

MANDENI LOCAL MUNICIPALITY



TOURISM STRATEGY REVIEW AND RESEARCH ON ESTABLISHMENT
OF MUNICIPAL TOURISM INFORMATION CENTRE AND MUSEUM
**PHASE 2 REPORT: TOURISM STRATEGY DEVELOPMENT INCLUDING
SELECTION & PACKAGING OF CATALYST TOURISM PROJECTS**

17 FEBRUARY 2015



	CONTENTS	PAGE
1.	INTRODUCTION & EXECUTIVE SUMMARY	1
2.	INSTITUTIONAL STRUCTURING RECOMMENDATIONS	4
3.	TOURISM PRODUCT SUPPLY INCLUDING ENVIRONMENTAL & CULTURAL HERITAGE RECOMMENDATIONS	7
4.	OUTLINE MARKETING AND INVESTMENT STRATEGY	15
5.	REFERENCES	20
	APPENDIX A: Operational Discourse	

Submitted by

Haley Sharpe Southern Africa (Pty) Ltd

Contact Person: Mike O'Brien

T: 031 764 0300 | **F:** 031 764 0307 | **C:** 082 444 9551 | **E:** mike@haleysharpesa.co.za

The contents of this document remain the intellectual property rights of Haley Sharpe Southern Africa and may not be acted upon or used in any other way that could prejudice or jeopardise their collective interests in this document unless agreement is in writing

ACRONYMS

CDP:	Concept Development Plan
CMP:	Coastal Management Plan
CAMP:	Conceptual Area Master Plan
CTO:	Community Tourism Organisations
DAEARD:	Department of Agriculture, Environmental Affairs and Rural Development
DEDT:	Department of Economic Development and Tourism
DMO:	Destination Marketing Organisation
EI:	Enterprise iLembe
EKZN:	Ezemvelo KwaZulu-Natal Wildlife
EMF:	Environmental Management Framework
IDM:	iLembe District Municipality
IDP:	Integrated Development Planning
ITB:	Ingonyama Trust Land
HSSA:	Haley Sharpe Southern Africa
KZN:	KwaZulu-Natal
KZN TMP:	KwaZulu-Natal Tourism Master Plan
LUMS:	Land Use Management System
LED:	Local Economic Development
MLM:	Mandeni Local Municipality
MESE:	Meetings, Exhibitions and Special Events
NLDF:	National Lottery Distribution Fund
NTSS:	National Tourism Sector Plan Strategy
NDT:	National Department of Tourism
PDA:	Planning and Development Act
PDI:	Previously Disadvantaged Individuals
PMF:	Project Management Firm
PGDS:	Provincial Growth and Development Strategy
PGDP:	Provincial Growth and Development Plan
PMF:	Project Management Firm
PPC:	Provincial Planning Commission
PRO:	Public Relations Officer
RSDP:	Regional Spatial Development Plan
SDF:	Spatial Development Frameworks
SMME:	Small Medium Micro Enterprise
TEP:	Tourism Enterprise Partnership
TGCSA:	Tourism Grading Council of South Africa
TIKZN:	Trade and Investment KwaZulu-Natal

TKZN:	Tourism KwaZulu-Natal
TC:	Traditional Council
TVG:	The Ventures Group
USP:	Unique Selling Point

1. INTRODUCTION & EXECUTIVE SUMMARY

Mandeni Local Municipality (Mandeni) confirmed the appointment of Haley Sharpe Southern Africa (Pty) Ltd (HSSA), as at 5 August 2014, to conduct the Review of the Tourism Strategy and Research on the Establishment of the Municipal Tourism Information Centre and Museum (Project) for Mandeni, located in the iLembe District Municipality.

Mandeni is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the North Coast between these two major port cities in KwaZulu-Natal. It is located on the major railway and road transportation routes, which link these two economic hubs in KwaZulu-Natal. This strategic location is also acknowledged in the Provincial Spatial Framework, which has identified Mandeni as the growth node in the north corridor.

The specific objectives of the project are understood to include:

- Development of the status-quo report of the municipality through the conducting of a situational analysis, SWOT and gap analysis.
- Development of a strategic development framework coupled with an Implementation Plan for the Mandeni tourism sector.
- Development of a marketing plan for Mandeni Tourism.
- Provision of a monitoring and evaluation framework for the implementation of the Tourism Sector Plan.
- Clear identification of leverage points and development trajectories within the tourism sector of Mandeni.
- Identification of the necessary institutional arrangement for tourism economic development.
- Undertake a value chain analysis and provide recommendations as they relate to the development of tourism for Mandeni.
- Assessment of the existing infrastructure capacities for tourism economic development. Where initiatives are identified for development, the Project must take cognisance of the infrastructure needs and make the necessary recommendations in terms of infrastructure development interventions in support of tourism interventions. In particular the feasibility of the establishment of a Tourism Information Centre and Museum. This is hereon referred to as the Cultural Heritage Visitors Hub.

On 13 August 2014, Mandeni Local Municipality (MLM) held a Project Inception Meeting. The purpose of the Inception Meeting was to review and agree the proposed project approach and methodology in order to ensure that it aligns with MLM expectations, as well as to review Project administration and communication matters.

On 12 September 2014, MLM held a LED Forum Strategy meeting, where the MLM LED Strategy, MLM SDF and the MLM Tourism Strategy were presented for comment and feedback. All three strategies are

currently being reviewed by independent service providers. At this meeting, HSSA presented the summary of the findings of the Phase 1 Report, as it had been developed to date.

HSSA also presented the initial concept for the Mandeni Tourism Strategy, which has been proposed as an authentic African Village Beach Experience. It is understood that the proposition received support.

The Phase 1 Report was submitted to Mandeni on the 22 October 2014. It presented the Project status quo and background, which has resulted in the development of the proposed authentic African Village Beach Experience concept. The inspiration for this initial concept can be found in Section 8 of the Phase 1 Report.

Phase 2 consists mainly of the Operational Discourse for the proposed African Village Beach Experience as well as the Cultural Heritage Visitors Centre (link between King Shaka Route and Route 66) and the proposed adventure and nature based tourism activities. The Operational Discourse describes the Concept and Development Plan of the beach and secondary tourism attractions and experiences. The purpose is to provide a strategic vision for the beach and complimentary experiences. Once approved, Phase 3 will then further develop the detail of this discourse, which includes the development of an implementation and business plan.

This Phase 2 Report: Tourism Strategy Development including Selection & Packaging of Catalyst Tourism Products, concludes the third milestone in accordance with the agreed project approach and methodology and comprises of the following:

Section 2: Institutional Structuring Recommendations

The Phase 1 report reflected that from an institutional perspective, it is considered that MLM do not currently have an appropriate institutional structure capable of implementing and marketing the MLM Tourism Strategy.

In particular, the Thukela Mouth Community Tourism Organisation (CTO) appears not to be functioning as it should be at present. This is a serious problem as it is one of the core components in making tourism projects in rural areas a success, as typically it comprises local community members thus presupposes local buy-in.

A CTO should play a key role in collectively marketing the tourism products and services of its membership. It is recommended that the MLM, Enterprise iLembe and other stakeholders concentrate on either reviving the Thukela Mouth CTO and developing the institutional capacity it requires in order to fulfil its mandate, or that consideration be given to forming a new CTO at Dokodweni. The latter option may be necessary in order to ensure more even geographic coverage and to attract the right members to drive it successfully.

While project oversight and sourcing of funding should sit within the DM, LM and Enterprise iLembe's portfolios of responsibility, the CTO would be responsible for implementing the marketing initiatives, and galvanising the tourism businesses in the area into a cohesive

offering. It is considered that the greater local community/ies are to be involved, the greater the need will emerge for skills auditing and development related to specific projects. Additional to the CTOs involvement, the Macambini Tribal Authority should be consulted as a key stakeholder in informing community needs linked to tourism opportunities.

Section 3: Tourism Product Supply including Environmental & Cultural Heritage Recommendations

The concept of the authentic African Village Beach Experience was approved in principle by the MLM at the presentation of the Project Review Workshop held on the 12th of September 2014. In Phase 2, greater depth and breadth has been provided in terms of this catalytic project, which HSSA proposes should become Mandeni's primary tourism attraction.

The proposed area for the African Beach Development is the area between Amatikulu Nature Reserve and Siyaya Coastal Park (Umlalazi Nature Reserve). This area is understood to be TC area and therefore ITB land. Any future development of this land will need to include engagement with the local traditional authorities including Macambini Tribal Authority. It is proposed that the African Village Beach Experience include a village with a town square and market as well as a housing section of approximately 80 homes, each on 1500 – 2000 sqm of land. These homes would be developed in such a way that they could provide accommodation to visitors. The estimated number of visitor beds available would be 160.

Several operational discourses have also been developed for secondary tourism attractions (considered to have catalytic potential). These include a Cultural Heritage Visitors Hub, Thukela River Guesthouse, and the Umlalazi – Thukela MTB Trail.

It is proposed that the Cultural Heritage Visitors Hub include an information office, a museum and offices to house tourism SMME's ranging from accommodation owners, tour operators, activity providers to retailers and agriculturalists, many of whom will operate or be linked to the African Village Beach Experience. The proposed location of the Cultural Heritage Visitors Hub is the intersection of the R66 with the N2 at Dokodweni, as this is highly accessible and could potentially be visible from the N2 which would have a number of benefits. It will also link well the proposed African Village Beach Experience which is approximately 3km off the N2.

The third proposed catalytic project is the Thukela River Guest House & Conference Venue. The proposed location for the Guest House is north of the Thukela Mouth Village. It is envisaged that the Guest House & Conference Centre will comprises primarily of functions facilities including two conference/ functions rooms (one larger and one smaller), a wedding chapel, marquee area, guest rooms, restaurant and a bar.

