City of Cape Town

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Tourism Product Development Unit

Tourism Route Network Workshop
Report

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FIGURES:

TABLES:

ACRONYMS

CBT   Community Based Tourism

CCR   Cape Care Route

CPR   Cape Point Route

CTT   Cape Town Tourism

CTRU   Cape Town Routes Unlimited

CoCT   City of Cape Town

GPS   Global Positioning System

PRO   Public Relations Officer

SWOT   Strengths Weaknesses Opportunities and Threats

V&A   Victoria and Alfred Waterfront

1. INTRODUCTION

The City of Cape Town identified a need to determine a way in which a more effective communication can take place with tourism product owners and the City. This also included a need to promote more effective strategy on establishment, implementation, and sustainable of tourism routes in the City. It was therefore determined that a pilot project be undertaken, using three tourism routes namely:

- **Cape Care Route**
- **Cape Khanyisa Route**
- **Cape Point Route**

The purpose of the pilot project would be to determine the validity in the establishment of a tourism route network forum. The forum could potentially be established to amongst others provide a communication channel between the city and the members of the routes to discuss various issues and to ensure that the members provide more strategic inputs to the Tourism Department as how and where more assistance is needed. With the establishment of the Route Forum the City of Cape Town aims to create a conducive environment for these routes to function optimally.

The city understands the value of having **community based tourism routes** hence its commitment in addressing the paucity suffered by these routes in their attempt of improving the livelihood of their respective communities and the City at large. The City of Cape Town would like to form a Tourism Route Network Forum to achieve the following:

- To facilitate service delivery and project implementation for (three) tourism routes namely Cape Care Route, Cape Khanyisa Route and Cape Point Route.
- A bottom-up approach is therefore envisaged for the management of these tourism routes.

As a result it was required that a platform work shop is held with the participating routes to determine their status and progress as well as discuss the possibility and purpose of establishing a forum. The intention of this workshop was to create a platform for these 3 tourism routes to start talking to each other as well.

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2. PURPOSE OF THE WORKSHOP

The purpose of the workshop has been highlighted in **Figure 1** below:

FIGURE 1: PURPOSE OF WORKSHOP

To determine strategic direction for the three routes: The Cape Care Route, Cape Khanyisa Route and the Cape Point Route.

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To conduct a comprehensive SWOT highlighting these routes challenges and strengths.

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To provide the City with a better understanding of the dynamics within each of these three routes.

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To create a platform for discussing the possibility of establishing a tourism forum committee, representing all three routes.

↕

To discuss the purpose & functionality of the forum.

3. OBJECTIVES& FUNCTION OF THE WORKSHOP

The workshop was held on the 9th of July 2009 at Lookout Hill in Khayelitsha. The members of the Cape Khanyisa Route, Cape Care Route and the Cape Point routes were invited (See **Annexure A** for attendance register).

The objectives of the workshop are illustrated below:

1. Discuss the **validity** of a Route Forum for Cape Town
2. Gather critical route composition and **route profile** information. Evaluate the health of the 3 routes namely Cape Care Route, Cape Point and Cape Khanyisa Route
3. To establish base information necessary for the drafting of **Route Development Framework** for the City of Cape Town
4. Use workshop as a **information sharing** exercise for participating routes

The Agenda for the route work shop is as follows:

Activity	Name	Time
Arrival and Registration	ALL	08h00-08H30
Introductions & Welcomes	Lisebo Tseane	08h30-08h45
Purpose of Workshop Presentation	Sisa Ngondo	08h45-09h00
Why we need to work together	Mr. Thando Melane	09h00-09h05
SWOT Analysis & Prioritization	Facilitators	09h05-10h00
Tea	ALL	10h00-10h30
Route Assessment	Facilitators	10h30-11h15
Tourism Forum Discussions	Facilitators	11h15-12h30
Way Forward	Facilitators	12h30-12h45
Q & A	ALL	12h45-13h00
Thank You	Cheryl Gordon	13h00-13h05
Lunch	ALL	13h05-14h00

The key principles of the work shop were highlighted to provide a broader understanding to the participants. This included:

- What is a tourism route
- The significance of a route
- Current overview of Route development in City
- The Sustainability of a Route

3.1 WHAT IS A ROUTE?

There are many definitions, which are used to define a route. According to Kaczmarek**,** *et al (2005)* 'a route is a particular type of tourist product. Linear or zonal, it is made up of a series of places or sites connected with a theme and forming a route (walking, canoe, motorized, etc.), usually signposted, along with tourist infrastructure along the trail'.

The three routes, namely: Cape Care Route, Cape Point and the Khanyisa Route differ in size and dynamics. It is important to note that the elements of any route are integral to its functionality. **Figure 2** below illustrates the elements of a route.

