The study concludes that peoples’ attitudes towards the visitors play a major part in the growth and development of Durban as a destination.

9.2.1.3 Perception of the city and its attributes

The structure of the model on: ‘visitors’ perception & experiences’; city attributes

Most of the visitors rated the different compelling attributes of the city of Durban highly which enhances its uniqueness as a destination. The beaches in Durban were rated better than those of the Cape Town because of the warmth, which is complemented by good climate that is always warm, enabling tourists to enjoy a beach experience all year round. It supports the earlier study of Nicolaides and Surujlal (2012) that the “warm golden beaches were the pulling factors motivating tourists to travel to Durban”. The rich historical heritage of the city that enabled it to have a lot to offer in terms of cultural and historical heritage, was also view by most of the visitors as some of the attributes propelling the city as an iconic tourist destination in South Africa. All these resonate with the Leiper (1979) analogy of the geographical element of the tourism system, that “destination region must have unique attractions that can pull the tourists”. The strategic geographical location of the city, which enhances its proximity to the domestic source market like Gauteng, was also cited as a major selling point of Durban and giving it a competitive edge in the South African domestic tourism. Majority of the visitors stated that their experiences in the city have been valuable and worth all the money spent. Hence, the study reveals that the visitors have a positive perception of the city of Durban.

This study reveals that visitors to the city were satisfied with their experiences in the city. Satisfactory experience of the visitors during the initial visits is expected to trigger repeat visits,

and the stakeholders in the industry are expected to leverage on this for the sustainable growth and development of the tourism sector in the city of Durban.

9.2.2 Objective two: Views of the locals about events contributions to their needs and the socio-economic fabric of Durban

This objective is premised on the stakeholder paradigm whose guiding principle is that a system should take into consideration, the needs and interest of the people and groups within its fold. The study therefore, sought to get the views of the residents about events impacts on the socio-economic system of the city of Durban. This was tested by the proposed model through the *residents' views and impressions construct*.

9.2.2.1 Improving the economic status of the locals

The structure of the model on: 'Economic' and 'socio-cultural' impacts

The study reveals that the average spends of each visitor on items like transport, accommodation, food and drinks, shopping and souvenirs, amongst others, ranges between R2,000 and R5,000. Hence, majority of the locals surveyed indicated that hosting events in the city improve their economic status, through injection into the economy the direct visitors spend which has a trickle-down effect on local businesses and a multiplier effect on the economy of Durban. Job opportunities and enhancement of skills, creativity and innovation of the local populace were identified by a large proportion of the locals as some of the benefits the hosting of events also brings to the city. This supports the findings of previous research by Ackermann (2011), Ntloko and Swart (2008) and Turco et al. (2003), that events in the city create new jobs in the informal sector and among locals. This indicates that hosting events impacts tremendously on the socio-economic fabric of the city. Most of the stakeholders believed that hosting events helps to improve the public infrastructure of the city, as evidenced by the 2010 FIFA World Cup legacies. A large proportion of the locals believed that hosting events helps to project the positive image of Durban, and help the city to attract global attentions and investment; thereby repositioning a destination like Durban in terms of global attention and investment opportunities' inflow to sustain local businesses.

9.2.2.2 Socio-cultural structure of Durban

The structure of the model on: 'socio-cultural' impacts

Instructively, many of the locals did not agree that events improve their behaviour towards visitors. As they could not situate how hosting events has been able to cushion the unwarranted attack on some foreigners, for example during the 2015 xenophobic incidence in the city. In healthy culture as constructed in the magic pentagon of sustainable tourism, the study reveals that linking events to historical and heritage sites in the city could be a springboard towards their conservation. Hosting events enhances the viability of heritage sites. Majority of the residents also indicated that events enhance cultural exchange between the tourists and the residents. While a large proportion of the residents opined that hosting, events helps to showcase the city's cultural attributes, thereby promoting the tradition and culture of the people.

The locals' level of agreement with various negative social impacts of events was assessed. It can be discerned that many residents disagreed that events induce an increase in the price of goods and services in the city. A clear majority of the residents indicated that hosting events in Durban posed little threat to their normal daily activities in terms of social displacement. The study illustrates that hosting events induced social vices in Durban in the form of alcoholism and drug use, a poignant reminder of the high rate of car accidents normally recorded in the city during the festive season or major events. The study found that hosting events is adding value to the growth need of the residents and the socio-economic fabric of Durban.