The fourth catalytic project proposed is the enhancement of the Umlalazi – Amatikulu MTB trail which is currently being developed. The trail is approximately 35km long and will be one directional. The project is being led by EKZMW in partnership with a number of landowners and Uthungulu District Municipality. However EKZMW have indicated that there are concerns over the on-going development, management and maintenance of the trail and they have indicated to HSSA that a plan is needed to ensure that this project becomes sustainable and reaches its full potential. HSSA have therefore proposed that a Multi-Activity Trails Strategy and Project Plan be developed.

Section 4: Outline Marketing & Investment Plan

An Outline Marketing Strategy has been provided, which makes recommendations in terms of the roles and responsibilities of the institutional structures with respect to strategy development, oversight and implementation of marketing plans and activities.

Importantly, it outlines the role that the CTO should play in implementation, and case studies of other tourism organisations have been provided as a point of reference.

The Outline Marketing & Investment Plan also makes various recommendations in terms of branding and brand architecture, which will be a key process.

Phase 3 will provide an Outline Marketing Strategy for each of the key tourism products identified. The Outline Marketing Strategy aims to provide a framework from which to develop the consequent Marketing Plans.

Conclusion and Summary of Recommendations:

- In order for tourism to flourish in Mandeni and for the catalytic projects proposed in the MLM Strategy Review to work, it will be vital to have in place the required institutional structures including a strong CTO.
- The inclusion of a Project Management Firm with the requisite experience and skill set has been recommended for the implementation of the projects.
- The Tourism Strategy Development has taken shape in the form of the proposed African Village Beach Experience, Cultural Heritage Visitors Centre/ Hub, Thukela River Guest House and Umlalazi to Amatikulu MTB Trail;
- The African Village Beach Experience is viewed as having the most potential (and should become Mandeni's primary tourism attraction) and it is recommended that this be the focus of the Strategy;
- Each of the projects proposed is considered to have catalytic potential;
- Estimated budgets for each of the projects are as follows
 - African Village Beach Experience – **Development costs = R 192, 799 120.00**
 - African Village Beach Experience – **Operating costs p.a. = R 10, 875 000.00**
 - Cultural Heritage Visitors Hub – **Development costs = R 71, 412 420.00**

- Cultural Heritage Visitors Hub – **Operating costs p.a. = R 4, 764 000.00**
- Thukela River Guest House – **Development costs = R 28, 140 640.00**
- Thukela River Guest House – **Operating costs p.a. = R 9, 324 000.00**
- Umlalazi to Amatikulu MTB Trail – **Development costs = R 1, 328 960.00**
- Umlalazi to Amatikulu MTB Trail – **Operating costs p.a. = R 1, 008 000.00**
- It is recommended that the construction of the above projects be phased over a 5 – 10 year period and that Operational Business Plans be done for a 20-year period.
- Job creation potential of each proposed project is as follows:
 - African Village Beach Experience – **100 to 160 semi-skilled temporary construction jobs & 83 permanent jobs;**
 - Cultural Heritage Visitors Hub – **60 semi-skilled temporary construction jobs & 10 permanent jobs;**
 - Thukela River Guest House - **40 semi-skilled temporary construction jobs, 15 permanent jobs and 6 casual jobs;**
 - Umlalazi to Amatikulu MTB Trail – **4 temporary trail building jobs & 6 permanent jobs.**
- It is only possible to estimate the direct employment opportunities related to the proposed catalytic projects. However it should be noted that there will be numerous indirect economic benefits and employment opportunities that result from the implementation of this strategy.

2. INSTITUTIONAL STRUCTURING RECOMMENDATIONS

2.1 In the Phase 1 Report, a comprehensive review of the existing structures and organisations within the tourism sector from National Government through to Local Government was presented, including understanding of the role of communities and the private sector in tourism development and management.

In Phase 2, the institutional structures that are seen as operationally important for the development and implementation of future tourism strategies are highlighted. This exercise includes an understanding of the importance of community buy-in and accountability as foundational to success, as well as private sector support.

iLembe District Municipality: As the overarching institutional body, IDM should be made aware of and be in support of any tourism and marketing initiatives that are planned by MLM. IDM would be required to advise on project objectives against provincial and national objectives, and it is important that all planning is done with IDMs input, in particular if MLM intends to access funding through the DM for the implementation of the proposed tourism strategy and catalytic projects.

Mandeni Local Municipality: As the client, MLM is a pivotal role player as any further tourism initiatives entered into have to meet their socio-economic development objectives.

Enterprise iLembe: EI are pivotal in the management of tourism projects, as is mandated through their vision to make iLembe District the investment destination of choice. As the designated Economic Development Agency for iLembe, it is important that the proposed tourism initiatives involve Enterprise iLembe.

Thukela Mouth CTO or Dokodweni CTO: Buy-in and direction from local community members is critical for the success of an initiative that is based on community spirit and authenticity. The key concept of the African Village Beach Experience requires buy-in from a dedicated group of enthusiastic community members, who are willing to take ownership and work holistically with partners to bring the proposed concept to fruition. HSSA have proposed that the formation of a new CTO at Dokodweni be considered. Please refer to section 2 above.

Project Management Firm: With the range of the proposed catalytic projects (Tourism Product Supply) being quite broad, the scope of project management is broad and technical, and it would be advisable to enlist a project management firm with the knowledge and capacity to successfully support the institutions responsible for the implementation of the proposed projects.