FIGURE 2: ELEMENTS OF A ROUTE
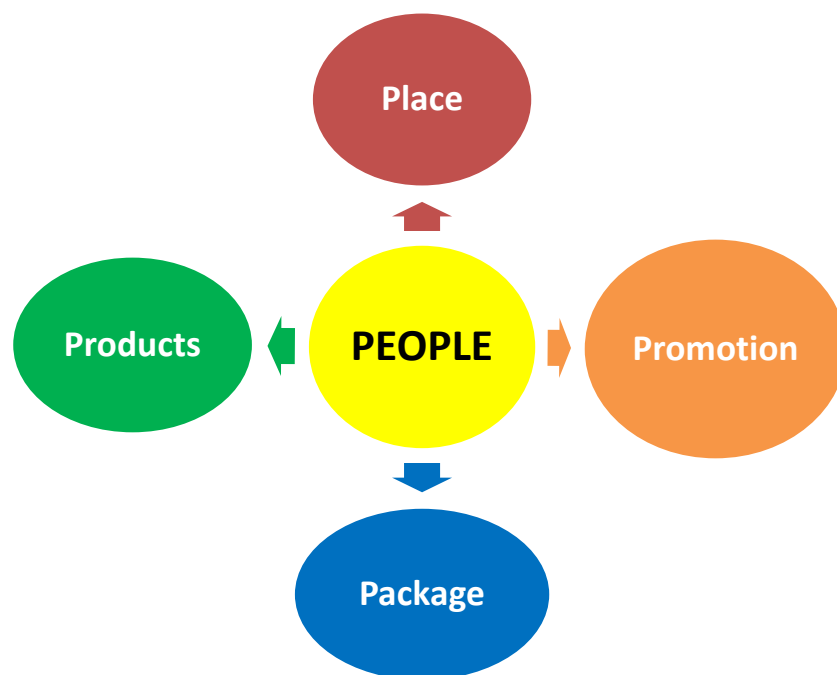
As seen in **Figure 2** above, **people** are the most important element of a route. People form an integral part of route development. Without people, initiatives would not be implemented, as they are the driving force behind routes. People who are involved in route development should be accountable at all times. Teamwork is also very important for a successful route. JC Maxwell says, "All players have a place where they add the most value. Essentially, when the right team member is in the right place, everyone benefits". Tourism is about people (UBUNTU). As the Chinese Proverb says: "The greatest investment is investing in people's lives."

Promotion of the route is also important for any route to be a success. Promotion could be done in various ways, using impeccable marketing tools. Various routes have different products. Some routes are **packaged** according to products, offering tourists a diverse range of products and packages to choose from (activities, accommodation, travelling, eating out, etc). Other routes selling point is promoting the route as a destination. **Place** is also important, as without place, there would be no tourism route. Place gives the route a geographical "sense of place", therefore directing people to specific geographical areas.

The community forms an integral part of a route and by creating awareness of the route, in turn results in product ownership and ambassadorship.

Government is an important entity in tourism and route development. Routes can form part of the Tourism Development Framework and Local Economic Development Strategy. The tourism industry should be more focused on associations and membership, as these are known to accelerate route growth opportunities.

3.2 THE SIGNIFICANCE OF A ROUTE

Every route has some kind of significance which makes it unique. The following points illustrate the significance of a route:

- Routes stimulate tourism in community
- Routes bind tourism products to work collectively towards achieving tourism development
- Routes highlight strength and character of a community or destination
- Routes sensitise destination towards heritage and culture
- Routes map, identify, spatially outline the destination and products

3.3 CURRENT OVERVIEW OF ROUTE DEVELOPMENT IN CITY

It has been observed that there are a diverse number and types of routes in City for example; Wine Routes, Arts & Craft Routes, CBT Routes, Walking Tours, etc. Routes differ on themes and sectors, as well as size. This can be considered a positive sign as it increases the depth of tourism produts andl also improves on the product profile of the Cape Town as a destination. However it also can become a frustration as that suggests that anybody can establish a route even though that might be a duplication thereby leading to redundancy of product unique selling proposition.

Currently there is no official record of number of routes in the City, as not all routes are registered with any appropriate organisations. The City is not suggesting that routes should be tallied and micro managed but the message is that it is in the interest of tourism that the City and any other relevant organisations know the number and spread of routes across the City. This will then assist in developing a clear intervention strategy that can include developing a Route Development Strategy which is in formed by a funding and developing methodology. It was also noted that routes are located across the City, as well as inter-communities, already bridging the divide between the economic and historical divides. Some of the oldest routes within the City are almost 10 years in existence.

The introduction of as a product differentiator tool has also taken effect in routes. However technology like GPS, internet, email is not used to its full potential. With the advent of new technology like Google map, interactive and trading websites etc modern technology is quite minimally implemented. As a product routes are still individually packaged and marketed, much against thinking that suggests that there is more to gain in collective presentation. There are no funding or support models for routes both within the city and elsewhere in the country. Part of this discussion will be to determine which assistance is critical to the sustainability of routes. Since some routes are individual businesses others are communal projects, the intervention and support mechanism will have to craft skilfully to address these needs.

3.4 THE SUSTAINABILITY OF ROUTE

In order for any route to be sustainable the following is necessary:

- Pragmatic Management and operations of the routes
- Clear support base and model (financial and human resource marketing etc)
- Connected to the local community and products
- Strong branding and marketing campaign
- Affiliation and networking other routes, industry bodies and role players
- Packaging and pricing of product on offer
- Encouraging new and unique differentiation strategies for routes

The following section will discuss the SWOT analysis of each of the three tourism routes.

A SWOT analysis was undertaken in each Tourism Route to establish what the weaknesses and threats, which are experienced that can hamper its growth and sustainability. The opportunities that could be seized by the routes and what assistance is required were highlighted. The analysis was also done to recognise the strengths that make the route survive and can lead to its consistent growth. All barriers and how these will be overcome and which have been difficult to overcome and why, was discussed.