9.2.2.3 Environmental impacts

The structure of the model on: 'Environmental Impact'

The study indicates that hosting events leads to the protection and enhancement of the city's natural and built environment. It reveals that events provided the much-needed impetus towards the maintenance and protection of some vital natural and built environments in the city. A large proportion of the residents added that events helped to improve the beauty and physical setting of the city. The case of the city's beachfront (the Golden Mile) that was upgraded because of the hosting of the 2010 FIFA World Cup comes to mind (Nicolaidis & Surujlal, 2010). The study posits that events have positive effects on the natural and physical environments of Durban, taking cognisance of the many facilities occasioned by events hosting in the city (i.e.

the Moses Mabhida Stadium, the ICC). These have added value to the aesthetic and physical ambience of the city. The study also reveals that the stakeholders in the planning and management of the events adhered strictly to the sustainable event management principles. They were committed to environmental sustainability principles, which are evidenced in the way the events were organised. This action drastically reduced the possibility of the events impacting negatively on the physical and aesthetic setting of the city. On the awareness campaign, a sizeable number of locals agreed that events draw attention and create awareness of the need to preserve the environment. It also induced patronage of the nature-based attractions in the city. However, the industry needs to be more proactive by consciously infusing environmental preservation information dissemination in all events being staged in the city.

Although there was no evidence of environmental pollution in the city occasioned by the events as indicated, it was however evidenced that the events caused traffic congestion and parking difficulties in the city of Durban. This posed untold hardship to the motorists and the residents plying the routes along the events precincts. Since the events were held at purpose-built event venues, which have the right capacity to host such events (except for Durban July event). The study illustrates that, aside the traffic congestion and parking difficulties experienced by the locals in the events' precincts, the overall infrastructure and facilities of the city were not under threat because of hosting events. The finding of the study on the environmental impacts of the events on Durban indicates a more positive outlook on the impact threshold of the events in the city.

9.2.3 Objective three: The links between events and sustainable tourism development in the city of Durban

The purpose of this objective was to identify the role of events in the sustainable tourism growth and development in the city of Durban. This objective of the study was subjected to the structural model using the '*stakeholders*' construct to connect the '*sustainable tourism*'

The structure of the model on: 'city's attribute' and 'sustainable tourism'

The study reveals that the visitors were satisfied with the city's attributes, hence, while attending events took the opportunity during their free time to visit the city's famous attractions. Majority of the visitors considered Durban as a choice of destination in the future.

The study indicates that most of the visitors affirmed to return to the city for holidays, and will encourage friends and relatives to visit the city. All these are an indication that hosting events stimulates tourism promotion in Durban. The events also helped in augmenting the incidence of seasonality in tourism in the city, by way of increasing tourist traffic to the city outside the holiday period when it was least expected.

The study reveals that some of the famous events being hosted in the city, such as the Vodacom Durban July, the Amashova Durban Classic Cycle Race, the Slime Fest, the Comrades Marathon, the Tourism Indaba and the Essence Festival, have become sought after signature events for the city, which have contributed to the branding and positioning of the city as a tourist destination. Events have also drawn people to the city from places that are not the traditional source market for Durban tourism. The events also enhanced the competitive advantage of Durban within the South African tourism market. Consensus was that the Vodacom Durban July and the Comrades Marathon are contributing to sustainable tourism growth in the city of Durban. This is due to the economic spin-off and multiplier effect from the visitor spends that has become one of the mainstays of the tourism industry in the city on a yearly basis. However, the study reveals that the city is not staging enough events in the mould of these two iconic events. This has limited the city's capacity to leverage on events all year round for its tourism sector's sustainable development.

The study indicates that the city is not staging enough events like the Comrades and the Durban July that could add value to the local economy.

9.2.4 Objective four: How stakeholders can strategically optimise the benefits of events in the city

This objective included the establishment of the strategies to be applied by stakeholders in the industry to optimise the benefits of events in Durban. This objective of the study was tested in the structural model through the *'the roles of stakeholders in Durban event industry construct'*.