2.2 ORGANOGRAM OF INSTITUTIONAL STRUCTURES KEY TO WAY FORWARD

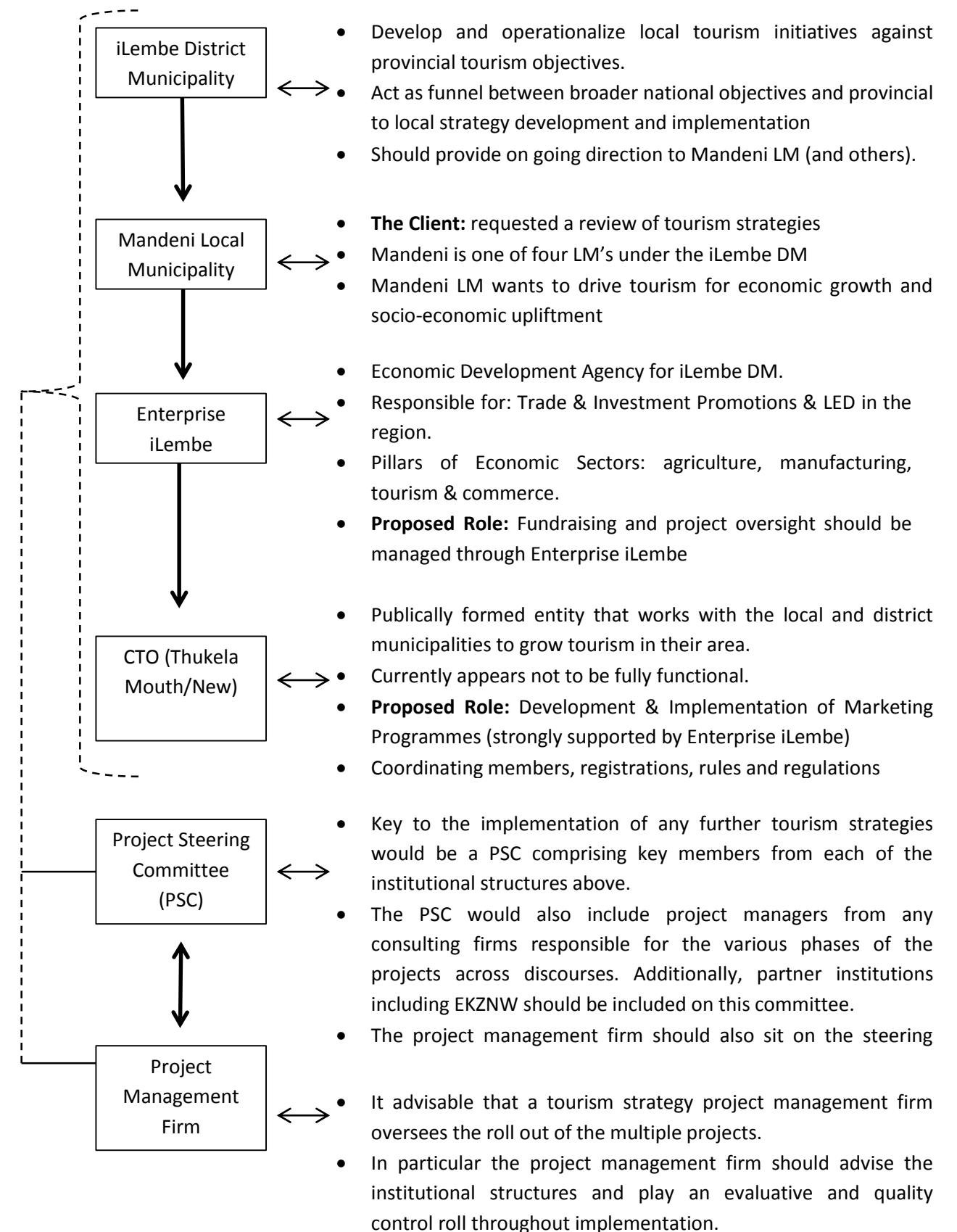


Figure 1: An organogram of key institutional structures

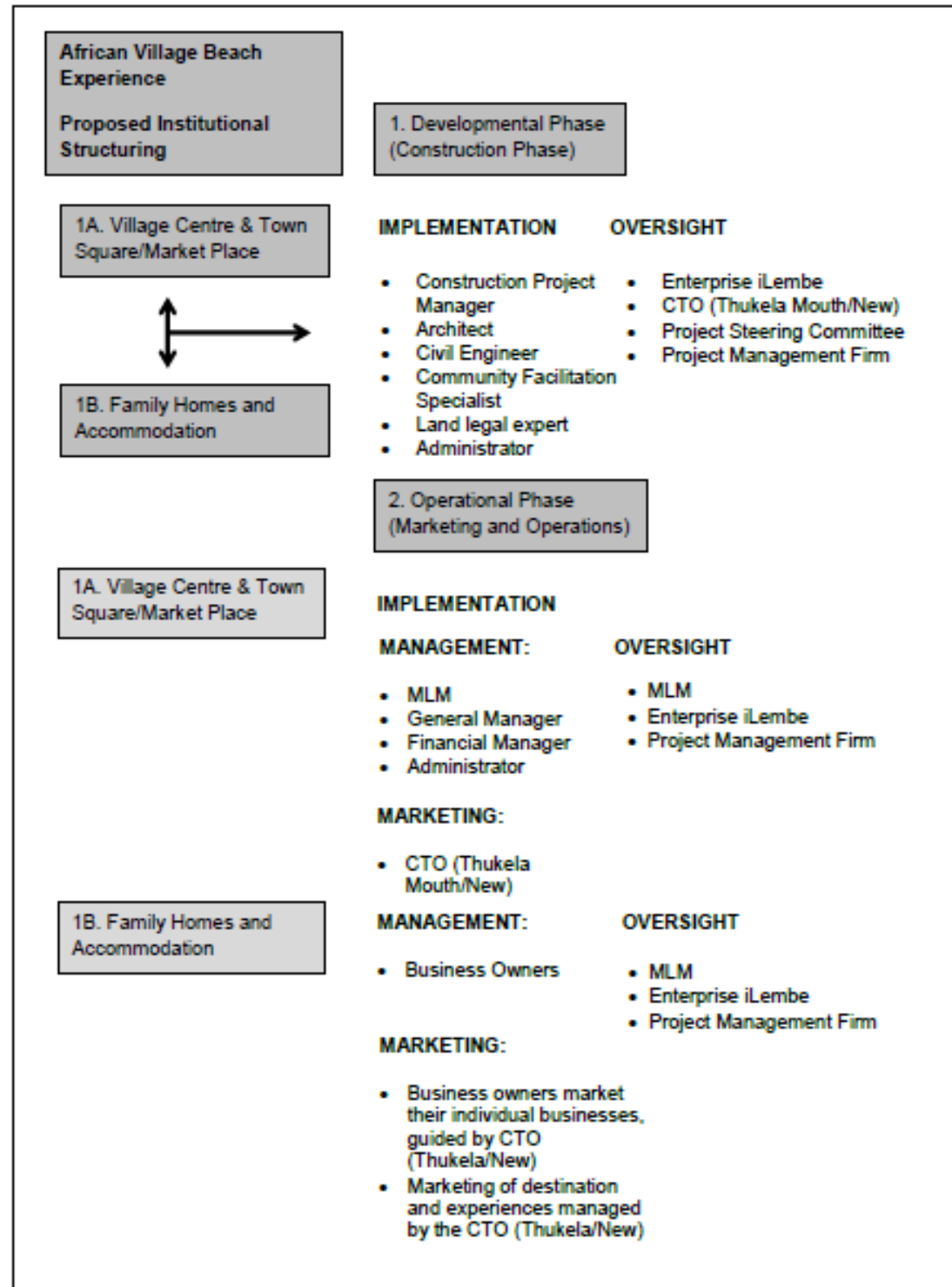


Figure 2: Proposed Institutional Structuring of the African Village Beach Experience

The African Village Beach Experience consists of two sections, 1A and 1B, which will require construction management as well as community facilitation (awareness creation, training and skills development during implementation). It is envisaged that Enterprise iLembe, the CTO (Thukela Mouth/New), the PSC and the PMF would oversee the development phase. In the operational phase, 1A would be implemented by MLM with a general manager, financial manager and administrator, while being overseen by the PSC. 1B would be managed by the PMF, and overseen by Enterprise iLembe. Marketing for 1A and 1B require involvement of the CTO for implementation and oversight by Enterprise iLembe.

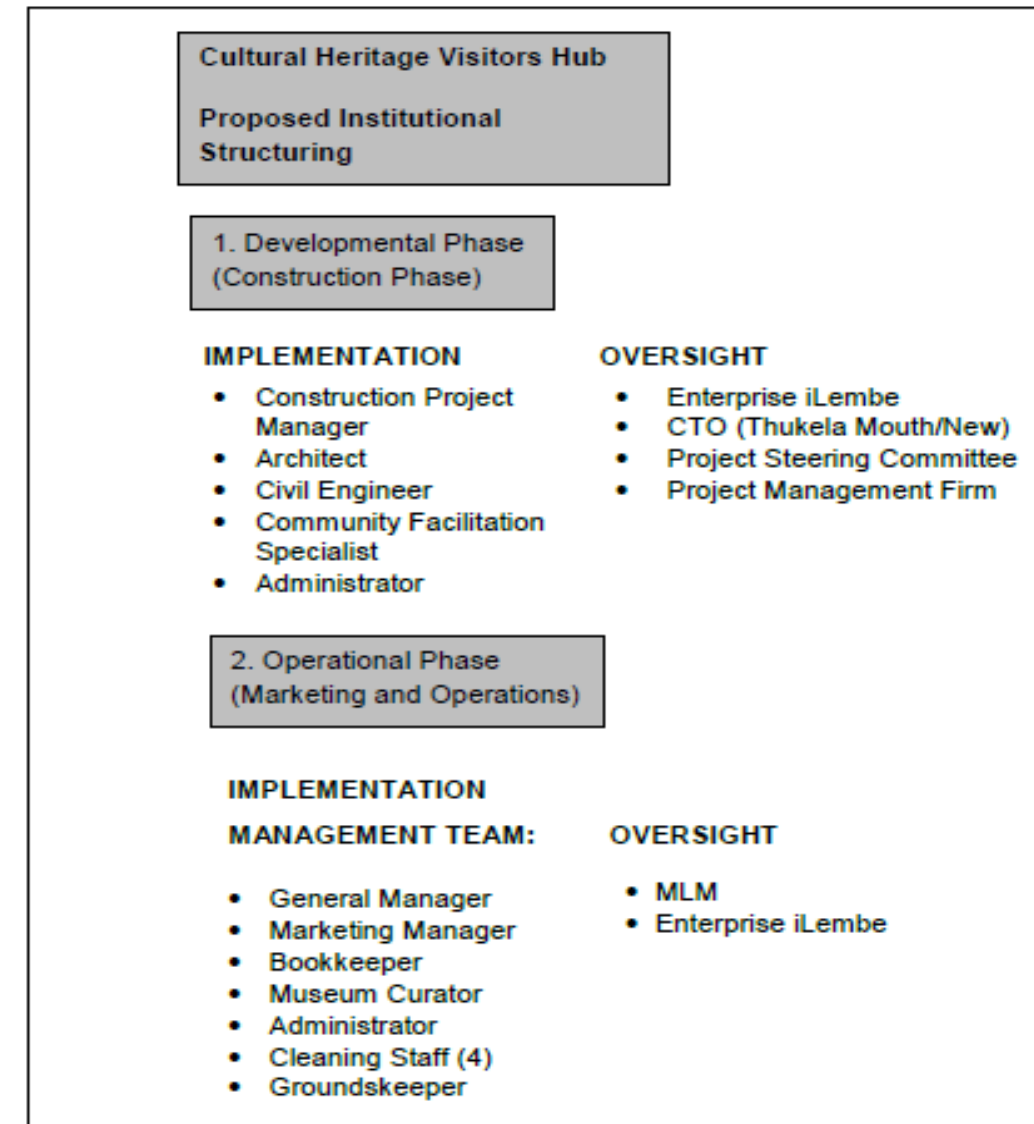


Figure 3: Proposed Institutional Structuring of the Cultural Heritage Visitors Centre

The Cultural Heritage Visitors Hub would require similar resources to that of the African Village Beach Experience, but would require added oversight by Enterprise iLembe. Additionally, the managerial, administrative and financial human resources needed for operational implementation could be used over-archingly to support several functional requirements related to the tourism products.

