

University of KwaZulu-Natal

**KEY SUCCESS FACTORS FOR THE CITY OF DURBAN
TO BECOME A DESTINATION OF CHOICE**

By

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for the degree of Master of Business Administration**

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Declaration

I, Oswald Brian Jack declare that:

- (i) This research reported in this dissertation, except where otherwise indicated, is my original work.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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Abstract

A rapidly growing global middle class has led to the onset of a number of international trends. One such trend is the increased ability for people to travel and experience various destinations across the globe. This rapid trend and growth experienced throughout the global tourism industry has led to the understanding and knowledge of two important subjects and specialist fields, namely destination marketing and destination management. The effectiveness of these two subjects has led to many countries competing for international tourists. A destination which has implemented effective destination marketing strategies and which has become frequently visited by international and local travellers is termed: "A destination of choice".

The City of Durban is ranked as the number one domestic tourist location in South Africa, receiving about four million tourists annually. The objective of this study was to identify the factors that organisations considered important in the decision to choose a destination of choice. Due to the strategic nature of the data required, a qualitative study was conducted. Since destination marketing and destination management are key strategic decisions, executive and senior managers were considered as the source of data. The objectives were achieved by face-to-face interviews with 13 executive managers who represented 13 organisations, which are key stakeholders in the tourism industry of the City of Durban. The numerous opinions and critiques collected from these interviews are recorded in this study. The salient finding of this research was that most organisations and tourists viewed the City of Durban as a destination of choice. However, the data analysis confirmed that challenges like the high levels of crime and grime, a seamless public transport system and the maintenance and upgrade of public facilities were challenges that were risk factors which the City of Durban must overcome in order for international businesses and international tourists to view the City of Durban as a major international destination of choice. An anomaly was noted whereby even though a few respondents were not satisfied with the current state of the City of Durban, they would still recommend visiting the City of Durban to their clients, families and friends. The empirical findings provide a useful platform for recommendations to improve on the current offerings which the City of Durban has to offer to South Africa and the international community, and for further research in this field.

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List of Acronyms and Abbreviations

BRICS	Brazil, Russia, India, China, South Africa
CBD	central business district
CNN	Cable News Network
ECR	East Coast Radio
EMI	Euromonitor International
FIFA	Fédération Internationale de Football Association
FINA	Fédération Internationale de Natation
GDP	gross domestic product
ICC	International Convention Centre
ICCA	International Congress and Convention Association
MICE	meetings, incentives, conferences and exhibitions
SAT	South African Tourism
TCG	Travel China Guide
TTW	Travel and Tour World
UK	United Kingdom
UKZN	University of KwaZulu-Natal
UNDP	United Nations Development Programme
UNWTO	United Nations World Tourism Organisation
USA	United States of America
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

CHAPTER 1

OVERVIEW OF THE STUDY

1.1. INTRODUCTION

In South Africa, the three major cities are Johannesburg, Durban and Cape Town. Of these three cities, the City of Durban is not considered an international city. The City of Durban is the second most visited holiday destination in South Africa, although it is considered a “long haul” flight (Naidoo, 2011). The City of Durban is also known as “the warmest place to be” in South Africa (Sithole, 2012) and “the events capital of Africa” (Sithole, 2013) with its extensive tourism superstructures, multi-cultural heritage sites and vast spread of indoor and outdoor entertainment and activities. Despite this, the City of Durban lags behind the City of Cape Town (Hedrick-Wong & Choong, 2014) as it has failed to significantly increase the number of international visitors to its shores. Cable News Network (CNN) listed the City of Durban as one of the top ten most underrated cities in the world (Reddy, 2014).

According to Dwyer and Chulwon (2009), to be successful in the international tourism marketplace a destination must ensure that the integrity of the experiences it delivers to visitors and its overall attractiveness, must equal or better alternative destinations. The research of Dwyer and Chulwon (2009) suggested that a set of indicators which are associated allows identification of the relative weaknesses and strengths of different tourism destinations, and can be used by governments and industry to increase positive economic impacts, tourism numbers and expenditure.

According to Verachia (2012), the leading cities of the world are clean, safe, and enjoyable to live in and since the City of Durban has positioned itself as a destination of choice in respect to tourism, this should be maintained rather than continually focused on.

The aim of this chapter is to provide a motivation, overview and focus for the research topic. This chapter also provides a summarised outline of the sample size and population, the research methodology applied the method of collecting data and the limitations to this study. In addition, it presents corresponding research questions and a problem statement. The objectives of the research discussed address the research problem.

1.2. MOTIVATION FOR THE STUDY

Empirical studies have identified that international tourists and international organisations, through their experiences of travelling to international cities, have developed a set of

standards and norms/hygiene factors which assists them when deciding to choose a destination to travel to or to invest in (Morgan, Prichard & Price, 2011). A better knowledge and understanding of these factors will allow the City of Durban to focus on the factors that have a significant impact on its success in becoming a destination of choice.

This study introduces the various types of tourism and the key drivers of tourism, and discusses the effectiveness and impact of destination management and destination marketing to the City of Durban which the researcher has explored. This study will benefit other cities in South Africa which have already implemented effective destination management and destination marketing, as well as the cities which have not. This study also describes in detail the experiences of other cities that have already implemented effective destination management and destination marketing, allowing other cities like the City of Durban to capitalise on their past experiences. Further, this research discusses the key success factors which the City of Durban should consider to implement in order to become a destination of choice.

1.3. FOCUS OF THE STUDY

The study was researched in the City of Durban situated in the eThekweni Municipality. Respective stakeholders who play an active and major role within the City of Durban, i.e. government officials, captains of industry, representatives of private companies and industry body representatives were interviewed in order to determine whether travellers and organisations consider the City of Durban as a destination of choice.

1.4. PROBLEM STATEMENT

The literature review in Chapter 2 revealed that the tourism industry plays a major part in the international economy, more especially; it is a leading industry sector to assist countries to recover from the economic crisis of 2008. The tourism sector, although highly complex, is a service industry which offers a number of employment opportunities. In South Africa, travel and tourism have accounted for 6.6 % of total employment. The Tourism industry diversifies the economy of a country and attracts foreign revenues. This drive to improve and grow the economy has forced cities to become highly competitive in order to attract foreign investors and international travellers who bring with them much needed foreign revenue.

From the literature review it is evident that a gap exists with the City of Durban adopting and implementing these standard hygiene factors and world class standards and norms. This raises the question, "Is the City of Durban a destination of choice?" An empirical study in order to address this question was conducted which is described as follows.

1.5. AIM

The main aim of this study was to establish “what are the key success factors for the City of Durban to become a destination of choice?”

1.6. OBJECTIVES

To address the research question, the following objectives applied:

1. To identify key success factors that influence an organisation’s decision when considering a host city for events, sports festivals, conferences, business meetings, trade shows, etc.
2. To identify the key constraints which are limiting the destination marketing of the City of Durban.

In general, the research explored the concepts of destination management and destination marketing and its impact on the City of Durban becoming a destination of choice. Based on the different individual perspectives, this study shows that the experiences and expectations of international organisations and tourists drive cities around the world to implement world class standards. In return, these world class standards improve current infrastructure as well as the standard of living for local citizens. The research shows that the City of Durban has the potential to improve the number of international visitors and international organisations when the city adopts and implements these world class standards. Shortcomings of the City of Durban and the key success factors for the City of Durban to become a destination of choice have been identified in this research.

1.7. POPULATION AND SAMPLE

For this study the research was specific to the organisations and stakeholders, who influence, manage and shape the City of Durban. A purposive sample of 17 industry representatives/captains of industry was selected. Judgment sampling was the sampling method used by the researcher since it was the preferred method for extracting the specific type of information from specific people, who possess facts required and provide the relevant information required (Sekaran & Bougie, 2011). The researcher selected the sample of the population and ensured many organisations and industries were representative of the tourism industry in the City of Durban. The criteria included location, role of the stakeholders in the tourism industry, product and sector. The groups in this study are presented in Table 1.1 on page 4.

Table 1.1: Organisations and industry sector of participants

Organisation	Industry Sector
eThekweni Municipality	Local Government
Tourism KwaZulu-Natal	Provincial Government – Tourism
Convention Bureau	Provincial Government – Conferences and Exhibitions
Durban Chamber of Commerce and Industry	Business Forum
Tsogo Sun Hotels Fedhasa (KZN) Hilton Hotel (Durban)	Hotel and Accommodation
Suncoast Casino (Tsogo Sun)	Hotel, Casino and Entertainment
Airports Company South Africa (King Shaka International Airport)	Aviation
Transnet National Port Authority (Durban)	Maritime
Kingsmead Cricket Stadium	Sports Stadia
Durban International Convention Centre	Conference and Exhibitions
Ushaka Marine World	Family Entertainment Waterpark and Aquarium

1.8. RESEARCH METHODOLOGY

Data collection methods are a considerable part of the research project (Quinlan, 2011). Different approaches to data collection include method and theory. The main aim of this study was to identify the key success factors for the City of Durban to become the destination of choice, by focusing on the qualitative aspects and not by measuring quantitative effects. This qualitative study involved face-to-face interviews with executive managers listed in Table 1.1. The reason for selecting the interview method was that the participants provided data that was information rich and based on their various challenges and personal experiences with destination marketing and destination management.

1.9. DATA COLLECTION METHODS AND TREATMENT OF DATA

An interview schedule was utilised (Appendix 3) which was loosely structured; this allowed the researcher to shape and control information as it was gathered. The interviews were conducted in a flexible manner and this interview style allowed participants to speak freely

and express their ideas and their thoughts. Complex and rich data was produced as this interview style allowed responses to be probed.

The data gathered was analysed and from this various categories and themes were identified, which were then used to structure the results. The themes presented are factors of destination management and destination marketing and the categories as sub-factors that contribute to these two factors.

Key quotations were selected to demonstrate the reliability and validity of the data analysis and the meaning of the data, while direct quotations from the respondents was provided as further evidence to support findings. Further, direct quotations were selected to highlight the variety of ideas, differences and similarities and strength of opinions between respondents. Tables and figures were also used to address some qualitative data in a quantitative manner for the purpose of description and comparison of responses.

1.10. LIMITATIONS OF THE STUDY

White (2002) stated that in a qualitative study, the results are usually not generalisable. Considering the purpose of this research study was not to gather generalisable information, but rather to gather expert opinions from those currently involved in the marketing and management of the City of Durban which could be reproduced ensuring the reliability of the data. This study was based on the perceptions of the key role players in the Tourism industry in the City of Durban and actual tourists' perceptions were not gathered. These limitations are further discussed in Chapter 5 of this study.

1.11. OUTLINE OF THE STUDY

The research study process was conducted in a structured and systematic format. Table 1.2 on page 6 illustrates the format of the study which is presented and documented in five chapters.

Table 1.2: Outline of the research process

Chapter	Content
1	In this chapter an overview of the research study is provided. The aims and objectives of the study are stated and the motivation and the sampling method used are described. The data collection method used is justified and any limitations to this study are clearly explained.
2	Chapter 2 details a literature review which introduces the concept of a destination of choice. This chapter further presents definitions of terms used when discussing a destination of choice and reviews the key drivers to destination management and destination marketing. Strategies for successful destination management are discussed together with key success factors, as well as any expected risks and difficulties associated with a destination of choice.
3	In Chapter 3, an overview of the research methodology and design is provided. This chapter then describes the manner in which the research was conducted and the philosophical assumptions that support the data collection methods.
4	This chapter begins with a description of the respondents and the method used to analyse the data. A discussion of the results of the findings and the analyses that emerged is presented.
5	This is the concluding chapter of the study. Chapter 5 contains a summary of the study and the findings, conclusions drawn from the findings, and recommendations to solve the problem and for further studies.

1.12. SUMMARY

The tourism industry is a trillion dollar industry and the fastest growing industry sector. Regions, cities and countries around the world compete against each other for the many tourists who spend foreign currency which is a significant contributor to the economy. This chapter has presented the motivation for this research study. The limitations were introduced and the objectives of the study were listed in order to provide a better understanding of this research study. To better understand the key success factors for the City of Durban to become a destination of choice, a critical literature review and qualitative research are further presented in the chapters to follow. Chapter 2 is a detailed literature review which forms the theoretical basis for this study.

CHAPTER 2

OVERVIEW FOR CITIES TO BECOME A DESTINATION OF CHOICE

2.1. INTRODUCTION

The tourism sector is one of the largest industries in the world (Hall, 1995). Yuoell (1996) stated that tourism is viewed by the public sector and the private sector as an important contributor to the economic prosperity of regions, countries, and local areas.

Freitag (2013) highlighted the significance of the growing tourism industry when he stated, at the 21st World Travel Monitor Forum opening ceremony in Pisa, Italy “Without a doubt, travelling, continues to be a mega global trend, today, one-third of the human race is travelling”.

The intention of this chapter is to provide insight into the key success factors for a city to be considered a “destination of choice” as according to tourists. The first part of this literature review highlights the global importance and impact of the tourism industry; the second part reviews the impact of the tourism industry in Brazil, Russia, India, China and South Africa, known as the BRICS community; the third part pertains to sustainable tourism; and the final part deals with the tourism industry in the City of Durban.

2.2. DEFINITION OF TOURISM

Hunzinker and Krapf (1942) advocated that tourism is a cultural phenomenon. Although tourism, worldwide, is a popular leisure activity, it is also a science as different facets and industry segments have emerged.

Hunzinker and Krapf (1942 cited in Jovovic, 1988) termed tourism as “A set of relations and phenomena arising from the travel and stay of non-residents, in so far as the set of relationships and phenomena does not lead to permanent residence and are not connected with any earning potential and activity”.

The World Tourism Organisation (1995) defines tourists as people "travelling to places and living in places outside of their custom environment for not more than one consecutive year either for leisure, business or other purposes”.

Saur-Amaral, Ferreira and Conde (2013) highlighted the various types of tourism presented in Figure 2.1 on page 8.