Local stakeholder's inputs were gained to supplement the information. Proposed external interventions were required to make the routes sustainable and beneficial to their members including the role of the City Of Cape Town. The design a custom made route revival programme to be implemented in the future (which must include a route sustainability programme) was highlighted. The workshop was an interactive session with the members of the public facilitated by the City and Nebavest the facilitators.

The technique used for a SWOT analysis was based on providing a few guiding examples to the workshop but each group was responsible for identifying their perceived Strengths, weaknesses, opportunities and threats. Thus a discussion was followed with the stakeholders in the workshop to highlight the most relevant aspects of each tourism route. This was a very useful tool as it guided decision making to incorporate these aspects as indicated below in **Figure 3**, in an outcome of a SWOT analysis technique used:

FIGURE 3: SWOT ANALYSIS TECHNIQUE
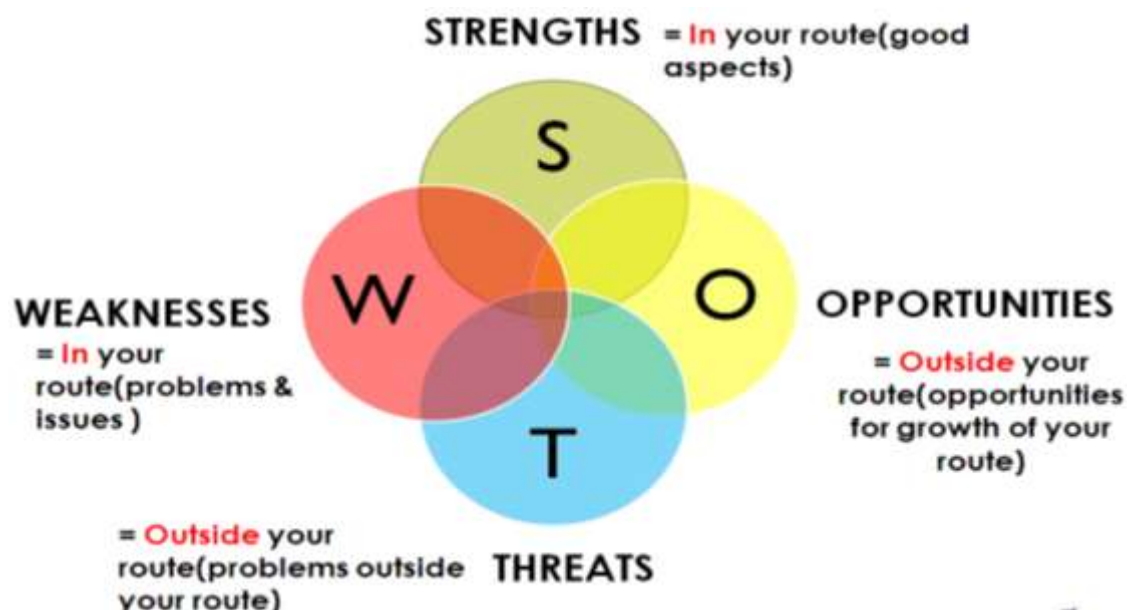
4.1 THE CAPE CARE ROUTE SWOT ANALYSIS

The Cape Care Route was developed in 2002 as a project of the City of Cape Town during the World Summit on Sustainable Development. The Cape Care Route runs from District Six to Kalk Bay. Tourists who visit this route interact with communities at grass routes level.

The following **Table 1** provides an analysis of the SWOT of the Cape Care Route.

TABLE 1: SWOT OF THE CAPE CARE ROUTE

STRENGTHS:		WEAKNESSES:	
Prioritise		**Prioritise**	
1	The route has been assessed by consultants and the results need to be studied	1	Some destinations have been closed and there is a need to collate the remaining ones
2	The Cape Care Route has pamphlets and branding done	2	Loss of trust and enthusiasm due to a lack of progress and misappropriation of funds raised previously
3	Some destinations have signage	3	Difficulty in communicating with Government Departments
4	Visitors came to sites because of Faizel Valgut or Cape Capers brought them to route		
OPPORTUNITIES:		THREATS:	
Prioritise		**Prioritise**	
1	Networking	1	Lost of trust
2	Training for Tour Guides	2	Promised signage not delivered
3	Destination specific needs analysis	3	Overseas promotion of route stopped
4	Full investigation about what happened to the route	4	Desk at the V&A Waterfront was turned down
		5	Loss of enthusiasm

Table 1 above provides an overview of the strengths, weaknesses, opportunities and threats in the Cape Care Route. Further details of the route will be provided in the Route Assessment section which follows after the SWOT analysis of all three routes.

The following section will illustrate the SWOT Analysis for the Khanyisa Route.

4.2 THE KHANYISA ROUTE SWOT ANALYSIS

The Khanyisa Route finds its roots starting in the heart of Khayelitsha. The name Khanyisa means to "bring light". It signifies the re-integration of communities who were previously split. This route is uniquely known to provide tourists with an unforgettable township experience.

The following **Table 2** provides an analysis of the SWOT of the Khanyisa Route.