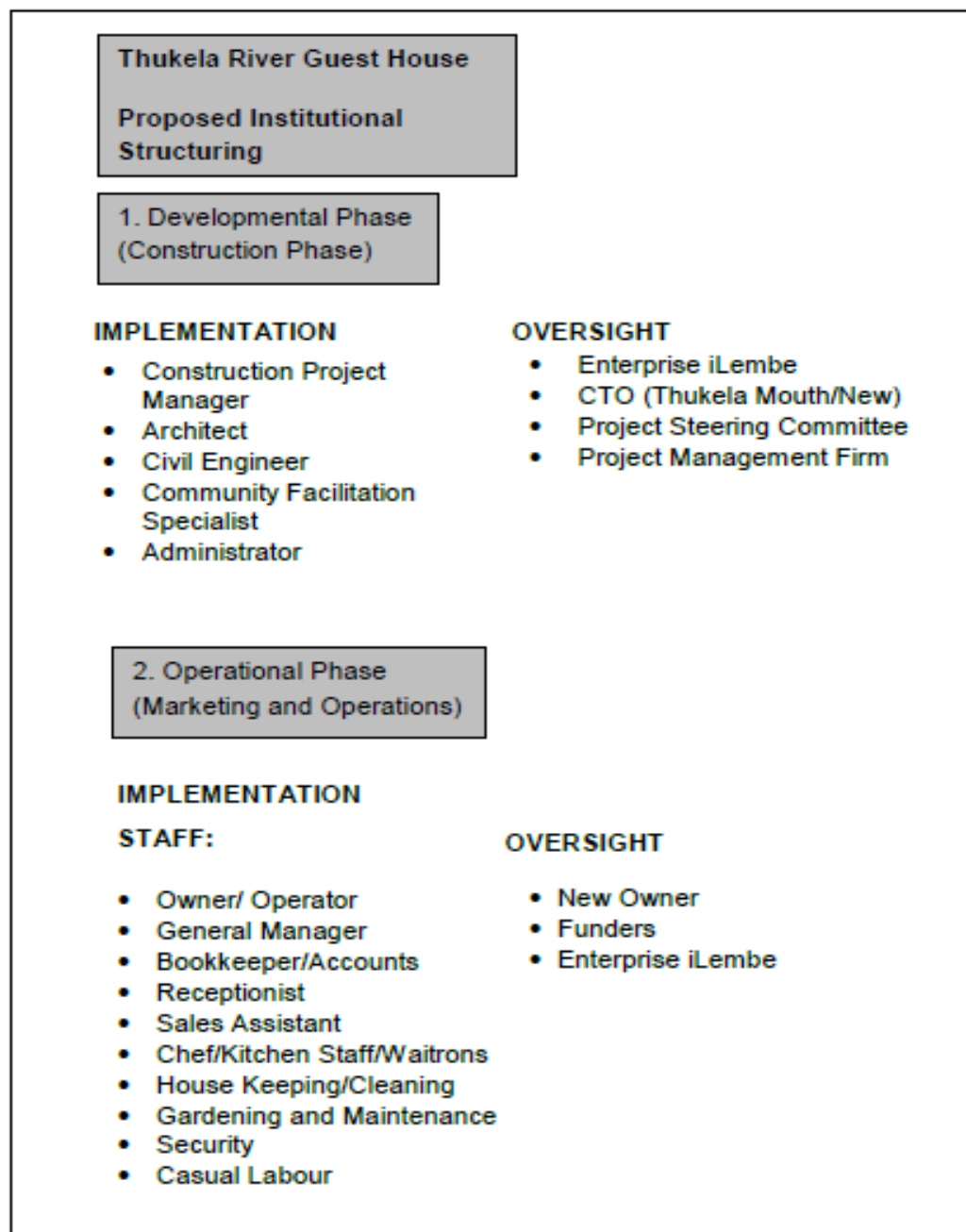


Figure 4: Proposed Institutional Structuring of the Thukela River Guest House

It is envisioned that during the Developmental Phase, the Thukela River Guest House project will require a construction project manager, architect, civil engineer, community facilitation specialist as well as an administrator for implementation. This phase will be overseen by Enterprise iLembe, CTO (Thukela Mouth/New) and the owner. The Thukela River Guest House is unique amongst the proposed catalytic products with respect to understanding what structure or private entity may own it or run it in the future¹. The guesthouse concept requires a feasible business model that can finance a low interest loan.

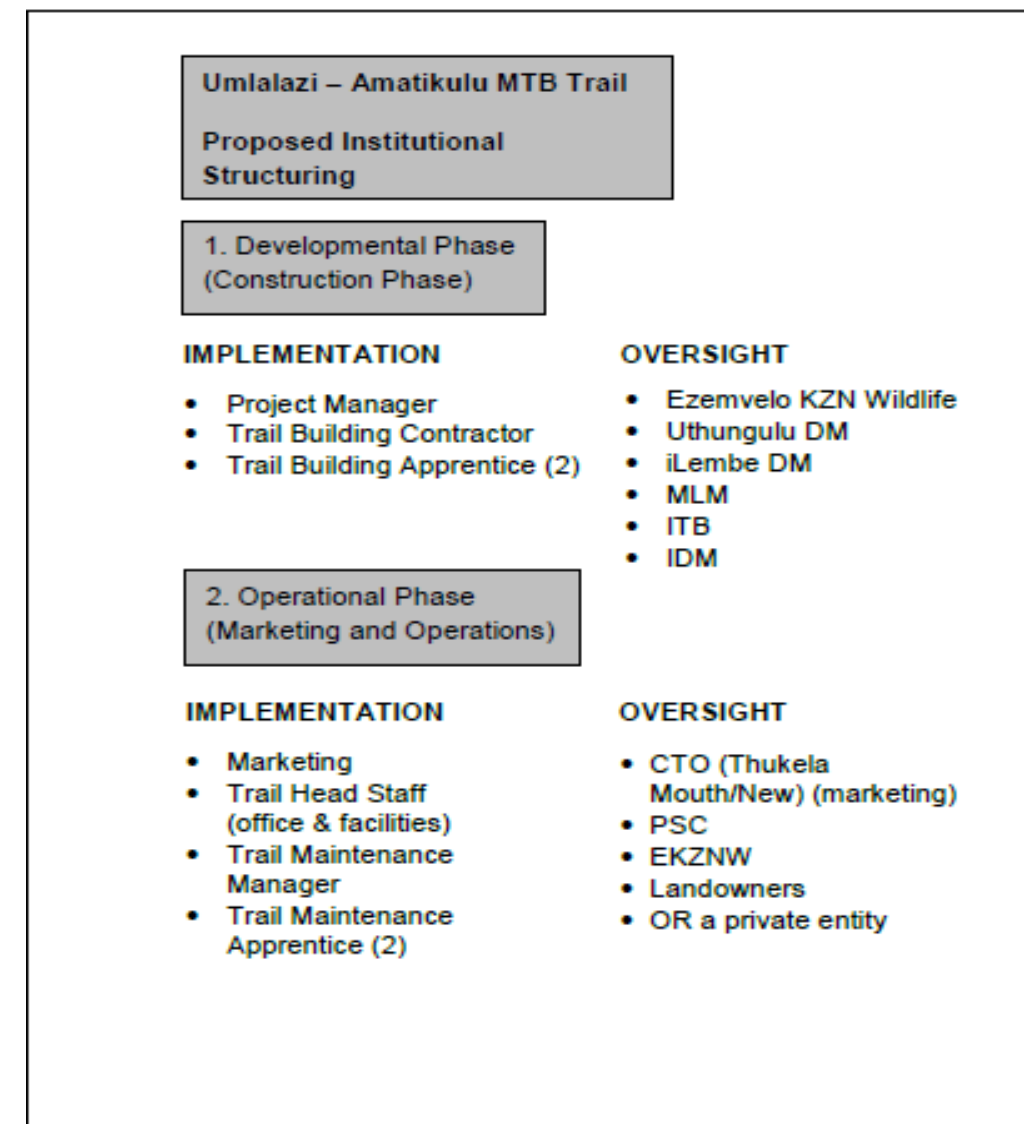


Figure 5: Proposed Institution Structuring of the Umlalazi - Amatikulu MTB Trail

Structurally, the MTB Trail concept cannot be defined completely accurately at this stage; as the stakeholders involved include different landowners along the trail and the current phase of the trail itself is as of yet undefined. However, the proposed development phase requires specialised trail building human resources in the form of a project manager, trail building contractor and apprentices; to be overseen by EKZNW, UDM, MLM, ITB and IDB. The operational phase requires various on the ground staff, and the fundamentals of how this will operate and who will be responsible needs to be fully deliberated. Oversight of operations would be shared between the CTO (Thukela Mouth/New), PSC, EKZNW, Landowners or possibly a private entity.²

For more information on how the presented structures will apply in relation to the proposed catalytic products, please refer to Appendix A (Operational Discourse) of this report.

¹ Final ownership models and investment in the Thukela River Guest House is to be explored further in Phase 3.

² Affiliation with Amarider would provide further guidance and oversight during the implementation phase

3. TOURISM PRODUCT SUPPLY INCLUDING ENVIRONMENTAL AND CULTURAL HERITAGE RECOMMENDATIONS

The Phase 1 report allowed for thorough evaluation of the past tourism strategies (Zama O'Brien Consultancy, 2000; Graham Miller Associates, 2008), which resulted in a number of key recommendations discussed below:

3.1. TOURISM PRODUCT SUPPLY RECOMMENDATIONS

HSSA feels that the principle suggestions of the 2000 report still have merit:

- Formulating an entity that will be responsible for driving tourism in the area.
 - At present there is no effective entity that is responsible for driving tourism in the area.
- Identifying a primary attraction and developing it (the beach).
 - However, conceptually it cannot be a typical coastal resort development. Rather, it needs to be an African coastal resort development.
 - In terms of location it can be developed at the Thukela Mouth and / or Dokodweni, just north of Amatikulu,
 - An Interpretive Centre, whether it includes an information office or museum, does not necessarily function as a primary Visitor Attraction. Therefore, the principal effort needs to be the beach development.
- Development Master Plan for a "Thukela Frontier" Interpretive Centre
 - This concept still holds value. It could include the Battle of Ndongakusuka as well as all of the other heritage products associated with Mandeni. The location of the Centre should be located where it best serves the tourists.
- Development of a tourism route
 - Mandeni can look to be included into both the King Shaka Route and the Zulu Heritage Route 66.
- Further developing secondary attractions as well as tourism facilities (food, beverage, shopping and accommodation).
 - These facilities are to be developed and run by the locals.

HSSA is in agreement with the following suggestions from the 2008 report:

- Amatikulu Resort (Discarded)
 - A coastal resort development of some sort is needed. However, this could possibly take place at Dokodweni.
- More accommodation at Amatikulu (Discarded)
 - Additional accommodation is needed. However, this could possibly take place at Dokodweni.
- Development of an Adventure Hub on the southern banks of the Thukela (Business Plan Prepared)
 - An adventure hub, which would function as an information centre and possibly museum, is required. However, this development could take place at Dokodweni.

- Revival of the Battle of Ndongakusuka (Business Plan Prepared)
 - HSSA is of the opinion that the Battle of Ndongakusuka can be included as a heritage offering along with all of the other heritage products associated with Mandeni. Therefore, the location of the revival of the battle need not be on Ndongakusuka Hill. Instead, it can be located where it serves the tourists best.
 - Additionally, it could be included in either the King Shaka Route or the Zulu Heritage Route 66.