The structure of the model on: 'the roles of stakeholders in Durban event industry'

The study recognises the stakeholders in the eventing industry of the city, as comprising of both the public and the private sectors. It reveals that partnerships amongst the stakeholders in the business of event tourism will enable the role players to leverage on one another's strength which would lead to optimisation of benefits within the sector. The also study indicates that

there is a clear understanding and co-operation between the public sector and the big players in the private sector of the industry in the city. However, the same cooperation cannot be said regarding the small businesses in the industry. To optimise the benefits of events in the city, the small businesses must be brought to the table, through stakeholder alignment in the form of strategic partnerships which are formalised with all strategic partners in the industry.

The structure of the model on: 'Policy'

The study reveals a lack of clear-cut policy adopted by the city council for the events sector in the city, policy that spells out the procedures for the industry and guidelines for the stakeholders, and speaks through the enabling laws, the bye-laws, and the regulations. Although there exists the Safety at Sport and Recreation Event Act No. 2 of 2010 (SSRE Act, 2010) that provides the legal regulatory mechanism in terms of safety and security at events in the city. However, the study indicates that what is lacking is a distinct event policy that will set out the template on funding of events, support for investors and players especially the SMMEs in the industry, and regulate the operation and set standards. Such policy will empower the Municipality's Events Management Office on how to effectively coordinate the eventing industry in the city.

Stakeholders' roles in strategy formulation

As illustrated in the study, the organised association in the private sector of the industry, such as the Durban Tourism Forum under the auspices of the Chamber of Commerce and Industry, should facilitate and promote partnerships between the government, big businesses and small businesses. It must provide opportunities for small businesses to interact with their large counterparts in a way that will add value to them. The government and other major stakeholders in the industry must work towards promoting the growth of SMMEs in the sector through mentorship, enterprise development and business skill training in event management. Strategic business partnerships among the SMMEs is another important way of maximising the gains that events or any tourism activities bring to the city.

Another way to optimise the benefits of events for tourism growth and development in the city, is to know what sort of event to host. The general view was that Durban is not leveraging on the events, as the kind of events being staged are becoming mundane. The study therefore indicates that to optimise the potential of events that can yield benefits to the stakeholders, the

city must move away from music concerts that only attract residents, and introduce more world class internationally recognised events within the sporting or MICE segment of events. The likes of the Comrades Marathon, the Amashova Durban Classic Cycle Race, the Vodaco Durban July, the International AIDS Conference, the World Economic Summit should be enhanced.

The city of Durban enjoys the comparative advantage of warm beaches with mild winters and lots of sunshine throughout the year, which makes the enjoyment of the beaches possible throughout the year. However, their concern is that the beachfront lacks fun, as it fails to offer a variety of entertainment that appeals to tourists. It therefore, calls for events that are linked to the beach. Variety of events that link to Durban's beaches should be packaged and promoted, to enhance tourism growth in the city. Events in the city have not been fully connected with township tourism development offerings. Events should be used to profile community-based tourism projects and to create township tourism offerings around the city of Durban. The study reveals that efforts should be made by both the public and organised private sector in the industry, to develop and implement comprehensive strategies that will incorporate township and community-based tourism products in the events' itineraries hosted in Durban. The various CTOs and other tourism associations should be fully involved in the planning and organisation of major events in the city. Itineraries for events such as the annual Comrades Marathon, the Durban July, the Amashova, and other major conferences, should incorporate organised tours to places like the Drakensberg Mountains, the Inanda heritage routes, historical battlefields, Kloof Inland, the Valley of a Thousand Hills, and Umhlanga 'Reeds' Rocks.

9.2.5 Objective five: Organisation and challenges confronting stakeholders in the events tourism sector of the city of Durban

The purpose of this objective was to identify the major challenges confronting stakeholders in the eventing industry of Durban. The model was applied to unearth the challenges through '*model's challenges construct*'.

The structure of the model on: 'challenges'

The study identified the unbalanced racial structure within the industry as one of the major challenges confronting the industry. The eventing industry is still dominated by whites, putting black entrepreneurs in a disadvantaged position. The study reveals that large businesses, owned

predominately by whites, control the industry with relative access to corporate sponsorship of their events, while the small black-owned businesses are generally weak, with little access to sponsorship which makes them less capable of creating jobs and expanding.

The present poor state of the economy in South Africa is a major challenge to the sector. The study shows that the global and national economic recession leading to a cash crunch is having an adverse effect on the eventing industry. The study indicates that it is becoming extremely difficult to find sponsors for events in the city now. Because events cannot happen without sponsors, the lack of sponsors is a major challenge confronting the stakeholders, especially the SMMEs in the industry. The big players are also not immune to this present harsh economic climate. Hence, event organisers are sitting in a very precarious position to convince the sponsors that events are adding value to their organisations.