TABLE 2: SWOT OF THE KHANYISA ROUTE

STRENGTHS:		WEAKNESSES:	
Prioritise		**Prioritise**	
1	Cultural experience with diverse homely environment	1	No Signage
2	Township and community experience is unique	2	Road infrastructure is in bad conditions
3	Good marketing website promoting route	3	Crime
4	Travel Packages available	4	Part-time staff, not full time
5	Goth Works	5	Misconception of township (crime and safety issues)
6	Township pictures and 3-D wall pictures	6	Lack of service delivery and support form Government
7	Cultural Tours		
OPPORTUNITIES:		**THREATS:**	
Prioritise		**Prioritise**	
1	Marketing from Open Africa	1	Little or no funding available
2	Khaya Tavern (unique website)	2	Natural disasters (Climate, Floods, etc.)
3	Joint effort from members	3	Lack of directions to tourist spots
4	Only township tours available	4	Crime
5	Guest houses	5	Lack of support
6	Community support and involvement	6	Competition
7	Full time businesses operating	7	Training of Staff
8	2010 World Cup will provide opportunity to showcase the Route	8	Turn over of staff is high
9	Braai places available		

Table 2 above provides an overview of the strengths, weaknesses, opportunities and threats in the Khanyisa Route. Further details of the route will be provided in the Route Assessment section which follows after the SWOT analysis of all three routes.

The following section will illustrate the SWOT Analysis for the Cape Point Route.

4.3 THE CAPE POINT ROUTE SWOT ANALYSIS

The Cape Point Route was formed by Barbara Elshove-Schmidt and Sally Grierson and has been developed to fill a gap that has been identified in the tourism industry in the South Peninsula. The Cape Point Route stretches from Hout Bay to Lakeside and has a variety of activities for choose from (adventure, romance, heritage and culture, golf, eco and nature, etc).

The following **Table 3** provides an analysis of the SWOT of the Cape Point Route.

TABLE 3: SWOT FOR CAPE POINT ROUTE

STRENGTHS:		WEAKNESSES:	
Prioritise		**Prioritise**	
1	Relationships	1	Market Research
2	Route Management	2	Signage and Branding
3	Marketing Expertise	3	Lack of Funds
4	Established Attractions or Products	4	Event Marketing
5	Bio Diversity	5	Public Transport
6	Strong Brand	6	Communication with Grass Routes
7	Infrastructure	7	Internal Marketing
8	Operating for 5 years	8	Nightlife (Youth Market)
9	Entrepreneurship	9	Training
OPPORTUNITIES:		THREATS:	
Prioritise		**Prioritise**	
1	Budget to do more	1	Global Recession
2	Citizen Mobilization	2	Global Warming
3	Training	3	Crime
4	New business development	4	Lack of cohesion
5	Technology	5	Carbon footprint
6	2010 Spin-offs	6	Offered Recognition
		7	Protection of Brand
		8	Chapman's Peak closure
		9	CTRU/CTT/City collaboration & marketing

Table 3 above provides an overview of the strengths, weaknesses, opportunities and threats in the Cape Point Route. Further details of the route will be provided in the Route Assessment section which follows after the SWOT analysis of all three routes.

4.4 CONCLUSION

It is evident that primarily, the three routes discussed above are conceptually similar, however each present a myriad Strengths, Weaknesses, Opportunities and Threats based on external and internal factor which are informed by history, composition, experience etc. It will be advisable for the City to consider the needs of these route individually in order to provide short term and long term solutions to the challenges faced by each of the routes. The following section illustrates a Route Assessment for each of

the routes. The tourism route forum will work closely with the Tourism department and liaise with the different industry stakeholders. For example Cape Town Tourism, CTRU, Government departments, Private sector, different products on the route, and the community. A clear mandate needs to be established by the Tourism department for the operation of the tourism forum.

The SWOT analysis is also a tool to showcase the characteristics of these routes. This information will then form a critical link in determining the categories of routes with their nature. This tool can also be used to determine the obstacles, pitfalls and loops any route will experience in its developmental stage. Additional to the above the SWOT can present escape routes and emergency lights for any new route to be developed or assisted. Collated information can play a critical part in developing a sustainable route development Framework. The tourism route forum will play an imperative role in bridging the gaps and constraints and provide opportunities for these routes to function sustainable. The tourism route forum is crucial in linking routes with the different financial institutions for example, Red door, TEP, Absa (support for small businesses).

5. TOURISM ROUTE ASSESSMENT

A Tourism Route Assessment was done at the workshop, hosted by the City. Each of the tourism routes were given an opportunity to provide answers to questions posed by the City. This Route Assessment will be used as a tool by the City to evaluate the dynamics of the routes, as well as understanding the "maturity" of the routes.

The following issues were discussed in detail at the workshop and are illustrated in **Figure 4** below:

FIGURE 4: ISSUES ADDRESSED AT WORKSHOP

5.1 CAPE CARE ROUTE ASSESSMENT

Approximately five representatives from the Cape Care Route attended the workshop. These members formed an integral part of the route assessment as the dynamics of this Route changed over the years. It was however interesting to note that some of the organisations established under the Cape Care Route have closed down, mainly due to financial instability. Stakeholder mobilization for the Cape Care Route proved to be a tedious process, as the database for this route is currently outdated and contact details of organisations either does not exist, or changed over a period of time.

The following section will discuss the route dynamics according to the questions raised by the City.