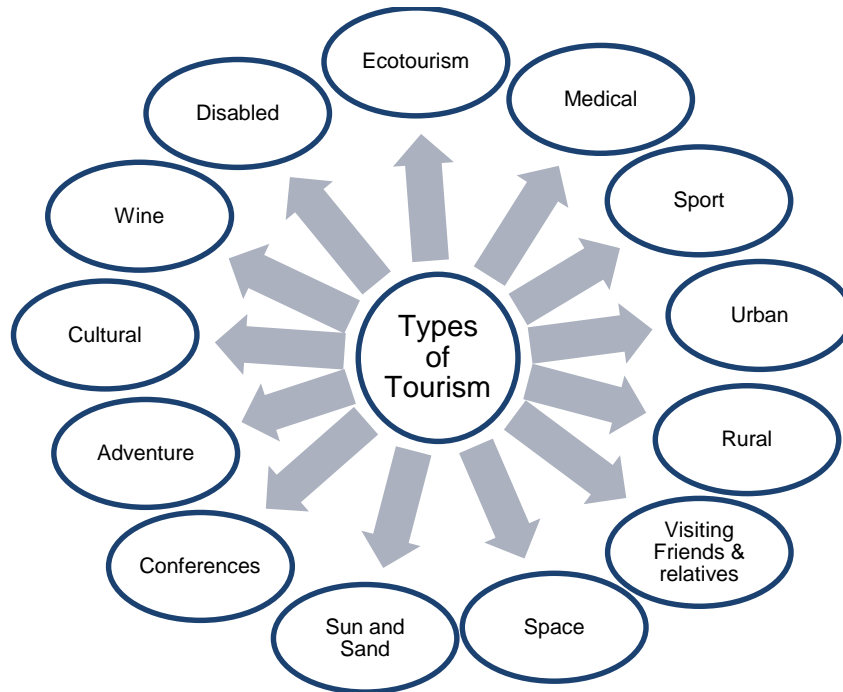


Figure 2.1: The different types of tourism

Source: Adopted from Saur-Amaral, I., Ferreira, P., & Conde, R. 2013. Linking past and future research in tourism management through the lens of marketing and consumption: A systematic literature review. *TMStudies*, vol.9, no.1, pp. 35-40. Scientific Electronic Library Online.

Figure 2.1 shows the different types of tourism that have emerged in the global tourism industry. Not all of these types of tourism drive tourism in South Africa.

Bob and Potgieter (2013) stated that the key types of tourism which drive South Africa are: Meetings, conferences, incentives and exhibitions (business market, or MICE); ecotourism; visiting family and friends; cultural and heritage; wine and events tourism. The tourism industry is a major source of income for a number of countries, and has effects on the economy of the host countries and the source. For some countries, the tourism industry is the life-blood and most critical to their economy.

2.3. ECONOMIC CONTRIBUTION OF THE TOURISM INDUSTRY GLOBALLY

The United Nations World Trade Organisation (UNWTO, 2014) stated that international tourism has outgoing and incoming effect on the balance of payments of a country. The WTO (2014) cited the United Nations World Tourism Organisation Barometer (UNWTO) (2013) which showed that worldwide, arrivals for international tourists increased by 5% in 2013 to 1087 million arrivals. This increase is largely accredited to growth in the advanced markets (+5%) while the emerging markets in developing countries, including South Africa, grew by +6%.

The year 2013 was an excellent year for international tourism (Rifai, 2014). International tourism showed it had the capacity to adjust to dynamic market conditions, driving positive growth and increasing job creation around the world, despite geopolitical and economic challenges. Furthermore, the World Travel and Tourism Council (WTTC) stated that this industry had the highest potential for growth compared to any other industry as it could average at least 4.8% per annum worldwide from 2013 to 2023.

One of the global economic campaigns which contributed to this growth factor was the campaign of the United Nations World Tourism Organisation (UNWTO): “Turning One Billion Tourists into One Billion Opportunities”. Figure 2.2 summarises the goals of the campaign.

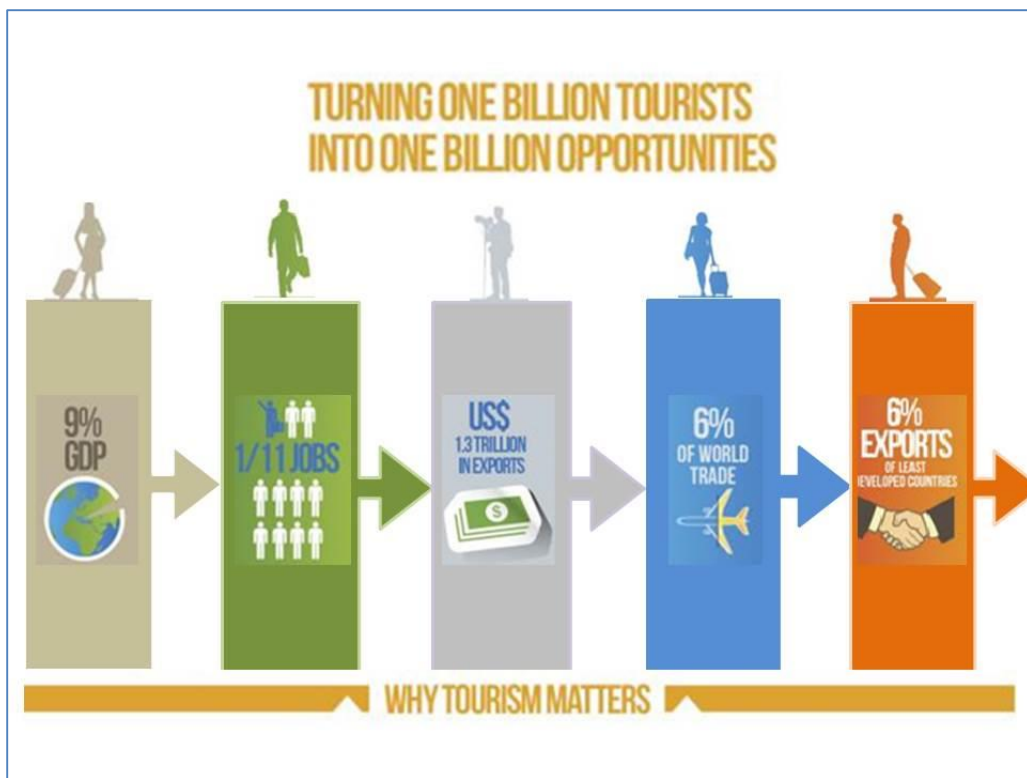


Figure 2.2: The United Nations World Tourism Organisation (UNWTO) 2014 Campaign

Source: Adapted from World Tourism Organization (UNWTO). 2012. *Infographics: Turning one billion tourists into one billion opportunities*. [Online]. Available WWW: <http://media.unwto.org/en/news/2012-12-12/infographics-turning-one-billion-tourists-one-billion-opportunities> (Accessed 25 February 2014).

2.4. TOURISM IN THE BRICS COMMUNITY (BRAZIL, RUSSIA, INDIA, CHINA, AND SOUTH AFRICA)

Page & Hall (2003) Bob and Swart (2010) and the WTO (2014) proposed the advantages of the tourism industry to the economy of a country. Globally, the tourism industry is

positioned to drive economic growth in developing and developed countries. The tourism industry is believed to be an important employment driver as most jobs are labour intensive and service orientated. Bob and Potgieter (2013) stated that tourism diversifies the economy of a country and attracts foreign revenues. Further, Bob and Potgieter (2013) stated that the diversification within the tourism industry encourages smaller growing sectors to develop, such as the craft industry which indirectly impacts on the reliance of supplier industries like marketing, food, transportation, construction and communication, and therefore economic benefits and opportunities are spread.

According to the WTTC (2013f), the tourism and travel industry accounted for 8.8% of employment, 9.4% of the world's gross domestic product (GDP) and 4.8% annually of capital investments. According to Bob and Swart (2010) and Maharaj, Sucheran and Pillay (2006), tourism falls within the ambit of the service industry and is a very labour intensive, comprising relatively a high number of unskilled labour. If certain skill levels are lacking, training is readily available. Tourism events provide opportunities for mentoring and coaching through skills development (Bob & Swart ,2010).

Schwab and Sala-i-Martin (2013) illustrated the Global Competitiveness Index rankings of the BRICS Community 2013-2014 (Table 2.1).

Table 2.1: The Global Competitiveness Index 2013-2014 rankings

	GCI 2012–2013	GCI 2013–2014	
Country/Economy	Rank	Rank	Change
China	29	29	0
South Africa	52	53	-1
Brazil	48	56	-8
India	59	60	-1
Russian Federation	67	64	3

Source: Adapted from Schwab, K. & Sala-i-Martin, X. 2013. *The Global Competitiveness Report 2013-2014*. World Economic Forum, Geneva.

Table 2.1 shows that the highest ranked country was China, listed at number 29, with no change in ranking order. China was followed closely by South Africa and India which both dropped one ranking place from 52 to 53 and 59 to 60 respectively.

The biggest change was seen with Brazil dropping eight ranking places from being ranked 48 to 56. The Russian Federation, the lowest ranked country from the BRICS community,

although ranked at number 64 had the highest improvement as it moved three ranking places up in the ranking from 67 to 64.

Beauregard (1998) and Judd & Fainstein (1999) stated that the impact of tourism enables policymakers to pursue enthusiastically the establishment of tourism-orientated facilities which contributes to economic growth, attracts foreign exchange, creates jobs and diversifies the economy. Van der Merwe (2007) stated that one such economic benefit is when countries bid to host mega-events. Cornelissen (2010) stated that the hosting of mega-events is firmly included in high levels of global competition and generates costs and benefits for different localities and groups. Van der Merwe (2007) also stated “developing countries hosting mega-events could be a mixed blessing” as these mega-events suggest the promise of numerous economic benefits in various forms, to the host nation.

Mega-events tend to derive much controversy and can lead to huge financial losses if not well planned. Bob and Potgieter (2013) stated that without doubt, the main reason a destination will host mega-events is the economic benefits which are deemed to be important to achieve social and developmental objectives.

Although the general presumption on hosting mega-events is that many jobs can be created, Chappelet & Junod (2006) suggested that most of these employment opportunities are temporary and/or seasonal in nature. Chappelet & Junod (2006) contended that when economists regard employment created as an economic impact from an event, a key deliverable is the number of permanent jobs which the event creates and the noticeable change in the level of unemployment of the host city or region.

First-time travellers from Russia, China, and Brazil were said to be the key drivers of this growth (Travel and Tour World, 2013). In 2013, Asia continued as the best growing travel and tourism region, closely followed by Sub-Saharan Africa and Latin America. The WTTC forecasted China, Indonesia, Brazil and India to have the best growth of the largest travel and tourism economies in 2013. In 2014, it was anticipated that people would travel more often than ever before.

Based on the statistics stated above, it is quite evident that the tourism industry is one of the few economic sectors recovering from the global economic recession, and growth is being experienced worldwide. Hall (1995); Hoffman, Fainstein and Judd (2003); Chuang and Huang (2004) and Thomas, Pigozzi and Sambrook (2005) agreed that these statistics have made tourism one of the fastest growing and important industries world-wide. This

exponential growth has entrenched the tourism industry as an essential part of economic development policies globally. (United Nations Development Programme, 2011).

2.4.1. Brazil

In 2012, the travel and tourism industry contributed 8.3% of total employment and 8 258 000 jobs were created. The industry further contributed US\$59.4897 billion to GDP, equating to approximately 3.4% of GDP which included investment, the supply chain and induced income impacts.

In 2013, the figure rose by 5% to US\$62.4524 billion. These figures reflect the economic activity of tourists as generated by hotels, travel agents, airlines, and other passenger transportation services, restaurants and activities of the leisure industries. It is anticipated that by 2023, the travel and tourism will grow by 5.1% per annum to US\$102.349 billion which should be 3.7% of GDP.

This forecast rose by 3.8% in 2013 to 8 568 000 jobs and this gain contributed to 8.4% of total employment. The travel and tourism industry was forecasted to support 10 592 000 jobs which will contribute 9.5% of total employment, an increase of 2.1% per annum by 2023 (WTTC,2013b). Global events or mega-events influence and contribute to the increase in tourist numbers. Mega-events like the Fédération Internationale de Football Association (FIFA) World Cup and the Olympic games attract an increasing world audience (Horne & Manzenreite, 2006).

The FIFA World Cup and Olympics are large capital projects, and due to time constraints, construction had to proceed without adequately skilled labour. Mega-events have forced governments to undertake long-term, major infrastructure investment programmes. So much building and construction was going on in preparation for the 2014 FIFA Brazil World Cup that all construction workers were fully employed (Zimbalist, 2011).

This was considered a high risk as it presented potential problems, like wage inflation, shoddy work and low-quality materials. As a result of poorly skilled labour, 80% of São Paulo's construction projects were delayed. Project costs balloon. A case in point was the Beijing Olympics in 2008, where the total budget was in excess of forty billion US\$ whilst at the 2012 London Olympics, costs of hosting the Games, was initially forecasted to be four billion US\$, but went well over twenty billion US\$. Economic theory refers to these conditions as "overheating the economy". Although Brazil had a tight monetary policy, the country experienced rising inflation, at over 6% per annum (Zimbalist, 2011).

The hosting of mega-events also has the potential to create a phenomenon known as “crowding out”.

According to Porter (1999), “crowding out” occurs when an area hosts mega-events. This means that while sports mega-events attract many tourists, regular travellers are usually frightened away from the event due to higher prices and anticipated crowds. Porter (1999) found that during the 1996 Summer Games the number of gate arrivals at the Atlanta airport were the same as gate arrivals in the same months of 1995, the previous year and surprisingly also the following year, 1997. Porter (1999) therefore stated that Summer Games in 1996 “crowded out” some tourists to Atlanta.

The FIFA Executive Committee appointed Brazil, on October 30, 2007, as host of the 2014 FIFA World Cup tournament. This successful bid by Brazil made the country only the fifth country to host the FIFA World Cup, twice. WTTC (2013b) stated that the other four countries were Italy, Mexico, Germany and France. However, since the 1950 FIFA World Cup, the profile of the event has changed significantly. This required Brazil to invest heavily in public transport infrastructure, hotel networks and upgrading of cultural tourist attractions.

The 2014 FIFA World Cup and the 2016 Summer Olympics brought temporary and long-lasting impacts and benefits, either indirect or direct in nature, to different social and economic segments. Zimbalist (2011) and WTTC (2013b) stated, however, that like many mega-events, these highly respected games also present several risks. These risks require effective management processes in both the public and private sectors which must deter bureaucratic encumbrances, labour shortages, legal entrapments, political corruption, incompetence, insufficient funds and inadequate infrastructure.

Another fast growing economy is Russia (UNWTO, 2012).