Summary of Finding: Way Forward

- A Tourism Entity must be established that will be responsible for driving and implementing the Tourism Strategy.
- The beach, as a Primary Tourist Attraction, is to be developed by way of an African village / beach experience.
- The N2 Dokodweni Junction (277 / R66) is recommended as the preferred location for the Cultural Heritage Visitors' Hub. As this will also become the main intersection for access to the 'African Village Beach Experience'. Mandeni is to link its heritage stories with the King Shaka Route to the south and / or the Zulu Heritage Route 66 to the north, as well as the proposed King Shaka Statue. Further tourism facilities of accommodation, food and beverage and shopping are recommended for future growth of tourism within MLM.

3.2. POTENTIAL CATALYST TOURISM PROJECTS

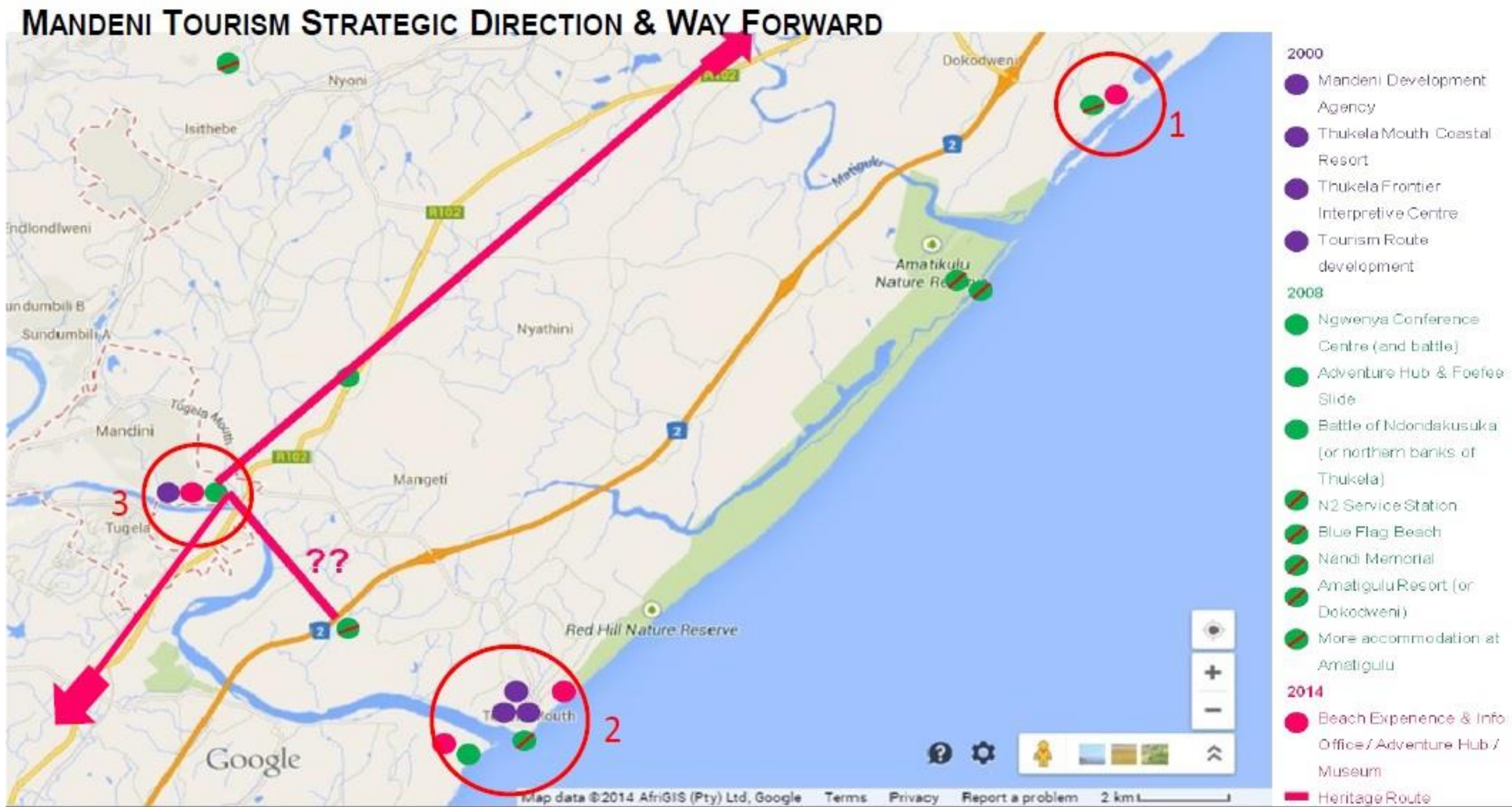


Figure 6: A map displaying the proposed positioning of the various tourism products discussed in the operational discourse.

3.2.1 AFRICAN VILLAGE BEACH EXPERIENCE



Figure 7: A view of the Amatikulu beach area, viewed from an inland southern point.

**Please refer to point 1 on the map on the previous page for location*

The name is indicative at this early point of the concept and subject to engagement and agreement with key stakeholders as part of the development planning process. HSSA propose that Mandeni develop its natural tourism offering, mainly in the form of an African Village Beach Experience, as its primary tourist attraction. HSSA proposes that Mandeni develop its heritage, cultural and historical tourism offerings as secondary tourism attractions.

An authentic African beach experience does not necessarily preclude a priority of swimming in the ocean, and focuses rather on a local, traditional, community-based and used village which can function as a tourism attraction. The aim is to conceptualise it from an Afrocentric perspective, which would offer the visiting tourist a peaceful, relaxed beach experience that is simple yet vibey. Restaurants, pubs, shops, markets, and open public spaces would be the focus of the village with sea views just beyond. However the ability to slip away and wander the beaches with sand between toes should be equally possible. The design and feel should be eclectic, but non-intrusive; with local economic development and economic sustainability built into all operations. In particular a strong sense of local community ownership should prevail. In order for the African Village Beach Experience to truly speak of authenticity, there are several underpinning developments which are part and parcel of the overarching experience:

- **Village Centre and Town Square/ Market Place:** It is envisaged that the African Village Beach Experience will be centred around a village with a town square that includes restaurants/ street

cafes, shops and market spaces. This would require careful town planning involving the IDM, MLM, EI, Project Management Firm and other stakeholders. In order to maximise the job-creation potential of this exercise, it is recommended that as much labour as possible be sourced from the community in the Dokodweni area. It is anticipated that a project of this nature will have a fairly long timeframe of between 5 - 10 years and it should allow for extensive awareness creation, training and skills development programmes which commence at the start of the project and continue throughout the implementation and operational phases.

- **Family Homes and Accommodation:** An important part of the village economy will be African beach styled homes, which accommodate the local business owners, but that in certain cases provide accommodation (B&B/Self Catering). It is proposed that these homes be built in such a manner that they could offer up to 80 rooms or 160 beds worth of accommodation. It is envisaged that each home would be built on 1500 - 2000 sqm plots of land. The conceptual design of these homes would need to be done by an architect in consultation with MLM, the local community and other stakeholders and would need to tie in with the overall design concept for the African Village Beach Experience.

An existing accommodation option that is found at in the Amatikulu area is The Hatchery, which is exemplary of the look and feel of the African Village Beach Experience. It is on point with a retro African feel that has naturally developed with influences from the Mozambican border, only a few hundred kilometres north. Some example of the look and feel of The Hatchery are presented below:



Figure 8: Images of the interior and exterior of The Hatchery



Figure 9: Images of accommodation look and feel at The Hatchery to the north of Amatikulu

The proposal is therefore to establish a well-planned village based economy that leads to the promotion of socio-economic development and enhancement of Mandeni. The vibrancy of this economy, which is situated in an idyllic setting, then becomes the reason why tourists would want to visit Mandeni and Dokodweni. Tourism would form part of this economy but for the sake of authenticity and sustainability it would need to be very carefully planned. The Mandeni Tourism Strategy would therefore need to be integrated into the IDP and MLM LED Strategy. The specific objectives of this Local Economic Development project would be as follows:

- Grow Dokodweni as a tourist destination improving socio-economic conditions.
- Develop a multi-sector strategic planning process for the development of Dokodweni, combining the productive, cultural, environmental and social potentials and needs of the area.
- Enhancement of the cultural identity and social cohesion between the people of Mandeni.

Anticipated Outcomes:

- Creation of an authentic African village economy underpinned by SMME's in the tourism, food and beverage, and retail sectors.
- Implementation of plans to ensure the protection of the cultural heritage of Dokodweni
- The creation of a new model for beach tourism in South Africa.

Target Markets:

- Primarily Domestic tourists who might otherwise seek this kind of experience in Mozambique.
- Nature based tourists
- Cultural heritage tourists

Beneficiaries:

- Tourism Businesses

- Tourism support services
- Tourists
- Emerging Entrepreneurs

Visitor Accessibility

For the African Village Beach Experience the first level of visitor accessibility should be through Marketing, in various forms, but particularly digital through an internet interactive website, blog and various social media channels. The second level of accessibility is traditional marketing and signage. Branded directional signage boards from and between points are important for visitor accessibility. Other existing visitor sites should be integrated into the beach experience through marketing. The discourse focuses specifically on the African Village Beach Experience, however, the other tourist activities and offerings in the area ought to be linked into this and marketed as a diverse experience.

Dokodweni is considered as the preferred destination for tourism development for a number of reasons:

Accessibility from the Dokodweni junction of the N2 with the R66 can be considered as favourable for ease of access for tourists. It complies with the concept of being a southern anchor point to the Route 66, provided that the proposed product development blends with the ethos of the Route.

Dokodweni, as a junction, has the potential to provide linkage between Route 66 to the north and the King Shaka Route from the south, thereby possibly being the location for any development of a tourism information office and museum (an area adjacent to the N2 could be considered as a future tourism intermodal hub). Access from the Dokodweni junction to the lagoon / beach is approximately 3km. It is considered that the lagoon setting (sense of place) offers a unique tourism development location along the north coast. Dokodweni offers a very real opportunity for the planning and development of a rural community beach experience in line with the national and provincial tourism strategies.