5.1.1 CAPE CARE ROUTE COMMUNICATION

The frequency of communication in the Cape Care Route changed over the years. In the beginning, the route representatives communicated on a regular basis via e-mail and telephone mainly. Various organisations on the route visited each other regularly and promoted each other's tourist destinations. The route also hosted numerous workshops and meetings.

Unfortunately, the frequency of communication between organisations within the Cape Care Route slowed down and has become non-existence. There is currently no real contact between members of the route. The Cape Care Route also does not communicate with any of the other Routes.

The mediums mostly used for communication are telephonically and via e-mail. The focus of communication in the route is mostly external and consists of dialogue between the Cape Care Route (CCR), the City of Cape Town (CoCT), Cape Town Tourism (CTT) and Cape Town Routes Unlimited (CTRU). Issues discussed are mainly focussed on getting support and waiting on support from Government and private funders.

5.1.2 CAPE CARE ROUTE MANAGEMENT

The Cape Care Route had a management committee in place at inception of the Route. The organisation was structured and had a chairman, secretary, in place and the committee consisted out of eight people. The champion of the Cape Care Route was Cheryl Orzinsky and then Grace Stead was the driving force until she left the route. The committee has since then become dormant.

The Cape Care Route has no administrative support and has volunteers from time to time. The management is volunteered and not formalised. It would however be of importance for formalise the management structure.

According to the Cape Care Route representatives, the best management strategy is based at the hands of a Route Co-ordinator. The Route needs restructuring and set buy-in from members. A new, positive attitude is needed to make the route a success. Decisions also need to be made in terms of existing resources and how members are to support each other, instead of waiting for inputs from the City.

5.1.3 CAPE CARE ROUTE FUNDING

Funding seemed to be the overall problem for the Cape Care Route. The route does not have any membership fees. The Cape Care Route has approached the various spheres of Government, namely: National, Provincial and Local Government for funding, but have not approached the private sector for funding.

The mechanism used to raise funds varied. The Route put in applications with the Department of Environmental Affairs and Tourism (DEAT), which were successful. Approximately R2 million was raised and received from DEAT. A salary was raised and approved for a Route Co-ordinator, but nothing materialised from it. The representatives request that an investigation should be lodged, as to what happened to these funds. The Route finds it difficult to move forward without the correct resources.

The financial position in terms of sustainability of the Route is very poor. Some destinations have closed down and some have struggled to survive. The Route has proven not to be sustainable, as there are not enough customers to support it.

5.1.4 CAPE CARE ROUTE MARKETING

The Cape Care Route had pamphlets since inception of the route. Some organisations belonging to the route have organised signage and advertise on local community radio stations. Organised events were a way to attract people to the community. Advertising was and is currently done via Open Africa and CTT websites.

The tools used to communicate are via telephone and e-mail. Workshops are used as a platform to communicate with CTRU and CCT. Previously, the chairman would take the initiative and make the phone calls to the relevant people. Types of advertising vary and are in forms of radio, CCR banner, Brochure, Websites and Signage.

Capacity building and skill development has occurred in the CCR. An example of this dates back to a workshop hosted at Rondevlei which focussed on fair trade and sustainable tourism.

5.1.5 CAPE CARE ROUTE NETWORKING

Networking is one of the most important tools needed for sustaining the livelihood of a tourism route. The CCR representatives are members of Cape Town Tourism and Open Africa and are not members of any other associations.

The CCR does encourage networking and are very open to it, as it is important, especially for specific shared projects.

5.1.6 CAPE CARE ROUTE SIZE

There are some implications related to the size of a route. The Cape Care Route initially had twenty-four destinations as part of the route. This number has decreased to fifteen. Tour operators would only go to six destinations in one day, which is usually the customer's choice.

The representatives are currently unsure of how many destinations are still operating. Some of the destinations have closed down and the route is dormant. The representatives are also unsure of how many of the original destinations are still interested in being members of the CCR. Presently there is a small core of "Die Hard" participants.

5.1.7 CAPE CARE ROUTE GENERAL COMMENTS

The representatives of the CCR feel that the remaining members of the route should join another route. The reason behind this is that the other Routes have more enthusiasm and strengths. The current members of the Cape Care Route are demoralised and would like to know what happened to all their good work in the past.

The following section discusses the Khanyisa Route Assessment.

5.2 KHANYISA ROUTE ASSESSMENT

Approximately fourteen representatives from the Khanyisa Route attended at the workshop. These members formed an integral part of the route assessment as the dynamics of this Route changed over the years. Stakeholder mobilization for the Khanyisa Route proved to be a smooth process, as stakeholders were easily reached and willing to attend the workshop to give input as best they could.

The following section will discuss the route dynamics according to the questions raised by the City.

5.2.1 KHANYISA ROUTE COMMUNICATION

The Khanyisa Route communicates on a frequent basis. Scheduled meetings occur once a month. Meetings are also called if there are any special guests to talk or motivate the group. The mediums used to communicate via telephone and e-mail. Word of mouth is also a form of communication within the Route. The focus of the communication is normally internal and external. The Route has a person which acts as a link between the members of the Route and Open Africa.

5.2.2 KHANYISA ROUTE MANAGEMENT

The organisation is structured and currently has an interim forum. It is envisioned that a sub-committee be formed to be the voice for their respective destinations within the Khanyisa Route.

Administrative support is currently being received from Open Africa. The Khanyisa Route has a Constitution to guide the route and they see this as an effective management strategy. The management of the Khanyisa Route is volunteered.