The study shows that Durban is not staging enough events that uplift or add value to the local economy. There are lots of music events being promoted that add little value to the local businesses and the city's economy. Visitors to such music events do not stay long enough to impact positively on the local tourism industry. Also, the events programmes in the city have not been fully connected to community tourism initiatives, hence the city cannot leverage on the local township products for sustainable growth of the industry.

Lack of innovation and strategic plans on the part of small enterprises within the sector are among the challenges limiting their chances to access corporate sponsors or government support. The corporate world and government often find it difficult to buy into the kinds of events most event promoters are putting forward for sponsorship, and have thus declined their support.

Another major challenge identified by respondents is the institutional framework guiding eventing industry in the city of Durban. There is no clear-cut policy adopted by the council for the events sector in Durban. The uncoordinated approach of Durban Tourism and Tourism KwaZulu-Natal is another issue identified by the stakeholders. The strategies of the two organisations are not aligned towards the same purpose. Hence, the two organisations seem to be working in opposite directions. The organisations have different agenda on the kind of events to support in the city, thereby putting the private sector players in the industry in precarious situations.

The crime situation in the entire city of Durban is having a ripple effect on eventing in the city. The social cost of crime on events is high as businesses in the sector are losing a high percentage of their turnover due to the crime perception among tourists. Loitering, vagrancy, alcoholic consumption in public places is still common in the city. This still poses a challenge to the family-friendly event environment desired for a sustainable event tourism sector in Durban.

9.3 Recommendations

9.3.1 Objective six: Event development strategies for the promotion of tourism and sustainable economic development of Durban

The purpose of this objective was to recommend events development strategies that could be adopted by stakeholders towards the promotion of tourism and the overall economic development of the city. This was presented in Chapter eight.

Effective policy and strategic plans are key to the development of the sector. The municipal government must, through Parliament, enact a specific law guiding the operation, management and promotion of events in the city. This legislation will empower and expand the mandates of the office beyond the current roles of giving authorisation to event applications, issuing letters of consent for an event to happen, and monitoring safety and health regulations. The office must be empowered by law to formulate and coordinate a strategic plan for events in the city, identify viable international events and, in conjunction with stakeholders, initiate bids for such events. Part of the mandate of the office would be to design and develop an iconic event that will incorporate the unique attributes and diversity of the city of Durban, in such manner as the Rio Carnival and the Edinburgh Festival.

The destination marketing organisations must align their strategies towards a common purpose for an effective marketing of the city. There is a need to reorganise the structure of Durban Tourism by making it an entity independent from the municipality's total control, governed by an independent board that would comprise both government and private sector representatives. This would enable the private sector to make financial investments in the development and marketing drives in the sector, since government can no longer bear the costs alone.

Cooperation and partnership among the private sector is fundamental to the development of the sector. The organised private sector players must engage one another and develop

mechanisms to support small businesses in their fold, exchange ideas, and develop training programmes to improve efficiency of members on new trends and innovations in the industry.

Event bidding fund should be created that may be used to support bids for events of economic importance. This should be in conjunction with the private sector stakeholders who would be fully involved in the types of events to bid for. The Small Enterprises Development Agency (SEDA) must be more visible and proactive in the eventing industry, by way of assistance to the small enterprises to raise funds for their business development. The government must also engage the various financial institutions in the city to improve access to finance by small enterprises in the eventing business. Implementation of the Broad-Based Black Economic Empowerment Act 46 of 2013 (BBBEE Act) is fundamental in the transformation of the industry.

Event programmes in Durban should be fully connected to community tourism initiatives in the townships. The various CTOs and other tourism associations should be fully involved in the planning and organisation of major events in the city. Itineraries for events, such as the annual Comrades Marathon, the Vodacom Durban July, the Amashova Durban Classic Cycle Race, and other major conferences, should incorporate organised tours to places like the Drakensberg Mountains, the Inanda heritage routes, historical battlefields, Kloof Inland, the Valley of a Thousand Hills, and Umhlanga 'Reeds' Rocks.

There is need for awareness to be created among the citizenry of the benefits of events on the sustainable economic development of the city, through the CTOs and community engagement by the stakeholders.