2.4.2. Russia

Income growth and globalisation in developing countries (particularly in BRICS countries) would further stimulate the development of international tourism (UNWTO, 2012).

WTTC's 2014 research showed that travel and tourism generated 4 100 000 jobs in Russia. This figure reflects as 5.7% of total employment and has contributed to 6% of the Russian economy. Travel and tourism has been a larger contributor than the manufacturing, automotive, communication services, education, higher education and chemicals manufacturing, industries.

WTTC (2014) stated that the economy is expected to grow at an annual average of 4% in the next ten years in comparison to the total Russian economy which is expected to grow by 3.5% per annum, while sectors like mining are only expected to grow by 1.2% and communication services and higher education by 2.8% and 3.6% per annum respectively. International visitor spending has contributed \$US20.9 billion, about 30% of all service exports WTTC (2014). From these latest statistics travel and tourism has proved it is a significant source of revenue to the Russian economy WTTC (2014).

The Winter Olympics in Sochi presented an opportunity to boost domestic and international tourism in Russia. Russia spent around US\$50 (fifty) billion on the Games (Scowsill, 2014)

Scowsill (2014 cited in Travel and Tour World, 2013) stated that Russia should invest in high quality hotel products and put the right policies in place for travel and tourism in Russia, in order to ensure that Russia did not miss out on the legacy presented by the 2014 Sochi Olympic Games. Saether (2014) stated that Russian President, Vladimir Putin, responded positively to Scowsill (2014 cited in Travel and Tour world, 2013), since the Russian President focused the bulk of the investment in the development of the Sochi region into its tourist infrastructure and hotel network, with the vision of turning this region into a paradise for Russian tourists.

The 2014 Winter Olympics, which were held in Sochi, Russia, was an "extraordinary success" cited in Bach cited in Deutsche Welle (2014). The flow of Russian tourists to India is increasing annually, and reciprocally, Indian tourists coming to Russia also increase every year. Moscow and New Delhi have relaxed visa procedures and therefore the two-way flow of tourists and businessmen will create a surge (Russia and India Report, 2014).

2.4.3. India

The WTTC reported that in 2012, the travel and tourism industry contributed US\$31.0635 billion to GDP, which equated to about 2% of GDP. This forecast rose to US\$33.2253 billion, almost 7%, in 2013. These figures reflect the economic activity of tourists as generated by hotels, travel agents, airlines, and other passenger transportation services, restaurants and activities of the leisure industries. It is anticipated by WTTC (2013a) that by 2023, the travel and tourism's contribution to GDP will grow by 7.8% per annum to US\$70.5607 billion which should be 2.1% of GDP.

In 2012, the travel and tourism industry's contribution to GDP which included investment, the supply chain and induced income impacts, amounted to 7.7% of total employment and 39 512 000 jobs were created. This figure fell by 0.2% in 2013 to 39 420 500 jobs which contributed to 8% of total employment. The WTTC (2013a) further stated that the travel and tourism industry was forecasted to support 48 592 000 jobs, an 8% contribution to total employment, equating to an increase of 2.1% per annum by 2023.

India Core (2014) stated that India is the only country that offers a wide range of tourism categories. These include adventure tourism, history tourism, medical tourism, i.e. types of Indian medications such as Ayurveda, spiritual tourism and beach tourism. For example, India has the longest coastline in the East. Medical tourism, a multi-billion dollar niche market is positioned for rapid development. India has developed first-class facilities in order to attract this category of tourism. India Core (2014) further stated that the Indian government has relaxed criteria for the visa application for medical tourism.

India Core (2014) acknowledged that tremendous potential exists in the travel and tourism industry in India's economy. India has not realised its full potential from the tourism industry. The tourism industry in India is the second-largest foreign exchange earner, and could contribute US\$13.7542 billion to the GDP, which is about US\$113.270 more per capita. Domestic and international hotel chains have seen the potential in India, and have rushed to cash in on India's tourism industry.

India Core (2014) stated that tourism is included with the core sectors of the Indian economy since it provides a stimulus to other industries. Tourism generated wealth and created millions of new jobs thereby helping to repay India's foreign debt. According to a report by Deloitte Touche, by 2017, the tourism sector of India will generate US\$42.8 billion which equates to an increase of 42% since 2007.

India and China have decided to elect 2015 as the "Visit India Year" in China and elect 2016 as the "Visit China Year" in India. This will enable India and China to engage in a series of promotional activities to strengthen people-to-people bonds and improve the two-way tourism flows (India Ministry of External Affairs, 2014).

2.4.4. China

The WTTC (2013c) proposed that travel and tourism directly contributed CNY1,361.9 billion to GDP, about, 2.6% of GDP. In 2013, the figure rose by 7.8% to CNY1,468.2 billion. These figures reflect the economic activity of tourists as generated by hotels, travel agents, airlines, and other passenger transportation services, restaurants

and activities of the leisure industries. It is anticipated that by 2023, the travel and tourism's contribution to GDP will grow by 8.7% per annum to US\$550.822 billion which should be 2.9% of GDP (WTTC,2013c).

Fuller (2013) stated that China spent US\$ 102 billion; thus becoming the world's largest spender in international tourism. China, for the first time in history, overtook the US and Germany.

The WTTC (2013c) reported that in 2012, the travel and tourism industry contributed 8.3% of total employment 63 779 000 jobs were created. In 2013, this forecast increased by 1% to 64 412 500 jobs and this gain contributed to 8.4% of total employment. It is anticipated that by 2023, the travel and tourism will grow by 3.3% per annum, creating 89 550 000 jobs and contributing 11.1% of total employment.

The year 2012 saw a huge improvement in the tourism environment of China. Convenient flight networks and the function of many high speed train routes like Shanghai-Hangzhou, Beijing-Shanghai, Guangzhou-Shenzhen and Wuhan-Guangzhou made travelling in China smoother and faster for international and local travellers. The quality of service levels also rose, therefore complementing the growth of tourist volumes.

Travel China Guide (TCG, 2013) stated that China has initiated much effort to enhance tourist safety measures and service standards. Several tourist distributing centres as well as English speaking tourist information services have been established in popular destinations. These centres assist overseas travellers extensively. By breaking the language barrier, China has been able to exploit the many opportunities presented by international tourists.

China has an incomparably large domestic tourism market, with a population of over 1.3 billion. During the past ten years, domestic tourism has increased continuously at approximately 10% each year, and has contributed to over 4% of the growth of the country's GDP and greatly improved the consumption, employment, and the economic development of China. The most popular tourist destinations in China included Shanghai, Beijing, Lhasa, Xian, Hangzhou, Guilin, Chengdu, Sanya, Macau, Hong Kong, and Lijiang.

Tourist volumes sky rocketed during the peak seasons of the National Day Holiday from 1 to 7 October and during the Spring Festival. Travelling in China, during those two weeks causes problems with tourist service, quality and traffic.

Living standards and personal incomes have risen in China and have contributed to the massive increase in outbound tourism. Chinese people who were keen to go sightseeing overseas have instead created a huge market for some nearby countries. Some popular overseas destinations include Russia, the United States of America (USA), Japan, France, Australia, Singapore, South Korea, Malaysia, Maldives and Thailand.

The World Tourism Organisation (WTO) predicted 43 million annual increase in the number of international tourists over the next two decades. TCG (2013) stated that this number would soar to 1.8 billion by 2030. Goldman Sachs (cited in Fuller, 2013) predicted a further two billion people will join the middle class during the next 15-17 years in China. The Asia-Pacific area, with the largest increase in visitor numbers, has been the destination of choice for many travellers (TCG, 2013).

Xuejun (2013) stated that between 2009 and 2013, China was South Africa's largest export market, largest trading partner country and largest source of import. In Africa, China's largest trading partner is South Africa. In 2012, the number of Chinese tourists that travelled to South Africa exceeded 130 000, a 56% increase from 2011. In comparison to other African countries, South Africa has the highest number of Confucius Institutes and the highest number of sister cities with China and also attracts the highest number of Chinese overseas students and Chinese tourists (Xuejun, 2013).

2.4.5. South Africa

Euromonitor International (EMI, 2013) stated that in 2013, Sub-Saharan Africa accounted for half of the top ten fastest growing economies in the world. Strong economic growth drove Sub-Saharan Africa making it the second fastest growing region in the world, in respect of international tourist arrivals between 2008 and 2013. The discovery of gas and oil deposits in countries like Uganda and Mozambique also assisted growth in leisure and business arrivals. By 2017, the region is expected to reach forty three (43) million visitors.

The tourism sector is undoubtedly one of the engines for economic recovery and remains a key driver of growth and employment to the South African economy Van Schalkwyk cited in South African Government News Agency (2013). According to the WTTC (2007), South Africa tourists comprised a foreign tourist market which is made predominantly of a land-based travel component from neighbouring countries and an international market, travelling by air. Domestic tourism is lower value but higher volume than the international market but in comparison this is favourable to the foreign land-based travel market.

Cornelissen (2005) stated that there was increased focus of sport tourism in South Africa. South African tourism was set to grow market share and enhance the contribution that this sector made to “the country’s economic development and enabled economic upliftment and social empowerment”. Kromberg (2003) further stated that in South Africa, travel and tourism account for 6.6% of total employment. South Africa’s range of tourism products, physical location and variety of natural ecosystems and environments, diverse cultures and unique history make the country an attractive destination for different markets. Bob and Potgieter (2013) stated that the key types of tourism which drive South Africa are: Meetings, incentives, conferences and exhibitions (MICE or business market); ecotourism; visiting friends and family; cultural and heritage tourism; wine tourism and events tourism.

According to The Highlights of Tourism’s Performance in the 2010 report, tourist arrivals in South Africa had grown by 15.1% which exceeded the global average of 6.7% with 8 073 552 tourists. The 2010 report therefore indicated that foreign tourist arrivals to South Africa increased due to the hosting of the 2010 FIFA World Cup. 309 554 tourists arrived especially for the event spending over US\$0.33134 billion. World Cup tourists on average stayed for longer periods in the country. From the statistics and the data presented in the 2010 report, it can be concluded that South Africa was exposed to new markets, due to the hosting of a mega-event it and in so doing the country has created a major tourism growth strategy.

The domestic spend generated by tourism in South Africa, compared between 2011 and 2013 is highlighted in Table 2.2 on page 19.

Table 2.2: South African tourism domestic indicators Q2 2013 Strategic Research

Unit

	Key Metrics	Q3 2011	Q3 2012	Q3 2013
Domestic Travel Incidence	Monthly	7.40%	6.00%	6.80%
Number of Trips	Trips	6.9 Million	6.1 million	7.1 million
	(Holiday trips)	(1.1 Million)	(0.4 million)	(0.7 million)
	Average number of trips taken	2	1.9	2.5
	Travellers	3.4 million	3.2 million	2.8 million
	By Purpose	VFR: 70% Holiday: 15%	VFR: 77% Holiday: 6%	VFR: 72% Holiday: 10%
	By Province (Purpose and Province with sample size less than twenty (20) not included)	KwaZulu Natal: 27%	KwaZulu Natal: 27%	KwaZulu Natal: 37%
		Limpopo: 18%	Limpopo: 22%	Mpumalanga: 19%
Gauteng: 15%		Mpumalanga: 16%		
Eastern Cape: 9%		Eastern Cape: 12%		
	Western Cape: 8%	Gauteng: 10%		
Spend	Total Annual Spend	R5.2 Billion	R4.9 Billion	R6.6 Billion
	By Purpose (Purpose with sample size less than twenty (20) not included)	VFR: 53%; Holiday: 32%	VFR: 59%; Holiday: 14%	VFR: 42%; Holiday: 18%
	Average Spend per Trip / per Day	R760 / Trip; R190 / Day	R800 / Trip; R190 / Day	R920 / Trip; R230 / Day
Trip Length	Total Annual Bed Nights	27.5 Million	26.5 Million	28.0 Million
	Average Nights per Trip	4.0 Nights	4.3 Nights	3.9 Nights
No Trips Taken	Top 5 Reasons for not taking a trip	Cannot Afford Travel: 29%	Cannot Afford Travel: 31%	Cannot Afford Travel: 39%
		No Reason To Take a Trip: 21%	No Reason To Take a Trip: 18%	No Reason To Take a Trip: 23%
		Time Constraints: 18%	Time Constraints: 15%	Time Constraints: 17%
		Unemployed / No Income: 14%	Unemployed / No Income: 15%	Unemployed / No Income: 8%
		Dislike Travelling: 10%	Dislike Travelling: 8%	Dislike Travelling: 9%

Source: Adapted from South African Tourism (SAT). 2013a. *South African Tourism Domestic Indicators: July to Sept 2013*. [Online]. Available WWW: http://www.southafrica.net/uploads/files/Domestic_Indicators_Q3_2013_v2.pdf (Accessed 19 February 2014).

Table 2.2 on South African Tourism (2013a) shows the domestic tourism indicators for South Africa in the third quarter of 2013.

South African Tourism (2011) proposed that the South African tourism industry's top five overseas source markets are the USA, the United Kingdom (UK), Netherlands, France and Germany.

In 2012, travel and tourism directly contributed US\$9.2848 billion to GDP, which is about 3.2% of GDP. In 2013, the figure rose by 1.7% to US\$9.439 billion. These figures reflect the economic activity of tourists as generated by hotels, travel agents, hotels, airlines, and other passenger transportation services, restaurants and activities of the leisure industries. It is anticipated that by 2023, the direct contribution of travel and tourism to GDP will grow by 4.5% per annum to US\$14.692 billion which should be 3.2% of GDP.

The WTTC (2013f) reported that in 2012, the travel and tourism industry contributed 10.3% to total employment and 1 399 500 jobs were created. In 2013, this forecast increased by 1.1% to 1 415 500 jobs and this gain contributed to 10.3% of total

employment. It is anticipated that by 2023, the travel and tourism will grow by 2.1% per annum, creating 1 750 000 jobs and contributing 10.9% of total employment.

The statistics also revealed that some tourists may have been displaced or discouraged to travel during the hosting of a mega-event, such as the World Cup because of a lack of interest in the 2010 FIFA World Cup, concerns over the magnitude and activities associated with the event or price escalations. Porter (1999).