5.2.3 KHANYISA ROUTE FUNDING

The Khanyisa Route does have a membership fee and has approached both Government and the private sector for possible funding. The membership fee is one way of raising funds for the group. Open Africa also assists with various mechanisms to raise funds for the Route.

The financial position in terms of sustainability is on par, but if needed, more funds are needed to sustain the Route further. The Constitution of the Route provides guidelines on financial sustainability to members of the Route.

5.2.4 KHANYISA ROUTE MARKETING

Marketing of the Khanyisa Route occurs at Trade Shows, Indaba's and Showcases. The tools of communication used for marketing is e-mail, telephone and faxing. The Route communicates with CTRU and the City via e-mail, telephone and by word of mouth.

Advertising varies for the Route and can be linked to a website, word of mouth and databases from Open Africa. The Khanyisa Route does not have any form of skills development or capacity building programmes in place.

5.2.5 KHANYISA ROUTE NETWORKING

The members of the Khanyisa Route are members of organisations such as Cape Town Tourism and Open Africa. They are also affiliated with other associations within the Tourism industry. Networking is encouraged within the route.

5.2.6 KHANYISA ROUTE SIZE

The Khanyisa Route is extensive in size. There are currently forty product owners and approximately thirty destinations on the Route. Size does have an impact on the functioning of a route. If the route is not managed effectively, the route will fail.

5.2.7 KHANYISA ROUTE GENERAL COMMENTS

There is currently little or no communication between Khanyisa and other Routes. The structure of the Khanyisa Route needs to be formalised. More funding is needed, as well as more advertising. They also need the members of the Route to be more committed.

The following sub-section discusses the Cape Point Route.

5.3 CAPE POINT ROUTE ASSESSMENT

Approximately fifteen representatives from the Cape Point Route attended at the workshop. These members formed an integral part of the route assessment as the dynamics of this Route changed over the years. Stakeholder mobilization for the Cape Point Route proved to be a smooth process, as stakeholders were easily reached and willing to attend the workshop to give input as best they could.

The following section will discuss the route dynamics according to the questions raised by the City.

5.3.1 CAPE POINT ROUTE COMMUNICATION

The Cape Point Route has regular communication with products via e-mail of phone. There are scheduled association meetings and there is not communication happening with other routes. There are also irregular product network functions which serve as tool of communication.

The mediums used to communicate are via e-mail, phone, website and face to face. The focus of the communication focuses on the Cape Point Route Associations, destination marketing (vision), products and projects.

5.3.2 CAPE POINT ROUTE MANAGEMENT

The Cape Point Route has a management structure in place and is illustrated in **Figure 5** below:

FIGURE 5: CAPE POINT ROUTE MANAGEMENT STRUCTURE
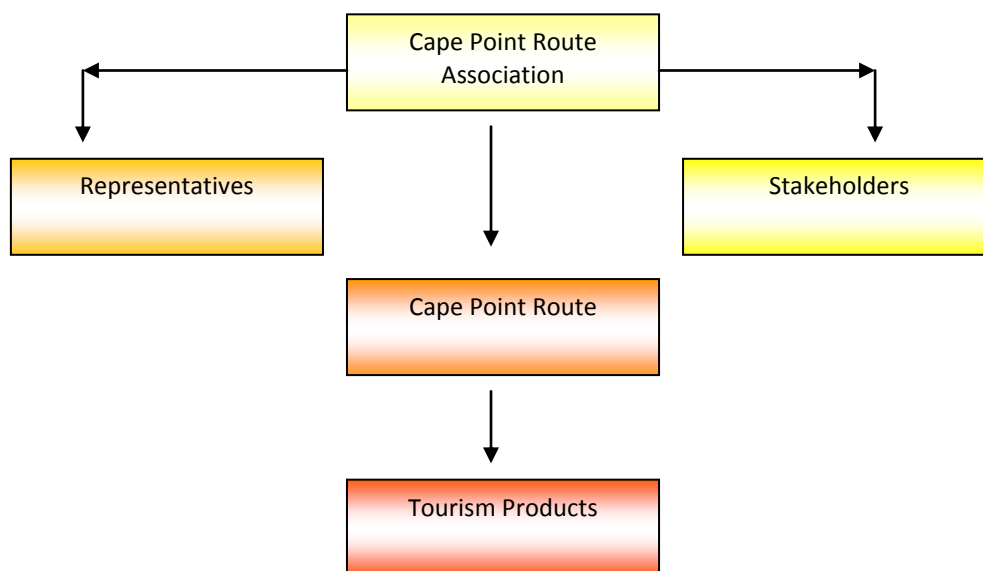
The Cape Point Route (CPR) receives administrative support from the CPR Association who has a service level agreement with CPR. The best management strategy for this Route varies. Relationships with members in the Route and people in general are of utmost importance. Dedication of the CPR administrators is integral to the functioning of the Route. A clear vision and brand is needed for the optimal functioning of the business.

CPR has been formalized for 5 years already and the CPR Association is volunteered.

5.3.3 CAPE POINT ROUTE FUNDING

The Cape Point Route (CPR) does not have membership fees and have approached the private sector for funding in the past. The Route has approached CTRU and CTT, but no funding has been received to date. The medium used to raise funds is based on the concept of "Self-generating" projects, for example: Brochures, Indaba and the Website.