There must be improvement in the efficiency and effectiveness of the enforcement of laws and bye-laws guiding events and other economic activities in the city. The SAPS, the Metro Police and other security outfits in the city, must be proactive and anticipate crime, rather than being reactive to crime or being incident-driven. Full coverage of the city's geographical space through visibility, and timely responses by the security agencies, is imperative. There is need to mobilise community support in the form of instilling their trust in the capacity and integrity of the law enforcement agencies.

There is need for more international flights connecting the Durban routes. Improvement in the international airlift between Durban and key source markets, including neighbouring Southern

African countries, is critical to achieve event development objectives. Safe and reliable public transport should be developed in the city to link King Shaka International Airport at all times of the day. Designated city buses should be available to link major events centres, such as the ICC, the Moses Mabhida Stadium, the Golden Mile and other tourism attractions and destinations in the city.

9.4 Limitations of the Study and Recommendations for Future Research

The survey targeted event participants and residents participating at the events to obtain their views about impacts of events on sustainable tourism development in Durban, but due to the peculiar rowdy, hustling and bubbling ambience of the events, some might not have settled to fully digest and comprehend the concepts underlying the questions posed. The study may also endure a social desirability bias with some stakeholders, especially government officials in the study, providing socially acceptable responses. The sample of the local resident participants in the study represents a small percentage of residents in Durban, making it difficult to generalise the findings to the entire citizenry of Durban. It is therefore recommended that a further study be undertaken with a larger sample to specifically unpack the views and perceptions of the residents. Policy and enabling environment as it relates to events and sustainable tourism in the city, are areas that are still under-researched. The study therefore recommends that future research be undertaken in these areas. The study also recommends the further testing and application of the proposed model in future research on events and its contribution to the development of sustainable tourism.

9.5 Conclusion

The study indicates that events play vital roles in the sustainable growth and development of the tourism sector in the city of Durban. Through events' participation in the city, many visitors were exposed to Durban's tourism potential and, based on the experience gained, promised to make a return visit. The study reveals the contribution of events to the socio-economic well-being of the populace. The study also provides valuable insight into the organisation of events in the city and the challenges underlying it. The research indicates that the small events enterprises in the city lack the necessary support from the big players and government, which affects their capacity to optimise the gains in the industry. The strategies that may assist in the growth of events towards the development of a sustainable tourism industry were provided. Whilst acknowledging the existence of different mission statements of government regarding

events in some of its official documents, the study reveals a lack of government policy specifically for the industry. The result of the study suggests that the stakeholders in the sector, i.e. government, large and small businesses, must re-evaluate their current *modus operandi* to aspire towards strategic alignment and partnerships for the growth of the sector. It also recommends an enactment of law that would govern the operation, promotion and funding of events in the city of Durban. In realising the gap that exists in the events impact assessment model that is linked to tourism sustainability, the study developed to that effect a model which was applied in both the data collection and analysis of the study. The proposed model is therefore recommended for further fine-tuning and testing in future research.

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APPENDIX 1

Event Visitors Questionnaires

A. DEMOGRAPHIC AND SOCIO-ECONOMIC DATA:

1. Gender

Male	
Female	

2. Marital status

Married	Single	Divorced	Widowed	Others

3. Educational status

No schooling	Primary	Secondary	Tertiary

4. Which of the following best describes you? (please Tick)

Age	Occupation	Income (monthly)
1. 18-20	1. Student/scholar	1. <1000
2. 21-30	2. Unemployed	2. 1000-4999
3. 31-40	3. Retiree	3. 5000-9999
4. 41-50	4. Labour/ unskilled	4. 10000-14999
5. 51-60	5. Artisan/technician	5. 15000-19999
6. 61-70	6. Self employed	6. 20000-24999
7. 71-above	7. Administration	7. 25000-29999
	8. Professional	8. 30000-34999
	9. Sales/marketing	9. 35000-39999
	10. Others (specify)	10. 40000+

5. Are you a visitor/tourist or a local resident? (indicate in table below)

5.1. Please indicate your permanent place of residence (write in space below)

Visitor (Foreign)	Asia	America	Europe	Africa	Australia

Visitor (South Africa)	Gauteng	W/Cape	E/Cape	Free State	Others

KZN Resident (Local)	Location in KZN					
	eThekwini	Pietermaritzburg	Newcastle	Port Shepstone	Ulundi	Others