South African Tourism (2008, 2011) identified the key negative and positive factors of South Africa as a tourist destination as obtained from tourist and business responses. The main negative factors are that South Africa is a long-haul destination for key source markets, namely North America, Asia and Europe, poor service quality and safety and security levels. The main positive factors are a variety of unique tourism packages which are interesting, scenic destinations, value for money destinations and friendly cultures. From an environmental perspective, an issue of South Africa being a long-haul destination is an important consideration.

Peeters and Schouten (2006) proposed that long-haul tourists account for less than 25% of tourism revenues but are responsible for 70% of the ecological footprint of inbound tourism to Amsterdam. This example illustrated the environmental impacts of long-haul travellers. Further mega-events are associated with mega-infrastructure development which impacts on the environment as well as the substantial number of visitors these types of events attract, as illustrated by Ahmed and Pretorius (2010).

2.5. SUSTAINABLE URBAN TOURISM

Law (2002) stated that the tourism industry due to its fragmented nature is not easy to plan. Globalisation and rural-flight are factors which influence and impact cities and urban areas tremendously. Urbanisation has positive and negative factors. Some positive factors are: better employment opportunities, improved lifestyle, access to better medical, transport and educational facilities. Law (2002) further stated that some negative factors include the shortage of housing, the increase in slums, increase in diseases, the negative impact on the eco system, overcrowding and traffic congestions.

Law (2002) proposed that it is important for a city or urban area to have a tourism strategy. Law (2002) further suggested that large cities are already established tourist centres, however, Jansen-Verbeke (1988) argued that in order for cities to play a major role in the economy, necessary resources and urban products need to be expanded. S-

Cool Youth Marketing Limited (2014) stated that some good examples are the City of Bristol and the City of Cairns.

The top three tourism cities in South Africa are Cape Town, Johannesburg and Durban. Beauregard (1989) proposed that the changeover of power, racial demographics of the city's population, crime and delinquency, although casually associated problems with Urban decline, are a reality and a growing problem for the City of Durban. Durban has overcome some of the associated problems as proposed by Beauregard in 1989. In 2013, The Mercury reported that the global, influential Anholt-GfK Roper City Brand Index, ranked the City of Durban ahead of Cape Town and Johannesburg as the friendliest metropolis in South Africa, whilst the the Hilton Durban was voted South Africa's favourite hotel.

2.6. DURBAN “THE EVENTS CAPITAL OF AFRICA”

Peck and Lepie (1989) stated that the development of tourism in a community are influenced by political and social economic factors. If it were not for the enactment of the law of Apartheid, South Africa would have been one of the most visited places in the world. Mkhize (1994) stated that apartheid deprived all South Africans, except Whites, such a benefit.

Durban, a maritime city, offers domestic and international tourists a variety of exciting beach-related activities, like surfing, jet-skiing, swimming, beach volleyball, beach soccer and canoeing. This makes Durban South Africa's leading year-round tourist destination. The City of Durban boasted the hosting of major global events like The Gunston (500), the First HIV/AIDS World Conference in 2000, the 2010 FIFA World Cup, the Afcon Cup, COP17, Top Gear Festival 2012, 2013 and 2014, and many other major events.

Durban also boasts impressive conference facilities, like the International Convention Centre (ICC) and the best hotels in the country like the Durban Hilton, the Elangeni Hotel and the Oyster Box Hotel. Maharaj *et al.* (2006) referred to Durban as a Tourism Mecca. In 2013, Durban was the main economic driver in the province of KwaZulu-Natal and contributed to more than 50% of the province's employment, output, and income (Imesa Conference, 2014).

Maharaj *et al.* (2006) suggested that vital to the success of the tourism industry is changing the mind-set of the local people. Poor planning of tourist attractions and facilities exacerbates this problem. Maharaj *et al.* (2006) suggested that more emphasis be placed on tourism policies that sustain growth through redistribution. This can alleviate problems

like the lack of services available, housing shortages, recreational and educational infrastructures, and the growing informal settlements in the communities bordering the metropolitan area.

The effectiveness of these policies would see the public and the private sectors committed to larger resources for community development projects. The public sector does not identify with the need to create a strategy that showcases the uniqueness of Durban. This strategy will improve not only the domestic tourism market but would also ignite the declining foreign market.

To the South African economy, Durban is the second most important economic complex and accounts for 15% of the national output of eThekweni Municipality (eThekweni Online, 2010).

Durban's beachfront and world famous "Golden Mile" provided the city with an opportunity to increase its tourist potential as this is a huge attraction for the city. The legacy of apartheid has created real threats in the City of Durban, like unemployment and alienation of the majority of African people to the tourism industry.

One major challenge which the elevation of the tourism industry in Durban faces is the need to get local people to understand that the tourism industry is an urban regeneration and economic activity. The perception of the tourism industry is that it employs mostly seasonal and part-time workers with most jobs viewed as semi-skilled and unskilled jobs (Maharaj *et al.*, 2006).

2.7. SUMMARY

This chapter has revealed that it is evident that the tourism industry is a huge contributor to the world economy. Tourism also plays a major role in the growth of the economy of the BRICS nations as well as other nations who were adversely affected by the global economic meltdown of 2008.

People are living longer, healthier lives and are travelling more often and therefore want to travel throughout their own countries and also experience the unique foreign cultures and heritage of international countries.

Globally, many countries and cities bid to host mega-events, like the Olympic Games and the Winter Games, the Rugby World Cup and the FIFA World Cup as the investments for these mega-events are catalysts and can bring about improvement to a city's and country's infrastructure development and service offering. Hosting these events is

expensive; however, the infrastructure created affords a city or country to unlock other potential economy boosting activities, which creates employment and business opportunities.

People travel to cities and refer to the experiences of a city, rather than make reference to having visited a country. Factors like a developed transport infrastructure and network, a developed hotel network, the condition of the many historical buildings and architecture in a city, the ease of access to tourist facilities, the safety and security of tourists while travelling and most importantly the control of crime, contribute to the choices tourists make when deciding on which city, country or region they would like to visit next.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

South Africa's range of tourism products, physical location and variety of natural ecosystems and environments, diverse cultures and unique history make the country an attractive destination for different markets. South Africa's nine provinces and various cities are rich with diverse cultural, historical and heritage sites offering the traveller a unique experience. International tourist arrivals grew by 6% in 2013 and therefore made tourism a key driver for employment and growth in the country.

The literature review further revealed that hosting mega-events which are not managed correctly could be detrimental to an economy and provide only temporary employment.

This chapter discusses the research methods used and a justification for the types of methods chosen to address these unanswered issues.

3.2. DEFINITION OF RESEARCH METHODOLOGY

A clear difference between research and research methodology must be distinguished. Sekaran and Bougie (2010) suggested that research is a simple the process of obtaining solutions to a problem after a thorough analysis and study of the situational factors has been conducted.

The following are the broad discussions of objectives of a research study identified by Kothari (2008):

- Case studies
- Explorative – to familiarise or gain new insights into a phenomenon.
- Diagnostic – how often something occurs or how something was associated with something else.
- Hypothesis testing – to test between variables, a causal relationship.
- Descriptive – to illustrate the characteristics and accuracy of a particular group or individual or situation.

Qualitative research was conducted for this research study in order to determine how to improve the CITY OF DURBAN to become the tourist destination of choice in South Africa. Information was obtained to understand the current opinion on the state of the City of Durban, understand the shortfalls and areas for improvement and finally attempt to find solutions that adequately address the shortfalls and implement improvements as part of this research study.

Research methodology is regarded as a framework related to a set of definitive assumptions used to conduct research studies (O’Leary, 2004). Research methods aim at finding solutions to research problems whereas research methodology aims at the use of the correct procedures to derive solutions. Figure 3.1 illustrates the research methodology framework which was adopted in order to further the aim and objectives of this study.

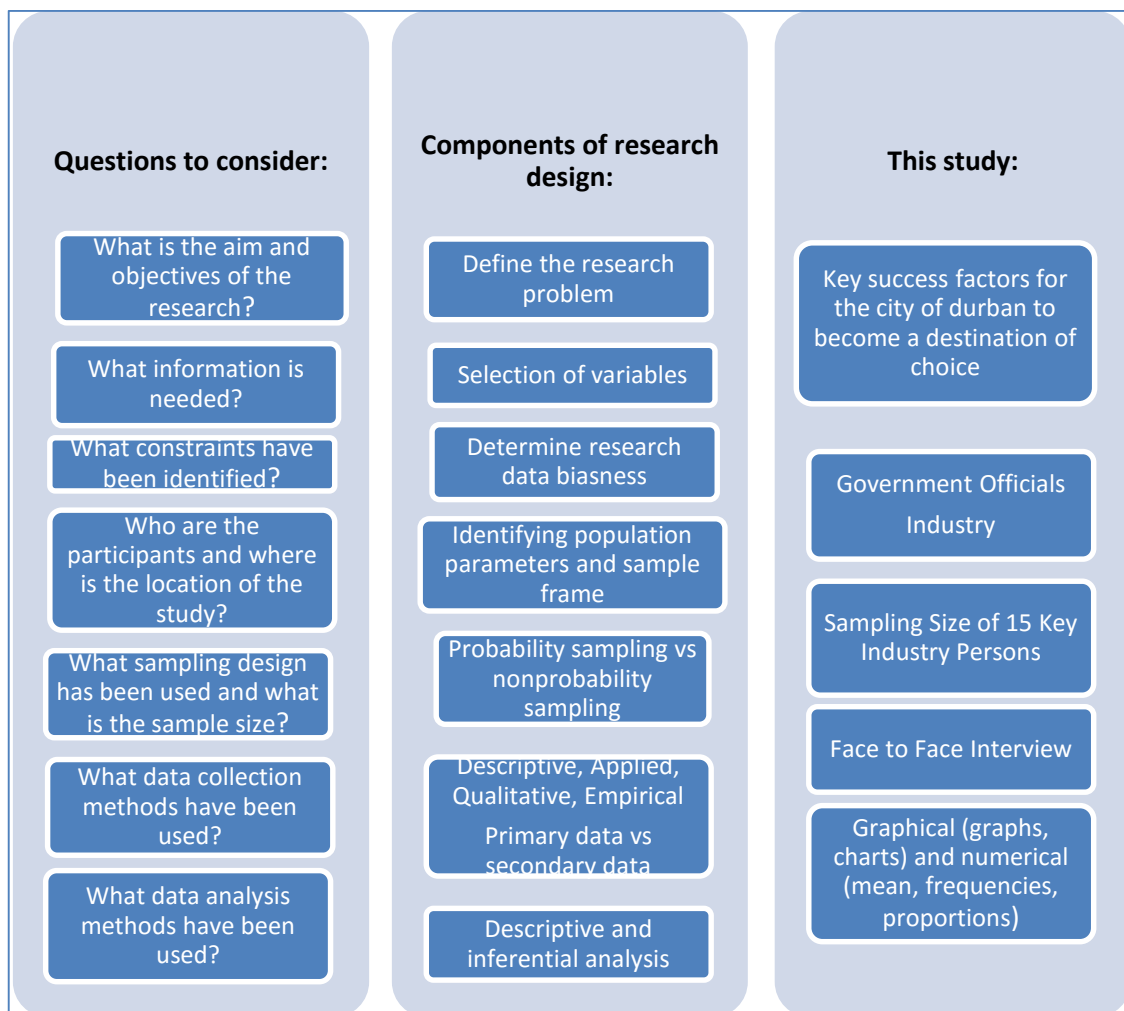


Figure 3.1: The research methodology framework adopted

3.3. AIM AND OBJECTIVES

The aim of a research study is simply a statement of what the research sets out to achieve and the objectives are particular related issues to be looked at to achieving the aim.

3.3.1. AIM

The key aim of this research study was to establish "what are the key success factors for the City of Durban to become an international destination of choice for organisation's and tourists?"

3.3.2. OBJECTIVES

The objectives for this research study were to do the following:

1. Identify the key success factors that influence an organisation's decision when considering a host city for sports festivals, conferences, business meetings, trade shows etc.
2. Identify key constraints which are limiting marketing of the City of Durban as the destination of choice.

3.4. APPLYING THE RESEARCH METHODOLOGY FRAMEWORK

As soon as the research topic had been selected, after evaluating the research problem and defining the objectives and aims of the research study, the framework for the research methodology needed to be established. This process is discussed next.

3.5. SELECTION OF VARIABLES

The variable for this research study was the City of Durban. The reason for the City of Durban being the main variable of the key success factors is that the City of Durban is the number one local destination of choice of the major cities in the Republic of South Africa. The City of Durban is regarded as the "Events Capital of Africa". As such, many organisations and tourists visit the City of Durban as it offers the most value for money. A cross-tabulation of other variables with this variable, namely the international standards and hygiene factors experienced by international tourists and organisations will try and determine if there are relationships between these variables.

3.6. SELECTION OF TYPE OF STUDY

The basic types of research may be classified as analytical or descriptive, empirical or conceptual, applied or fundamental and qualitative or quantitative. The differences are outlined as follows.

- i. Analytical versus Descriptive: Descriptive research is undertaken in order to describe, ascertain and understand the characteristics of the variables as they are present. The researcher has no control of the variables and can only report what is happening or has happened (Kothari, 2008). Sekaran and Bougie (2010) stated any information gained may be vital before considering any corrective steps. The researcher, in analytical research, has to analyse and use the information already available to make an evaluation of the material.
- ii. Conceptual vs. empirical: Conceptual research is based on some abstract idea(s) or theory, whereas empirical research relies on experience and is data-based research which comes up with conclusions and which can be replicated and verified by observation or experiment (Viranna, 2012)
- iii. Fundamental vs. applied: Action or applied research seeks to find a solution for an immediate problem, whereas basic or fundamental research is conducted to contribute to the body of knowledge which is concerned with the formulation and generalisations of the theory (Kothari, 2008).
- iv. Quantitative vs. qualitative: Quantitative research study is based on the measurement of the amount or quantity (Kothari, 2008). For example, in quantitative research the data is gathered through structured questions in a questionnaire which can be analysed and measured. The data is able to test hypotheses and more efficient, but may skip some contextual detail (Neill, 2007). The findings in nature are usually descriptive and conclusive. Qualitative research is based on phenomena related to kind or quality. Qualitative data is generated from responses to open-ended questions, broad answers to questions in interviews and also through available information obtained from a number of sources and observation (Sekaran & Bougie, 2010).

This research study comprised a blend of qualitative, descriptive, empirical and applied research for the following reasons:

- Qualitative research as all information obtained was analysed and measured to determine relationships exist between the identified variables.