The Route feels that they are hanging on a thread financially, as they are self-sustained per project. There are however no funds for the future.

5.3.4 CAPE POINT ROUTE MARKETING

The CPR has an effective marketing strategy. They have an established vision, brand and strategy. The Route is marketed by doing projects, hosting Indaba's, brochures and website. The CPR also has a Public Relations Officer (PRO) to promote the Route via media, network functions, talks. Relationships and support from the products is also an integral for marketing of the Route.

The tools used for communication is e-mail, phone, website and face to face communication. Communication with CTRU is one way. CPR has membership at CTT and gives them opportunity to attend networking meetings. They also have open and friendly relationships with these associations.

The types of advertising used are via websites, print, shared advertising (Time-Out, Blue Book, CTT and Western Cape Guide). The CPR Association provides advice to CPR. The Cape Point Route provides advice and marketing expertise to products.

5.3.5 CAPE POINT ROUTE NETWORKING

The CPR is a member of Cape Town Tourism. Individual product owners are members of various associations like StatsSA, Bird Life Associations, and Star Grading. CPR is not a member of other associations. Networking is however encouraged in the Route.

5.3.6 CAPE POINT ROUTE SIZE

Some products have been brought onto the Route. There is room for improvement. There are approximately 80-100 active product owners and about 1000 inactive product owners of the Route.

The Cape Point Route is the destination and is made up of the following products:

- Cape Point
- Boulders Beach
- Chapman's Peak Drive
- World of Birds
- Reserves
- Marinas Wharf
- Muizenberg

- Kalk Bay
- Fish Hoek
- Simons town
- Kommetjie
- Noordhoek
- Hout Bay

5.3.7 CAPE POINT ROUTE GENERAL COMMENTS

The Cape Point Route would like to know whether they can help the City of Cape Town and vice versa.

6. CONCLUSION AND RECOMMENDATIONS

As seen above, there are very specific challenges facing each one of these Tourism Routes. Each Route has dynamics of its own and there is a need for a Tourism Route Forum for these routes.

The *Cape Care Route* has constraints. The frequency of communication in the Cape Care Route changed over the years. In the beginning, the route representatives communicated on a regular basis via e-mail and telephone mainly. Various organisations on the route visited each other regularly and promoted each other's tourist destinations. Unfortunately, the frequency of communication between organisations within the Cape Care Route slowed down and has become non-existence. There is currently no real contact between members of the route. The Cape Care Route also does not communicate with any of the other Routes. A completely new management structure is recommended. All previous members of the route need to be contacted and encouraged to join the route again. An Operations Manager needs to be appointed to ensure the sustainable operation of all products of the route. Regular meetings tend to be a useful tool in order to keep products operating. The route forum together with the tourism department will work together to ensure an effective management structure is in place.

The Cape Care Route had a management committee in place at inception of the Route. The organisation was structured and had a chairman, secretary, in place and the committee consisted out of eight people. The champion of the Cape Care Route was Cheryl Orzinsky and then Grace Stead was the driving force until she left the route. The committee has since then become dormant.

The Cape Care Route has no administrative support and has volunteers from time to time. The management is volunteered and not formalised. It would however be of importance for formalise the management structure.

Funding seemed to be the overall problem for the Cape Care Route. The route does not have any membership fees. Membership fees need to be introduced to ensure the route's long term sustainability. The Cape Care Route has approached the various spheres of Government, namely: National, Provincial and Local Government for funding, but have not approached the private sector for funding.

The mechanism used to raise funds varied. The Route put in applications with the Department of Environmental Affairs and Tourism (DEAT), which were successful. Approximately R2 million was raised and received from DEAT. A salary was raised and approved for a Route Co-ordinator, but nothing materialised from it. The representatives request that an investigation should be lodged, as to what happened to these funds. The Route finds it difficult to move forward without the correct resources.

The Route has had some marketing initiatives in the past. They had pamphlets since inception of the route. Some organisations belonging to the route have organised signage and advertise on local community radio stations. Organised events were a way to attract people to the community. Advertising was and is currently done via Open Africa and CTT websites.

Networking is one of the most important tools needed for sustaining the livelihood of a tourism route. The CCR representatives are members of Cape Town Tourism and Open Africa and are not members of any other associations.

There are some implications related to the size of a route. The Cape Care Route initially had twenty-four destinations as part of the route. This number has decreased to fifteen. Tour operators would only go to six destinations in one day, which is usually the customer's choice.

The representatives are currently unsure of how many destinations are still operating. Some of the destinations have closed down and the route is dormant. The representatives are also unsure of how many of the original destinations are still interested in being members of the CCR. Presently there is a small core of "Die Hard" participants.

The recommendations for this route are as follows:

- This route needs to be assessed as to how viable it will be to keep it open, as it is currently dormant.
- A due diligence is needed.
- The City needs to assess whether they will contribute to keeping the route open, as it lacks financial resources, physical resources, as well as enthusiastic people to run the route.
- Should the Route remain open, communication channels need to be opened between various routes, the City and other stakeholders?
- The management structure needs to be re-visited, re-established and formalised.
- Administrative support is needed in this route.
- The Route needs funding, as it currently lacks the resources to keep it sustained.
- Marketing strategies will need to be re-visited.
- The Route does not network enough, therefore needs to create opportunities to network with other routes and organisations.
- The Routes size has diminished; therefore an investigation is needed on why the other destinations have left the route or closed down.