Through proper planning and implementation processes, maximisation of community involvement will ensure minimisation of economic leakage from and maximisation of job creation potential within the Mandeni area. This strategic development opportunity is considered to have the potential to become a primary tourism destination along the north coast, thereby attracting growth in visitor numbers for the benefit of iLembe as a whole, as well as acting as a tourism economic catalyst for further tourism development and facilities elsewhere within the Mandeni area.

The proposed area for the African Village Beach Development is the area between Amatikulu Nature Reserve and Siyaya Coastal Park (Umlalazi Nature Reserve). This land is understood to have been proclaimed part of the Amatikulu Nature Reserve, but has since been de-proclaimed, as is understood from the Mandeni Coastal Management Programme. This area is now understood to be TC area and therefore ITB land. Any future development of this land will need to include engagement with the local traditional authorities.

Operational Revenue, Activities and Maintenance

The African Village Beach Experience will require a detailed implementation plan including an Operational Business Plan (OBP), which covers both the developmental and operational phases in order to assess the projects potential, viability and sustainability.

3.2.2 CULTURAL HERITAGE VISITORS HUB

**It has been suggested that the Cultural Heritage Visitors Hub be positioned west of point 1 on the previous map, closer to the Route 66 and N2.*

HSSA believes that Dokodweni, as a junction, has the potential to provide linkage between Route 66 to the north and the King Shaka Heritage Route from the south, thereby possibly being the location for any development of a Cultural Heritage Visitors Hub, which would include a tourism information office and museum. The area adjacent to the N2 could be considered as a tourism intermodal hub, which could include office premises for the proposed Dokodweni CTO, as well as offices for emerging business owners such as those who run the B&B/ SC accommodation venues in the village, as well as activity providers and tour operators.

The area is also rich in historical sites, which can be featured through the Cultural Heritage Visitors Hub. Mangete, Ndongakusuka Hill, Fort Tenedos, Fort Pearson and the Ultimatum Tree all present unparalleled opportunities for tourism related development, with the central feature being Ndongakusuka Hill, which is the site of the Military Kraal, which represents the Zulu social system, which was the cause or excuse for the Anglo – Zulu War. It is therefore, also an important opportunity space for a central catalytic development which attracts tourism into the area, and from where it can radiate out to the other nearby sites.

Cultural Heritage Values/ Sites identified:

- The link to John Dunn, the “white Zulu”
- The battle of eNdongakusuka
- The Leper Colony
- The Ultimatum Tree and the Anglo-Zulu War
- The battle of Thukela

Visitor Accessibility

For the Cultural Heritage Visitors Hub (Hub) the first level of visitor accessibility should be through Marketing, in various forms, but particularly digital through an internet interactive website, blog and various social media channels. The second level of accessibility is traditional marketing and signage. Branded directional signage boards from and between points are important for visitor accessibility. Other existing visitor sites should be integrated linked to the Hub through marketing. This discourse focuses specifically on the Hub.

The intersection of the R66 with the N2 at Dokodweni is considered as the preferred location for the development of a Hub for a number of reasons.

Accessibility from the Dokodweni junction of the N2 with the R66 to the proposed African Village Beach Experience can be considered as favourable for ease of access for tourists. It complies with the concept of being a southern anchor point to the Route 66, provided that the proposed Hub development blends with the ethos of the Route. Dokodweni offers a very real opportunity for the planning and development of a Cultural Heritage Visitors Hub in line with the national and provincial tourism strategies. This strategic development opportunity is considered to have the potential to become a secondary tourism attraction (which supports the primary attraction of the African Beach Village Experience) along the north coast, thereby attracting growth in visitor numbers for the benefit of iLembe as a whole, as well as acting as a tourism economic catalyst for further tourism development and facilities elsewhere within the Mandeni area.

One of the possible limitations noted with the N2 Dokodweni Junction (277 / R66), are the SANRAL tollbooths that are located at the off and on ramps to the N2. The current fee is R14.50 to take the off ramp when travelling from Mandeni to Dokodweni or Eshowe, and the same amount applies for re-joining the N2 coming from Dokodweni or Eshowe. At the presentation of the Phase 2 Report, the PSC raised a concern about how this R29.00 total round fee could impact on the decision by visitors to come to the area, in particular visitors who wanted basic information and were simply interested in stopping and having a look at the proposed Cultural Heritage Visitors Hub at this intersection. The toll fee could prove to be a hindrance, in terms of attracting the unsecured broader tourism market on their way up the coast. It is recommended that SANRAL be included as a potential partner in terms of developing the tourism products, in order to explore potential mitigation measures.

Operational Revenue, Activities and Maintenance:

The Cultural Heritage Visitors Hub will require a detailed implementation plan including an Operational Business Plan (OBP), which covers both the developmental and operational phases in order to assess the projects potential, viability and sustainability.

3.2.3 THUKELA RIVER GUEST HOUSE

**Please refer to point 2 on the map on page 8 for location*

This location has the appeal of being a potential beach destination and could be considered with linkages northwards up to Amatikulu Nature Reserve. That said, the current development footprint, together with its location at the mouth of the Thukela River, is considered as being limiting for further tourism development that would provide meaningful opportunity for visitor number growth. However, it is considered viable for the strategy to address upgrading of the Thukela Mouth tourism product generally, in order to boost the tourism economy. This would start with addressing the poor water quality of the Thukela River, which is

seen as a serious threat the development of tourism at this location. Should this be adequately addressed then activities such as fishing, paddling, bird watching and swimming become more feasible and safe.

As the Phase 1 Report indicates, there is little opportunity for a significant beachfront resort type development at Thukela Mouth. It is therefore proposed that an area just north of the village be identified and released for the development of this tourism facility, with functional linkages to the African Beach Village, the new town/ village centre and the other development proposed along the Thukela River. The Guest House could take the form of an offering for weddings and conferencing venue with a health spa. This would diversify the tourism product offering in the MLM and if this and other developments along the Thukela River were to become successful it would catalyse and add sustainability to Mandeni's local economy.

The Phase 1 Report also mentions that there are three proposals in the pipeline for development on privately owned land along the north bank of the Thukela River. These applications are to be welcomed as they may well serve as catalysts for further development in the area, however they must be aligned with the planning for the Siyaya Coast, and cannot be formally supported until there is certainty that the Siyaya Coast Development Plan can be implemented as proposed by the Municipality.

The focus of this discourse will be on the proposed development of a resort north of the village as proposed in the Phase 1 Report.

Visitor Accessibility

For the resort, the first level of visitor accessibility should be through Marketing, in various forms, but particularly digital through an internet interactive website, blog and various social media channels. The second level of accessibility is traditional marketing and signage. Branded directional signage boards from and between points are important for visitor accessibility. Other existing visitor sites should be integrated linked to the Hub through marketing. This discourse focuses specifically on the Thukela Mouth Development.



Figure 10: View of the Thukela River Mouth

It is proposed that land just north of Thukela Village be released for the development of the resort.

Accessibility from the N2 (Exit 269) to the proposed location for the resort can be considered as favourable for ease of access for tourists. This strategic development opportunity is considered to have the potential to become a secondary tourism attraction (which supports the primary attraction of the African Village Beach Experience) along the north coast, thereby attracting growth in visitor numbers for the benefit of iLembe as a whole, as well as acting as a tourism economic catalyst for further tourism development and facilities elsewhere within the Mandeni area.

3.2.4 UMLALAZI – AMATIKULU MOUNTAIN BIKE TRAIL

According to EKZNW, a mountain biking trail of roughly 35km in length is being developed between Umlalazi and Amatikulu Nature Reserve. The implementation timeframe for this development is October 2014 - 30 June 2015. Given the significant popularity of mountain biking in South Africa, this could become a very valuable facility and attraction, which should be packaged along with other adventure sports and nature based activities such as the following activities, which were identified in the Phase 1 Report. Some of these activities are as follows:

- Hiking, Walking, 4x4 rides, Fishing, Birding, Lagoon cruises / Beach / Lagoon side picnics, Horse riding, River rafting, Kite surfing

It should be noted that there is often significant cross-over between mountain biking and other activities such as trail running and hiking. In areas such as the Karkloof, trails have been developed for the purposes of mountain biking but they are also used by trail runners and hikers. Amatikulu Nature Reserve is also known for its good birding and has a bird list of over 300 species.

EKZNW have indicated that the plan is to link the trail to the approximately 30km of trail that has been built in and around Mtunzini and at Twin Streams Education Centre (which is owned by WESSA). Another potential future development in terms of mountain biking trails is to extend the Umlalazi - Amatikulu MTB Trail further north and into the iSimangaliso Wetlands Park. It is therefore recommended that the Umlalazi - Amatikulu MTB Trail be considered a project with catalytic potential as it could in future create linkages to a World Heritage Site.

The management and funding of this development would fall under EKZNW but HSSA would like to recommend that the MLM together with Enterprise iLembe and other project stakeholders engage with EKZNW on this development and discuss how additional funding needed to assist in maximising the potential tourism value of the trails could be raised. The development of trails to cater for the needs of mountain bikers and other user groups is seen as a means of creating employment opportunities through trail building, guiding and tour operations. These could be developed as new or additional employment opportunities but they could also be used as a means of diversifying the skills and offerings of some of the business owners in the village. For example some of the B&B owners might also wish to become mountain bike guides, which would diversify their own product offering but also improve their means of generating income.

Visitor Accessibility

For the Umlalazi - Amatikulu MTB trail accessibility should be through Marketing, in various forms, but particularly digital through an internet interactive website, blog and various social media channels. Mountain bikers are considered tech-savvy and do most of their research and planning using online resources. The second level of accessibility is traditional marketing and signage. Branded directional signage boards from and between start/ finish points (at Amatikulu and Umlalazi NR) and on the trail itself are important for visitor accessibility. Other existing visitor sites should be integrated linked to the trail and Nature Reserves through marketing. This discourse focuses specifically on the Umlalazi - Amatikulu MTB Trail.