- Descriptive research since the variables described in Section 3.3.1 the researcher could not control. The aim of the research summarised the current and past successes and the key success factors of the current state of the City of Durban.
- Applied research study considering the aim of the study, was to determine how to improve the City of Durban, KwaZulu-Natal.
- Empirical research since the findings from the research study could be verified by conducting a similar research study on other participants.

3.7. CONSTRAINTS

To determine the limitations under which a study is conducted is imperative as these constraints will impact the research methodology selected. In this study, the main constraint was the time frame of the research conducted. Approximately four months of research time was allocated for this research study. To maximise this limited time frame, the identification of key persons relating to the type of research to be employed was the key consideration in conjunction with the research instrument that best facilitated the analysis and collection data obtained in this time period.

Another constraint was that this research was conducted in a specific geographic area, the City of Durban, and the findings from this research may not apply to other major cities operating in a different geographic location. For example, the City of Johannesburg operates in a more competitive environment as it has fewer entertainment alternatives to choose from than Durban. The results may skew, especially in addressing the objective of factors that may influence brand-switching among loyal organisations and travellers.

3.8. RESEARCH DESIGN

Research design is the 'blueprint' for data collection and is an important design to answering the research question. This is preceded by the identification of the variables in a problem situation and the design of the theoretical framework.

During research design, issues regarding the location of the study, purpose of the study, the sampling and population design, measurement of the data and analysis of the data and data collection methods are established. Good research design is to maximise the reliability of the data and minimise any bias (Kothari, 2008).

3.9. PARTICIPANTS AND LOCATION OF STUDY

According to Sekaran and Bougie (2010), sampling starts with defining the target population precisely which defines itself in terms of geographical boundaries, time and elements.

For this research study, to determine and understand key success factors to establish the City of Durban as a destination of choice, the target population was relevant heads of departments at the eThekweni Municipality, other key organisations and the captains of industry. The contact list with information from the Durban Chamber of Commerce and Industry served as the population and included key persons and organisations. The main parameters and characteristics selected are the key decision makers and different figure heads, represented at the eThekweni Municipality and the Province of KwaZulu-Natal, as well as highly influential persons and organisations in the private sector.

Only those persons who indicated that they wish to be interviewed were eligible to participate in this research. The sampling frame was therefore all identified persons who consented to being interviewed. An element is a single person of the population from which the measurement is taken; in this case it was each individual that was interviewed.

3.10. SAMPLING

Sekaran and Bougie (2010) defined sampling as the detailed process of selecting items from the population in order for the sample characteristics to be generalised to the population. The sampling design will be determined when the population and sampling frame have been identified

The selection process and sample identification is an integral process in research design and can be either non-probability or probability sampling. Sampling the elements of the population, in probability, has some known probability or non-zero chance of being selected as sample subjects (Sekaran & Bougie, 2010). The elements in non-probability sampling do not have a predetermined or known chance of being selected as subjects (Sekaran & Bougie, 2010). Therefore non-probability sampling is limited in this regard while probability sampling allows the research to be generalised across the population, even though it offers timely information and convenience.

3.11. NON-PROBABILITY SAMPLING DESIGN

There are two main types of non-probability sampling design: convenience sampling and purposive sampling. In respect to generalizability, convenience sampling is the least reliable of all the sampling designs, but sometimes, when timely and quick information is

required, it may be the only viable alternative, or for purposes like exploratory research. There are two categories with purposive sampling plans: judgement and quota sampling designs. When there is a limited population that can supply the information required, though restricted in respect to generalizability, judgement sampling, may sometimes be the best sampling design choice. On the considerations of cost, time and the adequate representation of minority elements in the population, quota sampling is often used. Although the generalizability of all non-probability sampling designs is very restricted, they have certain advantages and are sometimes the only viable alternative for the researcher (Sekaran & Bougie, 2010).

Therefore for this research, judgement sampling design (the most efficient sampling design) was selected since specific information was required for each sector so as to ensure that each influential and key decision maker had a fair opportunity of their contribution to be included.. All role players and key stakeholders involved in marketing and promoting the City of Durban had an equal opportunity to participate in this research study. Keller (2012) defined the various forms of probability sampling which include the following:

- Simple random sampling which is considered as the simplest method, in which each person is randomly selected from the total population, therefore there is an equal opportunity for selection.
- Systematic sampling is a variant of random sampling except that some order, system or list is introduced to select the participants, for example every fifth person is selected.
- Stratified random sampling, involves the division of the population into strata or subgroups and a a proportion or specific amount of respondents from each strata is randomly selected.
- Cluster random sampling is used when the selection of individuals may be unethical or inconvenient. The random sampling technique is then applied to the groups.

The key persons identified or the population firstly was divided into public and private sectors and thereafter from each sector, subjects were identified. For the same sample size, each important segment of the population was better represented, and therefore differentiated and more valuable information could be obtained with respect to each group, this was the advantage of this sample design.

Insufficient clarity about the estimations of the best sample size for a given population. Is contended by Anderson (2004) although according to Keller (2012), sample sizes smaller than 500 but greater than 30 are suitable for the majority of research studies. The factors affecting decisions on the sample size as a function of the following factors have been summarised by Sekaran and Bougie (2010):

1. Desired extent of precision
2. Research objective
3. Acceptable amount of risk in calculating that level of precision
4. Time and cost constraints
5. Variability in the population
6. Population size.

The generalised scientific guideline for sample size estimations developed by Krejcie and Morgan (1970 as cited in Sekaran & Bougie, 2010) was used to ascertain the recommended sample size for this study. A sample size of 15 was recommended by applying this model to the total population of identified persons.

3.12. DATA COLLECTION

The next step following the completion of this research design was the selection of an appropriate data collection method. The type of data required largely determined the collection method to be employed as primary data for the first time was obtained by the researcher and secondary data was already collected and passed through the statistical processes by someone else (Kothari, 2008).

Therefore primary data for the purpose of this research was collected. Primary data collection tools, which included experiments, direct observation and three types of surveys – telephone interviews, personal interviews, and self-administered surveys was described by Keller (2012).

Mail, online, personal interviews and phone are identified as four main methods for data collection. The advantages and disadvantages of these methods are tabulated in Table 3.2 on page 32.

Table 3.2: Advantages and disadvantages of the four data collection methods

Method of administration	Advantages	Disadvantages
Personal interviews	More information can be obtained. Greater flexibility and observation method can be applied.	Time consuming, expensive, possible bias, inaccessible to all respondents.
Telephonic interviews	Faster, more flexible and cheaper than above. Wider reach and high degree of confidence of data.	Possibility of bias. Little time for respondents to consider answers.
Mail/post surveys	Low cost. Free from interviewer bias. Wider reach.	Low rate of return. Slowest method. Responses may be lost in the post. Inflexibility once posted.
Online interviews	Inexpensive to distribute. Self-administered. Low probability of data errors. Instant feedback. Data captured instantaneously.	Not accessible to those without email/internet. Possibility of inaccurate demographic data.

Source: Adapted from Kothari, C. 2008. *Research methodology: Methods and techniques*. 2nd ed. New Age International Publishers, New Delhi.

The personal interview data collection method described in Table 3.2 was used in this research study. A questionnaire was designed as a tool to facilitate the gathering of data. Sekaran and Bougie (2010) suggested a questionnaire is an efficient method of data collection when the researcher is aware of how to measure the variables identified and what is required.

Table 3.3 on page 33 outlines some disadvantages to using a questionnaire as a research collection tool method despite its popularity.

Table 3.3: The advantages and disadvantages of questionnaires

Advantages	Disadvantages
Less expensive and less time spent	Distribution tool can be costly
Larger number of respondents can be reached	Response rates can be low or incomplete
The respondents have time to answer	Responses to questions may be influenced by the respondent's ability to read all the questions
Greater anonymity	Less opportunity to clarify issues if the questions are not understood
The data is pre-coded	The questions limit and shape the nature of the answers

Source: Adapted from Blaxter, L., Hughes, C. and Malcolm, T. 2001. *How to research*. 2nd edition. Buckingham, Great Britain: Open University Press.

Despite the shortcomings described in Table 3.3, the main rationale to conduct personal interviews was due to the fact that the participants were specialists in the tourism industry.

3.13. THE INTERVIEW SCHEDULE

The interview schedule that was utilised (Appendix 3) was informally structured and allowed for the researcher to shape and control the various pieces of information as it was gathered from the interviews.

3.14. ETHICAL CONSIDERATIONS

Research ethics is the appropriateness of a researcher's behaviour in relation to the rights of the participants of the study as defined by Saunders *et al.* (2003), cited by (Singh, 2012). Unethical behaviour is when research data is collected without the consent and knowledge of the participant. Also, if data is gained from a company resource, for example a database of customers from an organisation's database, ethical behaviour would require the researcher to gain permission from the responsible person of that particular organisation. During the duration of this research study a number of ethical actions were performed. Firstly, ethical clearance (Appendix 4) was obtained from the University of KwaZulu-Natal's (UKZN) research office. A gatekeeper's letter (Appendix 3) was obtained from the city manager of eThekweni Municipality where the research study was conducted to obtain consent to conduct the research study among the Heads of Departments, Deputy City Managers and city owned entities like the Inkosi Albert Luthuli International Convention Centre and Ushaka Marine World. However, no consent was given to publish

the results. Finally, informed consent was stated and received in the preamble to the interview schedule (Appendix 1).

3.15. SUMMARY

Chapter 3 has presented the research design, research methodology and statistical techniques used for this study. A discussion on the selection of certain designs, methodologies, and techniques used in the research was presented. The information of the research instrument used in this study, a structured interview schedule, its data collection, validity and administration were discussed. Finally, in this chapter the data analysis techniques have been outlined. Chapter 4 will detail a discussion and presentation of the research results gathered from the various interviews.

CHAPTER 4

PRESENTATION OF RESULTS AND DISCUSSION

4.1. INTRODUCTION

The aim of this chapter is to present the research findings that emerged from the data analysis and to present a detailed analysis of the data collected. The four stages in the data analysis model are used to present the results, namely: theorisation, description, interpretation and conclusion. The interview schedule that was utilised (Appendix 3) was informally structured and allowed for the researcher to shape and control the various pieces of information as it was gathered from the interviews. The interviews were managed in a flexible manner which allowed the participants to speak freely and express their ideas and thoughts. This allowed for the various responses to be probed which produced rich and complex data. The responses received from the participants were both individual and unique and completely represented their individual beliefs, experiences, understanding, perspectives and feelings.

4.2. DESCRIPTION OF RESPONDENTS

The main purpose of this section, given the small sample size, is to support the credibility and quality of the sample that was used. This is done by illustrating the experience and expertise of the participants who were interviewed and the industry they represented. Background information is provided regarding the experience of the respondents. Table 4.1 highlights the industry sector and the number of respondents from each sector.

Table 4.1: Description of sample

Industry Sector	Number
Hotels	2
eThekwini Municipality	1
KwaZulu-Natal Provincial Government	2
Family entertainment & Casinos	2
Sports stadiums	1
International Convention Centre	1
Business forum body	1
Hospitality industry body	1
Transport (Aviation and Maritime)	2
Total	13

Table 4.1 on page 35 also shows that organisations in the study were representative of hotel, family entertainment and casinos, sports stadiums, the international convention centres, business forums, industry bodies, local and provincial government and transport industries.

Seventeen respondents confirmed their participation; however, only 13 participants were interviewed. This was due to the availability and time constraints of each respondent. After six interviews data saturation was observed. The use of judgemental sampling was the reason for such low saturation.

From the sample, the roles of the participants were very diverse and ranged from chief executive officers and corporate general managers, to municipal heads of departments, marketing executives and financial executives. The participants are captains of the Tourism industry in the City of Durban with a wealth of experience when considering their contribution to the industry. Furthermore, two of the participants were foreign nationals, one of which had worked for the same organisation with operations in other countries of the world. This introduced into the data gathered a globalisation factor. Two other respondents were originally from the Province of Gauteng and currently worked for the same company but were the executives of different subsidiaries/business units within their company. The careers of these executives included work experience in other major cities of South Africa and they were therefore able to provide valuable data on the comparative and competitive advantage between the major cities in South Africa. Table 4.2 shows the various respondents interviewed were executive management and senior decision makers in their organisations.

Table 4.2: The number of respondents and their role in the tourism industry in the City of Durban

Respondent's role in the tourism industry	Number
Chief executive officer	5
Director	3
General manager	4
Local municipality head of department	1
Total	13

4.3. DATA ANALYSIS

There were a number of questions asked which were quantitative in nature. The analysis of these questions is presented in Table 4.3.

Table 4.3: Analysis of quantitative questions

	QUESTIONS	YES	NO	YES & NO
1.	Do you think that tourists view the City of Durban as a destination of choice?	5	4	4
2.	Is the City of Durban the destination of choice for its primary target market?	8		5
3.	Does the City of Durban have these key success factors?	9	1	3
4.	Is the City of Durban utilising these key success factors to increase tourist numbers?	6	4	3

Table 4.3 highlights that five respondents interviewed, agreed that tourists view the City of Durban as a destination of choice. Four respondents disagreed. Furthermore, four respondents agreed that the City of Durban is a destination of choice for the local traveller but disagreed in respect to the international traveller. Eight respondents agreed that Gauteng is the primary market for the City of Durban and that these visitors do view the City of Durban as a destination of choice. Nine respondents agreed that the City of Durban does have key success factors while three respondents agreed and disagreed. Fifty percent (50%) of the respondents suggested that the City of Durban is utilising key success factors, e.g. entertainment is provided by leveraging the International Convention Centre, Ushaka Marine World and the Moses Mabhida Stadium, to increase tourist numbers. Further explanations captured are presented in the detailed analysis.

After the data collected was analysed categories and themes were identified and these were used to structure the presentation of the results. In this chapter the themes are presented in sections and the categories presented as sub-sections. Direct quotations to support the findings from respondents is provided as further evidence, while key quotations have been selected to demonstrate the reliability and validity of the data analysis and illustrate the meaning of the data. To illustrate the strengths of similarities, differences and certain opinions between respondents and the breadth of their ideas, direct quotations have been selected. By using tables and figures wherever appropriate, the researcher has presented some qualitative data in a quantitative way.

4.3.1. Objective one: To identify the key success factors that influence an organisation's decision when considering a host city for sports festivals, conferences, business meetings, trade shows, etc.