6. Who did you attend the event with?

Alone	Family Group	Friends	Partners	Others

7. How did you arrive in Durban?

Private vehicle	Rental Vehicle	Airplane	Bus/Taxi	Others

8. Purpose of visiting Durban?

Event	Leisure/Holidays	Visiting Friends & relatives	Education	Others

9. Type of accommodation used in Durban?

Hotel	Lodge	Bed & Breakfast	Guest House	Friends/Relatives Apartment	Others

10. Number of night spent in Durban

One night	Two nights	Three nights	Four nights	> five nights

11. Which of these attractions have you visited in Durban?

uShaka Marine World	Durban Beachfront	Durban City Heritage Sites	All	None

12. Any plan to visit other tourist attraction sites in the city?

Yes	No	Haven't thought about it

B. TOURISTS' PERCEPTION AND EXPERIENCE:

Below is the list of elements in response to your impression of the event and the city of Durban in general. Indicate on a Likert scale **1-5** to what extent that you agree to the statement, where; **1 =very poor, 2=poor, 3=Average, 4=Good, 5=Excellent**

Construct	Element	Scale				
		1	2	3	4	5
Event	1 Standard of organization					
	2 Location					
	3 Package					
	4 Security arrangement					
Durban	5 Overall cleanliness and hygiene					
	6 Accessibility					
	7 Event facilities					
	8 Quality of accommodation and restaurants					

	9 Behaviour of service staff at hotel and event					
	10 Local transport systems					
	11 Local food and cuisine					
	12 Personal safety and security					
	13 costs of goods and services					
	14 Level of city's infrastructure					
	15 Hospitality of the local people					

C. CITY'S ATTRIBUTES:

On a Likert scale 1-5 rate the attribute of the city as a tourist destination, where; **1= Strongly Disagree, 2=Disagree, 3=No Opinion/Uncertain, 4=Agree, 5=Strongly Agree**

		1	2	3	4	5
City's attribute	1 Durban has unique tourist attractions					
	2 Durban is rich in Historical & cultural heritage					
	3 Durban is the best place to go for Beaches					
	4 The city of Durban has adequate and standard event facilities					
	5 Durban has adequate shopping facilities for travellers					
	6 The climatic conditions of Durban are suitable for events tourism					
	7 Durban is safe city for travel and Tourism					
	8 Most people have a positive image about the city					
	9 Overall staying in the city has been very valuable and worth every money spent					
	10 I have gained a lot of new experience in the city					
	11 Consider Durban a choice of destination in the future					
	12 I will say positive things about Durban					
	13 I will encourage friends and relatives to visit the city					
	14 I will return to the city					

D. TOURISTS' SPENDING PATTERN:

On the scale below, indicate on the appropriate box **how much you spend** on the following items while in the city.

	ITEMS	<R1000	R1000- R2999	R3000- R3999	R4000- R4999	R5000>
1	Transportation (Air ticket, Bus, Taxi etc.)					
2	Accommodation					
3	Food at Restaurants/Cafés					
4	Local Souvenirs					
5	Drinks & Refreshments (local bar)					
6	Shopping					
7	Entertainment					
8	Other expenses					

APPENDIX 2

Residents Participant Questionnaire

A. DEMOGRAPHIC AND SOCIO-ECONOMIC DATA:

1. Gender:

Male	
Female	

2. Marital status

Married	Single	Divorced	Widowed	Others

3. Educational status

No schooling	Primary	Secondary	Tertiary

4. Which of the following best describes you? (please Tick)

Age	Occupation	Income (monthly)
1. 18-20	1. Student/scholar	1. <1000
2. 21-30	2. Unemployed	2. 1000-4999
3. 31-40	3. Retiree	3. 5000-9999
4. 41-50	4. Labour/ unskilled	4. 10000-14999
5. 51-60	5. Artisan/technician	5. 15000-19999
6. 61-70	6. Self employed	6. 20000-24999
7. 71-above	7. Administration	7. 25000-29999
	8. Professional	8. 30000-34999
	9. Sales/marketing	9. 35000-39999
	10. Others (specify)	10. 40000+

5. Where do you reside in Durban?

Resident (Local)	Location in Durban					
	Metro	N/Central	S/Central	North	South	Others