The Amatikulu and Umlalazi Nature Reserves have been identified for the development of the trail.

Accessibility from the N2 at Exit 269 to the proposed start of the trail at Amatikulu Nature Reserve can be considered as favourable for ease of access for riders, trail runners and walkers. This strategic development opportunity is considered to have the potential to become a secondary tourism attraction

(which supports the primary attraction of the African Village Beach Experience) along the north coast, thereby attracting growth in visitor numbers for the benefit of iLembe as a whole, as well as acting as a tourism economic catalyst for further tourism development and facilities elsewhere within the Mandeni area.

Operational Revenue, Activities and Maintenance:

Although this is a project of EKZNW, it is proposed that budget be made available for the development of a Multi-Activity Trails Strategy for MLM.

3.3 PRIORITY TOURISM ISSUES

The Phase 1 Report presented a comprehensive review of two earlier strategies, from which priority tourism issues were identified. It is recommended to read section 5 of the Phase 1 for full consideration; however, the main priority tourism issues have been lifted from the report and listed below:

It is HSSA's opinion that Mandeni Town has limited tourism potential, other than that related to accommodation and related tourism facilities associated with business and industry of the area. Existing tourism product facilities within the iLembe District, in close proximity to Mandeni, further compete and will challenge the potential success of tourism product within the Town.

While the area surrounding Mandeni Town and iLembe Municipality in general are very rich in stand-alone historical points, including the battle sites of Ndongakusuka, their singularity and lack of interconnectedness make it difficult for any one feature alone to become a major tourism draw card. As discussed in 3.2.2 above, they still offer a rich and varied value, which, when combined with the attractions of the beach and nature based activities. Historical and cultural assets should be seen as part and parcel of the greater MLM attractions.

Institutional structuring, as discussed in section 2, is a major priority tourism issue. What Mandeni lacks is a tourism-focussed entity, as even with Enterprise iLembe, the focus is split over four economic sectors (agriculture, manufacturing, commerce and tourism). Support and revitalisation of both government and community led tourism departments and institutions are key, to create better links between people and government, as well as to highlight accessibility to government funding (if any). The Phase 3 report will expand upon funding sources.

One priority tourism issue that has not been fully investigated at this level of report is that of safety and security within the proposed tourism developments. A crucial part of the success of new tourism initiatives is the guarantee of safety and a stress free holiday for local and international visitors, thus a more comprehensive look into security concerns for the coastal regions of IDM should be activated at a later stage.

3.4 ENVIRONMENTAL OPPORTUNITIES AND CONSTRAINTS

In the Phase 1 Report, attention was focussed on best practice principles for LED, as well as the planning processes for any tourism development initiative. Currently, the proposed tourism products are all reliant on the surrounding natural environment, on which their ultimate success will rely.

That said, while the opportunities presented by the natural environment are wide open (linked to the nature based activities that the natural bush, beaches and open water offer), the implication is that there will need to be stringent management and strategic partnering with all other management entities (in particular of the local parks and reserves) in order to carefully utilise and share resources.

The water quality of the Thukela River is a constraint, in that it is affected by upstream activity that cannot be controlled by tourism entities. Thus Blue Flag Beach status is not an option, and marketing the area around the coastal stereotype of blue waters and white sand is neither feasible nor required.

A concern is that there do not seem to be management plans for the Thukela Estuary, the Amatikulu/Nyoni Estuary or the Ingwenya Nature Reserve. Additionally, HSSA has been unable to find any management plans related to the Amatikulu Nature Reserve and Harold Johnson Nature Reserve.

At the Phase 2 Report Presentation that took place in Mandeni on the 22nd of January 2015, EKZNW were in attendance and commented that when the stakeholder engagement process begins, EKZNW's ecologists and possibly other environmental specialists should be involved. This is a prudent suggestion, which would help outline potential environmental threats posed by the tourism products during both their development and operation. By highlighting and dealing with potential issues before going into any form of environmental impact assessment, a smoother path will be laid for sustainable development processes.

4. OUTLINE MARKETING AND INVESTMENT STRATEGY

4.1. INTRODUCTION

This Draft Outline Marketing Strategy has been prepared by Haley Sharpe Southern Africa (HSSA) at the request of, and on behalf of, Mandeni Local Municipality for the Mandeni Tourism Strategy Review Project, in order to give strategic direction, from a tourism sector and product perspective, to assist with the preparation of Marketing Plans that are required to be agreed prior to implementation.

The Outline Marketing Strategy should be considered as a high-level strategic document, expressing the wishes of MLM and the relevant stakeholders, in terms of their intentions for alignment of all aspects of marketing, with their operational needs. Whilst the Outline Marketing Strategy is intended to provide the strategic direction and instructions relative to the preparation of Marketing Plans, together with their subsequent roll-out, for the Project, the Strategy should not be taken as being 'cast in stone'. Should it be identified, through the preparation of the associated Marketing Plans, that more effective strategic marketing means emerge, which may give rise to a recommended change in strategic direction, this matter is to be referred back to MLM and the relevant stakeholders (Enterprise iLembe, CTO and PSC) for their further consideration and instruction. Once the Marketing Plans have been completed and signed-off by MLM and the relevant stakeholders, it is anticipated that a number of selected marketing agencies will be invited to pitch for one or more appointments to implement the marketing development and roll-out campaign.

4.2. GENERAL OUTLINE MARKETING STRATEGY

4.2.1. PROPOSED VISION

This is an overarching vision for the Project that came as a result of Phase 1 and interaction with various stakeholders.

The purpose of the initial vision is to visualise the future of the product in order to provide strategic direction for subsequent phases of the assignment. It is not intended to align with or to satisfy any municipal or other objectives at this juncture, it is solely based on the development of a strategic direction for the success of the product. As the assignment progresses, so will the project vision be further developed.

Based on feedback from the PSC, HSSA has developed the following proposed vision statements:

By 2030, Mandeni is the go-to place for an authentic and contemporary African Village Beach Experience. It is a prime tourist destination and showcase of sustainable rural tourism development.

OR

By 2030, Mandeni is the go-to place for an authentic and contemporary African Village Beach Experience. It is a locally owned, developed and maintained showcase of sustainable rural tourism.

With the implementation of the Project, it may be the case that the vision is further developed as per the CTO formation and the development of the key tourism products.

4.2.2. AIMS & OBJECTIVES

From the Terms of Reference the overall objectives of the proposed Mandeni Tourism Strategy are understood to include:

- Unlocking the tourism potential of Mandeni in an effort to ensure sustainable economic development of the locality.
- Addressing specific demand and supply needs for tourism in MLM in order to develop a sustainable sector plan that will maximise the economic and social impacts of tourism in the area, while mitigating the environmental effects.

This project has identified further potential objectives, which are proposed to include:

- To promote local economic development within and around MLM as well as IDM, by way of linkages with the existing coastal tourism sector.
- Identification of new tourism sector markets within and around MLM.
- For the African Village Beach Experience to be developed in such a way that it functions as a master example of rural tourism that can be applied elsewhere in the province, country and the world.

Similarly to the vision, the aims and objectives may be further developed as per the CTO formation and the development of the key tourism products.

4.2.3. CTO FORMATION & BRANDING

For the purpose of clarification, the proposed key tourism products within the proposed MLM Tourism Strategy include;

- African Village Beach Experience
- Cultural Heritage Visitor Hub (paying point and visitor centre) at intersection of Dokodweni / Eshowe - R66 / N2.
- Thukela River Guest House
- Umlalazi to Amatikulu MTB trail

It is proposed that a CTO be developed, which will be responsible for the branding and marketing of these tourism products. It is recommended that a branding strategy session be held within the CTO, and perhaps to include other stakeholders such as IE, IDM and MLM, should they not already be represented within the PSC. This strategy session is proposed to work through possible branding and structural options; whether the tourism products be branded, marketed and promoted individually, and / or perhaps the CTO becomes a public facing product brand that offers various tourism products within the area. It should be clearly stated here that the success of this strategy depends largely on community ownership, and there should be strong involvement by the CTO and broader community with regards to the conceptualisation of branding and marketing ideas.

It is unclear at this stage what formation the branding will take. However, it is proposed that the branding strategy take place during or shortly after the workshop is held for the setting up the Project Steering Committee. It is important that the formation and branding of the CTO is appropriately strategised so that it may successfully carry out its function of branding, marketing and promoting the tourism products listed above. This will be further explored and unpacked in Phase 3, as a result of further consultation with the Client and research. The following gives some information of existing CTO-type associations that can be used as best practice examples and sources of inspiration for the way forward for this Strategy and Projects. While not covered in this report the E3R initiative is also recommended potential case study to be used when developing the detailed marketing plans for authentic African tourism products.

4.2.3.1. MIDLANDS MEANDER

Such examples of existing CTO-type associations include the Midlands Meander (www.midlandsmeander.co.za), which functions as a public facing tourism product. The Midlands Meander was created by artists of the area, who decided to collaborate and collectively market their product and place. The association now includes 150 members who offer a wide range of tourism products and activities. The MM is understood by the tourist as a product (tourism route), and not necessarily an association. The Midlands Meander Association is funded by membership fees and advertising sales in its annual brochure. As per the website;

Our Mission

To provide an enriching experience for the tourist by means of a varied array of hospitality, arts and crafts, and outdoor activities in a beautiful and unique country setting.

Our Value Statement

Our Association is a collective of creative and hospitable people, making a living at a gentler pace. We strive at all times to conduct our business in harmony with our community and the natural environment. We deal honestly and respectfully with visitors, fellow members, employees and surrounding communities.

4.2.3.2. N3 GATEWAY TOURISM ASSOCIATION

Although it is not a CTO the N3 Gateway provides a good example of how to market the offerings of tourism related businesses and activities. As per the website (www.n3gateway.com),

The N3 Gateway Tourism Association was established in March 2008. It was initiated by N3 Toll Concession (Pty) Ltd (N3TC) and has, to date, been primarily funded by N3TC. It is a registered Non-Profit Company that was formed to fulfil the role of marketing the region as a world-class travel destination to domestic and international tourists.