Thirteen participants responded to all of the questions in the interview schedule (Annexure A) and thus contributed to significant data being collected. While other responses received were general in nature, some of the responses received were company and sector specific. Thereafter the data was analysed and then grouped into themes, as proposed by Crouch (2007):

- **Core resources and attractor factors** – these factors include the fundamental reasons why tourists choose one destination over another and the primary elements of destination appeal. Sub-factors of this category are the destination's physiography, its history and culture, the events and activities that provide tourists with special experiences, the market ties with potential visitors' home regions and tourism superstructures which includes accommodation facilities, catering facilities, transportation facilities and major attractions.
- **Destination management factors** – are actions that can influence the other components, i.e. reinforcing the quality and effectiveness of the resources and supporting factors; improving the appeal of the core resources and attractors; and facilitating adjustment to the constraints imposed by the qualifying determinants. Destination management involves activities such as destination marketing actions, services management, and maintenance and organisation of the principal tourism resources and attractors.
- **Qualifying and amplifying determinant factors** – are sub-factors that may inhibit a destination's ability to improve its level of competitiveness by attracting potential tourists.
- **Supporting and resource factors** – this includes sub-factors like infrastructure, facilitating resources, e.g. educational, or research institutions, financial, an entrepreneurial culture, and the accessibility to tourism resources.

Table 4.4 to Table 4.6 represents an analysis of each set of factors.

4.3.1.1. Core resources and attractors

An organisation's perceptions of the City of Durban is most important as their opinions and experiences could result in either drawing or deterring more tourists or organisations to a region, country, province or city. This could further result in either encouraging or

losing much needed investment opportunities, upgrading or degradation of infrastructure and facilities, increase or decrease in the level of unemployment. The two most common threads present were that many respondents viewed the City of Durban as a destination of choice and regard crime and grime as problematic, as is evident in Table 4.4 below.

Table 4.4: The City of Durban as a destination of choice

Do organisations view the City of Durban as a destination of choice?	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10	Respondent 11	Respondent 12	Respondent 13	Total
Yes	✓	✓		✓			✓		✓		✓			6
No			✓		✓			✓		✓		✓		5
Yes & No						✓							✓	2

Table 4.4 shows that six respondents agreed that organisations view the City of Durban as a destination of choice. Five respondents agreed that organisations do not view the City of Durban as a destination of choice. One anomaly was that two respondents agreed and disagreed that organisations view the City of Durban as a destination of choice. These respondents stated that from a local point of view organisations view the City of Durban as a destination of choice, but from an international and business point of view, the City of Durban is not viewed as a destination of choice.

As proposed by Crouch (2007), the sub-factors which contributed to the main theme of highlighting core resources and attractors of a destination of choice are listed in Table 4.5.

Table 4.5: Core resources and attractor sub-factors

Sub-factors/ Contributing Themes	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10	Respondent 11	Respondent 12	Respondent 13	Total
Crime & Grime	✓	✓	✓	✓	✓				✓	✓	✓		✓	9
Mix of activities	✓	✓	✓	✓	✓		✓		✓			✓		8
Physiography and climate	✓	✓	✓	✓	✓					✓	✓	✓		8
Superstructure	✓	✓	✓	✓	✓	✓			✓	✓				8
Special events	✓	✓	✓	✓	✓						✓			6
Culture and history	✓	✓	✓						✓					4
Entertainment	✓	✓	✓	✓										4
Market ties	✓	✓												2

From Table 4.5, it is clear that the three common threads that emerged from the interviews were physiography and climate, mix of activities and superstructure. Physiography and climate refer to the location and climate of the destination of choice. Mix of activities is the variety of activities and entertainment available in the destination of choice. Superstructure refers to the accommodation facilities, catering facilities, transportation facilities and major attractions. As one respondent stated, “...there are still some drawbacks in the city and we need to improve...certain parts of the city is in a derelict state...start to look at things purely from an image point of view”. Another respondent stated that “...the image of the destination must not only be built by government alone but also by private sector....and also having the confidence to invest in the right kind of product that begins to talk to international tourists”.

Some respondents agreed that the hosting and staging of special events also contributed to the appeal of a destination to most travellers wishing to attend these special events. Special events like the Fifa World Cup, Top Gear Festival and the A1 Grand Prix have the potential to draw mass crowds and visitors to the host country/city. A result of hosting these special events was the massive investment of the country/city into much needed infrastructure and upgrade of utilities and facilities. Maharaj *et al.* (2006) referred to Durban as a Tourism Mecca. Law (2002) further suggested that large cities are already established tourist centres, however, Jansen-Verbeke (1988) argued that in order for

cities to play a major role in the economy, necessary resources and urban products need to be expanded.

4.3.1.2. Destination management factors

Destination management involves such activities as services management, destination marketing actions, and maintenance and organisation of the principal tourism resources and attractors. This is evident in terms of the quality of service/experience as highlighted in Table 4.6.

Table 4.6: Destination management factors

Sub-factors/Contributing Themes	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10	Respondent 11	Respondent 12	Respondent 13	Total
Organisation	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	11
Marketing	✓	✓	✓	✓		✓		✓	✓	✓		✓	✓	10
Quality of service/experience	✓	✓		✓		✓			✓	✓			✓	7
Visitor management	✓	✓		✓					✓	✓			✓	6
Information/research	✓	✓		✓				✓				✓		5
Finance and venture capital	✓		✓	✓							✓	✓		5
Human resource development	✓			✓						✓				3

In Table 4.6, organisation refers to how well organised and equipped the destination management organisation or tourism body is. Table 4.6 indicates that almost all participants agreed that the most common reason for the effective positioning and marketing of a destination is how private organisations contribute to their role in the economy of the City of Durban and how the public sector markets and positions the brand of the City of Durban. One respondent stated “...The City of Durban and Kwa-Zulu-Natal are aggressive and passionate...whichever platform we are seen, you will see us as one huge team...we all band together...city and the province collaborate more on events...and in a way we have become a bit territorial, we want to protect what we got and we want to promote what we got”. Although the majority of the respondents agreed that organisations

view Durban as a destination of choice, they firmly believe that the City of Durban has a long way to go in order to be recognised on the same level as other comparatively similar global cities.

Most respondents believe that the image portrayed by the City of Durban and the Province of KwaZulu-Natal is vital to attract organisations to the City of Durban. This could be done by packaging products more comprehensively and effectively marketing and communicating these unique product offerings and unique selling propositions to the global market. Law (2002) stated that the tourism industry, due to its fragmented nature, is not easy to plan.

A comment made by one respondent was: “not many people know that City of Durban is a port city...and therefore activities should start with the port and end with the port”. In this case, the port of Durban was seen as the main driver for tourism and investment opportunities. Another factor unique to one respondent was that while the respondent was overseas in India on a sport tour, the media coverage of a competing destination like Australia was permanently aired on India’s national television channel and there was nothing about South Africa or the City of Durban, yet South Africa was a competitor in that sporting tournament. Law (2002) proposed that it was important for a city or urban area to have a tourism strategy.

4.3.1.3. Qualifying and amplifying determinant factors

This factor is comprised of the following sub-factors, namely awareness/image, cost/value, location, interdependencies, safety/security and carrying capacity that may limit a destination from satisfying and attracting potential tourists which will therefore affect its level of competitiveness. Table 4.7 illustrates these results more clearly.

In Table 4.7, the image that a city or destination portrays to the world is most important since the image of that destination projects the strength of the brand of the destination and the experiences that would emanate from being associated with that destination. For example, when one considers the City of Las Vegas, Nevada, one immediately imagines the variety of bright street lights, numerous casinos, award winning live entertainment shows and majestic hotels.

Table 4.7: Qualifying and amplifying determinant factors

Sub-factors/ Contributing Themes	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10	Respondent 11	Respondent 12	Respondent 13	Total
Awareness/Image	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	12
Cost/Value	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓		10
Location	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	10
Interdependencies	✓	✓		✓					✓	✓	✓	✓		7
Safety/Security	✓		✓	✓					✓	✓			✓	6
Carrying capacity	✓													5

Some respondents believe that cost/value and location are key factors to ensure repeat visitors. As one respondent stated “...Durban is considered an affordable family destination...”.

Beauregard (1989) proposed that the changeover of power, racial demographics of the city’s population, crime and delinquency, although casually associated problems with urban decline, are all a reality and a growing problem for the City of Durban. From the discussions it transpired that the most common factor that might limit a destination’s ability to improve its level of competitiveness by satisfying and attracting potential tourists, is the perception of the destination’s awareness/image. The analysis of the interviews showed that, of the six sub-factors the three most important sub-factors in order of importance are awareness/image, location and cost/value.

4.3.1.4. Supporting and resource factors

Sub-factors of supporting and resource factors include infrastructure, facilitating resources e.g. educational, or research institutions, financial, an entrepreneurial culture, and the accessibility to tourism resources. Table 4.8 highlights these sub-factors further.

Table 4.8: Supporting and resource factors

Sub-factors/Contributing Themes	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10	Respondent 11	Respondent 12	Respondent 13	Total
Infrastructure: Transport, WiFi Networks, Utilities	✓	✓		✓	✓	✓			✓		✓	✓	✓	9
Political will	✓	✓		✓	✓				✓	✓		✓	✓	8
Hospitality	✓	✓	✓	✓							✓	✓		6
Enterprise	✓			✓	✓	✓	✓							5
Accessibility	✓								✓	✓		✓		4
Facilitating resources	✓	✓		✓					✓					4

Table 4.8 shows that most respondents believe that the City of Durban, through its current infrastructure and hotel facilities, is more a 3 to five 5 star graded destination rather than purely a 5 star rated destination. Furthermore, the City of Durban definitely enjoys being the number one destination for the majority of local tourists as it is also acknowledged as a destination which offers affordable prices. As one respondent stated, “if the City of Durban has marketed and positioned itself to be identified as the best local destination, in South Africa then we must be the best local destination, if, however, the City of Durban is being marketed as an international city as a major global destination then the City of Durban must offer world class facilities as this would be the minimum standard that the global traveller expects and is accustomed to”.

Four respondents commented that accessibility and facilitating resources comprise the least important sub-factor. Some of the reasons given were that there are adequate means of various types of transportation available to access all areas throughout the City of Durban, but that the infrastructure is not world class as the bus and rail services of the current transport system are not of world class international standards. Infrastructure is the most common sub-factor. Some participants agreed that political will is required in order to drive investments which will contribute to the City of Durban portraying world class infrastructure and services.

4.3.1.5. Alternatives discussed in respect to infrastructure

During the interviews, the researcher queried whether other alternatives were considered by the respondents, aside from investing in world class infrastructure. Most of the respondents related the analogy of the City of Durban and its role in the Province of KwaZulu-Natal, to the structure of the hub and spoke of a bicycle wheel. This indicated that the City of Durban is viewed as the hub and other areas and cities north, south and west of the City of Durban as the spokes which the City of Durban could support in relation to the Province of KwaZulu-Natal, e.g. the hosting of the Comrades Marathon, an annual event with its road route linking the City of Durban and the City of Pietermaritzburg. This link has culminated into diverse economic spin offs between these two cities as national and international athletes have their accommodation preferences in both cities.

One respondent indicated that an alternative to investing heavily in new infrastructure was to upgrade and improve the current infrastructure and facilities available in the City of Durban, e.g. improving on the water quality and cleanliness of the various beaches in order to achieve blue flag status: a world standard and basic consideration for international travellers. A few respondents also agreed that improving on the policing, cleaning and maintenance of the City of Durban in all areas will improve the image of the City of Durban and this will further drive and entrench the vision and strategy of the council of the eThekweni Municipality.

4.3.1.6. Discussion of objective one

The study's first objective was to establish the key success factors influencing organisational decision making as a host city for sports festivals, conferences, business meetings and trade shows. The analysis of the interviews showed that, of the four factors, destination management, core resources and attractor factors were the most important factors that influenced organisations when deciding on a destination of choice.

The analysis of Tables 4.3 to Table 4.7, highlighted in Figure 4.1, shows that the most important sub-factors which organisations view as important considerations that promote destination competitiveness are (in descending order of importance):



Figure 4.1: Most important deciding sub-factors that promote destination competitiveness

These sub-factors were evenly spread and represent all four factor groups, i.e. core resources and attractor factors; destination management factors; qualifying and amplifying determinant factors; supporting and resource factors.

The ten most important sub-factors considered by the participants in this research, and the ten most determinant attributes as proposed by Crouch (2007) differed. This is normal when one considers that competing destinations have different attributes.

Furthermore, the main outcome of the data analysis is that one of the main contributing factors that influences an organisation's decision when considering a host city is qualifying and amplifying determinant factors. This study did not contradict the findings of Crouch (2007) and Heath (2003).

The second important factor influencing an organisation's decision, when considering a host city is destination management. According to Peck and Lepie (1989), it is important to consider that political and economic factors are one of the main reasons that influence

the development of tourism in a community. However, the literature review, ranks changing the mind-set of the local people as the most crucial factor to the success of the tourism industry (Maharaj *et al.*, 2006).

4.3.2. Objective two: To identify the key constraints which are limiting the destination marketing of the City of Durban

The second objective of the study was to identify the key constraints which are limiting the destination marketing of the City of Durban. The aim of the questions asked was to ascertain additional measures that the City of Durban could put in place in order to overcome the factors hindering the city from becoming a destination of choice for tourists and organisations. The key questions that were asked are listed in Annexure 3.

Is the City of Durban a destination of choice? Yes/No (Explain)

The data that was collected from question 2) was quantitative in nature and was answered by all respondents, with eight of the respondents indicating that the City of Durban is a destination of choice. Five of the respondents indicated that the City of Durban is not a destination of choice. Figure 4.2 illustrates these views.