The Khanyisa Route has dynamics of its own. The Khanyisa Route communicates on a frequent basis. Scheduled meetings occur once a month. Meetings are also called if there are any special guests to talk or motivate the group. The mediums used to communicate via telephone and e-mail.

The organisation is structured and currently has an interim forum. It is envisioned that a sub-committee be formed to be the voice for their respective destinations within the Khanyisa Route. Administrative support is currently being received from Open Africa. The Khanyisa Route has a Constitution to guide the route and they see this as an effective management strategy. The management of the Khanyisa Route is volunteered.

The Khanyisa Route does have a membership fee and has approached both Government and the private sector for possible funding. The membership fee is one way of raising funds for the group. Open Africa also assists with various mechanisms to raise funds for the Route.

Marketing of the Khanyisa Route occurs at Trade Shows, Indaba's and Showcases. The tools of communication used for marketing is e-mail, telephone and faxing. The Route communicates with CTRU and the City via e-mail, telephone and by word of mouth.

The members of the Khanyisa Route are members of organisations such as Cape Town Tourism and Open Africa. They are also affiliated with other associations within the Tourism industry. Networking is encouraged within the route.

The Khanyisa Route is extensive in size. There are currently forty product owners and approximately thirty destinations on the Route.

The recommendations for this route are as follows:

- Communication channels are currently fine, but it could be improved. The route would like more frequent communication with other routes and government.
- The Route has a management structure in place, but would like it be formalised.
- More funding is needed in order for the Route to function more sustainably.
- Marketing initiatives needs to be enhanced and more advertising is needed.

The Cape Point Route has proved to be a well-run Route. The Cape Point Route has regular communication with products via e-mail of phone. There are scheduled association meetings and there is not communication happening with other routes. There are also irregular product network functions which serve as tool of communication.

The Cape Point Route (CPR) receives administrative support from the CPR Association who has a service level agreement with CPR. The best management strategy for this Route varies. Relationships with members in the Route and people in general are of utmost importance. The Route has a clear vision and brand.

The Cape Point Route (CPR) does not have membership fees and have approached the private sector for funding in the past. The Route has approached CTRU and CTT, but no funding has been received to date. The mediums used to raise funds are based on the concept of "Self-generating" projects, for example: Brochures, Indaba and the Website.

The CPR has an effective marketing strategy. The CPR also has a Public Relations Officer (PRO) to promote the Route via media, network functions, talks. Relationships and support from the products is also an integral for marketing of the Route.

The CPR is a member of Cape Town Tourism. Individual product owners are members of various associations like StatsSA, Bird Life Associations, and Star Grading. CPR is not a member of other associations. Networking is however encouraged in the Route.

The Route is huge in size. There are approximately 80-100 active product owners and about 1000 inactive product owners of the Route.

Recommendations for this route are as follows:

- The route needs financial support from the City in order to sustain it.
- This route needs to network with surrounding routes on a regular basis.

As stated above, the three Routes discussed differ from one another tremendously. In general, the City needs to re-visit existing research, as there have been studies done on Tourism Routes. The City needs to deal with each route separately, as they each have needs of their own. The Cape Care Route needs to be assessed in terms of whether it is viable to keep the route open. The Khanyisa route needs help financially and capacity building is of importance to them. The Cape Point Route is run effectively, but needs financial assistance because of the nature of its self sustaining projects. The Tourism Forum envisioned by the City is a good initiative, but needs to be run effectively and efficiently.

The Tourism Forum envisioned by the City is as follows:

- A route forum is a membership based body for all tourism routes within Cape Town.
- The Forum will aim to achieve specific objectives as to be outlined in the constitution/charter agreed to by all members.
- Member Routes will not be expected to dissolve or merge with other routes instead encourage to strengthen their authentic product offering
- Forum can be used to attract funding and other support mechanism from government and industry
- The route forum will assist and support routes for example access to finance, marketing, networking etc all aspects which hamper the sustainable development of these routes.
- The route forum will liaise with government, industry stakeholders and private sector to ensure the long term growth and development of all routes in the City.

The need & imperatives for a Route Forum are stated below:

- Forster common agenda on route development
- Creates better platform for engagement with government and industry
- Improves monitoring and evaluation of route development
- Allows opportunity for streamlining of route development
- Reduce duplication and "mass production"
- Eliminate failures and risks
- Establishes umbrella structure without having to merge and/or dissolve
- Encourages Unique Selling Proposition for each route
- Healthy Competition is welcomed for the benefit of the destination

The concept of the Tourism forum was positively received and accepted by members of the three Routes, which were present of the workshop. **Ten criteria** for the establishment of the Forum were tabled at the workshop and they are as follows:

1. The Forum must be the voice representing Routes in the City
2. The City should help with the growth and stimulation of the Forum
3. An advisory committee needs to be established under the Forum
4. A business model Routes is needed
5. A thorough Routes Strategy is needed
6. The Forum needs accountable people at a high level of representation from the City
7. Deliverables will have to be reached
8. Skills development and Capacity building should be of importance to the Forum
9. The routes should be linked.
10. Passion is needed for the Forum to succeed, which will in turn have a positive impact on the Routes.

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City of Cape Town

Tourism Department

09 July 2009

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