The project is managed by a Non-Executive Board of Directors and a team with the skills and expertise required to enable the N3 Gateway to fulfil its purpose.

Purpose

The main purpose of the N3 Gateway is to collectively market and showcase the tourism experiences of its membership and stakeholders.

It is the N3 Gateway's objective to co-operate and work with every sector of the tourism industry and contribute towards the development and growth of tourism in South Africa and in this way contribute positively towards the economy and create new jobs.

Membership

N3 Gateway currently boasts 34 registered members, which are made up of Tourism Associations, Co Ops, Section 21 Companies and Municipalities. The only private member is the N3 Toll Concession. It now represents approximately 1500 stakeholders, which in turn support and estimated 9000 full-time and part-time jobs.

Vision

To become a world-class tourism marketing association, renowned for innovation, collaboration, environmental sustainability and responsible tourism.

Mission

As an over-arching tourism association our mission is to:

- Collectively market the products, services and experiences offered by our members;
- Develop the institutional capacity required to meet the needs and expectations of our stakeholders;
- Produce high quality marketing materials that appropriately and effectively market the N3 Gateway Tourism Association and our members;
- Form strategic alliances with other tourism organisations to achieve mutually beneficial outcomes and overcome challenges which fall beyond the expertise and capacity of the association;
- Lead and assist every tourism related entity, through its CTO, association or municipality, within the vicinity of the N3 Gateway in becoming a sustainable, mutually supportive and successful enterprise, each following its own objectives; and
- Assist the local, provincial and national tourism authorities in achieving their short, medium and long-term tourism objectives.

4.2.3.3. UGU SOUTH COAST TOURISM

Ugu South Coast Tourism is a third example of a CTO-type structure. As per the website (www.tourismsouthcoast.co.za),

Ugu South Coast Tourism (Pty) Ltd is a multi-jurisdictional agency. The Ugu District Municipality established Ugu South Coast Tourism (Pty) Ltd as a Municipal Entity as contemplated by Section 86B of the Local Government Municipal Systems Act 32 of 2000.

Aims and Objectives

The aims and objectives of the Ugu South Coast Tourism (Pty) Ltd are to promote tourism growth and development of tourism in the Ugu District Municipality area.

UGUSCT aims to develop new tourism initiatives in the hinterland, improve existing tourist attractions and market the region as a premier tourist destination.

We also seek to provide Visitor Service Centre's of high quality. Service Centre's will provide professional service to the community of the region and visitors. UGUSCT offers the following services;

- Membership Update and Signing up of New Members
- Provide Tourism Advice to Existing and New Members
- Coordinate Training and Workshop for participants in the Tourism Sector
- Monitor Compliance to District and Local Tourism Policies by Established and New Entrants to the Local Tourism Operator Industry

Management Structure and Function

Ugu South Coast Tourism (Pty) Ltd is run, managed and administered at both Strategic and Operational Levels. The company is 100% owned by the Ugu District Municipality.

Strategic Direction is provided by the Board of Directors appointed the Ugu District Municipality. The Board members are a combination of public and private sector professionals. Municipal Managers from all six local municipalities and a Senior Official from the Ugu District Municipality are members of the Board of Directors.

The CEO (Chief Executive Officer) is responsible for implementing strategic issues whilst at the same time, manages the operations of the company.

4.2.4. PRODUCT FORMATION & BRANDING

To confirm the proposed products of the Project include;

For the purpose of clarification, the proposed key tourism products within the proposed MLM Tourism Strategy include;

- African Village Beach Experience
- Cultural Heritage Visitors' Hub at the intersection of Dokodweni / Eshowe - R66 / N2.
- Thukela River Guest House
- Umlalazi to Amatikulu MTB trail

Phase 3 will provide an Outline Marketing Strategy for each key tourism product identified.

4.2.5. TOURIST SEGMENTATION

- Local tourists – residents from the area
- Domestic tourists – from KZN and the rest of South Africa
- Foreign African tourists
- Foreign international tourists

4.2.6. TARGET MARKET

This is a very broad view of potential target markets. The Outline Marketing Strategy in Phase 3 will take a closer look at target markets per products offering.

Some key target markets for each proposed product include;

- Beach and water enthusiasts (Fishermen, Rafters, Swimmers)
- Heritage and cultural enthusiasts
- Fitness and outdoor enthusiasts (Hikers /Walkers, Mountain Bikers , Trail Runners)
- Adventure sport enthusiasts (Abseiling, Swings, Zip-line, Foefie Slide, Gliding, Suspension Bridges, 4x4)
- Nature enthusiasts (Game Viewing, Bird Watching, Horse Riding)
- Corporates (Team Building),
- Agri-Tourism

4.2.7. COMPETITORS

Domestic:

- North Coast – upmarket coastal experience
- South Coast – affordable family coastal destination
- Durban – urban playground of the Zulu Kingdom

International:

- Mozambique – an authentic and affordable African Village Beach Experience
- Zanzibar
- Malawi
- Kenya

4.2.8. MARKETING CHALLENGES

- Structurally, there is no existing CTO that includes Dokodweni
- HSSA has been unable to contact and sufficiently interview any member of the existing Thukela Mouth CTO, therefore status of Thukela Mouth CTO as undetermined
- Limited well-known MLM tourism brands and products
- Bringing new (place) product/ s to market
- Multiple products under the one MLM/ CTO brand, therefore potential diluted focus

4.2.9. COLLABORATORS & COMPLIMENTORS

- Enterprise iLembe
- Mandeni Local Municipality
- iLembe District Municipality
- KZN Ezemvelo Wildlife
- TKZN
- Various private sector business owners in the area, such as the Prawn Shack, as well as key accommodation service providers in the area such as; Tugela Mouth Resort, Labotes Self Catering, Drift Wood Accommodation, Mrs Rosemond Mkhize, Sea Breeze, Twin Palms, Lalanathi, Nkwazi Camp, Amatigulu Nature Reserve, Igigi Centre and Ingabisa Lodg.

4.2.10. BUDGET

As per the development and approval of the Operational Discourse, a budget will be drafted to include the branding and marketing needs of the Project. The following lists potential items and platforms that can be included within the Outline Marketing Strategy/ ies and consequent Marketing Plan/ s.

4.2.11. ADVERTISING & PROMOTION

The following lists some general recommendations and suggestions that could be further unpacked in the Outline Marketing Strategy/ ies and resulting Marketing Plan/ s for the Project. Phase 3 will identify and expand upon opportunities as is product specific.

Print

- Popular travel publications such as The Getaway, Travel Mag SA
- Niche publications relevant to the target markets could be listed in this section.
- Newspapers – travel inserts
- A comprehensive brochure and map could be produced, similar to that of the Midlands Meander brochure. This could include information on where and how to access the area, product and tour guides contact details, accommodation listings, information on the local fauna and flora

Digital

eMarketing is the process of marketing the tourism products using digital channels. eMarketing drives the creation of demand using the power of the internet, which is an interactive medium. Using the internet, the project can gain value in the form of time, attention and advocacy from the public, which is an objective of the project. For internal and external (public) stakeholders, value can be added in the form of a resource for a number of purposes. One of the distinct advantages of eMarketing is that it is measurable and hence can be improved.

In many ways, social media epitomises what the web is about: collaboration and the sharing of content, ideas and information. Social media is largely responsible for the explosion of content available on the Internet, as the various channels have allowed anyone with an Internet connection to be able to create and share content easily and cost effectively. Because social media has so many participants, it is also very dynamic. Simply put, social media is designed to be shared. Sharing means that it is easy to comment on, that it is easy to send, and that there are no high costs associated with viewing the media. However it should be noted that there is a cost attached to the management of social media. It takes time and a certain degree of experience and understanding to do this effectively. This will need to be considered during the planning and implementation phases and budgets.

Due to the connected nature of the Internet, it means that sharing, commenting and viewing can all be tracked and measured. This makes reporting very important. Comparing social media to traditional media is probably the most useful way of defining what exactly this means:

Traditional Media	Social Media
Fixed, unchangeable	Instantly updateable
Commentary limited and not real-time	Unlimited real-time commentary
Limited, time-delayed bestseller lists	Instant popularity gauge
Archives poorly accessible	Archives accessible
Limited media mix	All media can be mixed
Committee publishers	Individual publishers
Finite	Infinite

Sharing not encouraged	Sharing and participation encouraged
Control	Freedom

Figure 10: Table outlining differences of traditional media and social media

(Source: Quirk eMarketing Textbook)

- It is recommended that MLM/ the proposed CTO develop a comprehensive Digital Marketing Strategy including a Social Media Strategy. The promotion of the Project can be done through the various platforms that are developed under this strategy. This document functions as an outline Marketing Strategy, however, a more detailed Marketing Strategy is advised.
- The Project should be linked digitally to all key stakeholders.

Video

- The power and influence of applications such as YouTube cannot be denied. Promotional Video is a sure way the get an authentic opinion out to the public. Videos can interview business owners, community members as well as tourists.

Media hosting

- One of the best ways to market tourism place products is to host magazine journalists, from publications such the Getaway and get them to write a feature.

Tour Operators

- Hosting tour operators (TO's) and introducing them to the product/ s is a very effective way of extending marketing reach. The aim would be to provide the TO's with a good experience and the type of content that they would require to package and market the product/ s effectively. The TO's could be involved in hosting the media on one of their days out. This would take hassles associated to the logistics away from the proposed CTO.

Events

- Hosting an event is a good way of launching a product generating publicity and hype.

5 REFERENCES

- eMarketing, The Essential Guide to Digital Marketing, 4th Edition
- <http://www.thehatchery.co.za/>
- <http://www.midlandsmeander.co.za>
- www.tourismsouthcoast.co.za
- www.n3gateway.com