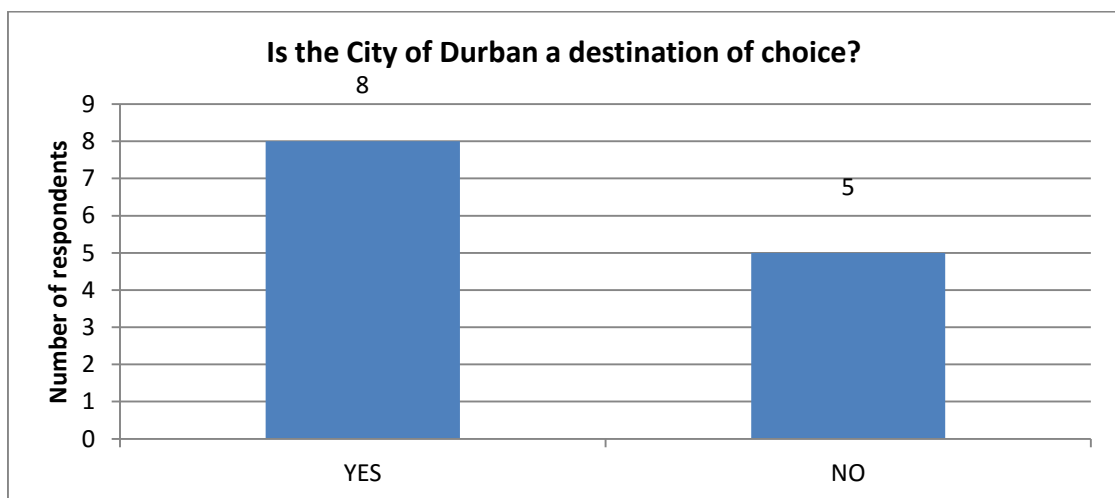


Figure 4.2: Comparison of the respondents' opinion of whether the City of Durban is a destination of choice

Of the respondents that reported that the City of Durban is a destination of choice, the main reason given was that it is a leisure destination and appeals mostly to families from the Province of Gauteng looking to spend a holiday visiting their families or friends at the coast. The majority of the respondents stated "the primary target market for the City of

Durban, are the visitors from Gauteng”. Some key factors to be considered as to why respondents who reported that the City of Durban is not a destination of choice are the lack of effective destination marketing and limited international communication; the level of crime and grime in the city and the current level of service and infrastructure standards and norms.

4.3.2.1. *What are the key drivers that influence a tourist’s destination of choice? (Explain)*

Almost all the respondents indicated that safety and security, international standards, location and climate, availability of technology, first world healthcare facilities, the variety of entertainment facilities and a world class efficient public transport system are some of the key drivers that influence a tourist’s decision for visiting a destination (Figure 4.3). These key drivers further influence and shape the image of the destination, creating a profile of a destination that appeals to a specific market.

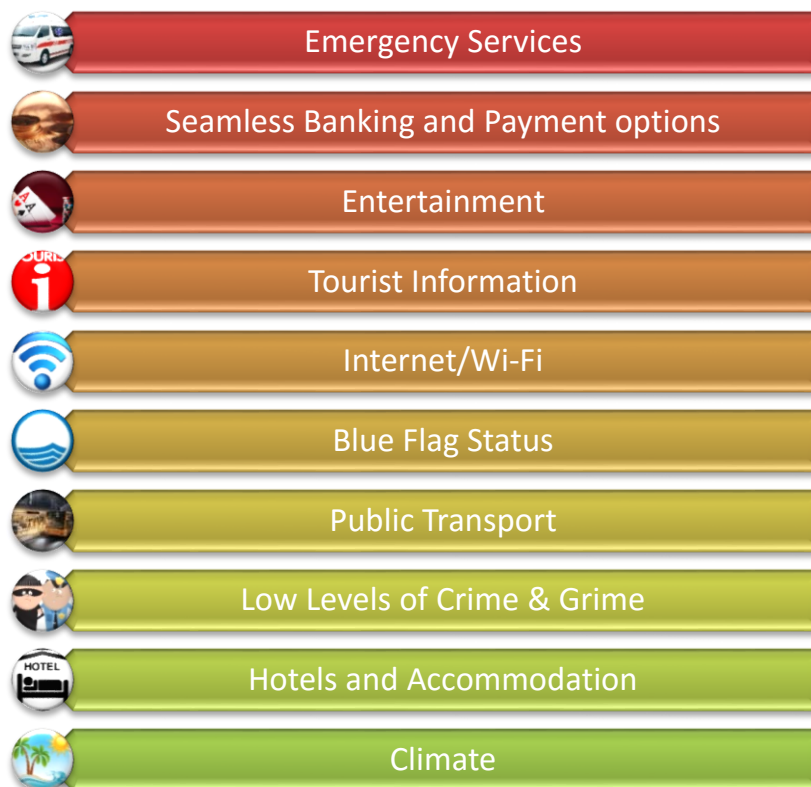


Figure 4.3: Key drivers

Most respondents agreed that major events, sports festivals and visiting and experiencing the local cultural and heritage sites are key drivers that influence global travellers to decide on visiting a destination.

Some respondents commented that a tourist doesn't just consider the hygiene factors like cleanliness of a destination, the efficient maintenance and upkeep of a city's surrounding buildings and utilities which are key drivers for choosing a destination, but it's the tourist's experience of the state of those hygiene factors that would either encourage or discourage them to either positively or negatively promote and market their experience of the destination. A positive experience would encourage and influence almost double the number of new visitors. As one respondent commented "...the recent East Coast Radio (ECR) Durban Day event attracted twenty thousand people (20 000), if all these people enjoyed a great experience in the City of Durban, they would share their experience with a further twenty thousand (20 000) people or more".

4.3.2.2. The increase in tourist numbers into the City of Durban

There was an overall consensus and positive response received from the majority of the respondents that the City of Durban is utilising the key success factors of upgrading the beachfront promenade, promoting activities at Ushaka Marine World, achieving Blue flag status for most of Durban's beaches, hosting of events at the Moses Mabhida stadium like The Top Gear Festival, and upgrading of the public transport system, to increase tourist numbers. Some respondents referred to the positive manner in which the iconic Moses Mabhida stadium is utilised and marketed to host special events and music festivals. Some respondents also commented on the success of the Durban International Convention Centre in achieving a higher International Congress and Convention Association (ICCA) ranking in 2014. Almost all the respondents commented on the recent upgrades completed by the eThekweni municipality to the Durban beachfront promenade. However, the same respondents also agreed that the maintenance of the street lights and constant removal of litter from all areas along the beachfront and in the inner city need to be a priority for the eThekweni Municipality. As one respondent commented, "when we bid for business, our clients always say, Durban, great city, fantastic facilities but when is the City management going to clean up the inner city and improve safety".

One of the main reasons shared by the respondents for the decline in the number of international tourists is the stigma attached to the City of Durban as an unsafe city. As one respondent stated "the high numbers of daily crimes against tourists devastated the image of the City of Durban to such an extent that we are only now seeing a bit of recovery as that stigma damaged the image of the City of Durban on a global scale pushing the work achieved in progressing the City of Durban more than ten years backward".

Respondents also commented that although the City of Durban has great facilities like Ushaka Marine World, the Inanda heritage route and the valley of a thousand hills, these

tour experiences and tour products are not packaged properly for international tourists to consider when visiting the City of Durban or visiting South Africa. Tourists would use these facilities through either word of mouth or other local channels of communication and marketing but certainly not through a special tour package marketed by a travel/tour organisation.

More than 50% of the respondents suggested that the City of Durban has a fairly extensive public transport network, but that the efficiency of the network and provision of rapid transport systems are lacking.

4.3.2.3. Challenges to making the City of Durban a destination of choice

The majority of respondents agreed that political will is one of the significant challenges for making the City of Durban a destination of choice. As one respondent commented “Political will drove the vision and strategy of the City of Durban, this encouraged the private sector to engage in much needed investments that would further shape and raise the profile of the City of Durban”.

Some challenges like reducing the level of crime and grime, improving the level of response in addressing maintenance issues, improving the level of education and skills in respect to customer retention and customer development and producing tour packages are highly recommended by most respondents for the City of Durban to positively and actively address. These improvements would immediately raise the profile of the City of Durban. However, as one respondent confirmed “as a city we haven’t arrived yet, this is a journey and involves a lot of work and we have to constantly improve as we are competing against global cities”.

Begging at almost every street corner, although not considered a crime, needs to be actively addressed by the various law enforcement agencies, and as one respondent stated “...as South Africans we have grown accustomed to seeing beggars at the robots however for international tourists, this is not what they are used to and they associate begging with crime as beggars seemed very intimidating”.

4.3.2.4. Discussion of objective two

Objective two was to identify the key constraints which are limiting the destination marketing of the City of Durban. Key constraints identified were a lack of effective destination marketing and limited international communication, the level of crime and grime in the City of Durban, the current level of service and infrastructure standards and norms, the utilisation of city assets to increase revenue, stigma and image, political will,

efficiency of the public transport network and begging. Verbeke (1988) argued that in order for cities to play a major role in the economy, necessary resources and urban products need to be expanded.

Tourism is a key economic driver (Hall, 1995; Hoffman, Fainstein & Judd, 2003; Chuang & Huang, 2004; Thomas *et al.*, 2005). However, Chappelet and Junod (2006) cautioned that the majority of tourism-related jobs are temporary and/or seasonal in nature. Most of the respondents agreed that political will is required in order to drive the vision and mission of the City of Durban in positioning its brand.

According to Beauregard (1998) and Judd and Fainstein (1999), the impact of tourism enables policymakers to keenly pursue the development of tourism-orientated facilities which contribute to economic growth, attract foreign exchange, create jobs and diversify the economy.

Van der Merwe (2007) stated that one such economic benefit is when countries bid to host mega-events. Van der Merwe (2007) also stated that the mega-events hosted in developing countries was a mixed blessing as these events suggest the promise of numerous economic benefits in various forms, to the host nation. Cornelissen (2010) stated global competition which generates costs and benefits for different localities and groups is a driver to hosting mega-events.

Although the hosting of mega-events generates a variety of benefits, it also has the potential to create a phenomenon known as “crowding out” (Porter, 2009). None of the respondents mentioned that “crowding out” due to the hosting of a number of special events is a key constraint limiting the destination marketing of the City of Durban.

Some of the respondents mentioned that while hosting special events is good for the City of Durban, the venues and spaces where these events are staged are not conducive to some of those events.

Beauregard (1989) proposed that the changeover of power, racial demographics of the city’s population, crime and delinquency, although casually associated problems with urban decline, are all a reality and a growing problem for the City of Durban. The analysis of the majority of the respondents’ comments agreed with the following statement in the literature review: “one major challenge which the promotion of the tourism industry in Durban faces is the need to get local people to understand that the tourism industry is an urban regeneration and economic activity”.

4.3.3. Summary

This chapter comprised the data obtained from the 13 interviews conducted with leading executives from various organisations, companies and local government heads of departments. The results were analysed and presented in different layouts such as tables, graphs and discussions and was grouped according to the various objectives. Important themes like core resources and attractor factors; destination management factors; qualifying and amplifying determinant factors and supporting and resource factors; and minor themes like awareness/image, organisation, marketing, location, cost/value, infrastructure, crime and grime, political will, tourism superstructure and physiography and climate were identified. The discussions pivoted around these themes. Chapter 5 will present the recommendations for the City of Durban to consider when marketing its location as the destination of choice.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

Due to the economic downturn of 2008, globalisation and the rapid rise of the growing middle class, many countries and cities around the world are under extreme pressure to lure much needed investments that improve infrastructure and standards of living. Moreover, improvements in terms of infrastructure, knowledge and performance are forcing countries and cities to improve their competitive position as well as growing the economy. Tourism diversifies the economy of a country and attracts foreign revenues (Bob & Potgieter, 2013).

The study's main objective was to understand the key success factors for the City of Durban to become a destination of choice. Accordingly, the secondary objective was to identify the key success factors that influence an organisation's decision when considering a host city for sports festivals, conferences, business meetings and trade shows and to identify the key constraints which are limiting the destination marketing of The City of Durban.

5.2. REVIEW OF KEY FINDINGS

This study discussed the concept of a destination of choice and how the effectiveness of destination marketing and destination management can contribute to the City of Durban achieving its status of becoming a destination of choice. The main conclusion drawn from this study was that the City of Durban is positively viewed as a destination of choice and therefore it is expected of the City of Durban to achieve and maintain international standards.

The City of Durban has achieved international recognition as a destination which offers good climate, great beaches and a multicultural experience unlike any other destination in the global village. In 2014, the City of Durban was also ranked in CNN's top ten most under-rated cities in the world (CNN, 2014). The data analysis has confirmed that while the City of Durban is a port city and destination of choice for local business and leisure organisations, there are however major risk factors and numerous challenges that must be overcome, like lowering the levels of crime and dirt. However, in order for the City of Durban to truly benefit from the sought-after international tourists and international business organisations that visit South Africa, it is critical for political will to actively engage establishing measurable goals and objectives and to encourage and drive private

sector investments into the local economy to create employment and entrepreneurial opportunities.

There is clearly a need for the eThekweni Municipal Council to thoroughly investigate the challenges and drawbacks in the current destination management strategy to ensure that the City of Durban becomes the destination of choice for international tourists and organisations. In this study, the primary factor for the City of Durban to become a destination of choice was due to the impact of qualifying and amplifying determinant factors. And, as one participant stated "...the image of the destination must not only be built by government alone but also by private sector". The literature identified changing the mindset of the local people in the City of Durban as a primary factor; this factor was also identified as one of the primary factors in this study.

5.3. RECOMMENDATIONS BASED ON FINDINGS

The study's recommendations can determine a way forward for the research. The recommendations are based on (a) research findings, and (b) the conclusions established from such findings.

5.3.1. Create and maintain a positive image of the City of Durban

It was evident from this study that one of the key success factors for the eThekweni Municipality to urgently attend to, when considering their marketing strategy and destination management strategy, is the issue of eradicating crime and dirt in the next five years. Reducing the levels of crime and dirt throughout the municipality improves self-pride and perceptions. Many of the participants interviewed expressed their concerns regarding the current level of crime and dirt especially in the central business district of the City of Durban. The eThekweni Municipality should consider increasing resources and driving a major clean-up campaign which could involve the purchase of innovative dustbin vehicles and human resources that would operate 24 hours throughout the municipality. Efforts to educate citizens on the importance of a clean city to their health, lifestyle and environment must be further enhanced through education campaigns and the enforcement of city by-laws.

5.3.2. Increasing activities around the Port of Durban

The City of Durban is a major port on the continent. The Port of Durban has been acknowledged as the largest and busiest port in Africa. Unlike other international port cities, the major economic activities of the City of Durban are not centred or driven by the activities of the Port. Economic business in and around the Port of Durban would be set to

boom as the number of cruise passengers has significantly increased over the last five years. This increase in cruise passengers has led to an increase in cruise tour packages and offerings. This increase of passengers needs to be catered for and this is a great opportunity for lifestyle and entertainment investments into the port to be completed in the next three years. The eThekweni Municipality and the National Port Authority must agree on a strategic plan and work together to implement the strategic plan.