B. SOCIO-ECONOMIC IMPACT:

Below is the list of elements in response to your perception of event tourism in the city of Durban. Indicate on a Likert scale 1-5 to what extent that you agree to the statement, where; **1 =Strongly Disagree, 2=Disagree, 3=No opinion or Uncertain, 4= Agree, 5=Strongly Agree**

Construct	s/n	Element	Scale				
			1	2	3	4	5
Positive Impact	Hosting of events in Durban lead to:						
	1	Improvement in economic status of the residents					
	2	Creation of job opportunities for locals					
	3	Development of local skills, creative and innovative work					
	4	Improvement in public Infrastructure					

	5	Enhancement of positive city image					
	6	Attraction of Global attention and investment					
	7	Improvement of the behaviour of the locals towards the visitors					
	8	Conservation & restoration of historical places and monuments					
	9	Improvement in positive cultural exchange between tourists and residents					
	10	Promotion of Durban traditional culture, artworks, & local food					
Negative Impact	1	Increase in prices of goods and services (inflation)					
	2	Displacement of the locals from normal economic activities					
	3	Increase in social problems such as; crime, drug use, prostitution and alcoholism					
	4	Seasonality nature of event result to unemployment					
	5	Increase in labour exploitations of the locals (casual labour)					
	6	Adverse negative effects on cultural heritage					
	7	Adverse negative influence in the lifestyle of locals					
	8	Induce spread of diseases e.g. 'Ebola' and 'Zika' viruses					

C. ENVIRONMENTAL IMPACT

Rate on 1-5 Likert scale the environmental impact of event tourism on the city of Durban. Where; 1= Strongly Disagree, 2=Disagree, 3=No Opinion/Uncertain, 4=Agree, 5=Strongly Agree

Construct	s/n	Elements	Scale				
			1	2	3	4	5
Positive	1	The events lead to the Protection and enhancement of the city natural and built environment					
	2	The events helped to Improve the physical and aesthetic of the city					
	3	The events draw attention and create awareness of environmental preservation					
	4	The events induce patronage of the nature based attractions in Durban					
Negative	1	The events have negative impacts on the environment through pollution					
	2	The events pose threat to the physical and natural environment					
	3	The events caused traffic congestion and parking difficulty					
	4	The events increased pressure on local facilities					

APPENDIX 3

STAKEHOLDERS INTERVIEW GUIDE

1. Just to start, can you tell me a bit about yourself; current position and your roles in the Event tourism industry in the city of Durban?
2. What role are you playing in the tourism industry in the city?

a. Event tourism sector in Durban

3. What is your view about Durban as a tourism Destination?
4. What is the competitive advantage of Durban in the South Africa domestic tourism?
5. Can you explain the link between event and tourism promotion in the city?
6. Can you identify any events that the city of Durban is famous for? Briefly explain what you know about the event?

The impact of events

7. What are the socio-economic impacts of events?
8. What is the contribution of event towards business sustainability/
9. Is there any relationship between events and the creation of a healthy culture?
10. What is the impact of events on guest satisfaction?
11. To what extent is the staging of events impact on the local economy of Durban?
12. Is there any event that has any direct impact on your business?
13. What strategies are you putting in place to derive more benefits from the events being hosted in the city?

Policies and stakeholders' involvement

14. What sort of events would you suggest the Municipality support more in the city?
15. Are there any policies of government concerning event tourism development in the city that you know of?
16. Who are the stakeholders in the tourism industry in Durban?
17. What relationship do you have with other stakeholders in the industry?
18. To what extent are the stakeholders' interests engaged in the provincial and municipality event tourism plans?
19. Is there any forum for stakeholders' consultation in the tourism policy formulation in the city?
20. Are you impressed with the partnership and cooperation between the government/public sector and private sector/local businesses in event tourism economy of Durban? If not, what would you suggest being done?
21. Which strategies can you suggest enhancing an effective tourism sector in the city of Durban?
22. What are the challenges facing private sector and local businesses in the tourism sector of Durban?
23. What would you recommend as ways of tackling those challenges?

Is there anything more you would like to add?

APPENDIX 4

Pictorial evidence of some iconic centres in Durban

The Golden Mile, Durban



Inkosi Albert Luthuli International Convention Centre (ICC) Durban



Moses Mabhida Stadium, an iconic venue for events in the city of Durban