5.3.3. Impact of major events and the “crowding out” phenomenon

“Crowding out” has the potential to hinder the primary target market of a local destination, such as the sudden high cost of accommodation, transport and food for tourists which are no longer affordable for the frequent visitor and the locals.

As stated above, “crowding out” is a factor which can affect visitor numbers to the City of Durban. Although the City of Durban is marketed and positioned as the Events Capital of Africa, as one respondent stated “...the City of Durban has firmly established itself as the events capital of Africa...”, and therefore it is important for the city to control the number and types of events being staged in and around the city. This will contribute towards creating sustainable events and ensuring that the brand value is improved and maintained. One of the appeals when travelling to the City of Durban is that local visitors understand the City of Durban as providing value for money. The sudden spike in costs and traffic congestions due to the hosting of an international event like the FIFA World Cup can have a negative impact on the City of Durban and it could lose its appeal to local visitors.

5.3.4. Maintaining blue flag status on all beaches

Blue flag status is an international standard. Maintaining blue flag status on all beaches provides international tourists the comfort of knowing that the water quality and general care of the beach are of a high standard and that the water is relatively safe to swim in. The municipality should invest in machinery that can assist in keeping the beaches clean and clear out any amount of dirt and refuse. The current human resources are not sufficient to clear the vast amount of dirt and refuse which accumulate along the beachfront.

5.3.5. The inclusion and promotion of Halal tourism

In 2011, the global Muslim tourism market was worth US\$126 billion, representing 12.3% of the total global outbound tourism expenditure (Bahardeen, 2014). By the year 2020, this is set to grow to US\$192 billion, representing 13.4% of the global expenditure

(Bahardeen, 2014). Bahardeen's (2014) latest projection is US\$140 billion for 2014, and these numbers exclude the religious travel like Umrah & Hajj. The studies by Bahardeen (2014) suggest to cities that investment into facilities that address the needs of the Muslim traveller cannot be ignored. Ignoring these customers will be a loss of economic benefit to any city. The City of Durban must look at providing accommodation and facilities that meet the needs of Muslim travellers and organisations.

5.3.6. Structured tour packages

Durban Tourism needs to negotiate and market structured tour packages immediately as this enables visitors to the City of Durban to experience the culture and heritage of the City of Durban and KwaZulu-Natal more extensively while they are visiting the City of Durban. For example, they could create special packages that include a trip to Ushaka Marine World after experiencing the Moses Mabhida Stadium's various attractions, and enjoy a bunny-chow from the famous "Hollywood Bets" in Demazenod Road, Greyville. Furthermore, Durban Tourism could consider the number of visitors attending the Sharks and Springbok rugby matches held at Kingspark Stadium, the Dolphin and Protea cricket matches held at Kingsmead Stadium and the Orlando Pirates, Kaizer Chiefs and Bafana Bafana soccer matches held at the Moses Mabhida Stadium. For these events, tour packages and products can be matched with the themes to create major economic and social spin offs. For example, meet and greet the Springbok team at the Inanda Heritage Route, get a free Bafana Bafana T-Shirt when you meet the team at the Ushaka Marine World or meet the Protea team at the Umlazi Mega City shopping centre.

5.3.7. Marketing and communication of tourism assets

Extensive marketing and communication programmes must showcase the City of Durban and surrounding assets, for example the Drakensberg mountains, the valley of a thousand hills, the Inanda Heritage Route, the Battlefields, and the "Golden Mile", to mention but a few attractions and the numerous surf and dive sights to increase visitor interest.

5.3.8. The upgrade and maintenance of all city services

The immediate provision of adequate lighting along footpaths and pavements throughout the city, along the beachfront promenade and other areas in the central business district, using solar led lighting, will make the area more approachable and user friendly. The efficient removal of dirt from the streets, pavements, parks and business areas will enhance the image of the City of Durban. Maintenance and general daily upkeep of the public shower and toilet facilities located along the "Golden Mile" and in public swimming

pools and public parks must be regularly conducted. Public toilets located throughout the City of Durban must be of a world class standard and hygienic to use at all times.

5.3.9. Increase activities at Umgeni River

A few respondents also suggested activating the Umgeni River with daily boat rides and entertainment facilities to suit the whole family. Boat trips up and down the river will be able to highlight and communicate the natural heritage and variety of ecosystems found along the Umgeni River. Further, these activities will make people aware of the importance of safeguarding and maintaining a natural resource.

5.3.10. Include innovative and creative activities at the various public beaches

The majority of respondents also suggested that most visitors to the many areas along the Durban beachfront must be able to hire deck chairs and umbrellas, surfboards, canoes, jet skis, other aquatic sports equipment as well as skateboards and bicycles in order to enjoy their experience of visiting the Durban beachfront. Innovative new extreme water sports like water jet propelled crafts and family activities like giant, water inflatables must also complement the current land sports and activities offered at the various beach venues. Visitors to the Durban beachfront must be left with a memorable and fulfilling experience.

5.3.11. Implement seamless and affordable public transport

Most respondents suggested that implementing a seamless and affordable transport system to enable visitors to the City of Durban to move from one place to another utilising a few transport modes e.g. Using a bicycle to cycle to the Umhlanga Train Station from an Umhlanga hotel and then take a train to the Durban Train Station and finally cycle to the Durban beachfront. The provision of a direct, non-stop, public shuttle service, from King Shaka International Airport, to the passenger cruise terminal located at the Port of Durban. The implementation and adoption of a bus rapid transit system will provide all users with accessibility to all destinations and less travel time between destinations in and around the City of Durban.

5.3.12. Seamless and cashless banking and payment services

A few respondents stated that the City of Durban is the Smart City of Africa (University of Kwazulu-Natal Centre For Quantum Technology (CQT), 2008) as such the City of Durban must implement cashless banking technology for payment of most services including the use of public transport services. This initiative can be a deterrent to criminals since the availability of cash is limited.

5.4. LIMITATIONS OF THIS STUDY

Identifying limitations of the study is important as it may be of benefit to future studies in this field. The results of this study were not to obtain general information but rather to ensure that the data collected was reliable and could be reproduced. This was a qualitative study that sought expert opinions from role players actively involved in the tourism and hospitality industry. This study was therefore based on the perceptions of the key role players in the Tourism industry in the City of Durban and actual tourists' perceptions were not gathered.

Time was a factor in that the study had to be conducted over a four month period which is somewhat short given the nature of the study. The sample was limited in that it included a few respondents who represent major stakeholders in the City of Durban. A comparison of the three major cities in South Africa could not be conducted. More substantial findings could have been drawn on the differences between the major cities and the overall effectiveness of destination marketing and destination management among South African cities.

The research methodology involved continuous comparison, meaning that a single piece of data, i.e. the interview and interview schedule, was not considered on its own but rather was reviewed against previous data. This resulted in avoiding the influence of this research by the researcher's idiosyncrasies or by the personal biases and individual skills of the researcher. The researcher was also able to identify unanticipated and emerging themes within this study through the use of continuous comparison and to view and utilise the data in its entirety rather than fragmenting it.

5.5. RECOMMENDATIONS FOR FUTURE STUDIES

Further studies should consider the following aspects of destination marketing and destination management.

- **Destination marketing and destination management**

Destination marketing and destination management are two key strategic topics which have not been fully explored in South Africa with only a few destinations consulting and referencing these topics. Given that many destinations are trying to improve their basket of unique selling points and the number of visitors it was possible that many of these destinations in South Africa will eventually latch on to destination marketing and destination management and their strategic importance and role.

- **How destination marketing and destination management effects other industry sectors within the City of Durban**

More research should be conducted on how destination management and destination marketing affects other economic sectors within the City of Durban, such as investments and manufacturing.

- **Effects of destination marketing and destination management on administrative resources**

This study was unable to establish the effect on administrative resources to sustain successful destination marketing campaigns and effective destination management. While some respondents reported that the City of Durban had successful destination marketing campaigns and effective destination management, some respondents reported negatively. Destination marketing and destination management are public sector driven, one can assume that there will be an increase in administrative resources however further research in this area will clarify the effects of destination marketing and destination management on administrative resources.

5.6. DIRECTIONS FOR FUTURE RESEARCH

The City of Durban's beachfront known as the "Golden Mile" was the main focus of this study and therefore recommendations to other beachfront areas like Amanzimtoti and Glenashley which are located respectively to the south and to the north of the City of Durban have not been included in this study. Further, actual tourist perceptions were not gathered for this study as the study was based on the perceptions of the key role-players in the tourism industry in City of Durban.

5.7. SUMMARY

The aim of this study was to understand the key success factors for the City of Durban to become a destination of choice. The objectives were to identify the key success factors that influence an organisation's decision when considering a host city and to identify the key constraints which are limiting the destination marketing of the City of Durban. The aim and objectives of this study have been met as the key success factors and reference criteria which an organisation considers and the key constraints that limit the City of Durban from becoming a destination of choice have been identified. The information has proved to be beneficial to the City of Durban and the city can implement these key success factors in various destination marketing campaigns. This strategic destination management will enable the City of Durban to become a destination of choice.

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Appendix 1: Informed Consent

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project

Researcher: Oswald Jack (031- 3114747)

Supervisor: Professor Anesh Maniraj Singh (031- 2602675)

Research Office: Ms P Ximba 031-2603587

I, **OSWALD BRIAN JACK** an MBA student, at the **GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP, OF THE UNIVERSITY OF KWAZULU-NATAL**. You are invited to participate in a research project entitled **KEY SUCCESS FACTORS TO ESTABLISH DURBAN AS A DESTINATION OF CHOICE**. The aim of this study is to: **“DETERMINE HOW THE CITY OF DURBAN CAN POSITION ITSELF AS A DESTINATION OF CHOICE”**.

Through your participation I hope to understand **(1) THE KEY SUCCESS FACTORS THAT INFLUENCE AN ORGANISATION’S DECISION WHEN CONSIDERING A HOST CITY FOR SPORTS FESTIVALS, CONFERENCES, BUSINESS MEETINGS, TRADE SHOWS ETC** and **(2) IDENTIFY KEY CONSTRAINTS WHICH ARE LIMITING MARKETING OF THE CITY OF DURBAN AS THE DESTINATION OF CHOICE**. The results of the focus group are intended to contribute to **THE MARKETING OF THE CITY OF DURBAN AS A DESTINATION OF CHOICE IN SOUTH AFRICA**.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about being interviewed or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about 45-60 minutes. I trust that you will enjoy being part of this study.

Sincerely

Investigator’s signature _____

Date _____

This page is to be retained by participant

Appendix 2: Interview Schedule

STUDY TITLE: KEY SUCCESS FACTORS TO ESTABLISH DURBAN AS A DESTINATION OF CHOICE

Question 1: What is a destination of choice? (Explain)

Question 2: What is destination marketing? (Explain)

Question 3: Is the City of Durban a destination of choice? Yes/No (Explain)

Question 4: Do you think that organisation's view the City of Durban as a destination of choice? Yes/No (Explain)

Question 5: Do you think that Tourists view the City of Durban as a destination of choice? Yes/No(Explain)

Question 6: Is the City of Durban the destination of choice for its primary target market? Yes/No (Explain)

Question 7: Who is the Target Market for the City of Durban? (Explain)

Question 8: What measures can be put in place to change their perceptions? (Explain)

Question 9: What success are we having attracting these organizations to the City? (Explain)

Question 10: What success are we having attracting these Tourists to the City? (Explain)

Question 11: What are the key drivers that influence a Tourist's destination of choice? (Explain)

- Question 12: Does the City of Durban have these key success factors? Yes/No (Explain)**
- Question 13: Is the City of Durban utilizing these key success factors to increase tourist numbers? Yes/No (Explain)**
- Question 14: Are there any challenges to making the City of Durban destination of choice? (Explain)**
- Question 15: What incentives have your organization /office / division/ department put into place to make the City of Durban a destination of choice? (Explain)**
- Question 16: Have these initiatives been successful? (Explain)**
- Question 17: How can Tourism marketing position a city/country as a destination of choice? (Explain)**
- Question 18: Any additional thoughts?**

Appendix 3: Gatekeeper's Letter



26 June 2014

UKZN Graduate School of Business and Leadership
University of KwaZulu – Natal
Westville
3630

Dear Sirs

RE: PERMISSION TO CONDUCT RESEARCH

I, **Sibusiso Sithole**, the undersigned, hereby give permission to **Oswald Jack** to conduct research at the eThekweni Municipality towards his dissertation entitled "**Key success factors to establish the City of Durban as a destination of choice.**" He may conduct interviews with our heads of departments and deputy city managers provided that it does not interfere with the normal operations of business.

Yours faithfully,

A black rectangular box redacting the signature of Sibusiso Sithole.

Sibusiso Sithole
City Manager

30/06/2014

Appendix 4: Ethical Clearance



2 September 2014

Mr Oswald Brain Jack 212537452
Graduate School of Business and Leadership
Westville Campus

Dear Mr Jack

Protocol reference number: HSS/0875/014M
Project title: Key success factors to establish the City of Durban as a destination of choice

Full Approval – Expedited

This letter serves to notify you that your application in connection with the above has now been granted **Full Approval**

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project; Location of the Study, Research Approach/Methods must be reviewed and approved through an amendment /modification prior to its implementation. Please quote the above reference number for all queries relating to this study. PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol

Yours faithfully



.....
Dr Shenuka Singh (Chair)
Humanities & Social Science Research Ethics Committee

/pm

cc Supervisor: Professor Anesh Maniraj Singh
cc Academic Leader: Dr E Munapo
cc School Admin: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Appendix 5: English Editor's Certificate



29 November 2014

To whom it may concern

Student:	Oswald Brian Jack
Student number:	212537452
Degree:	Master of Business Administration
Title:	Key success factors for the City of Durban to become a destination of choice
Graduation:	2014

This is to inform you that Ronél Gallie of the University of Stellenbosch Business School did the technical editing of the abovementioned research assignment and Jeanne Enslin, freelance language editor who is on the USB list of editors, did the language editing.

We trust that the work done to the abovementioned research assignment is satisfactory.

Kind regards



Ronél Gallie
Technical editor



Jeanne Enslin
Language editor